

# TOWN OF PAONIA

# 2019

## Budget



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# **INTRODUCTION**

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**Budget Transmittal Letter**

**Elected, Appointed, and Exempt Officials**

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# INTRODUCTION

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## 2019 BUDGET TRANSMITTAL LETTER

November 13, 2018

Honorable Mayor and Members of the Board of Trustees:

In accordance with the Town of Paonia policies, we, Ken Knight and Cindy Jones, present to you the proposed 2019 Budget for the Town of Paonia. This budget strives to implement the goals and objectives of the 2019 Board of Trustees in a fiscally responsible manner.

The budget is one of the clearest policy statements the Board of Trustees makes. The document prioritizes the resources available and ensures a course of action to implement the goals set by the Board of Trustees.

In order to work toward the Board of Trustees 2019 goals, the following critical areas have been identified on which to focus. Each of those areas are listed below. Addressing these areas will take far more than a simple allocation of dollars; they will require strong leadership and direction from the Board of Trustees. With that understood, steps are outlined beneath each critical area on how each area will be addressed.

### ORGANIZATION AND STAFFING

While we work toward the Board of Trustees 2019 staffing goals, it is important to keep expectations realistic relative to the resources available.

Salary and benefits for 2019 are being proposed as follows:

Board of Trustees	\$ 10,334
Town Administrator	\$101,665
Finance Officer	\$ 75,355
Town Clerk	\$ 61,191
Deputy Clerk	\$ 37,492
Town Treasurer	\$ 1,295
Total Office Staff	\$276,998
Police Chief	\$ 75,853
(3) FTE – Officers	\$152,043
(1) PTE – Officers	\$ 28,416
PTE - Judge	\$ 3,886
Total Police Staff	\$260,198
Public Works Director	\$102,087
(4) FTE – Laborer	\$178,714
(1) Trash Truck Driver/Laborer	\$ 45,862
(1) PTE – Trash Laborer/Laborer	\$ 21,283
Total Public Works	\$347,946
Total Payroll	<u>\$895,476</u>

The Town will be changing providers in November 2018 from MetLife to The Hartford for Life Insurance benefits and adding Short-Term Disability.



## **AQUIRE AN INTERN TO ASSIST WITH THE UPDATE OF THE MASTER PLAN (STRATEGIC PLAN)**

The Town must begin the process of updating the Master Plan. At over twenty years old, the current plan no longer is acceptable to many of the organizations that provide grant funding. The process of updating the plan requires the compilation of data collected for other purposes as well as public input and meetings. Current town staffing makes this work very difficult to achieve without additional help. The hiring of an intern to perform the day-to-day functions, compilation of data, record keeping, and moderating of public meetings will allow the process to move forward. Staff envisions the update of the plan being done in stages with one or two chapters being worked on at any one time. While this will extend the time period to have a fully updated plan in place; it will allow for the most important of the chapters to be updated first and allow for staff to prioritize chapters should it become necessary to meet the needs for certain grant funding.

## **ANNEXATION**

Annexation has been identified as a priority by the Board of Trustees. First to annex the 'enclaves' that currently exist within the Town and then to extend the Town's boundaries for economic development purposes and to give the Town more control over how the properties in close proximity to the Town are developed. Annexation, however, can be controversial and, possibly, challenged by the property owner or others who may oppose the annexation. Legal fees, election expenses, and reports by a professional planner may be required to successfully complete the process. The Town's plans to extend the Town's sewer collections system to Highway 133 will open up many more properties that the Town may target for annexation so budgeting for the process is a necessity.

## **TOWN OF PAONIA SIGNAGE PROJECT**

The North Fork Valley Creative District has funded a plan for signage for the Town. This will greatly increase the Town's visibility from Highway 133 and provide a clear and attractive image to bring people into the Town. The Board of Trustees has supported this program and while the North Fork Valley Creative District will proceed with the labor of doing the major fund raising; the Town is showing its support by budgeting a contribution to the project.

## **HOSTING OF 2019 PHILANTHROPY DAYS**

Rural Philanthropy Days brings several hundred people to the community hosting it as well as many of the most important private foundations in the state to the community. The North Fork Valley has been chosen to host the June 2019 event. Most communities see a positive increase in the amount of funds that they received from the visiting foundations after hosting the event. The Town wholeheartedly supports the hosting of the 2019 Rural Philanthropy Days and will budget time, space, and money to see to it that it is a successful event.

## **TOWN BUILDING CODE**

In 2016, a Building Inspector was hired to handle Building code issues as well as issuing building permits. In 2017, revenue for Building Permits and Inspections were up significantly over prior years due to having a Building Inspector. In 2018, the search began for a new Building Inspector. Dan Reardon was contracted from the City of Delta to help out the Town in December 2017. He then became a part time employee of the Town in February 2018. In March of 2018 Mr. Reardon went to work for Colorado Code Consulting, LLC and the Town signed a temporary contract maintaining Mr. Reardon as the Building Inspector. In October 2018, the Town approved continuing with Colorado Code Consulting, LLC and Mr. Reardon. It was also requested that Building Code and Fees be reviewed.

## **PUBLIC SAFETY**

- **TRAINING GRANTS**  
Police Officer's Standards and Training (POST) provides police departments reimbursable funding for training of their officers. They cover the training costs, lodging, and out of town travel and meals. They will also reimburse for training ammo.



- **MARIJUANA ENFORCEMENT GRANT (DOLA) \$TBD**  
Financial assistance to local law enforcement agencies for the investigation and prosecution costs associated with unlicensed marijuana cultivation or distribution operations.
- **VICTIMS ADVOCATE**  
The Victims Advocate (VA) agreement is between the municipalities of Cedaredge, Hotchkiss, and Paonia victim services subcontractors, the Cedaredge Police Department, Hotchkiss Marshal Office and the Paonia Police Department.

The purpose is to provide the municipalities with a consistent approach to victim advocacy by providing two part-time advocates who will respond to the needs of domestic violence/sexual assault/death notification and other victim related crimes. A VALE grant of \$18,512.00 has been obtained to cover the majority of costs associated with this program. The Town will provide a cell phone for the advocate and an additional \$1,000 for incidentals.

- **SCHOOL RESOURCE OFFICER (SRO)**  
The purpose of the School Resource Officer (SRO) is to formalize the relationship between the Town and the Delta County School District in order to foster an efficient and cohesive program that will build a positive relationship between law enforcement officers and the youth of Paonia and surrounding area, with goals aimed toward providing a safe learning environment for students, a safe working environment for educational staff, and preventing and reducing offenses committed by juveniles and young adults. The School District will Provide \$20,000 to help obtain this goal.

## PARKS

- **ARBOR DAY & TREE CITY USA**  
Arbor Day participation is a requirement for Tree City USA Designation. The Tree City designation is a necessary function for multiple grant and funding opportunities for parks and Town-owned property. Participation in Arbor Day celebrations and Tree City projects has been found to reduce costs for energy, storm water management and erosion control, boost property values, build ties with neighbors and the community, and provides education about sustainable tree management. Participation in Arbor Day must include the planting of a tree in a public space, and an additional requirement for Tree City USA designation is a \$2 contribution per capita.
- **TREE BOARD**  
Per Article 7 of the Municipal Code the Tree Board holds the responsibility of maintaining both the Arbor Day tradition as well as the annual updating for Tree City designation. Funds are allocated to help support advertisement and celebration costs associated.
- **POULOS PARK GRANTS \$38,850**  
Landscape and provide infrastructure improvements to a small pocket park to encourage activities in the park and to direct visitors to recreational activities around the Town.
- **PARK PLANNING GRANT \$57,000**  
The Town of Paonia needs a written plan to guide development and upgrades to town parks and trails. The Plan will position the Town with a shared vision and goals and define implementation steps and resources to coordinate and connect enhancements to existing parks and open spaces.



## **STREET, BRIDGE, ALLEYS & CAPITAL IMPROVEMENTS**

The Town of Paonia has limited resources for funding the General Fund of which Streets & Alleys are funded. Staff recommendation is the creation of an Impact Fee for the Town's 'public' utilities similar to the Franchise Fee the Town charges 'private' utilities for the use of the Town's Rights-of-Way. Staff recommendation is an Impact Fee of 3% to be paid either out of existing revenues or the creation of a 3% Impact Fee to be added onto the utility bills. Each Enterprise fund - Water, Wastewater, and Sanitation - would be charged the Impact Fee for use and impact of the Town's Streets and Alleys.

### **STORM WATER GRANT \$89,462**

The Town received a grant from the Department of Public Health and Environment Water Quality Control Division to convert the existing sanitary sewer VCP to a storm sewer line between 100 and 200 block of Clark Street at 2<sup>nd</sup> Street. This project serves to improve water quality and public health by completing construction to improve Storm Water drainage and inflow/infiltration issues in the Town of Paonia. Engineering started in May 2018, bid process is expected to be held in January 2019, and Construction expected to be completed no later than June 30, 2019.

### **SAFE ROUTE TO SCHOOLS GRANT (CDOT) \$484,505**

The project will provide sidewalk, curb ramps and bike lanes for routes that connect the Paonia Elementary and Paonia Jr. High Schools with the Town (including residential, commercial areas and Town parks). The project will make walking and biking safer and appealing and will encourage children to walk and bike to school.

### **US DOT STREET GRANT \$18,307,800**

The project will repair and expand the existing bridge over the North Fork of the Gunnison River on Samuel Wade Road to include ADA sidewalk access and safe passage for bicycles and pedestrians. The Project will also include repair and paving of Samuel Wade/3<sup>rd</sup> Street (main access to the Town and primary East-West arterier), Grand Avenue (Paonia's Main Street) and 2<sup>nd</sup> Street (Secondary East-West artery) all connecting major commercial and residential areas.

## **AND/OR**

### **OFF SYSTEM BRIDGE GRANT (CML) \$TBD**

The Town is submitting an application to The Special Highway Committee for municipalities with off-system bridges that are eligible for rehabilitation or replacement. Approximately \$2.6 million will be available for allocation to municipalities and counties between 2019 and 2021. Priority will be given to projects on bridges that have been deemed scour critical, have the lowest sufficiency ratings, and are ready for construction.

### **OUR TOWN NEA (NATIONAL ENDOWMENT FOR THE ARTS) GRANT \$95,000**

The Our Town NEA Grant program will support the design of an area creating the Town of Paonia's "Grand Avenue Corridor" linking the Town Center with the North Fork of the Gunnison River Park. The Paonia Creative District (administered by the North Fork Valley Creative Coalition) will work with the Town of Paonia to engage a design firm to provide development and schematic designs for the half mile corridor that includes the Paonia Creative District. Additionally, the Town and Creative Coalition will select a consultant/artist to facilitate community planning sessions with the goal of engaging local artists and artisans in the implementation phase of the project. The project is expected to provide increased green space, public art and improved walkability along Paonia's "main street" and to encourage pedestrians to travel along a beautifully developed roadway (TBD) to visit and enjoy the River Park.



## SIDEWALK FUND

In 2013, voters approved a \$3.00 per month fee to be dedicated to the repair and replacement of existing sidewalks sunsetting in 10 years or 2023. In 2014 the \$3.00 fee was implemented collecting a total of \$29,046. In 2015, CN&N was issued the Contract to begin sidewalk repairs, total expenditures were \$40,299. In 2016, CN&N was also issued the Contract for sidewalk repairs. In 2017, due to the depletion of the Sidewalk Fund, expenditures were limited to 'emergency' repairs which were performed by CN&N totaling \$11,530. Due to the increased costs in mobilization staff has recommended that starting in 2018 sidewalk projects are conducted every other year to allow for the fund to be replenished and allow for more substantial work. Therefore, expenditures will be limited to 'emergency' repairs for 2019.

## SPACE TO CREATE

In 2017, the Town received a grant from the Boettcher Foundation for \$35,000 to begin the Space to Create project. Space to Create Paonia will advance a feasibility analysis of creative sector workforce space in the Town of Paonia. The initiative will begin with a preliminary feasibility study and community engagement work, followed by an arts market survey.

### In 2018:

- The Town applied for \$25,000 REDI Grant from DOLA for the feasibility study
- A \$17,500 REDI Grant from DOLA for the Arts Market Survey
- A \$50,000 Grant from CCI

### In 2019:

- The Town is preparing to apply for a VISTA Interim through Downtown Colorado Industries (DCII) to assign capacity building for Space to Create; and
- The Town is working with the North Fork Valley Creative Coalition to create a working partnership via a MOU to promote Space to Create; and
- The Space to Create working group is preparing for a fund-raising campaign for Space to Create.

## CAPITAL IMPROVEMENTS

The 2019 Budget recommends a capital improvement budget of \$145,600 in new projects plus the carry-over of the 2018 Budget Goal statement as follows:

Paonia Airport	\$ 44,892
(completely supported by Cell Phone Tower Rent)	
Town Hall Repairs	\$ 18,000
PD Vehicles (2)	\$ 50,000
Replace Electric Car	\$ 8,000
PW	\$214,292
3 <sup>rd</sup> Street Carry-Over	<u>\$109,451</u>
Total Capital Improvements	\$444,635

## ENTERPRISE FUNDS:

While no additional revenue increases are being recommended in this budget for 2019 the Board may want to consider a small incremental increase each year rather than larger increases less often.

Grants will be needed to be obtained in order to complete several of the priorities under water and sewer. The Town will be working with the different agencies in order to secure these funds.

## Water

Water rates were increased by 2% in 2017.

Water Company Agreements

System Pressure Analysis

Repair & Maintenance Priorities:

1MG Tank

3<sup>rd</sup> Street Loop

300 Orchard

2MG Lining

Debt Service

## Sewer

In 2017, wastewater rates were increased by \$3.00

In 2017, the town completed engineering to extend the Town's sewer line on down Stahl Road down Highway 133 and also up Price Road. The Town will secure funding to process with the construction of this project.

Repair & Maintenance Priorities:

Auto Trash Cleaner

Manhole Lining

Slip Lining

Aerators

Debt Service

The Town did sell sewer property in 2017 totaling \$511,155(including interest earned), and as a condition set by USDA, these funds must be used for sewer projections.

## Trash

Solid waste (trash) rates were increased \$1.00 in 2018.

There have been no priorities set in this breakeven budget.

## MOVING FORWARD

It is impossible to know how the fluctuating economy and fiscal outlook for Paonia will be in the coming years. Looking to the future the Town needs to ensure that we are capable of handling any unforeseen negative financial situations.

Moving forward into 2019 and beyond, the following security measures need to be maintained or worked into the budget document:

- The continued allocation of 1% of the Town's 3% sales tax toward the Capital Improvement Plan;
- Increase dwindling reserves to cover at least six (6) months' worth of expense;
- Investigate the possibility of allocating funds for Capital Equipment Replacement Fund (CERF) funding from revenues; and
- Investigate other possible revenue opportunities;
- Investigate grant opportunities.

These are bold ambitions and as such, it will take several years to achieve these financial goals. But, by committing to them, the Town will have measures in place to help responsibly address any negative fiscal situations that may arise in the future.



## CONCLUSION

The proposed 2019 budget puts forth an implementation plan that actively addresses the goals adopted by the Board of Trustees. Budgetary 'wish' lists exceed the funds available. But, with proper planning, the creation of a long-term Capital Improvement Budget that incorporates the items eliminated from this budget plus planned replacement of capital items (rather than always responding to 'emergency' appropriations) can create budgetary continuity and improve long-term planning. This is a budget that pushes forward to achieve the goals set by the Board of Trustees, while reflecting an increase in planning for the future based upon those same goals. The Town must not rest on the laurels of past accomplishments but continue to ensure that the high levels of service provided to the community remain. It is with these goals in mind that we respectfully submit this budget for review.

Respectfully,

Kenneth D Knight  
Town Administrator

Cindy Jones  
Finance Officer



# INTRODUCTION

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## **ELECTED OFFICIALS**

Charles Stewart, Mayor

Chelsea Bookout, Mayor Pro-Tem

William Bear Jr., Trustee

Mary Bachran, Trustee

Karen Budinger, Trustee

Samira Hart, Trustee

Dave Knutson, Trustee

## **APPOINTED OFFICIALS**

J. David Reed, PC (Bo Nerlin), Town Attorney

Brad Kolman, Judge

Ross King, Treasurer

Corinne Ferguson, Town Clerk

## **EXEMPT OFFICIALS**

Ken Knight, Town Administrator

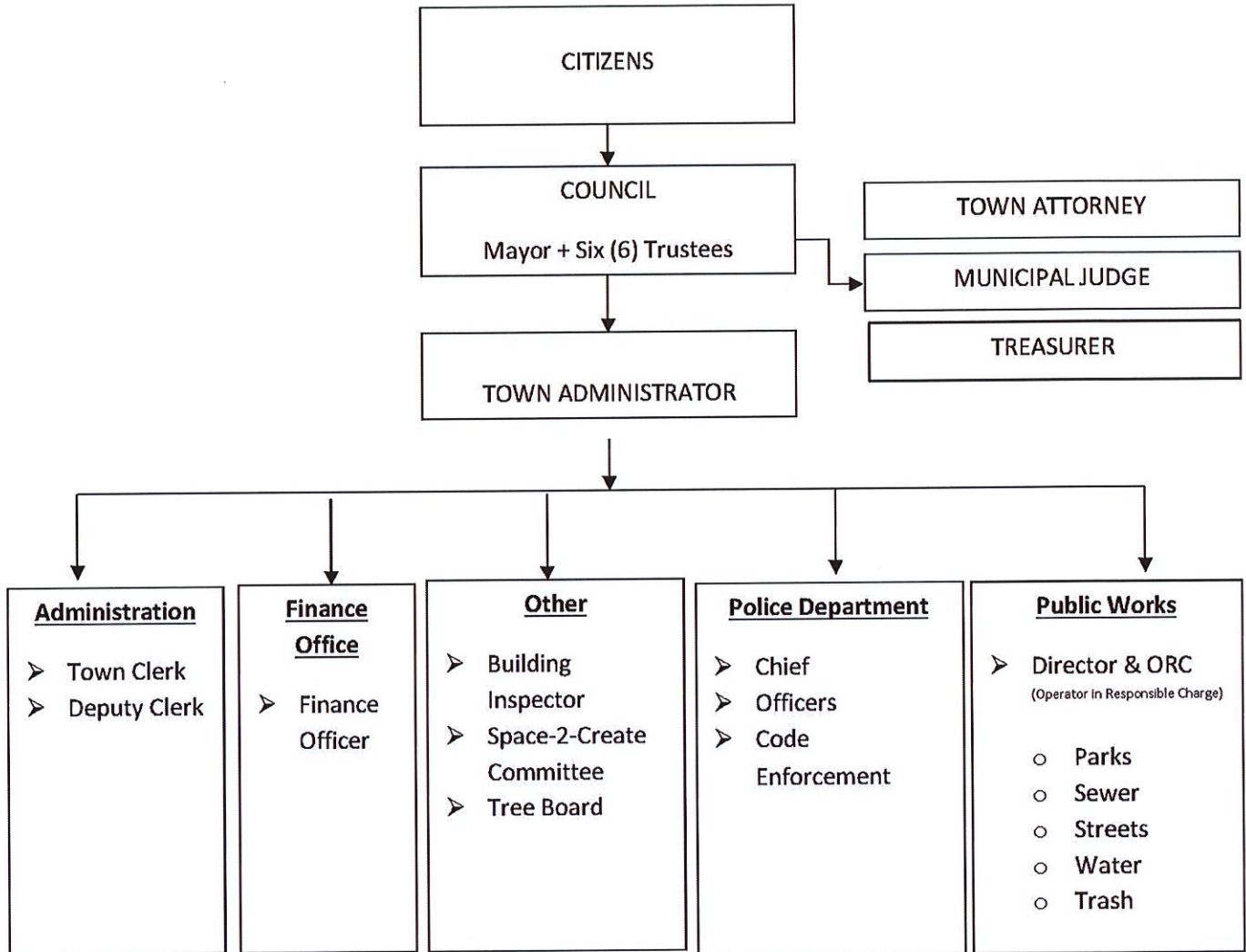
Travis Loberg, Public Works Director

Cindy Jones, Finance Officer

Neil Ferguson, Chief of Police

# INTRODUCTION

## Town of Paonia ORGANIZATIONAL CHART



### Advisory Committees

Finance and Personnel  
Public Safety/ Governmental Affairs  
Public Works/Utilities/Facilities

Karen Budinger, Chelsea Bookout  
Samira Hart, Vacant  
William Bear Jr, Mary Bachran

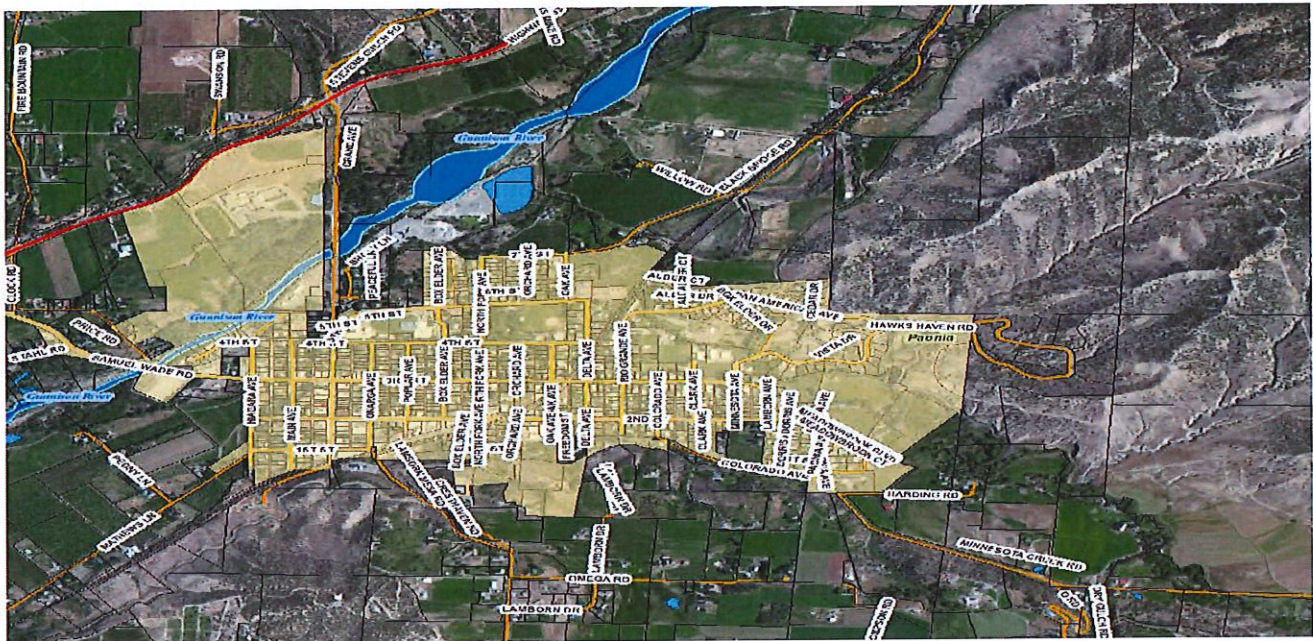
Planning: Charles Stewart, William Bear Jr, Barbara Heck, Lucy Hunter, and one vacant seat  
Zoning: William Bear Jr, Barbara Heck, Dave Knutson, Thomas Markle, and James Normandin  
Tree Board: Paula Martin, Tamie Meck, Roger Baril, and Karen Hinkel



# INTRODUCTION

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Welcome to Paonia; the gem of the North Fork Valley.



## History

The area was first explored in 1853 by Captain John W. Gunnison of the United States Army. Gunnison was on an expedition to locate a suitable pass through the Rocky Mountains for the Topographical Engineers.

The Valley was inhabited by Ute Indians until 1880, when the Ute Indian Reservation was closed by the federal government.

Following the closure of the reservation, the site itself was settled in 1880 by Samuel Wade and William Clark, who had accompanied Enos Hotchkiss to the area from Ohio. The town was officially incorporated in 1902. The peony roots that Samuel Wade brought with him to Colorado in 1881 inspired him to submit the Latin name for peony, "Paeonia" as a town name. The post office wouldn't allow the extra vowel, so Paeonia became Paonia. Significant industries include ranching, mining and orchard farming.

Cattle came first, but in 1893, sheep were introduced to the valley. Cowboys organized a secret society called the Cattle Growers Protective Association. When sheep appeared on a cattle range, if legal persuasion failed, sheep were stamped over bluffs or massacred.

Vast reserves of coal lay buried in the area. The advent of the railroad made the shipping of coal economical and today, coal mining is one of our major industries.

Paonia is naturally air conditioned by warm air flowing up the valley at night and cool air from the mountains during the day resulting in optimal conditions for growing cherries, apricots, grapes, peaches, plums, pears, nectarines, and apples.



**Other Attractions:**  
**Paonia Cherry Days Festival**



Paonia celebrates its "Cherry Days" festival annually during the week of July 4. It features parades, family and class reunions, games, arts and crafts, and musical performances. Paonia Cherry Days is one of the longest running outdoor festivals in Colorado. Started by the Paonia Lions Club in 1946, the festival continues to be run by community volunteers.

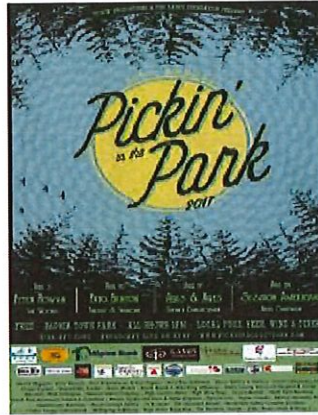
**BMW Rally**



Paonia hosts an annual rally for motorcycle enthusiasts, who descend upon the town in mid-summer and stay for several days. This location permits riders to see the beautiful Black Canyon of the Gunnison and challenges them to navigate through winding canyon and mountain roads. It is one of the more desirable rides and locations in Colorado.



**Pickin' in the Park**



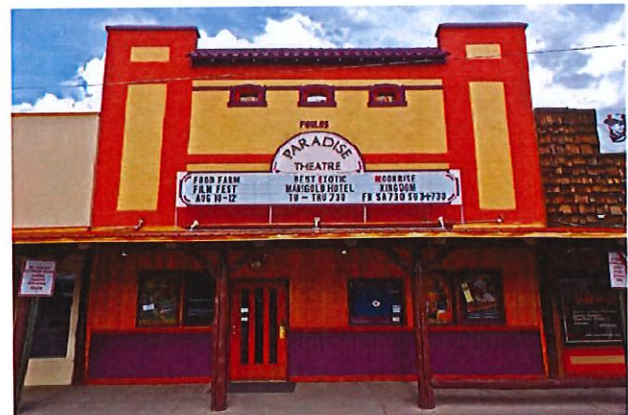
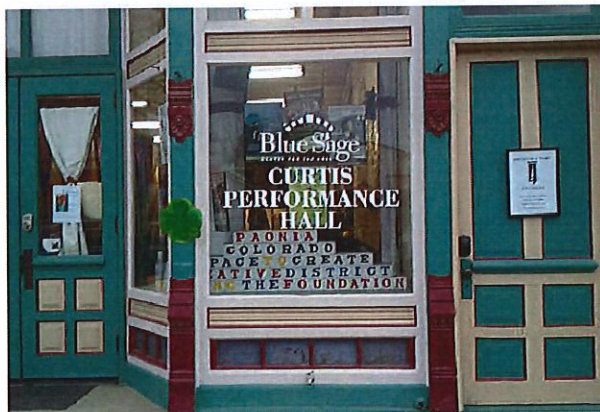
Pickin' Production goal is to feature some of the very best National (and sometimes International) acts, both established and up and coming, along with strong regional & National openers. The shows start at 6pm, and goes well into the evening. Good times and lots of dancing is guaranteed.

**Mountain Harvest Festival**



The Mountain Harvest Festival is a three-day event in downtown Paonia held during the last weekend of September. There are over 20 musical acts, poetry, an art show, a chili cook-off, a street dance, crafts, wine tasting, as well as classes on canning, raising livestock and sustainable living.

**The Blue Sage Center for the Arts and The Paradise Theatre** - host: concerts, movies, meetings, art exhibits, recitals, community theatre, and classes.





## Paonia River Park



The River Park, located near the entrance to the Town of Paonia off of Grand Ave, was once an in-stream gravel pit and is currently the only public river access point in 30 miles of the North Fork of the Gunnison River. The restoration project restored the river to a single meandering channel. Aquatic habitat was improved along the river banks, thousands of willows were planted, fish retention pools were installed, and the floodplain was rehabilitated with new vegetation to control flood erosion. The park is more welcoming than ever to wildlife and human visitors.



## **Economic Characteristics**

### **GLOBAL**

At 3.8%, global growth in real gross domestic product (GDP) in 2017 was the strongest since 2011. With financial conditions still supportive, global growth is expected to increase to 3.9% in both 2018 and 2019.

According to the International Monetary Fund (IMF) October 2017 World Economic Outlook, 2018 is projected to record respectable growth throughout much of the world. Growth in the advanced economies is expected to remain in the 2% range, unchanged from the previous year's forecast, although 2017 growth rates are expected to come in about 0.2% higher than 2016. The 2018 U.S. forecast is for 2.3% growth. It should be noted, however, that even with a positive growth forecast, the IMF acknowledges the risk of recession.

### **US ECONOMY**

The U.S. economy exhibited accelerating growth of 1.7% in 2013, 2.6% in 2014, and 2.9% in 2015. However, real gross domestic product (GDP) growth stalled in 2016, posting growth of 1.5%. Slow growth continued during first quarter in 2017 (1.2%), but picked up in the latter part of the year—3.1% growth in Q2 2017 and 3% growth in Q3 2017 (advance estimate).

According to the National Bureau of Economic Research (NBER), the United States has experienced 11 business cycles post-World War II. The nation is nearly 8½ years into an expansion, making it currently the third-longest expansion over the past 70 years. The longest expansion during this period occurred in the 1990s, lasting 10 years. The shortest expansion occurred in the early 1980s, lasting 12 months. The average length of an expansion since 1945 (including the current expansion) has averaged just over 5 years.

The current long, sustained recovery persists with the backing of many positive underpinnings to the economy—notably, employment, income, and wealth. As of October, employment growth continued uninterrupted for 85 consecutive months.

Personal income rose 2.8% year-over-year in Q3 2017, reaching a seasonally adjusted annual rate of almost \$16.5 billion. Per capita personal income, both real and nominal, also reached a new peak in Q3 2017. Employee wages, too, increased, up between 2% and 3% each month of 2017. Personal consumption expenditures are expected to grow 2.7% in 2017 and 2.6% in 2018.

### **COLORADO**

Over the past 47 years in Colorado, employment, labor force composition, and the economy have shifted dramatically.

While Colorado continues to outperform most states economically, key economic metrics show that Colorado's rebounding real GDP growth in the first half of 2017, total personal income rose 3.9% in Q2 2017 year-over-year, and per capita personal income increased 2.2%. The state's labor force increased 3.7% year-over-year in September—the fastest rate in the country—and the unemployment rate stood at 2.5%, the second-lowest rate nationally.

Following three consecutive years of employment growth in excess of 3%, the pace of growth slowed to 2.3% in 2016. The state continued the job-building momentum in 2017, adding an estimated 56,300 jobs, or 2.2%. In 2018, Colorado's pace of employment growth is projected to slow further, to 1.8%, as Colorado increases employment by 47,100.

Inflation is reported by the Bureau of Labor Statistics for the Denver-Boulder-Greeley combined metropolitan statistical areas, which is often used as a proxy for Colorado. A reflection of the hot local economy, prices increased faster than the rest of the nation. After growing by 57,300 jobs (2.3%) in 2016, the pace of employment growth decreased in Colorado in 2017, the state adding 56,300 jobs, or 2.2% growth. This trend will continue in 2018, with the state adding 47,100 jobs, or 1.8% growth—a pace that will likely keep Colorado in the top 10 nationally. Three industries that will record the most jobs added in 2018 are Professional and Business Services (10,000 jobs); Trade, Transportation, and Utilities (8,700 jobs); and Education and Health Services (8,400 jobs). The slowest growing sectors are projected to be Information (300 jobs) and Natural Resources and Mining (1,100 jobs). Overall, growth is projected in every industry.



## POPULATION

Colorado's population is forecast to continue to grow but at a slowing rate. The population is forecast to increase by an estimated 91,500 between 2016 and 2017 and 90,600 between 2017 and 2018. Through 2019 natural increase is forecast to remain around 30,000, and net migration is forecast to remain around 60,000. The slowing growth is forecast due to a slowing economy, slowing birth rates, aging population, and slowing labor force growth. Although Colorado's growth is forecast to slow, it is forecast to continue to outpace the nation growing at roughly twice the rate. Colorado is forecast to increase from 1.7% of the U.S. population currently to 2.1% by 2050.

Colorado has seen economic development across a variety of industries, including technology and information, professional and business services, and leisure and hospitality. These industries have been important to moving Colorado forward, and will continue to expand with Colorado's well-educated populace and business-friendly environment.

## AGRICULTURE

As projected, Colorado's 2017 total agricultural income will be lower than in 2016. The decline is not as steep as expected; however, profitability is highly concentrated among only a few sectors of Colorado's diverse food and agriculture value chain, most notably, cattle feeders. Net farm income for 2017 is expected to fall to \$1.16 billion from \$1.23 billion in 2016. An expected revision of 2017 farm production expenses by the USDA's Economic Research Service may drive this even lower.

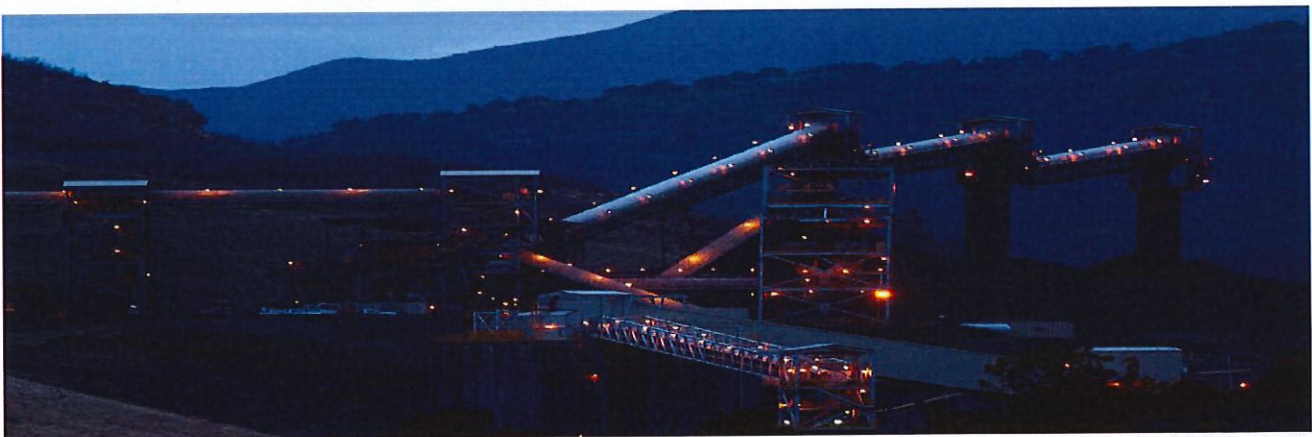
Colorado hemp farmers are expected to harvest up to 9,000 acres of hemp, compared with just 200 acres in 2014. Hemp is still a risky crop because there is a lack of marketing and processing to use it and it is still federally illegal, leaving growers without crop insurance.

Feeders that used the futures market as a risk management tool to lock in margins early likely missed out on capturing the full benefit of market conditions. Low calf prices, low corn (feed) prices, and high fed cattle (the end result) prices created this scenario, which is not likely to recur in 2018. The cattle sector is so large in proportion to the rest of Colorado agriculture that it leads the way in economic impact. While beef has the largest impact to the farm income bottom line, dairy, egg, and pork producers also showed some gains. Wheat prices are predicted to continue at levels less than half of the prices received in 2012–2014. The corn price for 2018 is forecast at less than half that of 2012. Corn farmers would have to look back to 2006 to see lower prices. Based on the cowherd, both the 2018 and 2019 calf crops are expected to be even bigger, creating downward pressure on prices.

## COAL MINING

Coal mining in Colorado dates back to 1864. Colorado's clean, high-quality coal reserves help utilities meet the stringent requirements of the Clean Air Act. Production peaked at 40 million tons in 2004. Data provided to the Colorado Mining Association (CMA) indicate that in 2014 the industry accounted for \$900 million in sales. With reduced production and lower prices, sales fell to an estimated \$510 million in 2016 but are expected to increase in 2017 and 2018 based on forecast increases in production.

Gunnison County was the leading coal producing county between 2001 and 2016, producing 149 million tons.

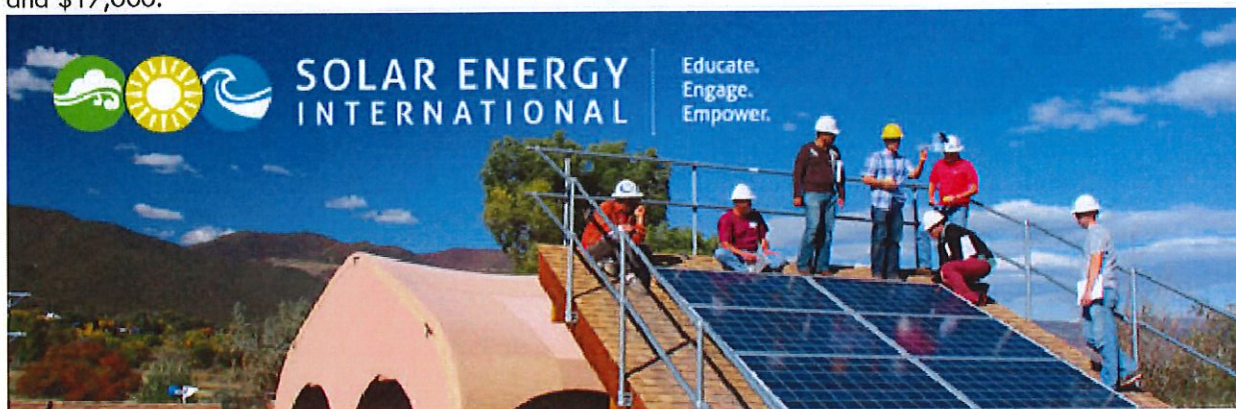




## Solar Energy

Colorado is a leader in solar energy. In terms of cumulative installed solar electric capacity, Colorado ranks 11th nationally, with over 950 MW of installed capacity (roughly 2.25% of the state's net generation). Of that capacity, 374 MW was installed in 2016—nearly 40% of the state's total. Over the next five years, the Solar Energy Industries Association (SEIA) estimates the annual installed capacity will increase by another 956 MW, doubling the state's total capacity by 2022.

Like many states, the rooftop solar community in Colorado has been thriving with installation costs dropping more than 60% since 2010. For Q1 2017, Colorado had below national-average installation costs—modeled by NREL to be an estimated \$2.66 per watt for residential PV systems. EnergySage, an online solar marketplace, estimates the average cost to install a 6 KW system in the state, after deducting the 30% federal solar tax credit, to be between \$13,000 and \$17,000.



## Media

The publishing sector includes any firm that issues print or electronic copies of original works for which they own a copyright, excluding internet firms. Products include software, newspapers, periodicals, books, directories, databases, calendars, and greeting cards. The types of products produced by the publishing industry has diversified to include an increasing amount of electronic and internet-based products, such as audio, downloadable files, digital books, and mobile device applications. The publishing sector is expected to continue to modestly shed jobs in 2017 and 2018.



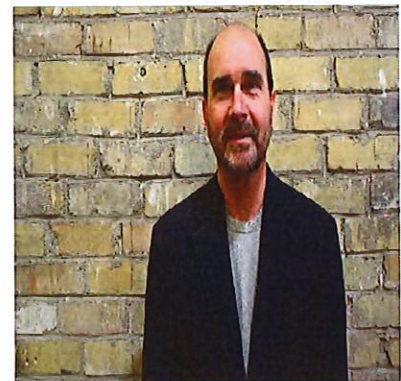
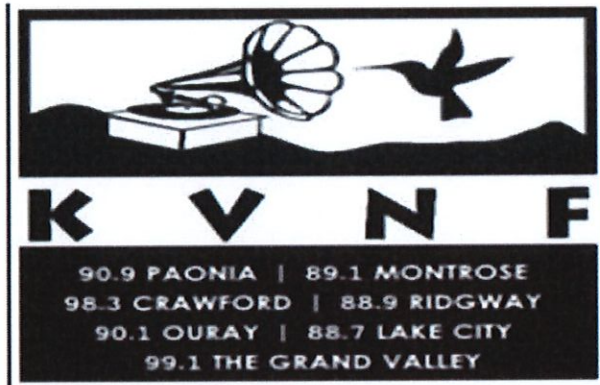
The noted Western newspaper, *High Country News*, is based in Paonia. *High Country News* covers 12 Western states and is the leading source for regional environmental news, analysis and commentary — an essential resource for those who care about this region. Their print and online magazine has nearly 33,000 subscribers, including policymakers, educators, public land managers, environmental professionals, outdoor enthusiasts and thousands of other “people who care about the West.” Our website attracts nearly 330,000 sessions each month, and our [online archives](#) are unusually deep, from the first issue in 1970 to today.





Paonia does not have a local newspaper. It is served by a section in the *Delta County Independent*. The area is also served by the monthly *North Fork Merchant Herald* founded in 1996 by the Hotchkiss Community Chamber of Commerce, was taken private by Raven Rumours Press in 1999 published in nearby Hotchkiss and *The High Country Shopper*, is published in Paonia.

Pew Research Center reported that the share of U.S. adults who “often” get their news from print newspapers fell from 20% in 2016 to 18% in 2017, while the percent who often get their news from online sources increased from 38% to 43%. Facebook was the social media site most often used to access news, with 45% of U.S. adults using Facebook for news in 2016—half of which relied solely on it for their news.



Community radio station KVNF was founded in Paonia and continues to have studios in downtown Paonia. KVNF Community Radio has been serving the western slope of Colorado since 1979 with news programs from National Public Radio, alternative news programming, local news and current affairs and an eclectic mix of musical genres with an emphasis on independent recording artists. It's a rural service network providing public radio programming for the Western Slope region of Colorado. Starting with 10 watts of power in a garage on a mesa overlooking the town of Paonia, KVNF has grown to serve parts of 6 rural counties with two transmitters and five translators and thousands of watts of power.



## Broadband

# ELEVATE

FIBER ► POWERED BY DMEA

Broadband has emerged as a critical component of economic development. Economic research shows the introduction of broadband services boosts employment growth, reduces unemployment rates, and helps attract and retain high value-added firms and workers. These positive impacts are particularly large in rural or isolated areas.

Colorado has developed a program through the Department of Local Affairs (DOLA) that has awarded over \$20 million in matching grants for a statewide investment of \$34 million to numerous rural communities through the state to help with strategic broadband planning and deployment of middle-mile broadband projects.

Broadband access allows many rural communities the potential to attract remote workers and location-neutral businesses that can help diversify the economic base, but there are many other benefits, including public safety and health care. Many rural areas of the state would benefit greatly from tele-medicine and remote health care monitoring that have the promise to reduce health care costs while improving outcomes. Broadband availability to schools and educators across the state, especially in rural areas, is also a critical need that has been addressed over the past decade by the state.

Elevate Fiber, powered by DMEA, is building a 100% fiber network that will give you a whole new internet experience. We're delivering blazing fast speeds on an ultra-reliable fiber network:

- 100 Mbps and 1 Gig (1,000 Mbps) plans
- Unlimited local and long distance calling, plus advanced features
- The ability to take advantage of the latest streaming applications and devices.

Elevate is building the fiber network from the ground up—this is a long-term project that will take up to six years to complete. What's our goal? To bring truly high-speed fiber broadband to all DMEA communities. We will only build to zones that meet their preregistration goal. DMEA's service territory is divided into 50 different zones.

## Brewing

Paonia is home to Paonia United Brewing Co., a microbrewery. Paonia United Brewing Company is dedicated to making and serving high quality, small-batch craft beer in the town of Paonia to be enjoyed by local patrons and visitors of the North Fork Valley.





## **Government**

The Government Supersector includes federal, state, and local workers and is the second-largest provider of jobs in Colorado, representing roughly one in six jobs. Government activities include a variety of services ranging from space research and technology to public safety, program administration, and education. In 2016, Government employment in Colorado increased 2.4%, to 427,300. Local government, including public K–12 education, represented 60% of government employment, followed by state government, including higher education, with 27.3%. Federal government made up the remaining 12.6%. Government employment is expected to increase 2%, to 435,800, in 2017, then rise 1.1%, to 440,400, in 2018.

Local governments generally derive their revenues from property taxes, sales and use taxes, fees, and intergovernmental sources. More than 3,000 local governments in Colorado provide a variety of services through counties, school districts, special districts, cities, and towns. Their powers and duties are defined by state law and range in authority from maintaining park programs, providing public safety, serving judicial functions, and regulating land use. State and federal governments transfer various revenues to local governments, such as state-collected highway revenues derived from gas tax and motor vehicle registration fees that are transferred to counties and municipalities. A state-run lottery returns net proceeds back to parks and recreation districts for open space and recreation improvements. The majority of revenue available to local governments is collected locally in Colorado through property, sales, and use taxes. Although the availability of federal and state grant funding continues to decline, local governments in Colorado apply for grants if the program's purpose and conditions fit local government needs and priorities.

Each year, the Colorado Municipal League (CML) conducts a statewide survey entitled The State of Our Cities and Towns as a way to measure the economic outlook of Colorado's communities compared to previous years. CML groups the responses received into three categories according to a municipality's size (i.e., population of less than 2,000, between 2,000 and 24,999, and 25,000 or greater). It also groups responses regionally, providing a more realistic snapshot of what is happening on the Eastern Plains versus the Front Range or Colorado's mountain communities. The results of this year's survey paint an optimistic portrait of Colorado emerging from the Great Recession fully recovered and with economic confidence at a record high. Of the 105 municipalities that participated, half felt their local economy is better than it was in 2016, and 37% said their economy is performing at roughly the same level as it did the year before. Only 13% reported a weaker economic outlook.

### **Gallagher Amendment and Property Taxes:**

Property taxes are the largest source of government revenue in Colorado, generating over \$8 billion in revenue for schools and local governments. Property taxes are determined by three things: the value of property, the assessment rate, and mills set by local governments. In 2017, the constitution required the assessment rate for residential property to decrease for the first time since 2003, impacting the tax base in every county and school district in the state.

The Gallagher Amendment in the Colorado Constitution, approved by voters in 1982, requires that the proportion of taxable value for residential and nonresidential property remain constant between each reassessment cycle. This proportion is known as the target percentage and is adjusted for any new construction and mineral production that occurs during the reassessment cycle. When the amendment passed, residential property constituted about 45% of the tax base. After adjusting for new construction and changes in mineral production, the Division of Property Taxation calculated a new target percentage of 45.67%. The vehicle for achieving the target percentage is the adjustment of the residential assessment rate. Based on estimated 2017 property values, a residential assessment rate of 7.20% is necessary so that residential property will constitute 45.67% of the statewide property tax base in 2017.

### **Paonia Government Overview**

Paonia has been a Mayor-Board of Trustees form of government. Board incorporated a Town Administrator into its Municipal code. The Town Administrator is responsible for the day to day operations of the town. There are four positions which are appointed by the Board: Treasurer, Judge, Town Attorney and Town Clerk. There are 7 Board of Trustee members including the Mayor who are elected at large. Board of Trustee meetings are held the 2nd and 4th Tuesday of each month with workshop items being handled at various posted times.

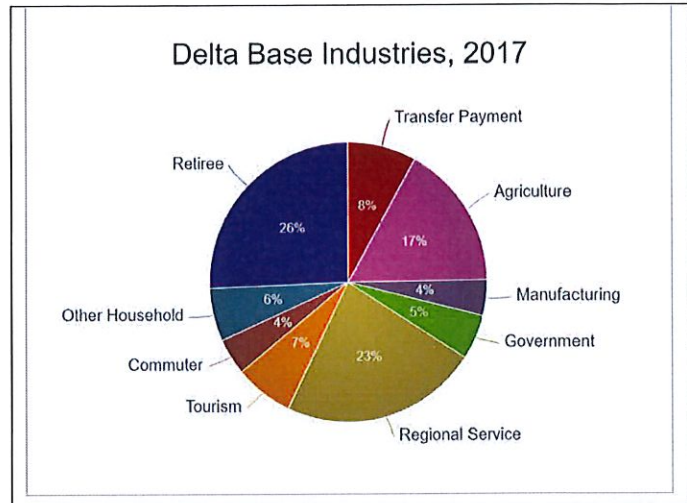
Other boards and commissions of the Town include the Planning Commission and Development and Review. Members of these boards and commissions are appointed by the Council.

The Town has three major departments: General Government/Administration, Public Works and Police (Public Safety).



## Population and Demographics

Statistic	Value	Percent
Population 1970:	15,316	
Population 2016:	30,377	
Total Population Change:	15,061	98.30%
Avg Population Change:	327	1.50%
Total Births:	13,779	
Birth Rate per 1,000 Pop:	12.3	
Total Deaths:	12,988	
Death Rate per 1,000 Pop:	11.5	
Total Natural Increase:	791	0.08%
Total Migration:	14,269	
Migration Rate per 1,000:	13.68	

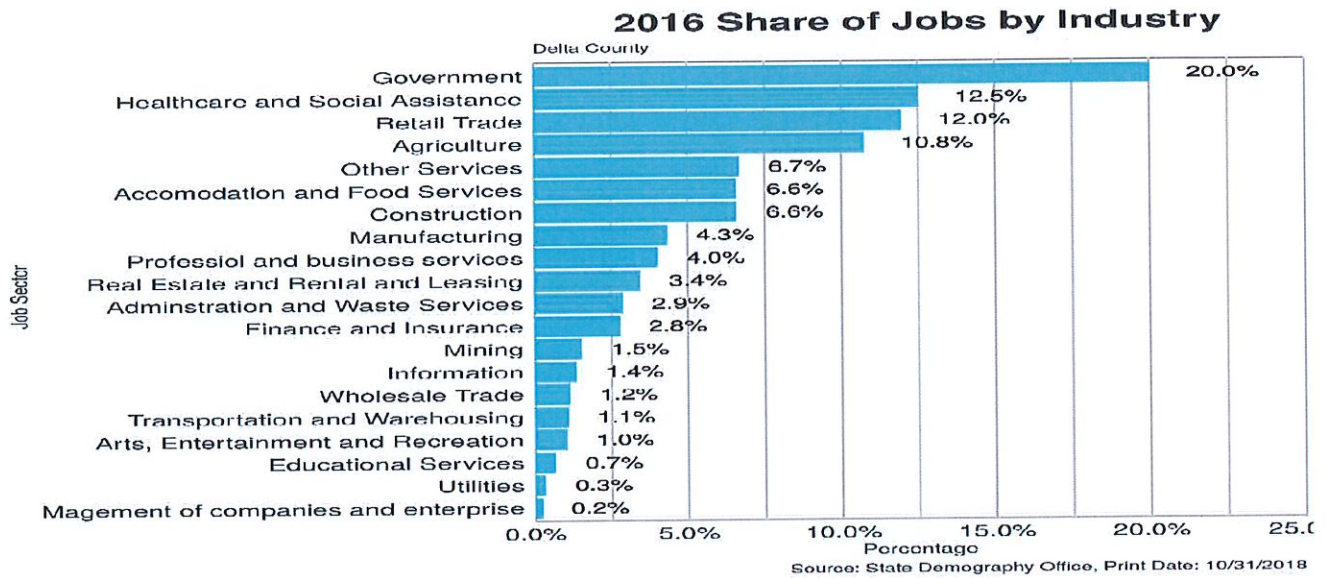
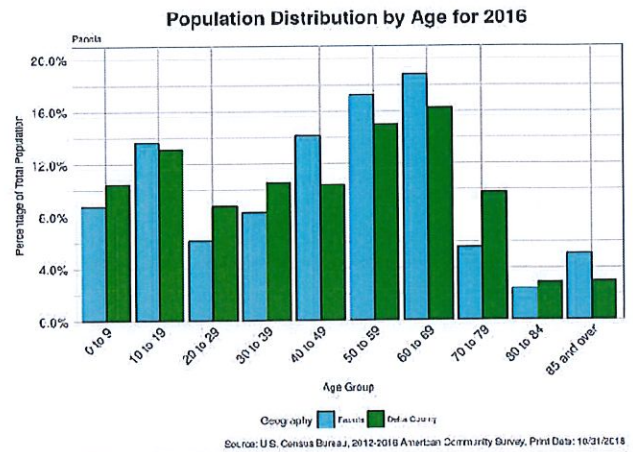
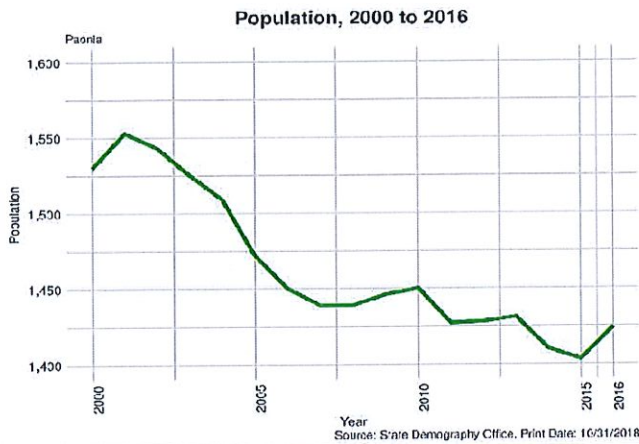


### State Demography Office Population Estimates

Variable	2010 Census	2010 Adj. Census	July 2010	July 2011	July 2012	July 2013	July 2014	July 2015	July 2016	July 2017
Total Population	8,915	8,915	8,897	8,767	8,838	8,843	8,692	8,731	8,838	8,888
Group Quarters Population	136	136	136	136	136	136	136	136	136	136
Household Population	8,779	8,779	8,761	8,631	8,702	8,707	8,556	8,595	8,702	8,752
Persons Per Household	2.49	2.49	2.49	2.49	2.49	2.49	2.49	2.49	2.49	2.49
Total Housing Units	3,825	3,825	3,826	3,830	3,866	3,864	3,867	3,903	3,892	3,893
Occupied Housing Units	3,530	3,530	3,523	3,470	3,499	3,501	3,440	3,456	3,499	3,519
Vacant Housing Units	295	295	303	360	367	363	427	447	393	374
Vacancy Rate	7.71	7.71	7.92	9.40	9.49	9.39	11.04	11.45	10.10	9.61



# Population and Demographics Continued



YEA	PLACE	Total Population	Household Population	Household Size	Total Housing Units	Occupied Housing Units	Vacant Housing Units
2017	Cedaredge	2,229	2,229	2.11	1,192	1,057	135
2017	Crawford	422	422	2.4	212	176	36
2017	Delta	8,888	8,752	2.49	3,893	3,519	374
2017	Hotchkiss	927	927	2.24	472	414	58
2017	Orchard City	3,103	3,048	2.34	1,439	1,301	138
2017	Paonia	1,433	1,396	2.15	749	649	100
2017	Unincorp. Area	13,576	13,080	2.41	6,724	5,424	1,300
2017	Paonia	1,433	1,396	2.15	749	649	100



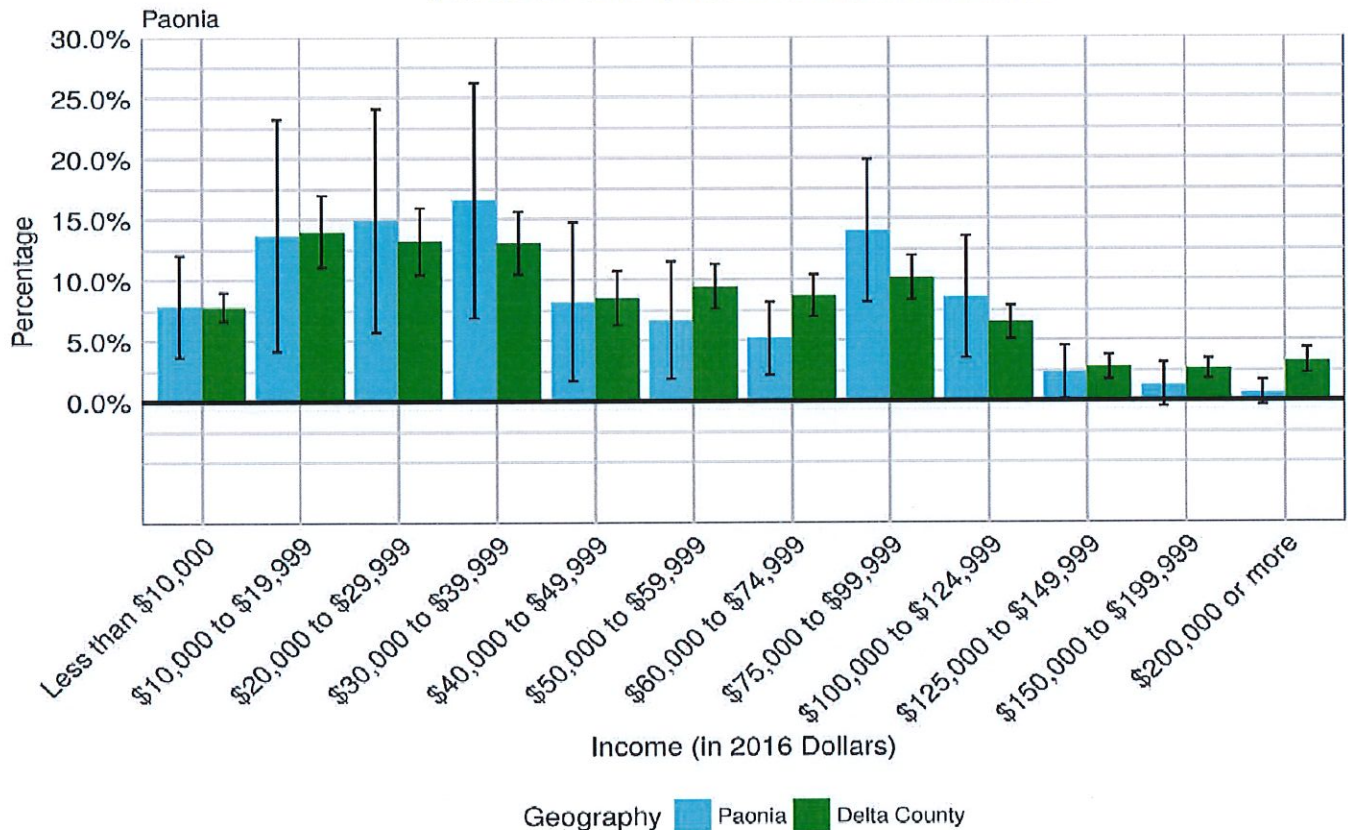
# Population and Demographics Continued

Basic Statistics Table

	Paonia	Delta County	Colorado
Population (2016) *	1,424	30,377	5,534,240
Population Change (2010 to 2016) *	-26	-512	483,908
Total Employment (2016) *	667	12,453	3,231,769
Median Household Income ^	\$38,676	\$42,011	\$62,520
Median House Value ^	\$154,200	\$196,200	\$264,600
Percentage of Population with Incomes lower than the Poverty Line ^	13.8%	16.8%	12.2%
Percentage of Population Born in Colorado ^	42.5%	52.4%	42.8%

\* State Demography Office || ^Source: U.S. Census Bureau, 2012-2016 American Community Survey, Print Date: 10/31/2018

## Household Income Distribution



Source: U.S. Census Bureau, 2012-2016 American Community Survey, Print Date: 10/31/2018



## Population and Demographics Continued

Employees in Paonia living elsewhere		
Location	Count	Percent
Delta City CO	53	17.3%
Paonia CCD (Delta CO)	35	11.4%
Somerset CCD (Gunnison CO)	29	9.4%
Hotchkiss CCD (Delta CO)	16	5.2%
Hotchkiss Town CO	15	4.9%
Grand Junction City CO	12	3.9%
Denver City CO	10	3.3%
Cedaredge Town CO	8	2.6%
Montrose City CO	8	2.6%
Colorado Springs City CO	6	2.0%
Other Municipalities/Places	115	37.5%
Total	307	100.0%

Source: U.S. Census Bureau On the Map, Print Date: 10/31/2018

Employees in Paonia living elsewhere		
Location	Count	Percent
Paonia CCD (Delta CO)	144	35.9%
Hotchkiss CCD (Delta CO)	73	18.2%
Delta City CO	21	5.2%
Delta CCD (Delta CO)	16	4.0%
Hotchkiss Town CO	16	4.0%
Cedaredge Town CO	14	3.5%
Denver City CO	9	2.2%
Crawford Town CO	8	2.0%
Orchard City Town CO	8	2.0%
Montrose City CO	6	1.5%
Other Municipalities/Places	86	21.4%
Total	401	100.0%

Source: U.S. Census Bureau On the Map, Print Date: 10/31/2018

Municipal Services provided by the Town of Paonia include: police protection, trash removal, water and wastewater collection and treatment, road maintenance and improvements, drainage, parks maintenance, and community development.

Other governmental services are provided through various agencies include: fire protection through the Paonia Volunteer Fire Department (Delta County FPD #2), North Fork Volunteer Ambulance Association, Paonia Public Library a branch office of the Delta County Library District, mosquito control through the Mosquito Abatement District. Recreation: Public swimming pool with Red Cross swimming lessons; lap swim time; water aerobics. Kids Kingdom playground. Paonia Skate Park and Apple Valley Park tennis courts in Paonia provided by North Fork Pool Park and Recreation District, and two cemetery's Paonia's Bethlehem Cemetery and Cedar Hill Cemetery are provided by the Cemetery Districts.

Schools include Paonia Elementary, Paonia Junior High School, the Vision Charter Academy and Paonia High School, Tech College of the Rockies, North Fork School of Integrate Studies (NFSIS); all part of Delta County School District #50.

Health services include: doctors, dentists, pain management, osteopathic and occupational medicine, as well as a variety of holistic practitioners.

Transportation services are provided by All Points Transit. Private air transportation is available at the Paonia Airport; a Fixed Based Operation (FBO). Commercial transportation by air, bus and train are also readily accessible from Grand Junction and Montrose.



Space to Create Colorado is the first state driven initiative for affordable housing for artists and creative sector workers in the nation. Our mission is to develop affordable housing and work space, including commercial space, for artists and arts organizations and to position Colorado as the nation's leader in artist led community transformation in rural communities. Space to Create will facilitate the development of nine projects in eight regions in Colorado's rural, small town and mountain communities. This effort is led by the Colorado Office of Economic Development's Colorado Creative Industries, the Colorado Department of Local Affairs, the Boettcher Foundation, ArtSpace and History Colorado.

#### ELIGIBILITY SNAPSHOT

- Concentration of creative sector workforce
- Availability of historic buildings for adaptive re-use
- Available property for development
- Commitment of resources by local governing body
- Demonstrated ability to execute community-based initiatives
- Community with less than 50,000 population and geographically distant from urban areas.

#### GOALS

- Stimulate community and economic development in rural, small town and mountain communities by providing permanently affordable and financially sustainable workforce housing and working spaces for creative sector employment.
- Nine projects initiated across Colorado by 2019 will culminate in roughly \$45 million of investment in direct capital investment by multiple partners and agencies.

Paonia was the community selected for the Space to Create program in northwest Colorado recently, selected by the Colorado Office of Economic Development and International Trade, Colorado Creative Industries Division, and many others at the Mountain Harvest Festival. Space to Create Paonia will advance the creative sector workforce space by starting with a feasibility study and community engagement work, followed by an arts market survey.



# **POLICIES AND PROCEDURES**

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**Budget Process**

**Fund Types**

**Basis of Budget and Accounting**

**Budget Policies**

**Goals and Objectives**



# POLICIES AND PROCEDURES

## BUDGET PROCESS

The mission of the budget process is to help the Board of Trustees make informed choices for the provision of services, acquisition and development of capital assets, and to promote citizen participation in the decision process.

The development of the budget is an on-going process that takes place throughout the entire year.

There are four principle elements to the budget process.

1. Development of broad long-term goals that provide overall direction for the Town and serve as a basis for decision making.
2. Development of specific policies and strategies to assist the Town in achieving its goals.
3. Development of a financial plan and budget that allocates resources necessary to implement the specific policies and strategies to achieve long term goals.
4. Ongoing assessment of performance and progress that has been made towards achievement of the Town's goals.

## BUDGET CALENDAR

Description	Administration	Department Head	Finance Officer	Public	Board of Trustees
Department Head Meetings	8/7-8/30	8/7-8/30	8/7-8/30		
Approval of the Budget Calendar	8/14		8/14		8/14
Preliminary Certification of Values due from County Assessor			8/25		
Prepare Initial Budget by Town Administrator/Finance Officer	9/11		9/11		
Budget Workshop (5:00 – 6:15)	8/28	8/28	8/28		8/28
Budget Workshop (5:00 – 6:15)	9/11	9/11	9/11		9/11
Budget Workshop (If needed) (6:00 – 9:00)	9/18	9/18	9/18		9/18
Budget Workshop (5:00 – 6:15)	9/25	9/25	9/25		9/25
Proposed Budget due to the Board	10/5		10/5		
Publish Notice of Budget Hearing	10/9		10/9		
Budget Workshop (If needed) (5:00 – 6:15)	10/9	10/9	10/9		10/9
Budget Workshop (If needed) (5:00 – 6:15)	10/23	10/23	10/23		10/23
Final Adjustments by Town Administrator to Finance Officer	11/9		11/9		
Public Hearing of Proposed 2019 Budget	11/13	11/13	11/13	11/13	11/13
Final Budget Review by Board	11/13	11/13	11/13		11/13
Preparation of Final Budget	11/20	11/20	11/20		
Final Certification of Values Due from County Assessor			12/10		
Resolution Adopting Budget	12/11		12/11		12/11
Resolution setting of Mill Levy	12/11		12/11		12/11
Resolution to Appropriate Sums of Money to Various Funds	12/11		12/11		12/11
Mill Levy Certification due to County			12/15		
Final Budget Document to State			12/31		

\* Mill Levy will be determined based on good faith estimate and is subject to minor changes upon final certification.

(Note: Shaded areas indicate items that require Board of Trustee participation, discussion, or decision)



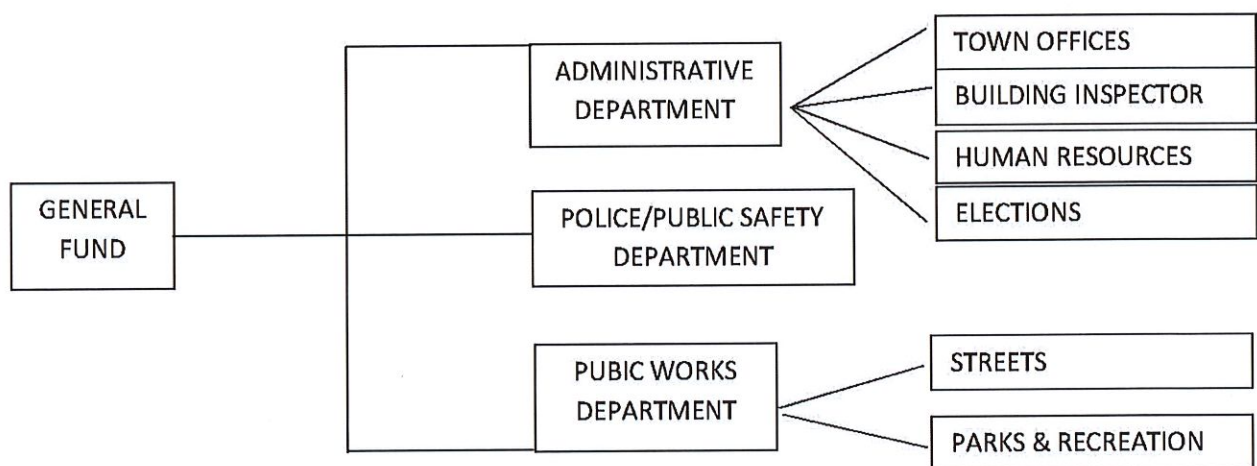
# **BUDGET GUIDE**

The Annual Budget is an operational and financial plan designed to account for the provision of a number of services to the community and provide accountability for the appropriation of taxpayer funds. The focus of the budget is on programs and services provided by the Town.

The Annual Budget is broken down by fund and within each fund by functional area (department) and/or program. Departments include broad categories such as Administrative. Programs describe a specific area of the Department such as Building Inspector.

Each FUND contains a summary of all fund expenditures, each DEPARTMENT contains a summary of the program expenditures and each PROGRAM contains a summary of the program expenses, a narrative on the purpose of the program, goal and objectives, and line item budget information.

## **Example:**



## **FUND TYPES**

### **Governmental Funds**

**General Fund:** The General Fund is the Town's major operating fund. All revenues, by law or administrative control, that are not in otherwise designated funds are deposited in the General Fund. The General Fund is used to provide for Administration, Community Development, General Government, Public Safety, and Parks and Recreation services. The primary source of revenue for the General Fund is taxes.

**Space to Create Fund:** The Space to Create Fund is used to account for monies received by the Town from Grants specifically designated for the Space to Create Campaign.

**Conservation Trust Fund:** The Conservation Trust Fund is used to account for monies received by the Town from Lottery proceeds. These funds are restricted for use in the acquisition, development and maintenance of new park and conservation sites or for capital improvements and maintenance of any existing public site for recreational purposes.

**Capital Improvement Fund:** The Capital Improvement Fund is funded by 1% of the 2% town sales tax and used to account for capital projects or capital purchases.

**Sidewalk Fund:** The Sidewalk Fund is funded by a \$3.00 fee assessed monthly on in-town residents only, via utility billing, and will be used to repair and replace existing sidewalks.



## **Enterprise Funds**

Enterprise funds are defined as being government owned businesses authorized to issue its own revenue bonds and receiving under ten percent of its annual revenue in grants from all Colorado state and local governments. These are self-sustaining funds. Revenues are generated from fees and expenses disbursed from the same fund. Funds are not intermingled with other enterprise funds.

**Water Fund:** The Town operates two water treatment facilities. The upper system, also known as the 2-Million Gallon (2MG) water treatment plant services mostly the out-of-town water companies and the northeast end of town. The lower system, also known as the 1-Million Gallon (1MG) water treatment plant services mostly Town proper. The primary sources of revenue are charges for service for operational expenses. This fund is used to account for the revenues and expenses associated with the water treatment and delivery system. Repayment of loans for the upper and lower (2MG/1MG) water treatment facilities are included in this fund.

**Sewer Fund:** The Town operates a wastewater treatment and collection system. This fund is used to account for the revenues and expenses associated with the wastewater system. The sewer system is funded by revenues received from charges for service. Repayment of loans for the Wastewater Treatment facility is included in this fund.

**Trash Fund:** The Trash fund is technically part of the Sewer Enterprise fund, however to keep appropriations and expenses from intermingling, the Town budgets these funds separately. The Trash Fund is used to account for revenues and expenses associated with the collection of trash. Charges for the service are the only revenue source.

## **BASIS OF BUDGET AND ACCOUNTING**

Formal budget accounting is used as a management control tool by the Town. An annual operating budget is adopted each year through passage of an annual budget resolution. The basis of accounting used to prepare the governmental and proprietary fund type budget is the same method as used for financial statement purposes (GAAP) except that non-cash transactions such as depreciation and amortization, are excluded from the budget. Expenditure appropriations are adopted by the Board of Trustees and may not be exceeded on a total fund basis, unless a supplementary appropriation resolution is approved by the Board of Trustees. The Board of Trustees must also approve transfers of appropriated funds from one department to another department by resolution. The Finance Committee is authorized to transfer budgeted amounts from one program to another within a department.

The modified accrual basis of accounting is used by all governmental fund types. Principal and interest on general long-term debt are recorded as fund liabilities when due. Revenues susceptible to accrual are property taxes, sales taxes, franchise taxes, licenses, interest revenue and charges for services. Fines and permit revenues are not susceptible to accrual because generally they are not measurable until received in cash. The accrual basis of accounting is utilized by enterprise fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Principal and interest on enterprise long-term debt are recorded as fund liabilities when due.

## **FINANCIAL POLICIES**

The Town is accountable to its citizens for the use of public funds. Resources need to be used wisely to ensure adequate funding for current and long term needs of the community. Financial policies are developed in order to provide the resources necessary to accomplish the Town's goals while maintaining fiscal stability. These policies should be reviewed and updated annually to ensure their applicability toward achievement of the Town's goals.



### **Balanced Operating Budget**

The Town is required to adopt a balanced budget where operating revenues are equal to, or exceed, operating expenditures. Any increase in expenses, decrease in revenues, or combination of the two that would result in a budget imbalance will require budget revision, rather than spending un-appropriated surpluses or designated reserves to support ongoing operations. Any year end operating surpluses will revert to un-appropriated balances for use in maintaining reserve levels set by policy and the balance will be available for capital projects and/or "one-time only" expenditures.

### **Reserve Policies**

Operating Reserves - An operating reserve will be maintained in the General Fund and Enterprise Funds in an amount equal to 50% of the current year's expenditures, excluding transfers. This reserve may be used to provide a temporary source of funds to offset unanticipated reductions in revenues or short-term increase in expenditures. Revenue shortfalls or ongoing increases in operational expenses need to be addressed quickly in order to avoid negative impacts on the Town's fiscal stability. Operating reserves also provide a source of funds to provide for adequate cash flow needs of the Town. Operating reserves should be replaced as soon as possible after use.

Other Reserves - Reserves in other funds will be established in amounts required by law, bond and loan documents, or as deemed appropriate by the Board of Trustees.

Emergency Reserves - An emergency reserve in the amount of 3% of the Fiscal Year Spending Limit, excluding debt service, as required by TABOR (Article X, Section 20 of the Colorado Constitution) will be maintained. Emergency reserves are limited in use and cannot be used to offset a downturn in economic conditions, revenue shortfalls, and increases in salaries and benefits.

### **Capital Policies**

A five-year Capital Improvement Plan is prepared and updated on an annual basis. Revenue sources for each project will be identified in the Plan as well as ongoing operating requirements for each capital investment.

### **Debt Policies**

Although a portion of the Town's capital investments are funded from grants, general tax revenues, and user fees, the Town may borrow funds to finance capital improvements. The issuance of bonds or other securities generates financial resources to fund capital projects and also obligates future revenue for repayment of the bonds. Debt service is the annual payment of principal and interest on these borrowed funds.

Pursuant to the Colorado Revised Statute, the Town of Paonia may borrow money and issue securities for short-term notes, general obligation bonds, revenue bonds, industrial development revenue bonds, bonds for special or local improvement districts and any other like securities. There is no limitation on the amount of bonds or other securities the Town may issue except as may be stated in the documents related to issuance of debt and subject to voter approval in the case of general obligation debt.

The issuance of debt may limit the Town's flexibility to respond to changing service priorities and revenue flows and therefore should be managed prudently in order to maintain a sound fiscal position and protect credit quality.

The amount of debt that the Town has at any given time will be a function of its ability to service that debt through the operating budget or a dedicated revenue source without diminishing the resources necessary for other non-capital priorities and the desire to maintain a high-quality credit rating while sustaining overall financial health. Yet, at the same time, the Town recognizes that in order to meet its mission and strategic objectives, investment in the form of capital is often necessary and such investment may necessitate the incurrence of debt.



## **Revenue Policies**

Property Taxes - Statutory and Constitutional Limitations. Due to imposition of limitations on the mill levy and tax revenues through statutory and constitutional requirements, the mill levy has been reduced by a temporary tax credit over the last 10 years. In 2013 the town approved a ballot issue removing the Town from the statutory property tax revenue limitations of CRS 29-1-301, et seq. (the "5.5%" limit), allowing the town to earn the entire mill levy of 8.322%. Approval by the voters is required for an increase in the mill levy. Property tax revenues increase as a result of growth in the Town from new construction and annexations.

One-time Revenues. On-going revenues should equal or exceed on-going expenditures. To the extent feasible, one-time revenues will be applied toward one-time expenditures and not used to finance ongoing programs.

Charges for Services. Charges for services shall be reviewed on an annual basis and may be adjusted periodically in order to offset the cost of providing those services.

Diversification of Revenues. The Town shall continue to diversify its revenue sources in order to encourage financial stability and avoid becoming overly reliant on a specific segment of the Town's revenue base.

## **Expenditure Policies**

Personnel Costs - Salaries. Town of Paonia employee compensation will be comparable to other governmental entities with similar characteristics to Paonia including population, services provided, and economic conditions. In addition, positions with similar duties and responsibilities in the private sector in the relevant recruiting area will be taken into account. Salary and pay range adjustments are based on a ratio of increases in the market and individual employee performance.

Performance Measurements. The Board of Trustees and staff will identify areas where the measurement of performance will provide them and the public with useful information about the effectiveness and efficiency of the Town's use of resources. The purpose of performance measures is to provide data to improve quality of services and/or provide services in a more cost-effective manner.

## **Contingency Policies**

Unanticipated Expenses, Revenue Shortfalls. Maintain a contingency fund equal to 50% of current year's General Fund expenditures, excluding transfers, for contingency to be used to offset unanticipated expenses or shortfalls in revenue.

Use of Contingency Funds. Use of contingency funds for unanticipated expenses are to be approved by the Board of Trustees.

## **Goals and Objectives**

The establishment of goals and objectives is the most critical component of preparing and adopting a budget. These goals and objectives help guide the development of the budget and allocation of resources. Goals and objectives take into account input from the public, elected officials and staff. A summary of the goals and critical issues identified as part of this process are included in the budget transmittal letter.



# **BUDGET OVERVIEW**

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**Resolution to Adopt Budget**

**Resolution to Set Mill Levies**

**Summary of All Funds**

**Personnel Summary**

**RESOLUTION 2018-18**  
Resolution to Adopt Budget

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE TOWN OF PAONIA, COLORADO, FOR THE CALENDAR YEAR BEGINNING THE FIRST DAY OF JANUARY 2019 AND ENDING THE LAST DAY OF DECEMBER 2019.

**WHEREAS**, the Board of Trustees for the Town of Paonia, Colorado, appointed Ken Knight, Town Administrator and Cindy Jones, Finance Officer to prepare and submit a proposed budget to said governing body at the time; and

**WHEREAS**, Ken Knight, Town Administrator and Cindy Jones, Finance Officer, has submitted a proposed budget to this governing body on October 23, 2018 for its consideration; and

**WHEREAS**, upon due and proper notice, published and posted in accordance with the law, said proposed budget was open for inspection by the Public at a designated place, a public hearing was held on November 13, 2018, interested taxpayers were given the opportunity to file or register objection to said proposed budget; and

**WHEREAS**, the Board of Trustees has made provision therein for the balance on hand and probable revenues equal to or greater than the total proposed expenditures as set forth in said budget, and;

**WHEREAS**, it is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purposes described below, so as not to impair the operations of the Town, and;

**NOW, THEREFORE**, be it resolved by the Board of Trustees of the Town of Paonia, Colorado;

Section 1. That estimated expenditures for each fund are as follows:

• General Fund	\$1,197,424
• Space-to-Create Fund	\$ 150,000
• Conservation Trust	\$ 8,015
• Capital Improvement Fund	\$ 153,250
• Enterprise Fund	<u>\$1,547,100</u>
For a total of	\$3,055,789

Section 2. That estimated revenues and prior year surplus for each fund are as follows:

• General Fund	\$1,197,424
• Prior Year Surplus	<u>\$ 492,761</u>
• Total	\$1,690,185
• Space-to-Create Fund	\$ 150,000



• Prior Year Surplus	<u>\$ 47,300</u>
• Total	\$ 197,300
• Conservation Trust	\$ 8,015
• Prior Year Surplus	<u>\$ 0</u>
• Total	\$ 8,015
• Capital Improvement Fund	\$ 145,600
• Prior Year Surplus	<u>\$ 37,242</u>
• Total	\$ 182,842
• Enterprise Fund	\$1,547,100
• Prior Year Surplus	<u>\$2,140,183</u>
• Total	\$3,687,283
For a total of	\$5,765,625

Section 3. That the budget as submitted and herein above summarized by fund, the same is hereby approved and adopted as the Budget of the Town of Paonia, Colorado, for the year 2019.

Section 4. For the purpose of meeting all expenditures of the General Fund during the 2019 budget year, there is hereby levied a tax of 8.322 mills upon each dollar of the total valuation for assessment of all taxable property within the Town for the year 2019; and

Section 5. The Town Administrator and the Finance Officer of the Town of Paonia are hereby authorized and directed to immediately certify to the Board of County Commissioners of Delta County, Colorado, the gross mill levy and the net mill levy for the Town of Paonia hereinabove determined and set.

Section 6. For the purpose of paying the necessary expenses and liabilities of the Town of Paonia for the fiscal year beginning January 1, 2019, and for the purpose of appropriating monies to pay the sums set forth in the Budget of the Town, there is hereby appropriated from the balance on hand and the probable revenue of each fund to each fund for the ensuing year, the sum hereafter set for the following purposes:

**GENERAL FUND:** For the purpose of paying for General Government, Public Safety, Streets and Highways, Health and Welfare, Culture and Recreation, Inter-fund Transfers, maintaining and improving the sidewalks, maintaining and improving the streets, and other legal purposes, the sum of \$1,197,424;

**SPACE-TO-CREATE FUND:** For the purpose of collaborative effort to provide affordable workforce housing and working spaces for creative sector

and other acceptable uses as determined by the State of Colorado, the sum of \$150,000;

**CONSERVATION TRUST FUND:** For the purpose of improving open space and other acceptable uses as determined by the State of Colorado, the sum of \$8,015;


**SALES TAX CAPITAL IMPROVEMENT FUND:** For the purpose of acquiring, constructing, improving, extending, and maintaining capital facilities of the Town funded by a 1% sales tax, the sum of \$145,600;

**ENTERPRISE FUND:** For the purpose of maintaining, operating, improving and extending the water and sewer systems of the Town the sum of \$1,547,100;

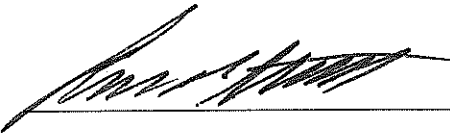
Section 7. That the Budget as hereby approved and adopted, shall be signed by the Board of Trustees and made part of the public records of the Town.

Adopted this 11<sup>th</sup> day of December 2018

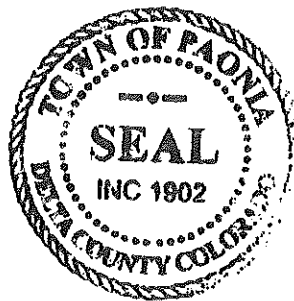
Attest:



J. Corinne Ferguson, Town Clerk



Charles Stewart, Mayor





**RESOLUTION 2018-19**  
Resolution to Set Mill Levies

A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2018 TO HELP DEFRAY THE COST OF GOVERNMENT FOR THE TOWN OF PAONIA, COLORADO FOR THE 2019 BUDGET YEAR.

**WHEREAS**, the amount of money necessary to balance the budget for general operating purposes from property tax revenue is \$100,999; and

**WHEREAS**, the 2018 valuation for assessment for the Town of Paonia, Colorado as certified by the County Assessor(s) is \$12,073,777; and

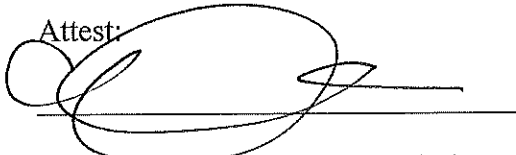
**NOW, THEREFORE**, be it resolved by the Board of Trustees of the Town of Paonia, Colorado;

That for the purpose of meeting all general operating expenses of the Town of Paonia, Colorado during the 2019 budget year, there is hereby levied a tax of 8.322 mills upon each dollar of the total valuation for assessment of all taxable property within the Town for the year 2018; and

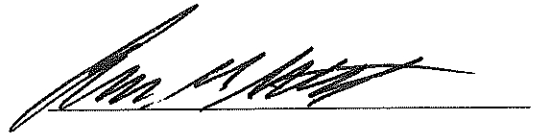
That the Town Clerk is hereby authorized and directed to immediately certify to the Board of County Commissioners of Delta County, Colorado, the mill levies for the Town of Paonia, Colorado as herein above determined and set.

Adopted this 11<sup>th</sup> day of December 2018.

Attest:



J. Corinne Ferguson, Town Clerk



Charles Stewart, Mayor



# SUMMARY OF ALL FUNDS

Revenues for all funds for 2019 are budgeted at \$2.1 million. Expenditures are budgeted at \$2.4 million. The following tables summarize the revenues and expenses for the Town of Paonia by fund.

## SUMMARY BY FUND

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
BEGINNING RESERVE	4,959,440.85	5,993,490.91	5,993,490.91	5,993,490.91	5,993,490.91	5,341,131.92
INCOME	4,813,740.98	2,503,621.64	3,245,163.64	2,903,804.14	3,276,792.76	3,055,797.00
EXPENSE	2,627,186.32	2,839,472.81	3,566,285.64	2,605,400.43	3,078,876.36	3,095,446.76
AUDIT ADJUSTMENT	(36,637.00)	-	-	-	-	-
NET CHANGE	2,149,917.66	(335,851.17)	(321,122.00)	298,403.71	197,916.40	(39,649.76)
ENDING RESERVE	7,109,358.51	5,657,639.73	5,672,368.91	6,291,894.62	6,191,407.31	5,301,482.15



# PERSONNEL SUMMARY

## STAFFING LEVELS

The Administration Department is staffed by the Town Administrator, Town Clerk, Deputy Clerk, and Finance Officer. In addition, there are six Trustee members, the Mayor, and the Town Attorney.

FULL TIME	2011	2012	2013	2014	2015	2016	2017	2018	2019
Town Administrator	0	0	0	1	1	1	1	1	1
Town Clerk	1	1	1	1	0	1	1	1	1
Deputy Clerk	0	1	1	1	1	0	0	0	1
Finance Officer	1	1	1	1	1	1	1	1	1
PART TIME									
Deputy Clerk	1	0	0	0	0	0	0	0	0
Assistant	0	0	0	0	0	1	1	1	0
Building Official	0	1	1	1	1	1	1	1	0
Treasurer	0	0	0	0	0	1	1	1	1
Elected Officials	7	7	7	7	7	7	7	7	7
CONTRACT SERVICES									
Town Attorney	1	1	1	1	1	1	1	1	1
TOTAL	11	12	12	13	12	13	13	13	12

The following table shows the total staffing for all operations of the Police/Public Safety Department. Staffing for Police/Public Safety operations is 3.5 employees which includes 3 full time employees and 1 part time employee, and 1 Municipal Judge.

FULL TIME	2011	2012	2013	2014	2015	2016	2017	2018	2019
Police Chief	1	1	1	1	1	0	1	1	1
Sergeant	1	1	1	1	1	1	0	0	1
Investigator	0	0	1	1	1	0	1	1	0
Police Officers	3	3	2	1	0	1	1	1	2
PART TIME									
Municipal Judge	1	1	1	1	1	1	1	1	1
Police Officer	0	0	0	0	0	0	1	1	1
Code Enforcement Officer	0	1	1	1	1	0	0	0	0
TOTAL	7	7	7	6	5	3	5	5	5

The Public Works Department includes staffing for General Fund operations as well as Enterprise Fund operations. The following table shows the total staffing for all operations of the Department.

FULL TIME	2011	2012	2013	2014	2015	2016	2017	2018	2019
Public Works Director	1	1	1	1	1	1	1	1	1
Maintenance Worker	6	6	6	6	5	4	4	4	5
PART TIME									
Maintenance Worker	1	1	1	1	1	0	1	1	1
Seasonal Maint. Worker	1	1	1	0	0	0	0	0	0
TOTAL	9	9	9	8	7	5	6	6	7

## SALARY LEVELS & BENEFITS

The following table shows salaries only (without benefits) by position. Annual salaries are derived by multiplying hourly wages by 2080, the number of regular hours a full-time employee works in a year.

PR RPT DETAIL	ANNUAL	ADMIN 10-41-03	BUILDING 12-43-03	STREETS 1-45-02	PARKS 1-46-02	WATER 2-50-03	SEWER 3-51-03	GARBAGE 3-52-03
<b>ADMINISTRATOR</b>	<b>2080</b>	<b>10%</b>				<b>45%</b>	<b>30%</b>	<b>15%</b>
TOTAL WAGES	80,000.13	8,000.01	-	-	-	36,000.06	24,000.04	12,000.02
TOTAL TAXES	6,360.01	636.00	-	-	-	2,862.00	1,908.00	954.00
TOTAL BENEFITS	15,304.92	1,530.49	-	-	-	6,887.21	4,591.48	2,295.74
TOTAL	101,665.06	10,166.51	-	-	-	45,749.28	30,499.52	15,249.76
<b>FINANCE OFFICER</b>	<b>2080</b>	<b>15%</b>				<b>35%</b>	<b>35%</b>	<b>15%</b>
TOTAL WAGES	59,850.99	8,977.65	-	-	-	20,947.85	20,947.85	8,977.65
TOTAL TAXES	4,758.15	713.72	-	-	-	1,665.35	1,665.35	713.72
TOTAL BENEFITS	10,746.08	1,611.91	-	-	-	3,761.13	3,761.13	1,611.91
TOTAL	75,355.23	11,303.28	-	-	-	26,374.33	26,374.33	11,303.28
<b>TOWN CLERK</b>	<b>2080</b>	<b>15%</b>	<b>5%</b>			<b>35%</b>	<b>35%</b>	<b>10%</b>
TOTAL WAGES	46,264.09	6,939.61	2,313.20	-	-	16,192.43	16,192.43	4,626.41
TOTAL TAXES	3,678.00	551.70	183.90	-	-	1,287.30	1,287.30	367.80
TOTAL BENEFITS	11,249.01	1,687.35	562.45	-	-	3,937.15	3,937.15	1,124.90
TOTAL	61,191.09	9,178.66	3,059.55	-	-	21,416.88	21,416.88	6,119.11
<b>DEPUTY CLERK</b>	<b>2080</b>	<b>5%</b>				<b>40%</b>	<b>40%</b>	<b>15%</b>
TOTAL WAGES	31,678.40	1,583.92	-	-	-	12,671.36	12,671.36	4,751.76
TOTAL TAXES	2,518.43	125.92	-	-	-	1,007.37	1,007.37	377.76
TOTAL BENEFITS	3,295.31	164.77	-	-	-	1,318.13	1,318.13	494.30
TOTAL	37,492.15	1,874.61	-	-	-	14,996.86	14,996.86	5,623.82
<b>TREASURER</b>		<b>5%</b>				<b>40%</b>	<b>40%</b>	<b>15%</b>
WAGES	1,200.00	60.00	-	-	-	480.00	480.00	180.00
TOTAL WAGES	1,200.00	60.00	-	-	-	480.00	480.00	180.00
TOTAL TAXES	95.40	4.77	-	-	-	38.16	38.16	14.31
TOTAL	1,295.40	64.77	-	-	-	518.16	518.16	194.31
<b>ADMIN</b>								
WAGES	218,993.61	25,561.20	2,313.20	-	-	86,291.70	74,291.68	30,535.84
TAX COSTS	17,409.99	2,032.12	183.90	-	-	6,860.19	5,906.19	2,427.60
BENEFIT COSTS	40,595.32	4,994.52	562.45	-	-	15,903.62	13,607.88	5,526.85
<b>TOTAL</b>	<b>276,998.93</b>	<b>32,587.83</b>	<b>3,059.55</b>	<b>-</b>	<b>-</b>	<b>109,055.51</b>	<b>93,805.75</b>	<b>38,490.28</b>



PR RPT DETAIL	ANNUAL	ADMIN 10-41-03	BUILDING 12-43-03	LAW 1-42-02	LAW 1-42-03	STREETS 1-45-02	PARKS 1-46-02
<b>CHIEF</b>	<b>2080</b>			<b>100%</b>			
TOTAL WAGES	59,318.53	-	-	59,318.53	-	-	-
TOTAL TAXES	7,139.42	-	-	7,139.42	-	-	-
TOTAL BENEFITS	9,395.62	-	-	9,395.62	-	-	-
TOTAL	75,853.57	-	-	75,853.57	-	-	-
<b>OFFICER</b>	<b>2080</b>			<b>100%</b>			
TOTAL WAGES	40,897.48	-	-	40,897.48	-	-	-
TOTAL TAXES	4,906.51	-	-	4,906.51	-	-	-
TOTAL BENEFITS	6,576.27	-	-	6,576.27	-	-	-
TOTAL	52,380.26	-	-	52,380.26	-	-	-
<b>OFFICER</b>	<b>2080</b>			<b>100%</b>			
TOTAL WAGES	39,906.40	-	-	39,906.40	-	-	-
TOTAL TAXES	4,760.08	-	-	4,760.08	-	-	-
TOTAL BENEFITS	5,781.68	-	-	5,781.68	-	-	-
TOTAL	50,448.16	-	-	50,448.16	-	-	-
<b>OFFICER</b>	<b>2080</b>			<b>100%</b>			
TOTAL WAGES	35,000.96	-	-	35,000.96	-	-	-
TOTAL TAXES	4,217.99	-	-	4,217.99	-	-	-
TOTAL BENEFITS	9,995.76	-	-	9,995.76	-	-	-
TOTAL	49,214.71	-	-	49,214.71	-	-	-
<b>OFFICER (PTE)</b>	<b>1664</b>			<b>100%</b>			
TOTAL WAGES	25,740.72	-	-	25,740.72	-	-	-
TOTAL TAXES	2,046.39	-	-	2,046.39	-	-	-
TOTAL BENEFITS	628.63	-	-	628.63	-	-	-
TOTAL	28,415.74	-	-	28,415.74	-	-	-
<b>JUDGE</b>					<b>100%</b>		
WAGES	3,600.00	-	-	-	3,600.00	-	-
TOTAL WAGES	3,600.00	-	-	-	3,600.00	-	-
TOTAL TAXES	286.20	-	-	-	286.20	-	-
TOTAL	3,886.20	-	-	-	3,886.20	-	-
<b>POLICE &amp; MUNICIPAL JUDGE</b>							
WAGES	204,464.09	-	-	200,864.09	3,600.00	-	-
TAX COSTS	23,356.59	-	-	23,070.39	286.20	-	-
BENEFIT COSTS	32,377.96	-	-	32,377.96	-	-	-
TOTAL	260,198.64	-	-	256,312.44	3,886.20	-	-
		ADMIN	STREETS	PARKS	WATER	SEWER	GARBAGE

PR RPT DETAIL	ANNUAL	10-41-03	1-45-02	1-46-02	2-50-03	3-51-03	3-52-03
<b>PUBLIC WORKS DIRECTOR</b>	<b>2080</b>		11%	4%	54%	29%	2%
TOTAL WAGES	76,376.16	-	8,401.38	3,055.05	41,243.13	22,149.09	1,527.52
TOTAL TAXES	6,071.90	-	667.91	242.88	3,278.83	1,760.85	121.44
TOTAL BENEFITS	19,639.20	-	2,160.31	785.57	10,605.17	5,695.37	392.78
TOTAL	102,087.26	-	11,229.60	4,083.49	55,127.12	29,605.31	2,041.75
<b>LABORER</b>	<b>2080</b>		12%	18%	49%	8%	13%
TOTAL WAGES	37,168.92	-	4,460.27	6,690.41	18,212.77	2,973.51	4,831.96
TOTAL TAXES	2,954.93	-	354.59	531.89	1,447.92	236.39	384.14
TOTAL BENEFITS	9,052.22	-	1,086.27	1,629.40	4,435.59	724.18	1,176.79
TOTAL	49,176.07	-	5,901.13	8,851.69	24,096.28	3,934.09	6,392.89
<b>CDL/LABORER</b>	<b>2080</b>					25%	75%
TOTAL WAGES	34,509.00	-	-	-	-	8,627.25	25,881.75
TOTAL TAXES	2,743.47	-	-	-	-	685.87	2,057.60
TOTAL BENEFITS	8,609.38	-	-	-	-	2,152.34	6,457.03
TOTAL	45,861.84	-	-	-	-	11,465.46	34,396.38
<b>LABORER (PTE)</b>	<b>1560</b>					25%	75%
TOTAL WAGES	19,593.60	-	-	-	-	4,898.40	14,695.20
TOTAL TAXES	1,557.69	-	-	-	-	389.42	1,168.27
TOTAL BENEFITS	131.76	-	-	-	-	32.94	98.82
TOTAL	21,283.05	-	-	-	-	5,320.76	15,962.29
<b>CDL/LABORER</b>	<b>2080</b>		47%	33%	15%	2%	3%
TOTAL WAGES	35,668.33	-	16,764.12	11,770.55	5,350.25	713.37	1,070.05
TOTAL TAXES	2,835.63	-	1,332.75	935.76	425.34	56.71	85.07
TOTAL BENEFITS	5,788.29	-	2,720.50	1,910.14	868.24	115.77	173.65
TOTAL	44,292.26	-	20,817.36	14,616.45	6,643.84	885.85	1,328.77
<b>LABORER</b>	<b>2080</b>		16%	10%	42%	21%	11%
TOTAL WAGES	35,568.38	-	5,690.94	3,556.84	14,938.72	7,469.36	3,912.52
TOTAL TAXES	2,827.69	-	452.43	282.77	1,187.63	593.81	311.05
TOTAL BENEFITS	-	-	-	-	-	-	-
TOTAL	38,396.07	-	6,143.37	3,839.61	16,126.35	8,063.17	4,223.57
<b>LABORER</b>	<b>2080</b>		5%	5%	70%	15%	10%
TOTAL WAGES	39,241.44	-	1,962.07	1,962.07	27,469.01	5,886.22	3,924.14
TOTAL TAXES	3,119.69	-	155.98	155.98	2,183.79	467.95	311.97
TOTAL BENEFITS	5,979.28	-	298.96	298.96	4,185.50	896.89	597.93
TOTAL	48,340.41	-	2,417.02	2,417.02	33,838.29	7,251.06	4,834.04



PUBLIC WORKS							
WAGES	278,125.84	-	37,278.78	27,034.91	107,213.88	52,717.19	55,843.15
TAX COSTS	22,111.00	-	2,963.66	2,149.28	8,523.50	4,191.02	4,439.53
BENEFIT COSTS	49,200.13	-	6,266.04	4,624.07	20,094.50	9,617.49	8,897.00
<b>TOTAL</b>	<b>349,436.97</b>	<b>-</b>	<b>46,508.48</b>	<b>33,808.26</b>	<b>135,831.88</b>	<b>66,525.70</b>	<b>69,179.68</b>

PR RPT DETAIL	ANNUAL	ADMIN 10-41-01	ADMIN 10-41-03	BUILDING 12-43-03	LAW 1-42-02	LAW 1-42-03	STREETS 1-45-02	PARKS 1-46-02
<b>TOWN BOARD</b>								
WAGES	9,600.00	7,200.00	-	-	-	-	-	-
TAX COSTS	734.40	550.80	-	-	-	-	-	-
BENEFIT COSTS								
<b>TOTAL</b>	<b>10,334.40</b>	<b>7,750.80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

PR RPT DETAIL	ANNUAL	ADMIN 10-41-01	ADMIN 10-41-03	BUILDING 12-43-03	LAW 1-42-02	LAW 1-42-03	STREETS 1-45-02	PARKS 1-46-02	WATER 2-50-03	SEWER 3-51-03	GARBAGE 3-52-03
WAGES	711,183.54	7,200.00	25,561.20	2,313.20	200,864.09	3,600.00	37,278.78	27,034.91	194,705.57	128,208.87	86,378.99
INCREASES	24,402.56										
TAX COSTS	63,611.99	550.80	2,032.12	183.90	23,070.39	286.20	2,963.66	2,149.28	15,475.49	10,189.01	6,867.13
BENEFIT COSTS	122,173.41	-	4,994.52	562.45	32,377.96	-	6,266.04	4,624.07	35,998.12	23,225.37	14,423.85
<b>TOTAL</b>	<b>896,968.94</b>	<b>7,750.80</b>	<b>32,587.83</b>	<b>3,059.55</b>	<b>256,312.44</b>	<b>3,886.20</b>	<b>46,508.48</b>	<b>33,808.26</b>	<b>246,179.18</b>	<b>161,623.25</b>	<b>107,669.97</b>

Benefits for full time town staff (after their six (6) month probation) include the following:

- Administrator cell phone provided, PW Director and Chief receive \$100.00/mo. cell phone allowance, Town Clerk and Finance Officer receive \$40.00/mo. Cell phone allowance, all other employees receive a \$25.00/mo. cell phone allowance;
- Paid time off (PTO);
- Health Insurance (currently with Rocky Mountain Health Plans - RMHMO) (exception: eligible the first of the month following sixty (60) days);
- \$10,000 Life Insurance (up to 2014 with Kansas City Life, changed to MetLife as of 2015, changed to The Hartford as of 2019);
- In 2014, the Town converted from a 401(a) Money Purchase Plan with Dreyfus to a 457(b) Plan with Mutual of Omaha. The Town contributes 5% of base salary for Administration and Public Works and 2% contribution of base salary for Public Safety;
- For Public Works employees a \$200.00 clothing allowance paid at the beginning of each year;
- For Public Works employees a \$100.00 boot allowance reimbursed after purchase;
- For Public Safety employees uniforms are provide;

Optional Benefits:

- Dental and Vision Insurance (2014 was paid by employees but included with Health Insurance, 2015 are now optional individual plans.)
- AFLAC and additional Life Insurance (up to 2014 with Liberty National changed to MetLife as of 2015 changed to The Hartford as of 2019)

# GENERAL FUND

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Administration Income / Expenditures

Building Income/Expenditures

Public Safety Income / Expenditures

Park Income / Expenditures

Street Income / Expenditures

Street Capital Income / Expenditures

Sidewalk Capital Income / Expenditures

General Fund Balance Summary



# GENERAL FUND

## Administration-Income

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - ADMINISTRATION</b>						
PROPERTY TAXES	102,170.11	100,133.00	100,133.00	98,693.87	100,133.00	101,007.00
SALES TAX - TOWN			21,500.00	20,543.08	24,651.70	45,090.00
SALES TAX - TOWN	20,000.00				-	20,400.00
PENALTY & INTEREST	484.35	450.00	450.00	199.98	239.98	450.00
DELINQUENT TAX	121.22	100.00	100.00	6.43	7.72	100.00
LIQUOR LICENSES	4,452.00	3,950.00	7,225.00	6,207.00	7,448.40	4,500.00
SPECIAL REVIEWS	500.00	500.00	1,450.00	2,200.00	2,640.00	2,000.00
INTEREST INCOME	7,967.30	8,000.00	9,400.00	10,397.04	12,476.45	12,800.00
LATE CHARGES	7,575.96	7,000.00	7,300.00	5,496.45	6,595.74	7,500.00
OTHER INCOME	449.37	250.00	275.00	564.25	677.10	500.00
REFUND OF EXP	4,044.13	-	-	3,585.52	4,302.62	-
RESTITUTION	9,526.33	9,000.00	9,000.00	7,537.96	9,045.55	3,000.00
	<b>157,562.25</b>	<b>129,383.00</b>	<b>156,833.00</b>	<b>155,431.58</b>	<b>168,218.25</b>	<b>197,347.00</b>

# GENERAL FUND

## Administration-Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - ADMINISTRATION</b>						
TOTAL PAYROLL	22,496.23	30,565.38	26,835.08	12,136.25	14,563.50	40,337.00
WORK COMP				349.00		350.00
INTERN						5,000.00
OFFICE SUPPLIES	3,152.54	3,075.00	3,900.00	3,385.81	4,062.97	3,535.00
OPERATING SUPPLIES	1,220.18	1,085.00	1,085.00	502.91	603.49	1,100.00
POSTAGE	524.15	700.00	150.00	40.80	48.96	250.00
LEGAL SERVICES	69,150.22	38,900.00	57,600.00	47,431.70	56,918.04	75,000.00
ELECTIONS	-	2,000.00	2,000.00	-	-	-
AUDIT & BUDGET EXPENSE	8,300.00	7,250.00	7,250.00	6,750.00	8,100.00	6,500.00
TOWN HALL EXPENSE	13,266.92	2,790.00	12,020.00	11,353.63	13,624.36	11,850.00
JANITORIAL	-	9,230.00	-	-	-	-
TRAVEL & MEETINGS	5,117.49	5,562.73	5,600.00	1,843.97	2,212.76	7,000.00
INSURANCE & BONDS	4,528.75	4,252.64	4,255.00	2,341.76	2,810.11	5,300.00
UTILITIES	5,041.80	5,450.00	5,725.00	4,374.87	5,249.84	5,400.00
TELEPHONE	1,684.40	1,900.00	1,900.00	1,542.51	1,851.01	1,900.00
PUBLISHING & ADS	1,307.14	2,850.00	2,850.00	944.96	1,133.95	3,200.00
DUES & SUBSCRIPTIONS	3,852.10	8,245.00	8,245.00	6,339.00	7,606.80	8,325.00
DATA PROCESSING	17,108.60	16,000.00	7,750.00	3,207.26	3,848.71	9,300.00
CULTURAL EVENTS	-	-	-	-	-	5,000.00
HUMAN SERVICES	9,660.00	7,150.00	7,150.00	7,075.00	8,490.00	5,800.00
TREASURER'S FEE	2,184.10	2,500.00	2,500.00	2,104.90	2,525.88	2,200.00
	<b>168,594.62</b>	<b>149,505.75</b>	<b>156,815.08</b>	<b>111,724.33</b>	<b>133,650.40</b>	<b>197,347.00</b>
	<b>(11,032.37)</b>	<b>(20,122.75)</b>	<b>17.92</b>	<b>43,707.25</b>	<b>34,567.86</b>	<b>(0.00)</b>



# GENERAL FUND

## Building-Income/Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - BUILDING</b>						
BUILDING PERMITS	41,708.01	20,600.00	26,000.00	21,897.95	26,277.54	56,925.00
	41,708.01	20,600.00	26,000.00	21,897.95	26,277.54	56,925.00
<b>GENERAL FUND - BUILDING</b>						
TOTAL PAYROLL	18,944.00		15,190.00	38,636.90	46,364.28	3,050.00
BUILDING INSPECTOR	-	4,240.00		441.00	529.20	50,000.00
OFFICE SUPPLIES			825.00	322.02	386.42	500.00
OPERATING SUPPLIES	5,109.85		525.00	511.36	613.63	
POSTAGE	13.88		50.00	25.00	30.00	50.00
LEGAL SERVICES	1,996.50		2,500.00	2,047.50	2,457.00	2,500.00
VEHICLE EXPENSE			30.00	12.15	14.58	
TRAVEL & MEETINGS			500.00			
INSURANCE & BONDS			210.00	817.16	980.59	825.00
PUBLISHING & ADS	54.00					
DUES & SUBSCRIPTIONS			100.00			
	26,118.23	4,240.00	19,930.00	42,813.09	51,375.71	56,925.00
	15,589.78	16,360.00	6,070.00	(20,915.14)	(25,098.17)	(0.00)

# GENERAL FUND

## Public Safety-Income

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - PUBLIC SAFETY</b>						
S.O. AUTO TAXES	17,842.40	15,500.00	15,150.00	13,049.35	15,659.22	16,700.00
SALES TAX - TOWN	144,033.80	137,500.00	136,600.00	107,947.96	143,930.61	145,600.00
SALES TAX - COUNTY	82,344.64	97,800.00	100,500.00	70,601.41	94,135.21	102,000.00
CIGARETTE TAX	1,157.61	1,100.00	1,100.00	1,108.64	1,330.37	1,200.00
MOTOR VEHICLE - \$1.50	2,526.00	2,400.00	2,160.00	1,869.62	2,243.54	2,500.00
MOTOR VEHICLE - \$2.50	3,570.00	3,400.00	3,140.00	2,595.69	3,114.83	3,500.00
COURT FINES	369.44	100.00	100.00	54.25	65.10	100.00
POLICE FINES	15,714.00	20,500.00	16,600.00	17,149.25	20,579.10	20,500.00
MISCFINES-BONDS	840.50	1,100.00	1,400.00	832.00	998.40	1,200.00
DOG TAGS	415.00		250.00	245.00	294.00	400.00
PD GRANT	3,541.25	3,500.00	5,372.00	3,272.84	3,927.41	9,500.00
SCHOOOL (SRO)						20,000.00
VIN INSPECTIONS	1,100.00	950.00	950.00	995.00	1,194.00	1,200.00
	<b>273,454.64</b>	<b>283,850.00</b>	<b>283,322.00</b>	<b>219,721.01</b>	<b>287,471.79</b>	<b>324,400.00</b>



# GENERAL FUND

## Public Safety-Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - PUBLIC SAFETY</b>						
TOTAL PAYROLL	196,671.56	204,434.46	225,908.50	166,765.35	200,118.42	260,204.00
WORK COMP				7,326.00		7,400.00
OFFICE SUPPLIES	986.01	1,600.00	1,600.00	871.59	1,045.91	1,875.00
OPERATING SUPPLIES	6,228.37	1,922.00	3,494.00	3,130.96	3,757.15	5,330.00
UNIFORMS	-	200.00	1,300.00	-	-	-
POSTAGE	350.18	100.00	100.00	69.13	82.96	125.00
LEGAL SERVICES	1,948.00	500.00	500.00	562.50	675.00	1,500.00
REPAIRS & MAINTENANCE	435.00	265.00	265.00	-	-	250.00
VEHICLE EXPENSE	10,285.17	12,750.00	12,750.00	8,499.02	10,198.82	11,850.00
TRAVEL & MEETINGS	2,506.40	1,500.00	1,500.00	2,554.94	3,065.93	3,500.00
OFFICER TRAINING	-	3,000.00	3,000.00	-	-	-
INSURANCE & BONDS	12,113.75	13,930.69	14,450.00	13,034.76	15,641.71	15,346.00
UTILITIES	1,940.75	1,950.00	1,950.00	1,711.49	2,053.79	2,000.00
TELEPHONE	1,834.17	1,350.00	1,350.00	1,433.05	1,719.66	2,570.00
PUBLISHING & ADS	471.12	-	-	8.00	9.60	100.00
DUES & SUBSCRIPTIONS	3,426.00	1,945.00	3,510.00	3,336.00	4,003.20	4,375.00
JUVENILE DIVERSION	-	1,565.00	-	-	-	-
DATA PROCESSING	12,550.39	6,810.00	7,810.00	7,897.76	9,477.31	7,375.00
LAW ENFRGMT ALLOC	-	100.00	100.00	-	-	100.00
VET FEES	-	475.00	475.00	421.00	505.20	500.00
<b>PUBLIC SAFETY</b>	<b>251,746.87</b>	<b>254,397.15</b>	<b>280,062.50</b>	<b>217,621.55</b>	<b>252,354.66</b>	<b>324,400.00</b>
	<b>21,707.77</b>	<b>29,452.85</b>	<b>3,259.50</b>	<b>2,099.46</b>	<b>35,117.13</b>	<b>(0.00)</b>

# GENERAL FUND

## Parks-Income/Expenditures

GENERAL FUND - PARKS						
SALES TAX - TOWN			17,000.00	17,000.00	17,000.00	66,056.00
SEVERANCE TAX	7,547.58	7,500.00	7,500.00	7,093.79	7,093.79	7,050.00
MINERAL LEASING	9,372.72	9,300.00	9,300.00	6,002.47	6,002.47	6,000.00
RENTS & ROYALTIES	10,706.50	10,841.00	10,841.00	3,860.00	4,632.00	5,900.00
PARK CONTRIBUTIONS			300.00	7,600.00	9,120.00	-
	<b>27,626.80</b>	<b>27,641.00</b>	<b>44,941.00</b>	<b>41,556.26</b>	<b>43,848.26</b>	<b>85,006.00</b>

GENERAL FUND - PARKS						
TOTAL PAYROLL	2,772.69	2,679.05	9,607.07	850.18	1,020.22	33,811.00
WORK COMP				467.00		475.00
OFFICE SUPPLIES	-	-	125.00	80.93	97.12	100.00
OPERATING SUPPLIES	4,968.23	3,710.00	3,710.00	3,460.33	4,152.40	4,750.00
POSTAGE	-	100.00	100.00	25.00	30.00	100.00
LEGAL SERVICES	-	3,500.00	3,500.00	125.00	150.00	500.00
REPAIRS & MAINTENANCE	7,546.74	9,545.00	9,545.00	5,641.48	6,769.78	14,470.00
VEHICLE EXPENSE	42.77	1,000.00	1,000.00	407.56	489.07	500.00
RENTALS	80.00	500.00	1,501.50	1,651.50	1,981.80	2,000.00
SHOP EXPENSE	-	100.00	100.00	1,321.64	1,585.97	1,775.00
INSURANCE & BONDS	4,179.91	3,382.27	3,474.00	3,473.18	4,167.82	3,500.00
UTILITIES	7,303.72	7,200.00	7,200.00	6,018.66	7,222.39	7,200.00
TELEPHONE	105.68	106.00	106.00	88.06	105.67	100.00
PUBLISHING & ADS	-	-	10.00	9.50	11.40	25.00
FEES & PERMITS	749.75	490.00	510.00	658.74	790.49	700.00
CONTRACT SERVICES	43,928.00	2,000.00	2,000.00	2,000.00	2,400.00	2,000.00
CAPITAL OUTLAY	-	-	-	-	-	13,000.00
PARKS	71,677.49	34,312.32	42,488.57	26,278.76	30,974.11	85,006.00
	<b>(44,050.69)</b>	<b>(6,671.32)</b>	<b>2,452.43</b>	<b>15,277.50</b>	<b>12,874.15</b>	<b>0.00</b>



# GENERAL FUND

## Street-Income/Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - STREETS</b>						
SALES TAX - TOWN			27,800.00		-	17,704.00
FRANCHISE TAX	56,709.53	61,500.00	61,500.00	41,046.30	49,255.56	58,325.00
MISCELLANEOUS PERMITS	2,660.00	2,500.00	1,225.00	1,290.00	1,548.00	1,500.00
HIGHWAY USERS TAX	48,082.29	48,000.00	48,000.00	44,312.23	59,082.97	48,150.00
ROAD & BRIDGE	6,161.73	6,200.00	6,200.00	6,344.77	7,613.72	6,400.00
MOTOR FUEL TAX REFUND	1,285.33	1,475.00	1,000.00	766.39	919.67	1,300.00
	<b>114,898.88</b>	<b>119,675.00</b>	<b>145,725.00</b>	<b>93,759.69</b>	<b>118,419.93</b>	<b>133,379.00</b>
<b>GENERAL FUND - STREETS</b>						
TOTAL PAYROLL	5,189.57	15,019.51	18,069.41	2,896.40	3,475.68	46,509.00
WORK COMP				3,679.00		3,700.00
OFFICE SUPPLIES	123.19	100.00	100.00	137.30	164.76	150.00
OPERATING SUPPLIES	4,025.69	712.00	712.00	117.28	140.74	250.00
POSTAGE	84.07	100.00	100.00	31.00	37.20	100.00
LEGAL & ENGINEERING SERV	6,562.63	1,800.00	10,135.00	10,695.00	12,834.00	5,000.00
REPAIRS & MAINTENANCE	3,928.41	56,000.00	56,000.00	15,010.73	18,012.88	17,335.00
VEHICLE EXPENSE	11,407.78	10,000.00	10,000.00	6,937.36	8,324.83	9,200.00
RENTALS	-	3,200.00	3,200.00	-	-	2,500.00
SHOP EXPENSE	921.56	2,000.00	2,000.00	3,048.67	3,658.40	4,000.00
INSURANCE & BONDS	4,829.83	5,137.27	5,105.00	5,113.53	6,136.24	5,200.00
UTILITIES	21,124.04	22,025.00	22,025.00	15,645.15	18,774.18	21,000.00
TELEPHONE	165.68	900.00	900.00	119.24	143.09	160.00
PUBLISHING & ADS	50.34	200.00	200.00	7.44	8.93	25.00
DUES & SUBSCRIPTIONS	-	-	550.00	550.00	660.00	550.00
SNOW REMOVAL	8,539.95	19,000.00	19,000.00	243.64	292.37	17,700.00
STREETS	66,952.74	138,693.78	148,096.41	64,231.74	72,663.29	133,379.00
	47,946.14	(19,018.78)	(2,371.41)	29,527.95	45,756.64	(0.00)

# GENERAL FUND

## Street Capital-Income/Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - STREET CAPITAL</b>						
SALES TAX - TOWN			2,000.00		-	16,750.00
HIGHWAY USERS TAX				13,062.94		5,000.00
IMPACT FEE			41,200.00	29,694.06	35,632.87	43,225.00
	-	-	43,200.00	42,757.00	35,632.87	64,975.00
<b>GENERAL FUND - STREET CAPITAL</b>						
STREET CAPITAL				17,022.00	20,426.40	64,975.00
	-	-	-	17,022.00	20,426.40	64,975.00
	-	-	43,200.00	25,735.00	15,206.47	-



# GENERAL FUND

## Bridge-Income/Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - BRIDGE</b>						
INTEREST INCOME	831.78		3,000.00	2,375.20	2,850.24	2,500.00
BRIDGE RESERVE	40,000.00	-	-	-	-	297,500.00
	<b>40,831.78</b>	<b>-</b>	<b>3,000.00</b>	<b>2,375.20</b>	<b>2,850.24</b>	<b>300,000.00</b>
<b>GENERAL FUND - BRIDGE</b>						
TOWN MATCH						300,000.00
BRIDGE REPAIR	29,344.99	-	-	783.00	939.60	-
	<b>29,344.99</b>	<b>-</b>	<b>-</b>	<b>783.00</b>	<b>939.60</b>	<b>300,000.00</b>
	<b>11,486.79</b>	<b>-</b>	<b>3,000.00</b>	<b>1,592.20</b>	<b>1,910.64</b>	<b>-</b>

# GENERAL FUND

## Sidewalk

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>GENERAL FUND - SIDEWALK</b>						
SIDEWALK REVENUE	29,950.07	29,500.00	30,000.00	22,783.26	30,377.68	35,400.00
TOTAL INCOME	29,950.07	29,500.00	30,000.00	22,783.26	30,377.68	35,400.00
<b>GENERAL FUND - SIDEWALK</b>						
OFFICE SUPPLIES			62.95	62.95	83.93	125.00
LEGAL SERVICES	1,934.80	522.84	459.89	-	-	500.00
REPAIRS & MAINTENANCE	452.52	47,000.00	47,000.00	13,687.33	18,249.77	34,800.00
PUBLISHING & ADS	73.33	400.00	400.00	-	-	100.00
TRANSFER	11,530.00					
TOTAL EXPENDITURES	13,990.65	47,922.84	47,922.84	13,750.28	18,333.71	35,400.00
	15,959.42	(18,422.84)	(17,922.84)	9,032.98	12,043.97	-



# GENERAL FUND

## Fund Balance Summary

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
GENERAL BEGINNING RESERVE	421,990.60	364,383.76	364,383.76	364,383.76	364,383.76	367,159.01
GENERAL INCOME	686,032.43	610,649.00	733,021.00	600,281.95	713,096.56	1,197,432.00
GENERAL EXPENSE	628,425.59	629,071.84	695,315.40	494,224.75	580,717.87	1,197,432.00
AUDIT ADJUSTMENT						
NET CHANGE	57,606.84	(18,422.84)	37,705.60	106,057.20	132,378.69	0.00
GENERAL ENDING RESERVE	364,383.76	382,806.60	326,678.16	258,326.56	232,005.07	367,159.01
<b>LESS CLASSIFIED FUND BALANCE</b>						
<b>NONSPENDABLE</b>						
<b>RESTRICTED</b>						
TABOR	20,580.97	18,319.47	21,990.63	18,008.46	21,392.90	35,922.96
<b>COMMITTED</b>						
BRIDGE RESERVE	560,000.00	560,000.00	560,000.00	560,000.00	560,000.00	262,500.00
AIRPORT						
<b>ASSIGNED</b>						
CAPITAL PURCHASES						
CAPITAL PROJECTS						
<b>TOTAL CLASSIFIED FUND BAL</b>	<b>580,580.97</b>	<b>578,319.47</b>	<b>581,990.63</b>	<b>578,008.46</b>	<b>581,392.90</b>	<b>298,422.96</b>
<b>UNASSIGNED FUND BAL</b>	<b>(216,197.21)</b>	<b>(195,512.87)</b>	<b>(255,312.47)</b>	<b>(319,681.90)</b>	<b>(349,387.83)</b>	<b>68,736.05</b>
<b>EST UNASSIGNED</b>						
10%	62,842.56	62,907.18	69,531.54	49,422.48	58,071.79	119,743.20
25%	157,106.40	157,267.96	173,828.85	123,556.19	145,179.47	299,358.00
50%	314,212.80	314,535.92	347,657.70	247,112.38	290,358.94	598,716.00

# **SPACE-TO-CREATE FUND**

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## **Information**

**Space-to-Create Income**

**Space-to-Create Expenditures**

**Space-to-Create Fund Balance Summary**



# SPACE-TO-CREATE FUND

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Space to Create Colorado is a collaborative effort of multiple organizations to provide affordable workforce housing and working spaces for creative sector entrepreneurs and artists in rural, small town and mountain communities in Colorado. On July 28, 2015, Governor John Hickenlooper announced the first state-driven initiative in the U.S. for affordable housing for artists. Space to Create Colorado will advance mixed-use projects that blend affordable live/work space for artists and their families with non-residential space for creative enterprises and organizations that serve a critical community need.

Nine new Space to Create projects will be initiated in eight regions of the state. The first Demonstration Project is in Trinidad. Ridgway was selected as the next community in the Southwestern Colorado region. And, Paonia was selected as the third Space to Create community. Future sites will be determined through a competitive process.

Space to Create Colorado is directed by a steering committee comprised of invested partners. Artspace provides market, feasibility and predevelopment consulting services on behalf of Space to Create Colorado. Each of the projects will be customized to meet community needs for workforce housing and commercial space for creative sector entrepreneurs, artists and arts-friendly organizations.

Artspace staff will meet with members of the community and the region in focus groups, representing Creatives, creative enterprises, arts and culture organizations, civic and nonprofit leaders, and the finance sector. A preliminary feasibility study report was published in March 2018 (*Feasibility Study*).

The *Preliminary Feasibility Study* provides preliminary feedback about the feasibility of creating a live/work, multi-use, or other arts facility development. There are six areas of consideration:

1. Project Concept
2. Arts Market
3. Local Leadership
4. Funding and Finance
5. Potential Sites
6. Alignment with Community Goals

The study kick-starts the process of creating affordable spaces for artists. As part of this fact-finding process, the Artspace team met with artists, city officials, funders, and local business owners January 16-18, 2018. They looked at potential properties and held a public meeting to welcome community participation, answer questions, and generate buzz.

The Artspace team provided a written report summarizing their findings and recommending next steps.

On September 27th, 2018, an *Arts Market Survey* launched and is available to take online until November 7th, 2018. All creatives and community supporters in our region are invited to respond to this survey. The information gathered from the survey will directly impact the next phases of the project.

As a crucial step in the pre-development process, it is instrumental to determine the size and nature of a market. Artspace Consulting worked with the Paonia team to customize the online survey to reflect the unique characteristics of the project, local arts scene, and broader community. Developing the questionnaire, publicizing it, collecting data and analyzing the results takes about four to six months.

The Purpose of the Survey:

- Quantify the overall demand for arts and creative spaces.
- Identify the types of spaces, amenities and features that artists want/need.

- Inform site selection, design, and programmatic decisions.
- Maintain community involvement throughout the project.
- Help build support and secure additional funding.

We held a Survey Launch Party on September 27th in Poulos Park, Downtown Paonia. During Mountain Harvest Festival weekend, the Paonia team set up a booth in Town Park where people were encouraged to take the online survey. The survey is available online until November 7th, 2018.

By being selected by Colorado Creative Industries, Paonia received commitments from the Boettcher Foundation (\$250,000) and DOLA (\$35,000) matching grant to start the process. In July 2018, Colorado Creative Industries awarded the Town \$50,000 for pre-development.

The Town of Paonia has committed some money and the NFVCC has received some funding from an anonymous donor and a grant from the Anschutz Family Foundation for staff support for the project. At this point, most local work has been on a volunteer basis.

Once we have a direction for how the development will go, Artspace and CCI will work with us to define sources of funding. These could come from federal or state economic development or housing programs or from private investors. There is a lot of interest around the country to support rural areas in creative placemaking projects.

So far there has been very little cost to the Town of Paonia. The Feasibility and Market studies are being funded by the Boettcher Foundation and DOLA. Once sites and facilities are identified, we will be looking for creative ways to finance the projects. It is fully recognized that the Town budget is tight and that roads, infrastructure and safety take priority.



# SPACE TO CREATE

## Space-to-Create Income/Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>SPACE-TO-CREATE</b>						
CONSERVATION TRUST-REV.	8,175.67	7,800.00	7,800.00	6,248.68	8,331.57	8,000.00
INTEREST	9.44	9.00	9.00	7.33	11.00	15.00
<b>TOTAL INCOME</b>	<b>8,185.11</b>	<b>7,809.00</b>	<b>7,809.00</b>	<b>6,256.01</b>	<b>8,342.57</b>	<b>8,015.00</b>
<b>SPACE-TO-CREATE</b>						
EXPENDITURES-CTF	4,221.50	26,050.00	26,050.00	25,150.00	30,180.00	8,015.00
<b>TOTAL EXPENDITURES</b>	<b>4,221.50</b>	<b>26,050.00</b>	<b>26,050.00</b>	<b>25,150.00</b>	<b>30,180.00</b>	<b>8,015.00</b>
	3,963.61	(18,241.00)	(18,241.00)	(18,893.99)	(21,837.43)	-

## Space-to-Create Fund Balance Summary

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
BEGINNING RESERVE	-	37,409.77	37,409.77	37,409.77	37,409.77	47,299.77
INCOME	37,500.36	25,010.00	25,010.00	75,944.72	50,963.81	150,000.00
EXPENSE	90.59	25,000.00	25,000.00	40,652.65	40,652.65	197,299.77
AUDIT ADJUSTMENT						
NET CHANGE	37,409.77	10.00	10.00	35,292.07	10,311.16	(47,299.77)
<b>ENDING RESERVE</b>	<b>37,409.77</b>	<b>37,419.77</b>	<b>37,419.77</b>	<b>72,701.84</b>	<b>47,720.93</b>	<b>0.00</b>

# CONSERVATION TRUST FUND

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## Information

### Conservation Trust Income

### Conservation Trust Expenditures

### Conservation Trust Fund Balance Summary



# CONSERVATION TRUST FUND

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The Conservation Trust Fund is a special revenue fund established to account for the receipt of Lottery Funds received from the State. These funds are restricted in use to the acquisition, development, and maintenance of new conservation sites or for capital improvements for recreational purposes on any public site. Conservation Trust Fund revenues are distributed by the State from Lottery proceeds based on population estimates for the entity receiving the funds.

In order for an expenditure to be eligible for Conservation Trust Fund spending, it must fall into specific categories. Specifics can be found at:

[www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251591555779#newacq](http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251591555779#newacq)

All eligible expenditures **must occur** on a new conservation site or a public site. A public site is defined by the department as a publicly owned site.

# CONSERVATION TRUST FUND

## Conservation Trust Fund Income/Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>CONSERVATION TRUST FUND</b>						
CONSERVATION TRUST-REV.	8,175.67	7,800.00	7,800.00	6,248.68	8,331.57	8,000.00
INTEREST	9.44	9.00	9.00	7.33	11.00	15.00
TOTAL INCOME	8,185.11	7,809.00	7,809.00	6,256.01	8,342.57	8,015.00
<b>CONSERVATION TRUST FUND</b>						
EXPENDITURES-CTF	4,221.50	26,050.00	26,050.00	25,150.00	30,180.00	8,015.00
TOTAL EXPENDITURES	4,221.50	26,050.00	26,050.00	25,150.00	30,180.00	8,015.00
	3,963.61	(18,241.00)	(18,241.00)	(18,893.99)	(21,837.43)	-

## Conservation Trust Fund Balance Summary

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
CONS TRUST BEGINNING RESERVE	14,940.89	18,904.50	18,904.50	18,904.50	18,904.50	0.00
CONS TRUST INCOME	8,185.11	7,809.00	7,809.00	6,256.01	8,342.57	8,015.00
CONS TRUST EXPENSE	4,221.50	26,050.00	26,050.00	25,150.00	30,180.00	8,015.00
AUDIT ADJUSTMENT						
NET CHANGE	3,963.61	(18,241.00)	(18,241.00)	(18,893.99)	(21,837.43)	-
CONS TRUST ENDING RESERVE	18,904.50	663.50	663.50	10.51	(2,932.93)	0.00



# CAPITAL IMPROVEMENT FUND

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Income

Expenditures

Fund Balance Summary

# CAPITAL IMPROVEMENT FUND

## Capital Improvement Income/Expenditures

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>CAPITAL IMPROVEMENT FUND</b>						
SALES TAX - CAP. IMPROVEMENTS	144,033.72	137,500.00	137,500.00	93,291.73	111,950.08	145,600.00
MISCELLANEOUS	7,650.00	7,650.00	7,650.00	5,737.50	6,885.00	7,650.00
<b>TOTAL INCOME</b>	<b>151,683.72</b>	<b>145,150.00</b>	<b>145,150.00</b>	<b>99,029.23</b>	<b>118,835.08</b>	<b>153,250.00</b>
<b>CAPITAL IMPROVEMENT FUND</b>						
CAPITAL OUTLAY	36,608.84	444,422.33	444,422.33	185,220.20	222,264.24	145,600.00
CAPITAL PROJECTS	87,725.56	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>124,334.40</b>	<b>444,422.33</b>	<b>444,422.33</b>	<b>185,220.20</b>	<b>222,264.24</b>	<b>145,600.00</b>
	27,349.32	(299,272.33)	(299,272.33)	(86,190.97)	(103,429.16)	7,650.00

## Capital Improvement Fund Balance Summary

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
CAPITAL FUND BEGINNING RESERVE	327,595.99	354,945.31	354,945.31	354,945.31	354,945.31	37,242.00
CAPITAL INCOME	151,683.72	145,150.00	145,150.00	99,029.23	118,835.08	153,250.00
CAPITAL EXPENSE	124,334.40	444,422.33	444,422.33	185,220.20	222,264.24	145,600.00
AUDIT ADJUSTMENT						
NET CHANGE	27,349.32	(299,272.33)	(299,272.33)	(86,190.97)	(103,429.16)	7,650.00
<b>CAPITAL FUND ENDING RESERVE</b>	<b>354,945.31</b>	<b>55,672.98</b>	<b>55,672.98</b>	<b>268,754.34</b>	<b>251,516.15</b>	<b>44,892.00</b>
<b>LESS CLASSIFIED FUND BALANCE</b>						
<b>RESTRICTED : TABOR</b>						
<b>COMMITTED</b>						
AIRPORT	33,333.00	37,242.00	37,242.00	37,242.00	37,242.00	44,892.00
<b>TOTAL CLASSIFIED FUND BAL</b>	<b>33,333.00</b>	<b>37,242.00</b>	<b>37,242.00</b>	<b>37,242.00</b>	<b>37,242.00</b>	<b>44,892.00</b>
<b>UNASSIGNED FUND BAL</b>	<b>321,612.31</b>	<b>18,430.98</b>	<b>18,430.98</b>	<b>231,512.34</b>	<b>214,274.15</b>	<b>(0.00)</b>



# **ENTERPRISE FUND**

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**Water Income**

**Water Expenditures**

**Water Fund Balance Summary**

**Sewer Income**

**Sewer Expenditures**

**Sewer Fund Balance Summary**

**Trash Income**

**Trash Expenditures**

**Trash Fund Balance Summary**

# ENTERPRISE FUND

## WATER INCOME

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>WATER FUND - INCOME</b>						
WATER CHARGES-RECEIVED	763,209.16	755,225.00	755,225.00	679,856.91	815,828.29	765,200.00
WATER TAPS	100,000.00	21,000.00	71,000.00	62,000.00	74,400.00	21,000.00
SALES & SERVICES	594.70	1,500.00	1,600.00	893.22	1,071.86	800.00
STANDBY TAP FEES	48,011.79	46,100.00	48,400.00	36,964.29	44,357.15	45,000.00
WATER TANK MONEY	2,643.10	1,000.00	3,200.00	3,425.00	4,110.00	2,500.00
PENALTIES	6,292.00	6,500.00	5,675.00	4,690.00	5,628.00	5,500.00
RENTS	1,000.00	1,000.00	1,000.00	500.00	600.00	1,000.00
<b>WATER INCOME</b>	<b>921,750.75</b>	<b>832,325.00</b>	<b>1,419,100.00</b>	<b>788,329.42</b>	<b>945,995.30</b>	<b>841,000.00</b>



# ENTERPRISE FUND

## WATER EXPENDITURES

ACCOUNT DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 BUDGET	2018 ACTUAL	10	2019 BUDGET
					2018 ANNUALIZED	
<b>WATER FUND - EXPENDITURES</b>						
TOTAL PAYROLL	346,988.70	334,636.74	343,641.60	229,985.37	275,982.44	246,179.00
NORRIS RETIREMENT				15,120.00		15,120.00
WORK COMP				5,162.00		5,200.00
OFFICE SUPPLIES	379.68	325.00	325.00	380.44	456.53	500.00
OPERATING SUPPLIES	32,641.15	25,700.00	25,700.00	15,347.93	18,417.52	19,350.00
POSTAGE	3,180.13	3,500.00	3,500.00	3,131.05	3,757.26	4,000.00
LEGAL & ENGINEERING SERVICES	797.50	3,000.00	3,500.00	3,229.27	3,875.12	30,600.00
AUDIT	14,225.50	13,250.00	18,250.00	18,464.99	22,157.99	13,000.00
REPAIRS & MAINTENANCE	34,109.15	146,000.00	146,000.00	654,871.66	785,845.99	181,795.00
VEHICLE EXPENSE	5,465.73	7,000.00	7,000.00	7,466.53	8,959.84	10,000.00
RENTALS	5,217.50	3,000.00	3,000.00	-	-	3,000.00
SHOP EXPENSE	6,231.38	7,000.00	7,000.00	3,170.22	3,804.26	4,500.00
TRAVEL & MEETINGS	461.66	1,105.25	3,500.00	802.72	963.26	3,500.00
INSURANCE & BONDS	25,636.83	14,968.26	18,710.00	18,718.70	22,462.44	20,000.00
UTILITIES	23,759.48	24,300.00	24,300.00	17,365.05	20,838.06	23,000.00
TELEPHONE	4,188.23	3,800.00	3,800.00	3,109.03	3,730.84	3,800.00
PUBLISHING & ADS	799.74	1,100.00	1,100.00	651.22	781.46	1,100.00
DUES & SUBSCRIPTIONS	137.50	200.00	200.00	137.50	165.00	200.00
FEES & PERMITS	8,762.04	9,500.00	9,500.00	4,926.50	5,911.80	11,000.00
DATA PROCESSING	1,828.02	1,300.00	6,490.00	8,044.16	9,652.99	6,000.00
WRITEOFF-UNCOLLECTABLE	304.56	250.00	250.00	-	-	250.00
WATER POWER AUTHORITY LOAN	180,980.69	185,000.00	185,000.00	181,155.68	217,386.82	191,250.00
DRINKING WATER REVOLVING FUNDS	23,343.40	23,350.00	23,350.00	11,671.70	14,006.04	23,350.00
PASS THRU	-	24,039.75	24,039.75	21,504.65	25,805.58	24,306.00
<b>WATER EXPENDITURES</b>	<b>500,326.96</b>	<b>832,325.00</b>	<b>1,500,356.35</b>	<b>1,062,761.63</b>	<b>1,250,975.56</b>	<b>841,000.00</b>
	421,423.79	-	(81,256.35)	(274,432.21)	(304,980.25)	(0.00)



# ENTERPRISE FUND

## WATER FUND BALANCE SUMMARY

DRAFT @ 11/13/18 ACCOUNT DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 BUDGET	2018 ACTUAL	10	2019 BUDGET
					2018 ANNUALIZED	
WATER BEGINNING RESERVE	819,179.00	1,203,965.79	1,203,965.79	1,203,965.79	1,203,965.79	850,371.29
WATER INCOME	921,750.75	832,325.00	1,419,100.00	788,329.42	945,995.30	841,000.00
WATER EXPENSE	(500,326.96)	832,325.00	1,500,356.35	1,062,761.63	1,250,975.56	841,000.00
AUDIT ADJUSTMENT	(36,637.00)					
NET CHANGE	384,786.79	-	(81,256.35)	(274,432.21)	(304,980.25)	(0.00)
WATER ENDING RESERVE	1,203,965.79	1,203,965.79	1,122,709.44	929,533.58	898,985.54	850,371.29
AVAILABLE RESOURCES	1,203,965.79	1,203,965.79	1,122,709.44	929,533.58	898,985.54	850,371.29
COMMITTED: DEBT RESERVE (9MD)	(125,081.74)	208,081.25	375,089.09	265,690.41	312,743.89	210,250.00
TOTAL CLASSIFIED FUND BAL	(125,081.74)	208,081.25	375,089.09	265,690.41	312,743.89	210,250.00
UNASSIGNED FUND BAL	1,329,047.53	995,884.54	747,620.35	663,843.17	586,241.65	640,121.28
EST UNASSIGNED	(50,032.70)	83,232.50	150,035.64	106,276.16	125,097.56	84,100.00
	(125,081.74)	208,081.25	375,089.09	265,690.41	312,743.89	210,250.00
	(250,163.48)	416,162.50	750,178.18	531,380.82	625,487.78	420,500.00
DEBT RATIO CALCULATION						
OPERATING REVENUE	921,750.75	832,325.00	1,419,100.00	788,329.42	945,995.30	841,000.00
OPERATING EXPENDITURES	(500,326.96)	832,325.00	1,500,356.35	1,062,761.63	1,250,975.56	841,000.00
NET	1,422,077.71	-	(81,256.35)	(274,432.21)	(304,980.25)	(0.00)
ADJUSTMENT	(230,062.05)	(238,800.00)	(240,360.00)	(181,527.63)	(241,639.74)	(251,300.00)
NET AFTER ADJ	1,192,015.66	(238,800.00)	(321,616.35)	(455,959.84)	(546,619.99)	(251,300.00)
SALES TAX - TOWN	144,033.80	137,500.00	136,600.00	107,947.96	143,930.61	145,600.00
SALES TAX - COUNTY	82,344.64	97,800.00	100,500.00	70,601.41	94,135.21	102,000.00
CIGARETTE TAX	1,157.61	1,100.00	1,100.00	1,108.64	1,330.37	1,200.00
MOTOR VEHICLE - \$1.50	2,526.00	2,400.00	2,160.00	1,869.62	2,243.54	2,500.00
DEBT SERVICE	51,188.91	208,350.00	208,350.00	192,827.38	231,392.86	214,600.00
CALCULATED COVERAGE RATIO	2328.66%	-114.61%	-154.36%	-236.46%	-236.23%	-117.10%
REQUIRED RATIO	110%	110%	110%	110%	110%	110%



# ENTERPRISE FUND

## SEWER INCOME

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>SEWER FUND - INCOME</b>						
SEWER CHARGES - RECEIVED	430,041.46	444,630.00	460,400.00	347,409.87	416,891.84	468,900.00
SEWER TAPS	90,000.00	10,000.00	13,750.00	15,000.00	18,000.00	15,000.00
INTEREST	1,429.63	150.00	8,200.00	7,889.56	9,467.47	11,500.00
SALE OF ASSETS	502,515.73	-	-	-	-	-
<b>SANITATION INCOME</b>	<b>1,023,986.82</b>	<b>454,780.00</b>	<b>482,350.00</b>	<b>370,299.43</b>	<b>444,359.32</b>	<b>495,400.00</b>

# ENTERPRISE FUND

## SEWER EXPENDITURES

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>SEWER FUND-EXPENDITURES</b>						
TOTAL PAYROLL	99,385.56	149,267.37	142,724.08	95,078.05	114,093.66	161,625.00
WORK COMP				1,677.00		1,700.00
OFFICE SUPPLIES	322.00	250.00	250.00	364.11	436.93	500.00
OPERATING SUPPLIES	34,930.27	18,450.00	26,100.00	27,288.02	32,745.62	36,400.00
POSTAGE	2,056.34	2,200.00	2,500.00	2,041.87	2,450.24	2,750.00
LEGAL & ENGINEERING SERVICES	37,698.61	21,000.00	22,000.00	31,840.49	38,208.59	9,550.00
AUDIT	7,974.50	7,000.00	10,000.00	6,435.00	7,722.00	4,000.00
REPAIRS & MAINTENANCE	20,090.93	75,500.00	75,500.00	20,687.10	24,824.52	65,675.00
VEHICLE EXPENSE	5,270.74	7,000.00	7,000.00	6,349.98	7,619.98	8,500.00
RENTALS	-	1,000.00	1,000.00	-	-	1,000.00
SHOP EXPENSE	855.65	1,000.00	2,200.00	1,720.12	2,064.14	2,300.00
TRAVEL & MEETINGS	431.67	1,000.00	1,500.00	681.72	818.06	2,000.00
INSURANCE & BONDS	7,158.67	6,898.73	6,594.56	6,603.31	7,923.97	6,800.00
UTILITIES	35,641.53	33,500.00	33,500.00	27,736.29	33,283.55	37,000.00
TELEPHONE	1,324.08	1,400.00	1,400.00	1,256.26	1,507.51	1,675.00
PUBLISHING & ADS	20.77	50.00	50.00	17.66	21.19	50.00
DUES & SUBSCRIPTIONS	137.50	200.00	200.00	137.50	165.00	200.00
FEES & PERMITS	8,520.14	7,800.00	7,800.00	8,385.08	10,062.10	11,200.00
DATA PROCESSING	1,778.36	1,200.00	5,710.00	1,659.23	1,991.08	22,500.00
WRITEOFF-UNCOLLECTABLE	156.00	250.00	250.00		-	250.00
GAGING STATION	3,781.00	3,900.00	3,900.00	3,855.00	3,855.00	3,900.00
RURAL DEVELOPMENT P&I	101,042.00	102,500.00	102,500.00	50,521.00	60,625.20	102,500.00
PASS THRU FUNDS	-	13,338.90	13,339.00	9,255.23	11,106.28	13,325.00
<b>SEWER EXPENDITURES</b>	<b>443,157.79</b>	<b>454,705.00</b>	<b>466,017.64</b>	<b>303,590.02</b>	<b>361,524.62</b>	<b>495,400.00</b>
	580,829.03	75.00	16,332.36	66,709.41	82,834.69	0.00



# ENTERPRISE FUND

## SEWER FUND BALANCE SUMMARY

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
SEWER BEGINNING RESERVE	3,224,514.47	3,805,343.50	3,805,343.50	3,805,343.50	3,805,343.50	3,805,343.50
SEWER INCOME	1,023,986.82	454,780.00	482,350.00	370,299.43	444,359.32	495,400.00
SEWER EXPENSE	443,157.79	454,705.00	466,017.64	303,590.02	361,524.62	495,400.00
AUDIT ADJUSTMENT						
NET CHANGE	580,829.03	75.00	16,332.36	66,709.41	82,834.69	0.00
SEWER ENDING RESERVE	3,805,343.50	3,805,418.50	3,821,675.86	3,872,052.91	3,888,178.19	3,805,343.50
<b>SOURCE (USE) OF FUNDS</b>						
<b>LESS CLASSIFIED FUND BALANCE</b>						
<b>RESTRICTED</b>						
<b>COMMITTED</b>						
<b>DEBT RESERVE (3MO)</b>						
10% DEBT PAYMENT RES	101,040.00	101,040.00	101,040.00	101,040.00	101,040.00	101,040.00
<b>ASSIGNED</b>						
<b>CAPITAL PURCHASES</b>						
<b>CAPITAL PROJECTS</b>						
<b>TOTAL CLASSIFIED FUND BAL</b>	<b>101,040.00</b>	<b>101,040.00</b>	<b>101,040.00</b>	<b>101,040.00</b>	<b>101,040.00</b>	<b>101,040.00</b>
<b>UNASSIGNED FUND BAL</b>	<b>3,704,303.50</b>	<b>3,704,378.50</b>	<b>3,720,635.86</b>	<b>3,771,012.91</b>	<b>3,787,138.19</b>	<b>3,704,303.50</b>
<b>EST UNASSIGNED</b>	<b>44,315.78</b>	<b>45,470.50</b>	<b>46,601.76</b>	<b>30,359.00</b>	<b>36,152.46</b>	<b>49,540.00</b>
	<b>110,789.45</b>	<b>113,676.25</b>	<b>116,504.41</b>	<b>75,897.51</b>	<b>90,381.16</b>	<b>123,850.00</b>
	<b>221,578.90</b>	<b>227,352.50</b>	<b>233,008.82</b>	<b>151,795.01</b>	<b>180,762.31</b>	<b>247,700.00</b>

# ENTERPRISE FUND

## TRASH INCOME/EXPENDITURES

DRAFT @ 11/13/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
<b>SANITATION FUND - TRASH</b>						
GARBAGE FEES - RECEIVED	203,662.24	204,500.00	209,200.00	156,505.72	187,806.86	209,200.00
SALES & SERVICE	1,588.60	1,575.00	1,700.00	1,178.00	1,413.60	1,500.00
<b>INCOME</b>	<b>205,250.84</b>	<b>206,075.00</b>	<b>210,900.00</b>	<b>157,683.72</b>	<b>189,220.46</b>	<b>210,700.00</b>
<b>SANITATION FUND - TRASH</b>						
TOTAL PAYROLL	103,536.39	134,522.37	73,828.93	70,946.81	85,136.17	107,670.00
WORK COMP			7,718.00	7,718.00	9,261.60	7,800.00
OFFICE SUPPLIES	74.20	150.00	375.00	325.08	390.10	450.00
OPERATING SUPPLIES	972.22	1,300.00	1,300.00	1,003.48	1,204.18	1,350.00
POSTAGE	962.20	1,000.00	1,000.00	720.30	864.36	1,000.00
LEGAL SERVICES	270.00	600.00	600.00	-	-	500.00
AUDIT	-	-	10,000.00	6,435.00	7,722.00	4,000.00
REPAIRS & MAINTENANCE	2.94	1,200.00	1,200.00	88.69	106.43	125.00
VEHICLE EXPENSE	10,427.59	15,000.00	15,000.00	10,358.91	12,430.69	13,800.00
SHOP EXPENSE	162.63	400.00	400.00	317.58	381.10	425.00
INSURANCE & BONDS	4,353.23	3,812.63	3,988.35	4,183.10	5,019.72	4,500.00
UTILITIES	2,276.90	2,700.00	2,700.00	2,431.50	2,917.80	3,250.00
TELEPHONE	105.64	150.00	150.00	79.17	95.00	125.00
PUBLISHING & ADS	-	200.00	200.00	36.64	43.97	100.00
DATA PROCESSING	331.66	-	23,800.00	183.30	219.96	23,800.00
WRITEOFF-UNCOLLECTABLE	95.61	-	-	-	-	250.00
LANDFILL FEES	23,761.25	36,405.00	36,405.00	25,704.00	30,844.80	34,355.00
CLEAN-UP DAY	600.00	2,500.00	2,500.00	600.00	720.00	1,000.00
PASS THRU FUNDS		6,135.00	6,135.00	4,155.90	4,987.08	6,200.00
<b>TRASH EXPENDITURES</b>	<b>147,932.46</b>	<b>206,075.00</b>	<b>187,300.28</b>	<b>135,287.46</b>	<b>162,344.95</b>	<b>210,700.00</b>
	<b>57,318.38</b>	<b>-</b>	<b>23,599.72</b>	<b>22,396.26</b>	<b>26,875.51</b>	<b>0.00</b>



# ENTERPRISE FUND

## TRASH FUND BALANCE SUMMARY

DRAFT @ 11/19/18	2017	2018	2018	2018	10 2018	2019
ACCOUNT DESCRIPTION	ACTUAL	BUDGET	BUDGET	ACTUAL	ANNUALIZED	BUDGET
GARBAGE BEGINNING RESERVE	151,219.90	208,538.28	208,538.28	208,538.28	208,538.28	233,716.35
GARBAGE INCOME	205,250.84	206,075.00	210,900.00	157,683.72	189,220.46	210,700.00
GARBAGE EXPENSE	147,932.46	206,075.00	187,300.28	135,287.46	162,344.95	210,700.00
AUDIT ADJUSTMENT						
NET CHANGE	57,318.38	-	23,599.72	22,396.26	26,875.51	0.00
GARBAGE ENDING RESERVE	208,538.28	208,538.28	232,138.00	230,934.54	235,413.79	233,716.35
<b>CAPITAL PURCHASES</b>						
TOTAL CLASSIFIED FUND BAL	-	-	-	-	-	-
UNASSIGNED FUND BAL	208,538.28	208,538.28	232,138.00	230,934.54	235,413.79	233,716.35
EST UNASSIGNED	14,793.25	20,607.50	18,730.03	13,528.75	16,234.50	21,070.00
	36,983.12	51,518.75	46,825.07	33,821.87	40,586.24	52,675.00
	73,966.23	103,037.50	93,650.14	67,643.73	81,172.48	105,350.00

**THE END**