

**CITY OF DURANGO  
COLORADO**

**2017 PROPOSED BUDGET**

**CITY COUNCIL**

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Mayor

Dick White  
Mayor Pro Tem

Keith Brant

Sweetie Marbury

Dean Brookie

Ronald LeBlanc  
**City Manager**

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**City Attorney**  
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**Administrative Services Director**  
Amy Phillips

**Communications Director**  
Phil Campbell

**Interim Director of Aviation**  
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**Parks and Recreation Director**  
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**Utilities Director**  
Steve Salka

**Police Chief**  
Vacant

**Community Development Director**  
Kevin Hall

**Transportation & Sustainability Director**  
Amber Blake

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Office of the City Manager

## **FY 2017 Proposed Budget**

September 20, 2016

Dear Members of the Durango City Council:

The City Charter requires that the City Manager present a balanced budget to the City Council. The annual budget process is perhaps the most important activity conducted by the City Council. This process includes public input, staff analysis and policy-making decisions. As a communication tool, the budget reflects the priorities of the City as determined by the amounts of money allocated and appropriated to a variety of programs and activities. It is my honor to present the FY2017 Budget for Council consideration.

### **Economic Outlook and Revenues**

The backdrop for the FY 2017 Proposed Budget and the associated revenue forecasts reflect the current status of the state and local economies. At the state level, job growth and unemployment are moving in positive directions. As noted by the Governor's Office of State Planning and Budgeting in April of 2016, Colorado had the fourth lowest unemployment rate in the country and demand for workers remains strong. The State is expected to add 63,500 jobs in 2016, at a growth rate of 2.5 percent, which is less than the 3.0 percent growth in 2015, but above the national job growth rate of 1.8 percent. At the local level, however, local job growth and levels are constrained by the persistent challenges faced by the oil and gas industry. Economic headwinds are appearing at the national level—evidenced by factors such as stock market volatility, plunging oil prices, and a weaker global economy—which also impact the local economy.

Recovery from the Great Recession has intensified longstanding challenges at the local level such as transportation, housing, and infrastructure needs. The City of Durango is acutely familiar with these challenges. City Council has taken an active approach by funding the \$58 million in needed infrastructure improvements at the wastewater treatment plant through multi-year rate increases in the sewer enterprise fund. Council's investments in infrastructure extend beyond the sewer treatment plant with significant improvements and structural changes planned in the Water Fund, the Transportation Services Fund, and Sustainable Services Fund. Despite the emphasis on Transportation Services, the Transportation Services Fund remains unsustainable over the long term. Anticipated federal and State funding cuts will only exasperate these issues. The perennial problem of sufficient, affordable and attainable housing continues to challenge our community. These longstanding issues will intensify as the residential property market continues its robust recovery following the Great Recession.

## Community Betterment

The 2016 Budget addresses a series of immediate actions with long-term consequences. Community betterment is achieved by investing in our infrastructure, but not at the expense of affordability. The goal of economic sustainability guided many of these budget recommendations. The challenges facing Durango in 2017 should be viewed from a long-range perspective.

Infrastructure demands are not limited to the city. Residents of La Plata County will vote on two property tax increases: one to fund Road and Bridge improvements and the other to fund Airport improvements. The Durango 9-R School District is also going to the voters to request an increase in their mill levy. All of these ballot measures reflect decreasing federal and State revenues while addressing deferred maintenance.

## Goal-Directed Budget

On July 5, 2016, City Council adopted the 2016-2017 goals which were used to guide the FY2017 Proposed Budget. The four goals are:

Goal 1: Promote **Community Sustainability** through economic, organizational, and environmental resiliency

Goal 2: Foster **Civic Engagement and Democracy** by encouraging citizen and youth participation, open and transparent government, and regional leadership

Goal 3: Demonstrate **Government Performance** through efficient, effective, and innovative City operations

Goal 4: Envision Durango's **Sense of Place** by creating character districts, promoting responsible land use planning, and maintaining the community's sense of identity

## Highlights for 2017 Budget

- Balancing and maintaining current service levels
- Projecting modest growth in the City's General Fund budget of 0.017 percent
- Implementing the final phase of rate increases in the Water and Sewer Funds
- One-time rate increase in the Sustainable Services Fund to keep pace with rising costs, infrastructure investments, and maintaining existing levels of services
- Construction of a \$58-million Wastewater Treatment Plant to address infrastructure deficiencies

## Declining Fund Balance: General Fund

The projections for the Fund Balance in the General Fund are as follows:

### 2016

Beginning Fund Balance (actual)	\$ 6,372,337
Ending Fund Balance (projected)	\$ <u>5,924,870</u>
Sub-total subtracted from Fund Balance FY2016	\$ (447,467)*

\*FY2016 Budget was adopted to use \$1,029,500 of fund balance

### 2017

Beginning Fund Balance (projected)	\$ 5,924,870
Ending Fund Balance (projected)	\$ <u>5,485,196</u>
One-time reduction from Fund Balance FY2017	\$ (439,674)

The chart below breaks down the projected FY2017 year-end fund balance.



## Changes to Staffing (All Funds)

The number of General Fund employees will increase by 3 FTE (Full Time Equivalents), while the Transportation Services Fund will increase by 2 FTE as displayed in **Table 1** below.

**Table 1: Changes to Staffing Levels in FY2017**

Fund	FTE Position	Comments
General	Lead Custodian	New FTE position
	Custodians (2)	New FTE position
Transportation Services	Administrative Assistant III	New FTE position
	Parking Officer	P/T to F/T

## Capital Improvement Projects (All Funds)

The FY2017 Capital Improvement Projects Budget for the General Fund includes only \$1,925,000, compared \$2,645,000 in FY2016, a reduction of \$720,000. Capital improvements for all funds are listed below:

**Table 2: Capital Improvement Projects by fund**

Type	Project Description	\$ Budgeted	Notes
<b>General Fund:</b>	<b><u>Streets and Associated Improvements</u></b>		
	Street overlays	325,000	
	Pavement Maintenance and chip seals	150,000	
	Street Reconstruction	425,000	
	ADA Accessibility Improvements	175,000	
	<b><u>Engineering</u></b>		
	50/50 Sidewalk Program	50,000	
	Escalante Drive: Dominguez to River Rd.	150,000	
	<b><u>Facility Improvements</u></b>		
	Access Control Video	50,000	
	<b><u>Systems Improvements</u></b>		
	Fiber Optic Infrastructure	60,000	
	Cisco Network Upgrade	225,000	
	VMWare Upgrade	13,000	
	Storage	152,000	
	<b><u>Storm Drainage</u></b>		
	Storm Water Master Plan – Phase 2	150,000	
	<b>General Fund Total</b>	<b>\$1,925,000</b>	
<b>Transportation Services Fund:</b>			
<i>(Enterprise Fund)</i>	Parking Meter poles/sleeves	42,000	
	<b>Transportation Services Fund Total</b>	<b>\$42,000</b>	
<b>Sustainable Services Fund:</b>			
<i>(Enterprise Fund)</i>	Stem Wall Construction	45,000	
	<b>Sustainable Services Fund Total</b>	<b>\$45,000</b>	
<b>Water Fund:</b>			
<i>(Enterprise Fund)</i>	Florida River Intake @ Rainbow Ranch – 1081	200,000	
	Florida Raw Water Line Replacement (eng)	500,000	
	Terminal Reservoir Expansion	80,000	
	CMWTP filter effluent to waste system	100,000	
	CMWTP Office Expansion	150,000	
	CMWTP Site Pipe/Valve Replacement	80,000	
	Santa Rita Variable Frequency Drives	400,000	
	Ball Lane Pump Station Upgrades	200,000	
	Grandview Pump Station Bldg/Improvements	100,000	
	College Drive Waterline Upsize to 16 inch	100,000	
	New RBWTP 14.0 MGD WTP	400,000	
	Storage Tank Cleaning/Refurbishing	300,000	
	Storage Tanks Control Panel Systems	100,000	
	Valve Replacements	75,000	
	Water System Telemetry	50,000	
	AMR Upgrades	600,000	
	<b>Water Fund Total</b>	<b>\$3,435,000</b>	

<b>Sewer Fund:</b>			
<i>(Enterprise Fund)</i>	Fiber Upgrade and Expansion	50,000	
	Collection System Flow Monitoring	100,000	
	Sewer Inflow Study	75,000	
	SRWWTP Process Revision – Construction	58,923,245	
	SRWWTP Flood Plain Study	50,000	
	Lift Station Replacement (10 remaining)	580,000	
	Limited Storage Liftstation/Emergency Vaults	400,000	
	160W Sewer Line Capacity Assurance	400,000	
	River Crossings	450,000	
	<b>Sewer Fund Total</b>	<b>\$61,028,245</b>	
<b>Airport:</b>			
<i>(Enterprise Fund)</i>	No Capital Projects	0	
	<b>Airport Fund Total</b>	<b>\$0</b>	
<b>POST:</b>			
<i>(Special Revenue Fund)</i>	Natural Lands Preservation	500,000	
	Open Space Maintenance	50,000	
	Cundiff Park	450,000	
	Rotary Park Restrooms	400,000	
	Park Trail & Rec Improvements	200,000	
	<b>POST Projects Total</b>	<b>\$1,600,000</b>	
<b>2015 Sales Tax Fund:</b>			
<i>(Special Revenue Fund)</i>	Recreation Center Improvements	600,000	
	ACP to Oxbow Trail	1,700,000	
	Park Maintenance Shop	2,300,000	
	Recreation Facility Feasibility Study	75,000	
	Escalante Drive Underpass	400,000	
	Needham Connect II MM Design/Const	70,000	Multi-modal
	Downtown across Camino to ART	100,000	Multi-modal
	8 <sup>th</sup> Ave. & College Road Diet Design	200,000	Multi-modal
	<b>Recreation/Trails Fund Total</b>	<b>\$5,445,000</b>	

**Acknowledgments**

This budget document reflects the efforts of many long hours contributed by staff from all city departments. Every Department Director contributed to this team effort. Julie Brown, Finance Director; Amy Arnold, Finance Manager; Sherri Dugdale, Assistant to the City Manager; and Mary Beth Miles, Assistant to the City Manager all deserve special recognition for long hours and extraordinary efforts.

Respectfully submitted,



Ron LeBlanc  
City Manager



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## Mission Statement

We the City, as representatives of the people, shall be accountable and effective guardians of the public trust and resources.

We are committed to the provision of effective and efficient public services designed to enhance the quality of life of the citizens of our community.

We shall conduct the affairs of our City openly and ethically and manage our growth and development in a manner that respects our environment and preserves the unique character and identity of our community.

We view our citizens as our most important resource.

Adopted by the City Council, August 3, 1993

## Vision

Durango is an authentic and diverse community living in harmony with its natural environment, pursuing economic, environmental and social sustainability.

## City Council’s Goals & Objectives 2016-2017

Adopted July 5, 2016

<p><b>Goal 1: Promote <i>Community Sustainability</i> (CS) through Fiscal, Organizational, and Environmental Resiliency</b></p>
<p><b>Objective 1.1: Maintain a fiscal position resilient to future economic fluctuations</b></p>
<p><b>Objective 1.2: Support an effective organization with a high-performance workforce</b></p>
<p><b>Objective 1.3: Provide a safe environment and encourage responsible stewardship of natural and cultural resources</b></p>

**Goal 2: Foster *Civic Engagement and Democracy* (CED) by encouraging citizen and youth participation, open and transparent government, and regional leadership**

**Objective 2.1: Promote civic education and encourage citizen, City employee, and youth participation**

**Objective 2.2: Foster community trust by demonstrating open and transparent governance**

**Objective 2.3: Strive to be a leader both regionally and statewide**

**Goal 3: Demonstrate *Government Performance* (GP) through efficient, effective and innovative City operations**

**Objective 3.1: Provide City services with efficiency and effectiveness**

**Objective 3.2: Maintain City infrastructure**

**Objective 3.3: Improve City facilities to meet the needs of a growing community**

**Goal 4: Envision Durango's *Sense of Place* (SOP) by creating character districts, promoting responsible land use planning, and maintaining the community's sense of identity**

**Objective 4.1: Create districts in the community that embrace the unique character of that area**

**Objective 4.2: Promote responsible land use planning**

**Objective 4.3: Maintain Durango's sense of identity**



## City of Durango Profile

The City of Durango, incorporated in 1881, is located in southwest Colorado in the area known as the Four Corners, where the states of Colorado, Arizona, Utah and New Mexico converge. As the county seat for La Plata County, Durango is a regional hub for commerce. It is also home to Fort Lewis College, a four-year state college with approximately 4,000 students. The City has a population of 18,101 residents and encompasses 19.57 square miles. Durango is surrounded by two million acres of the San Juan National Forest. Public lands occupy over 41% of La Plata County's total acreage.

The City is a home rule city, organized under provisions of the Colorado Constitution. The City Charter, first adopted in 1912, provides for the council-manager form of local government. Policymaking and legislative authority is vested in a governing council consisting of five members elected at large on a non-partisan basis to staggered four-year terms. The City Council is responsible, among other things, for passing ordinances, adopting the budget, appointing advisory and commission members, and hiring the city manager, city attorney, and municipal judge. The city manager is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the City, and for appointing the department directors and other staff members.

The City provides a full range of services to its residents, including general government, public safety, streets and highways, culture and recreation, transportation, community development, transportation, public works, and public utilities.

The City's recreation programs and facilities are utilized heavily by residents of La Plata County and we continue to be the largest provider of these services within the county.

The City's utilities include water treatment, wastewater treatment, solid water disposal, and recycling.

The City also operates a transportation services enterprise, including metered spaces and several parking lots, and provides public transportation within the city limits.



**Demographics**

**Land Area**

Durango – 2016.....19.57 sq. miles  
 La Plata County – 2016.....1, 700 sq. miles

**Population**

Durango – 2016 (est.).....18,101  
 La Plata County – 2016 (est.).....54,688

**Age**

Under 5 years.....6.6%  
 5 to 14.....13.5%  
 15 to 19.....6.7%  
 20 to 24.....7.0%  
 25 to 34.....14.6%  
 35 to 44.....13.8%  
 45 to 54.....14.3%  
 55 to 64.....12.1%  
 65 to 74.....6.6%  
 75 + years.....4.8%

**Sex**

Male.....51%  
 Female.....49%

**Race**

White.....78.6%  
 American Indian.....5.7%  
 Hispanic or Latino.....12.3%  
 Other.....3.4%

**Climate**

Avg. Summer Temp.....85  
 Avg. Winter Temp.....10-50  
 Avg. Annual Snowfall.....71 inches  
 Elevation.....6,512 feet

**Economics**

**Unemployment Rate July 2016**

Durango.....3.2%  
 La Plata County.....3.2%  
 Colorado.....3.6%

**Sales Tax**

Durango.....3%  
 La Plata County.....2%  
 Colorado.....2.9%  
 Total.....7.9%

**Major Employers**

Southern Ute Tribe.....1,245  
 Mercy Medical Center.....1,200  
 Durango School District 9R.....632  
 Mercury Payment Systems.....630  
 Fort Lewis College.....570  
 Durango Mountain Resort.....479  
 La Plata County.....401  
 City of Durango.....345  
 Crossfire.....322

**Service Statistics**

**Airport**

Airlines.....2  
 Total Passengers.....363,479

**Public Safety**

Total Number of Police Incidents.....40,568  
 Number of 911 Calls Received.....19,002

**Parks & Recreation**

Recreation Center Annual Passes.....8,400  
 Program Participants.....389,000  
 Parkland and Open Space Acres Maintained....3,269

**Public Works**

Street Miles Swept.....12,809  
 Potholes Patched.....1,600  
 Signs Installed/Replaced.....1,500  
 Snow Hauled in Cubic Yards.....10,200  
 Street Sweeper Cubic Yards  
 Debris Removed.....4,133

**Utilities**

Number of Utility Customers.....6,758  
 Gallons of Water Treated in Millions.....1326  
 Gallons of Waste Water Treated in Millions.....750

**Solid Waste**

Cubic Yards Refuse Hauled.....24,100  
 Electronics Waste in lbs.....184,000  
 Bales of Recycling Processed.....4,660

**Public Transit**

Total Annual Passengers.....463,698

**Library**

Total Annual Circulation.....401,900  
 Library Card Holders.....30,800

## City of Durango Budget Guidance

The City of Durango adheres to the provisions set forth in the City Charter that was first adopted in 1912 with regards to its annual budget. The financial procedures set forth in the Charter with regards to the budget are listed below.

- The fiscal year of the City of Durango and all its agencies shall be determined by the City Council by ordinance.
- The City Manager shall direct the preparation of the Annual Budget, and submit the Annual Budget to the City Council in a timely manner.
- The Budget for the ensuing year shall contain:
  1. A detailing of the anticipated revenues from all sources, including any surplus funds from the preceding year;
  2. A statement of the proposed expenditures for each office, agency, or department. Such statement shall further include a statement of the expenditures for personnel, operations, other expenses and capital outlay;
  3. Subsidiary budgets shall be prepared for all city-owned utilities in conformance with Municipal Accounting Standards;
  4. An estimate of the amount of surplus funds which shall exist at the end of the budget year.
  5. A comparison, in detail with the previous budget year;
  6. The City Manager shall supply, when directed by the Council, any other supporting information that the Council may request concerning the budget.
- Long Term Financing: The budget shall also include:
  1. A statement of all proposed capital construction projects irrespective of whether such projects are to be completed during the budget year. Such statements shall also contain an estimate of their costs and necessary revenue measures to accomplish the completion of the projects and a statement of the estimated annual costs of operating such projects;
  2. A statement of bonded indebtedness, or other long-term obligations along with the retirement schedule, interest requirements, and sinking funds provided for such obligation.
- Budget Hearing: A public hearing on the budget shall be held before its final adoption. Notice of such public hearing shall be announced at least two weeks prior to such hearing. Publication shall be made as otherwise provided in the Charter. The complete budget shall be on file for public inspection in the city offices, for a period not less than two week prior to the date of such hearing, and available for purchase by the public, at actual cost.
- Adoption of Budget and Appropriation Ordinance: The City Council shall adopt the final budget in a timely manner prior to the start of the ensuing budget year, and pass the necessary Appropriation Ordinance.
- Certification of Tax Levy: The City Council shall certify to the authorized taxing authority the proper number of mills on each dollar of assessed valuation of all taxable property within the corporate limits of the City, as may be necessary to raise the ad valorem requirements of the adopted budget. Such certification shall be done by the City Council in a timely manner, or as required by the taxing authority.
- Failure to Adopt Budget, Appropriation Ordinance and Tax Levy Certification: If the City Council fails to act in a timely manner to adopt the annual budget, the Appropriation Ordinance, or to certify the tax levy, as required by the Charter, the amounts last fixed shall be the amounts for the ensuing year. These amounts will be in effect until the City Council takes additional action.
- Transfer of Appropriations: The Council may make additional appropriations by resolution during the budget year for unanticipated expenditures required by the City, but not in excess of the amount that actual reserves exceed budgeted revenues and un-appropriated surplus, unless the appropriation is necessary to relieve an emergency endangering the public health, peace, and

safety. Should such an emergency exist, the Council must, by appropriate resolution, find an additional appropriation necessary to relieve an emergency endangering the public health, peace, and safety of its citizens.

- Sinking funds and Special Reserve Funds: The City Council may, by ordinance provide for sinking or reserve funds for all forms of debt service, future improvements, or other projects. Such funds are to be held in trust for each specified purpose.
- Accounting Records: The City Manager shall direct and administer a proper system of accounts and records which shall conform with current generally accepted governmental accounting principles. The system of accounts and records shall provide the following:
  1. An efficient day-to-day operation in the handling of receipts and disbursements for the City's funds;
  2. A monthly statement of receipts and expenditures in such manner that the City Council has enough details to determine the compliance with budget requirements, and to determine the financial condition of the City. This statement shall be made available for public inspection;
  3. A comprehensive annual financial report covering all funds and financial operations of the City.
- Internal Control: The accounting system shall incorporate a proper system of internal control and provide for the minimum safeguards in accounting controls.
- Annual Audit: An independent audit shall be made annually of all City accounting records by a certified public accountant, licensed to practice in the State of Colorado. The accountant shall not be an employee of the City of Durango. The City Council shall select the accountant and may call for more frequent or special audits if deemed necessary. Such audits shall be available for public inspection, and for ensuing budget preparation.
- Purchasing: The City Manager shall direct a central purchasing operation which shall be responsible for the procurement of goods and services for all departments, offices, and agencies. The procedures utilized by the purchasing department shall comply with standards normally used in municipal and governmental entities, provided, however, that nothing contained herein shall be construed as limiting the power of the City of Durango from entering into a joint purchasing agreement with any governmental entity.
- Depository: The City Council shall designate depositories for City funds and provide security for such deposits.
- Investments: Cash in any City fund not needed for current operations may be invested in any manner that is then permitted by the statutes of Colorado. Such investments shall take into account the time when the cash will be needed for its intended purpose.
- Forms of Borrowing: The City may borrow money and issue securities in evidence thereof, as follows:
  1. Short-term notes
  2. Anticipation warrants
  3. General obligation bonds
  4. Revenue Bonds
  5. Local improvement bonds; and
  6. Any other like securities.
- Short-Term Notes: The City may, by resolution of the City Council, without an election, issue short term notes maturing within twelve months of the date of issuance. Such notes are not indebtedness.
- Obligations Payable from General Revenues: No bonds or other evidence of indebtedness payable in whole or in part from general revenues, or to which the full faith and credit of the City are pledged, shall be issued until the question of their issuance shall be submitted to a vote of the registered electors at a special or general municipal election and approved by a majority of those voting. For purposes of this section, "general revenues" shall be defined to include but not be limited to: ad valorem taxes, sales and use taxes, and charges of any nature to users or future users of the water or sewer systems. Other sources of revenue shall be considered "general revenues" if said revenues are not specifically discussed in other sections of this article. This

section is not to be construed to require an election prior to issuing specific bonds if the Constitution of the State of Colorado has not delegated the power to home rule cities to decide whether or not such an election should be required.

- **Limitation of Indebtedness:** The aggregate amount of bonds or other forms of indebtedness payable in whole or in part from the proceeds of ad valorem taxes, or to which the full faith and credit of the City are pledged (excluding such debt relating to water and excluding securities issued under Section 23) shall not exceed ten percent of the assessed valuation of the taxable property within the City, as shown in the most recent assessment for City purposes.
- **Revenue Securities:** The City may, by ordinance of the City Council, without election and without adherence to the limitations of Section 21, issue securities made payable solely from revenues derived from the operation of the project or capital improvement acquired or bettered with the securities' proceeds.
- **Local Improvements Bonds:** The City may, by ordinance of the City Council, contract for or construct local or special improvements within specified districts of the City, and determine the methods of specially assessing the cost of such improvements, unless the owners of a majority of the property of such district oppose the project, or alternatively, if Council so provides by procedural ordinances, a majority of the owners of property in an assessments unit oppose the project to be constructed in such unit.
- **Refunding Securities:** The City may, by ordinance, issue securities for the purpose of refunding outstanding securities as the same mature or in advance of maturity (but without impairing their outstanding contractual rights) by means of escrow or otherwise; and it shall be the duty of Council to authorize such refunding securities whenever it determines it to be to the best advantage of the City to do so.
- **Long-Term Lease Agreement:** The City Council may, by ordinance, enter into long term rental or leasehold agreements and may provide for payment thereof by general appropriation levy, by imposition of usage fees on such rental or leasehold property, or a combination of both general appropriation levy and imposition of usage fees. The obligation to pay such rental or leasehold costs shall not be construed to be a part of the Charter's limitation on indebtedness.

## **Basis of Presentation, Budgeting, & Accounting**

### **Basis of Presentation – Fund Accounting**

The activities of the City are organized into separate funds that are designated for a specific purpose or set of purposes. The City uses these funds to maintain its financial records during the year. Each fund is considered a separate accounting entity, so the operations of each fund are accounted for with a set of self-balancing accounts that comprise its revenues, expenses, assets, liabilities, and fund equity as appropriate.

The number and variety of funds used by the City promotes accountability but can also make municipal budgeting and finance complex. Therefore, understanding the fund structure is an important part of understanding the City's finances. The two basic fund categories are Governmental Funds and Proprietary Funds; within each category there are various fund types. Following is a description of the seven fund types that contain the City's various funds.

### **Governmental Funds**

Governmental funds are those through which most governmental functions typically are financed. Governmental fund reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purpose for which they may or must be used. Fund liabilities are assigned to the fund from which they will be liquidated. The City reports the difference between governmental fund assets and liabilities as fund balance.

## **General Fund**

The General Fund is the City's primary operating fund and is used to track revenues and expenditures associated with the basic City services that are not required to be accounted for in other funds. This includes services such as police, public works, parks and recreation, and other support services such as finance. These services are funded by general purpose tax revenues and other revenues that are unrestricted. This means that the City Council, with input from the public, has the ability to distribute the funds in a way that best meets the needs of the community as opposed to other funds that are restricted to predefined uses.

## **Special Revenue Funds**

Special Revenue funds account for activities supported by revenues that are received or set aside for a specific purpose that are legally restricted. The City has seven Special Revenue funds; Conservation Trust Fund, Recreation Complex/Trail Fund, Road Impact Fee Fund, Durango Tourism Fund, Storm Drainage Fund, Park Development Fund and Revolving Loan Fund.

## **Debt Service Funds**

Debt Service funds account for the funds used to pay debt service. The City has two Debt Service funds; 1999 Sales Tax Bonds Debt Service Fund and 2007 & 2009 Sales Tax Bonds Debt Service Fund.

## **Capital Projects Funds**

Capital Projects funds account for financial resources that are primarily used for the acquisition, improvements, or construction of major capital projects. The City has four Capital Projects funds; Airport Construction Fund, Capital Projects Fund, Capital Improvements Fund and Open Space, Parks and Trail Fund. The 5 year capital improvements plan lists approved and anticipated capital projects of the City, and can be located in the capital improvement plan section of the budget document.

## **Proprietary Funds**

Proprietary fund reporting focuses on the determination of operating income, changes in net assets, financial position and cash flows. The proprietary funds are classified as enterprise funds and internal service funds.

## **Enterprise Funds**

Enterprise funds account for operations that are financed and operated in a manner similar to private business, where the intent of the City is that the fund will be self-supporting. This requires that the expense of providing goods and services to the general public on a continuing basis be financed and recovered primarily through user charges. In the event that these user charges are insufficient to cover the operations of the Enterprise fund, transfers can be made from other fund types to provide additional support. The City's Enterprise funds consist of Utility Funds (Water, Waste Water and Sustainable Services), Airport Fund, and Transportation Services Fund.

## **Internal Service Funds**

Internal Service funds account for the financing of goods and services provided primarily by one City department to other City departments or agencies, or to other governments, on a cost-reimbursement basis. The City's Internal Service funds consist of the Capital Equipment Replacement Fund (CERF), General Services Fund, Self-Insurance Fund, and Risk Manager Fund.

## **Basis of Budgeting**

Basis of budgeting refers to the methodology used to include revenues and expenditures in the budget. The City of Durango primarily budgets on a cash basis. The revenues and expenditures assumed to be collected or spent during the period appropriated. Using this assumption, the current year revenues are compared to expenditures to ensure that each fund has sufficient revenues to cover expenditures during the budget year, or that there are sufficient cash reserves in the fund to cover the revenue shortfall.

## **Basis of Accounting**

Basis of accounting refers to the point at which revenues or expenditures are recognized in the accounts and reported in the financial statements. The government-wide financial statements, as well as the financial statements for proprietary funds and fiduciary funds, are reported using the economic resource measurement focus and the accrual basis of accounting. Under accrual basis of accounting, revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of when the cash is received.

Governmental fund financial statements are reported using current financial resources measurement focus and the modified accrual basis of accounting. Under modified accrual basis of accounting, revenues are recognized as soon as they become both measurable and available, and expenditures are recorded in the periods that the expenditure occurs and becomes a liability.

## **Basis of Budgeting vs. Basis of Accounting**

The basis of budgeting differs from the basis of accounting only by the assumptions that are made in regards to the timing of the recognition of revenues and expenditures. The budget assumes that all revenues and expenditures, as well as, the associated cash, will be expended or received during the budget period. Conversely, the basis of accounting only recognizes revenues when they become both measurable and available, and expenditures incurred. Cash is not necessarily received or expended at the same time.

## **Budgetary Information**

The governmental fund budgets are adopted on a basis consistent with GAAP. Adopted budgets for enterprise and internal service funds are presented on a non-GAAP basis. The nature and amount of the adjustments necessary to convert the actual GAAP data to the budgetary basis is as follows:

Formal budgetary integration is employed as a management control device during the year for the general fund, all special revenue funds, (with the exception of the revolving loan fund), the capital projects fund and all proprietary fund types (with the exception of the self-insurance fund). Budgetary control for funds not formally budgeted is alternatively achieved through financial management plans or as the result of established ordinances.

The legal level of control (the level at which expenditures may not legally exceed appropriations) for each adopted annual operating budget generally is the department level within each individual fund. Any change in total to a fund or departmental appropriation within a fund requires City Council approval.

The City Council must adopt a balanced budget. The definition of a balanced budget is a budget that is not in excess of the amount that actual revenues exceed budgeted revenues and un-appropriated surplus for that fund.

All unexpended annual appropriations lapse at year-end.

## Annual Budget Procedure

The budget procedure begins with the finance department distributing budget packets to the Department Directors. The budget packets include instructions for the upcoming budget, personnel schedules, previous 3 years actual expenditures, and current year's operating expenditures for 6 months. The Department Directors, with guidance from finance, prepare and submit their operating and capital requests. The finance department also prepares budget packets for outside agencies. Agencies are required to submit information including program descriptions, accomplishments, goals, proposed use of funds, approximate number of citizens served, and how these programs may positively affect other City expenditures.

In September, the proposed budget for the fiscal year commencing the following January 1st is submitted by the City Manager to the City Council. The proposed budget must be balanced: the means of financing expenditures must be equal to or greater than expenditures. Surplus fund and fund balance are considered a financing source.

During October and November, the Council holds budget meetings with Elected Officials, Department Directors, and other staff managers to discuss budget recommendations and performance measures. A public hearing is held to allow for input from the citizens. Prior to December 15, Finance staff finalizes a balanced budget pursuant to Council direction. The budget is adopted, funding is appropriated, and the mill levies are certified.

The appropriated budget is prepared by fund, cost center and department. Spending authorities may make transfers within a cost center with Finance and City Manager approval. Transfers or appropriations between spending agencies within a fund and between funds are made at the Council level. The legal level of budgetary control is at the fund level.

Finance staff prepares the published budget document. The budget document comprehensively covers the financial plan for the year, and serves as an operations guide and communications tool. The budget document provides fiscal information for the past three years, as well as a description of each cost centers mission and performance/output measures. It contains summaries and detailed fund budgets including a schedule of the approved staffing levels and the capital expenditure plan. The five year capital expenditure budget and plan is presented with the amounts for the 2017 budget legally appropriated funds. The years 2018-2021 are presented as a plan and represent no legal spending authority of any City office or department.

Budget supplements which will increase a fund's adopted budget, such as to expend unanticipated revenues or to transfer appropriated monies to another fund, requires Council approval at a duly noticed public meeting.

**2017 Budget Preparation Calendar****2016**

June 6	15 Year CIP Requests due to Finance
July 11	Budget forms and instructions distributed to departments
July 12	Study Session CIP Projects
July 27	B-5 Position Requests due to Finance Director
July 27	Public Workshop on Budget
August 9	Executive Team Meeting – Prioritization of requested positions
August 10	Completed budget forms due to Finance Director from all City departments
August 15-26	Conference with Department Director, Finance Director, and City Manager regarding Budget requests (Specific dates for these meetings TBA)
September 20	City Council Meeting – Submission of the City Manager’s Recommended 2017 Budget to City Council
October 4	Joint City Council/BOCC Study Session Joint Sales Tax (Library and Senior Center) & Airport Joint with County
October 11	Utilities CIP
October 14	Special Study Session 2017 Budget Review with Departments
October 25	DATO Contract Community Support – Discretionary (Block and Micro Grants) BID Budget
November 1	City Council Meeting - Public Hearing on Budget
November 8	City Council Study Session – 2017 Budget Reconciliation
December 6	City Council Meeting – Budget Adoption, Set 2016 Mill Levy, Appropriation Ordinance (first reading)
December 15	Final Day to certify mill levy to County
December 20	City Council Meeting – Appropriation Ordinance (second reading)

## **Fund Equity**

Fund equity at the governmental fund financial reporting level is classified as “fund balance.” Fund equity for all other reporting is classified as “net position.”

**Fund Balance** – Generally, fund balance represents the difference between current assets and current liabilities. The City reserves those portions of fund balance which are legally segregated for a specific future use or which do not represent available, spendable resources and therefore are not available for appropriation or expenditure. Unreserved fund balance indicates that portion of fund balance that is available for appropriation in future periods. Designations are management’s intent to set aside these resources for specific services.

**Net Position** - Net position represent the difference between assets and liabilities. Net position invested in capital assets, net of related debt, consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those assets. This net position amount also is adjusted by any bond issuance deferral amounts. Net position are reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors or laws or regulations of other governments. All other net position are reported as unrestricted. The City applies restricted resources first when an expense is incurred for purposes for which both restricted and unrestricted net assets are available.

## **Financial Management Guidance**

The City of Durango takes its responsibility as trustee of public funds very seriously: we believe we must utilize our resources wisely in order to continue to provide quality services to our constituents and to build and maintain infrastructure which will meet present and future needs. This section is a guide to achieve the financial stability necessary to achieve our mission to foster a safe, healthy, viable and self-sustaining community through wise stewardship of public and natural resources, efficient and effective delivery of mandated and discretionary services, local and regional collaboration, open, transparent government and active citizen engagement.

Our financial management framework is designed to:

1. Minimize the cost of government
2. Maintain quality service levels
3. Reduce financial risk
4. Provide accurate and timely financial information
5. Promote sound financial management
6. Insure compliance with state laws
7. Protect the City’s credit rating

## **Financial Planning**

- Operating Budget: The operating budget will be prepared for a one-year period.
- Fifteen-year Capital Investment Program: The Capital Investment Program will be prepared for a fifteen year period, with the first year of the Plan being the Capital Budget and the second through fifteenth year being a plan.

- Monthly Financial Management Report: Regular monthly Financial Management Reports on revenues and expenditures are made available to City Council, City staff and the public during the course of the year.
- The Comprehensive Plan document originally adopted by the City Council in 1997 and updated in 2007 is the underlying document outlining the road map for the City of Durango. The Comprehensive Plan reflects a shared community vision of Durango's future. It defines community goals, objectives, policies and strategies to guide decision-makers toward the City's vision.
- The budget document is based on the Comprehensive Plan document and strives to achieve its vision for the City of Durango.
- Other Planning Processes: Other planning processes which affect the budget process are building and office space planning, technology planning, and capital equipment replacement program. The Information Services Division works closely with the other staff to coordinate hardware and software purchases and implementation to take advantage of economies of scale and common hardware and software. All of these planning processes tie in with the annual budget preparation process.
- Long Term Financial Planning

### **Operating**

- Elected Officials Goals: The budget, as developed, will be consistent with the Council's goals and policies.
- Productivity Improvements: The City will maintain and improve productivity of staff through a proper work environment, on-going training, safe and effective equipment, and adequate supplies.
- Market Level Wages: The City will compensate employees at levels comparable to public and appropriate private sector entities in similar communities and the appropriate recruiting area for various skills and professions.
- Performance Measures: Cost centers will develop output/performance measures so that the City can evaluate its investments in programs

### **Revenues**

- One-time Revenues: To the extent possible, one-time revenues will not be used to finance on-going programs, but rather they will be utilized to support one-time expenditures.
- Discretionary revenues: Unless otherwise directed explicitly by the Council, the City will not normally designate discretionary revenues for specific purposes. Consequently, the Council will have the flexibility to determine the best use of available revenues to meet changing service requirements.
- Charges for Services: Services being provided by the City should be paid for primarily by the users and beneficiaries of the services and not the general public. The City will recalculate service costs periodically, and fees will be adjusted accordingly.
- Revenue Diversity: The City will strive to diversify its revenues in order to maintain needed services during periods of declining economic activity.
- Major revenues for the General Fund are broken into 6 categories as follows:
  1. Taxes and Assessments
  2. Licenses and Permits
  3. Intergovernmental Revenues
  4. Charges for Services
  5. Fine and Forfeits
  6. Miscellaneous Revenues

- Taxes and assessments comprise of approximately 75% of all revenues for the City. These revenues are based on trend analysis as well as estimates based on the current economic cycle. Taxes and assessments include revenues such as sales tax, use tax, franchise taxes, property tax, County tax, joint sales taxes and occupational taxes.
- Revenues are estimated using trend analysis for the last 10 years along with current year trends and economic trends with consideration for one time spikes in the revenue sources. When estimating revenues for 2010, 2011, 2012 and 2013, trend analysis was not highly relied upon because of the economic downturn in 2008-2010. Revenues were estimated based on the current economic climate.

**Expenditures**

- Operating Contingencies: The Operating Budget will include appropriate contingency funding to meet unexpected requirements which may arise during the year.
- Equipment Replacement: The City will maintain an equipment replacement program to ensure sufficient resources are available annually to replace vehicles and equipment.

**Debt**

The City is in conformity with regards to debt limits. There are currently 5 outstanding debt obligations totaling \$32,621,429. Of this amount \$12,940,000 of debt issued in 2009 for the reconstruction of Florida Road in Durango is remaining. \$3,260,000 of remaining debt was issued in 1999 and refinanced in 2008 for the construction and maintenance of the Durango Community Recreation Center and the Animas River Trail. \$10,185,000 of the debt was issued for the construction of the Durango Public Library. \$3,636,429 of the remaining debt was issued for water storage. \$2,600,000 of the debt was issued for construction of Wilson Gulch Road.

- Principal payments in the amount of \$2,936,210 will be paid in 2016 and \$3,044,663 will be paid in 2017.
- Interest payments in the amount of \$1,257,410 will be paid in 2016 and \$1,149,870 will be paid in 2017.
- Current debt limits are 10% of assessed valuation bringing the debt limit to \$52,679,678 as seen below.

Legal Debt Margin Calculation for Fiscal Year 2015			
Assessed Value		\$526,796,780	
Debt Limit (10% of assessed valuation)		52,679,678	
Debt applicable to limit:		-	
General obligation bonds		-	
Less: Amount set aside for repayment		-	
Total net debt applicable to limit		-	
Legal debt margin		\$52,679,678	

Under the provisions of the City of Durango Charter, Article IV, Section 21, the aggregate amount of bonds or other forms of indebtedness payable in whole or in part from the proceeds of ad valorem taxes, or to

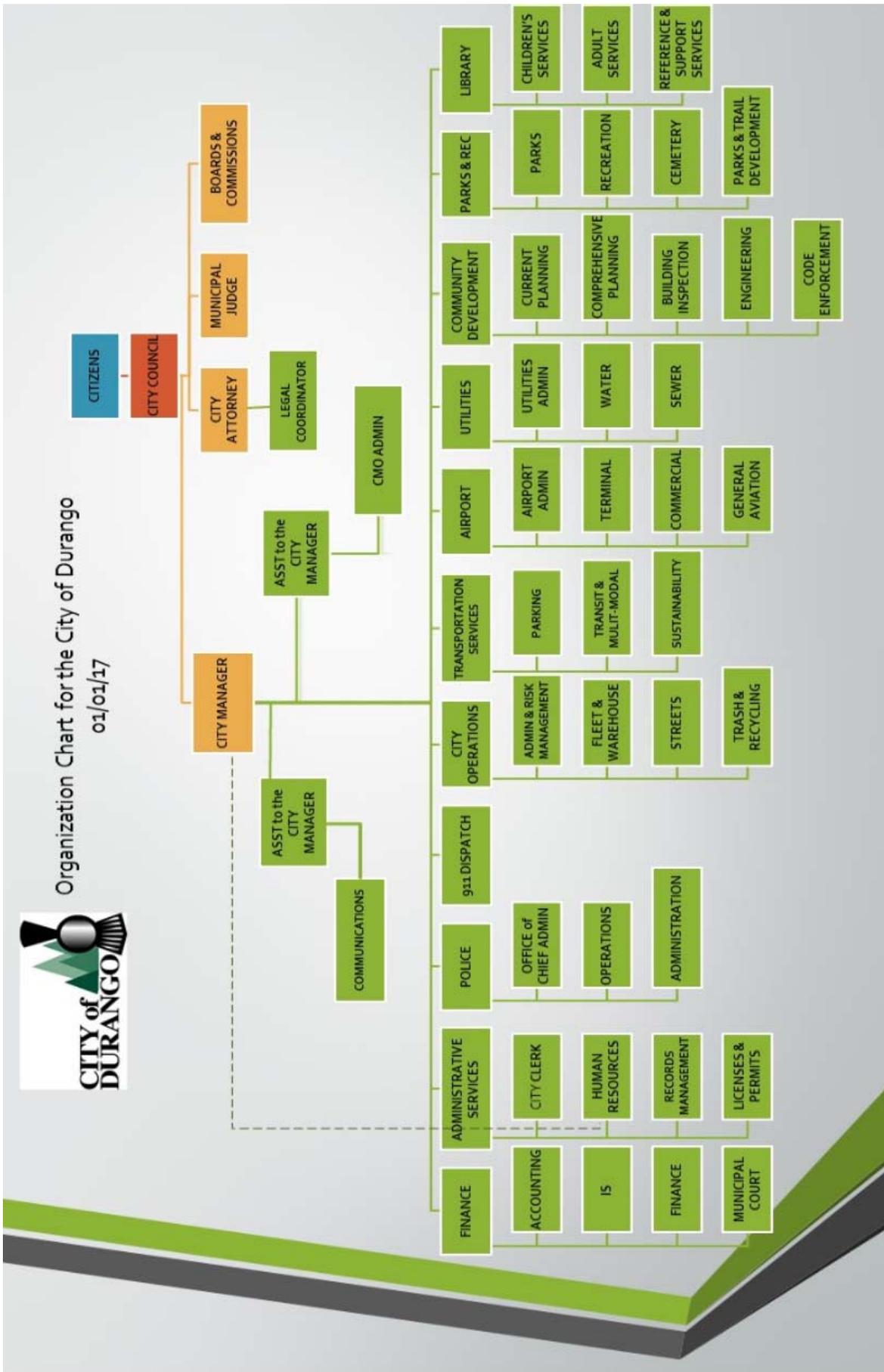
which the full faith and credit of the City are pledged (excluding such debt relating to water and excluding securities issued under Section 23) shall not exceed 10% of the assessed valuation of the taxable property within the City, as shown in the most recent assessment for the City.

### **Reserves**

- **Emergency Reserves:** The City maintains an emergency reserve of no less than 3% of fiscal year spending pursuant to Article X, Section 20 of the Colorado Constitution. Fiscal year spending is defined as the total expenditures of all City non-Enterprise funds, plus additions to reserves, less spending reserves, federal revenues, inter-fund transfers, interdepartmental revenue, collections for other governments, refunds and rebates, damage awards, asset sales, donations, changes in debt service payments, and lottery revenues received from the State of Colorado. The Tabor Reserve Fund will serve as the centralized statutory Emergency Reserve for all City funds and will be utilized as directed by statute.
- **General Fund:** An unreserved fund balance equal to 2-3 months of the annual General Fund appropriation, excluding inter-fund transfers, shall be maintained and utilized as follows:
  1. A cash-flow reserve to ensure that obligations can be met as they become due.
  2. A counter cyclical reserve, available to either maintain current service levels or to provide a temporary cushion when expenditure adjustments are necessary due to shortages in projected revenues.
- **Other Reserves:** Reserves will be established in other funds and/or for other purposes, as deemed appropriate by the Council



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Durango for its budget beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Property Tax Levy for the General Fund			
	<u>2015</u>	<u>2016</u>	<u>2017</u>
Population	17,689	17,834	17,834
Valuation	\$ 479,751,710	\$ 514,424,840	\$ 526,796,780
Mill Levy	2.507	2.507	2.507
General Property Tax	\$ 1,178,683	\$ 1,289,663	\$ 1,320,680

### Comparative Staffing Levels

The following table details the City's regular positions. Temporary, seasonal workers, and provisional employees are employed as needed and are not reflected below.

	<u>2015</u>	<u>2016</u>	<u>2017</u>
City Manager's Office	6.00	4.00	4.00
City Attorney	2.00	2.00	2.00
Business Development	1.00	-	-
Communications	2.75	2.75	2.75
Human Resources	3.00	3.00	3.00
City Clerk	5.00	5.00	5.00
Municipal Court	3.00	3.00	3.00
Accounting	6.00	6.00	6.00
Information Systems	10.00	11.00	11.00
Finance	4.00	4.00	4.00
Planning & Community Development	12.00	14.00	14.00
Natural Lands Preservation	1.00	1.00	-
Engineering	7.00	8.00	8.00
Code Enforcement	2.00	2.00	2.00
Police	65.00	65.00	65.00
911 Emergency Communications	19.00	20.00	20.00
Streets	14.00	15.00	15.00
Parks and Recreation	32.00	32.00	33.00
Library	20.50	20.50	20.50
Buildings and Plant	1.83	1.83	4.83
<b>General Fund</b>	<b>217.08</b>	<b>220.08</b>	<b>223.08</b>
General Services	1.34	1.34	1.34
Capital Equipment and Maintenance	9.50	9.50	9.50
Risk Manager Fund	1.00	1.00	1.00
<b>Internal Service Funds</b>	<b>11.84</b>	<b>11.84</b>	<b>11.84</b>
Water	20.80	21.80	21.60
Sewer	17.40	17.80	18.00
Airport	21.00	23.00	23.00
Sustainable Services	12.33	13.34	13.34
Transportation Services Fund	30.00	32.00	34.00
<b>Enterprise Funds</b>	<b>101.53</b>	<b>107.94</b>	<b>109.94</b>
<b>Total</b>	<b>330.45</b>	<b>339.86</b>	<b>344.86</b>

Fund Balance Projections- All Funds							
Fund	Fund Balance 12/31/2015	Estimated Revenue 2016	Estimated Expenditures 2016	Projected Fund Balance 12/31/2016	Proposed Revenues 2017	Proposed Expenditures 2017	Proposed Fund Balance 12/31/2017
<b>OPERATING FUND</b>							
General Fund	\$ 6,372,337	\$ 37,131,682	\$ 37,579,149	\$ 5,924,870	\$ 37,322,538	\$ 37,762,212	\$ 5,485,196
<b>SPECIAL REVENUE FUNDS</b>							
2015 Sales Tax Fund	308,869	4,206,587	1,723,238	2,792,218	4,344,480	6,889,438	247,260
Road Impact Fee Fund	52,778	452,500	500,000	5,278	453,000	400,000	58,278
Durango Tourism Fund	163,368	990,000	1,056,000	97,368	1,014,250	1,018,920	92,698
Conservation Trust Fund	609,769	193,000	585,870	216,899	193,000	-	409,899
Park Development Fund	123,982	21,600	-	145,582	21,600	-	167,182
Storm Drainage Fund	7,708	1,500	-	9,208	1,500	-	10,708
<b>INTERNAL SERVICE FUNDS</b>							
General Services Fund	141,521	432,500	388,704	185,317	340,050	428,301	97,066
CERF Fund	2,989,981	3,011,100	3,104,202	2,896,879	3,056,568	3,246,680	2,706,767
Risk Manager Fund	131,334	1,156,558	1,132,068	155,824	1,049,379	1,040,875	164,328
<b>PROPRIETARY FUNDS</b>							
Water Fund	4,146,509	7,852,000	7,730,968	4,267,541	8,945,000	7,422,385	5,790,156
Sewer Fund	3,157,169	7,006,000	6,590,809	3,572,360	7,992,500	9,190,542	2,374,318
Airport Fund	2,023,359	3,349,230	2,898,572	2,474,017	3,357,990	3,258,523	2,573,484
Sustainability Services Fund	610,036	2,294,000	2,245,711	658,325	2,480,500	2,640,720	498,105
Transportation Services Fund	1,784,290	3,677,753	3,863,098	1,598,945	3,322,090	3,488,253	1,432,782

### Comparative Classification Summary for All Operating Funds

The following table details the City's Operating Funds by expenditure classification.

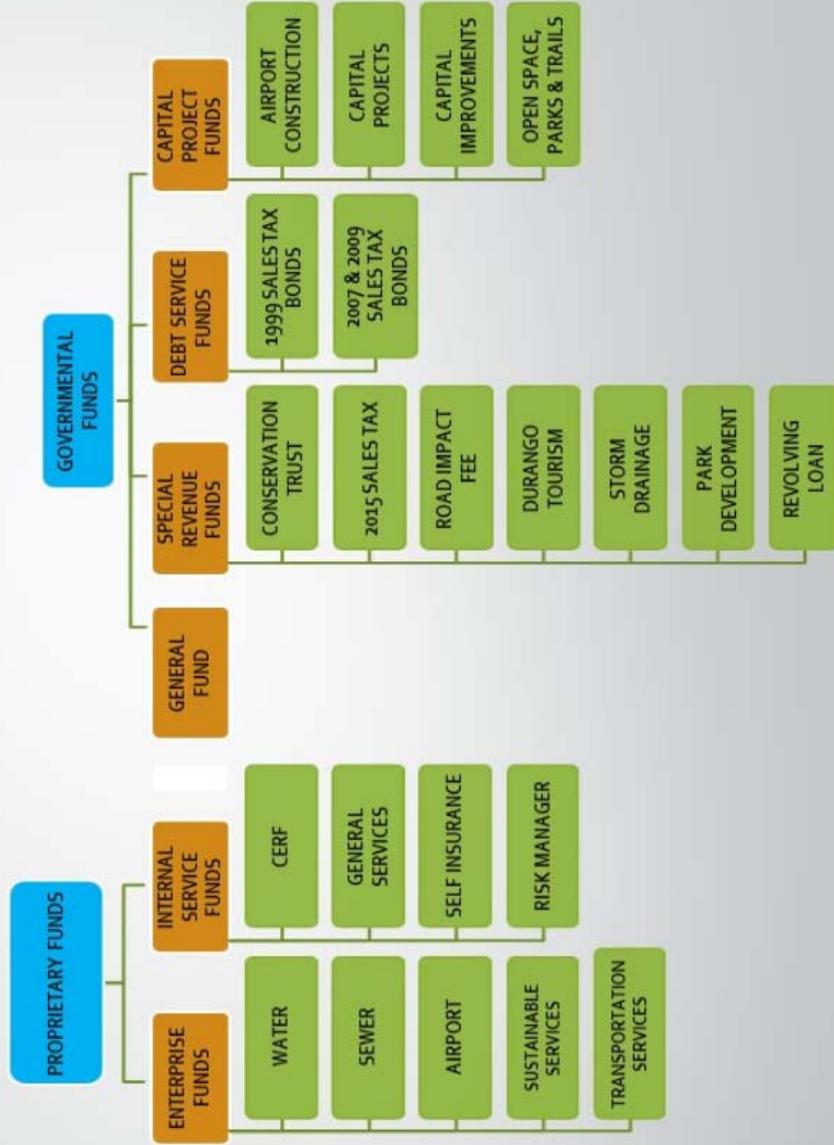
Fund / Classification	<u>2016</u>	<u>2017</u>
<b>General Fund</b>		
Personnel Services	\$ 19,261,720	\$ 20,934,019
Supplies	1,653,535	1,517,805
Contractual Services	13,150,418	12,745,653
Capital Outlay	<u>3,303,293</u>	<u>2,564,735</u>
Total General Fund	<u>\$ 37,368,966</u>	<u>\$ 37,762,212</u>
<b>Internal Service Funds</b>		
Personnel Services	\$ 882,825	\$ 899,690
Supplies	446,675	445,175
Contractual Services	1,398,091	5,751,466
Capital Outlay	<u>1,644,143</u>	<u>2,071,325</u>
Total Internal Service Funds	<u>\$ 4,371,734</u>	<u>\$ 9,167,656</u>
<b>Enterprise Funds</b>		
Personnel Services	\$ 7,222,635	\$ 7,789,230
Supplies	2,001,125	1,797,290
Contractual Services	6,468,274	10,517,327
Capital Outlay	<u>7,949,103</u>	<u>5,896,576</u>
Total Enterprise Funds	<u>\$ 23,641,137</u>	<u>\$ 26,000,423</u>
<b>All Operating Funds</b>		
Personnel Services	\$ 27,367,180	\$ 29,622,939
Supplies	4,101,335	3,760,270
Contractual Services	15,896,539	37,259,700
Capital Outlay	<u>21,263,021</u>	<u>10,595,740</u>
Total All Operating Funds	<u>\$ 68,628,075</u>	<u>\$ 81,238,649</u>

All Operating Funds Summary of Revenues and Expenditures					
By Fund	2015	2016		2017	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
<b>Revenues:</b>					
General Fund	\$ 34,213,216	\$ 36,339,466	\$ 37,131,682	\$ 37,322,538	
2015 Sales Tax Fund	4,039,132	4,215,015	4,206,587	4,344,480	
Road Impact Fee Fund	401,520	455,000	452,500	453,000	
Durango Tourism Fund	1,040,572	978,500	990,000	1,014,250	
Conservation Trust Fund	175,954	191,000	193,000	193,000	
Park Development Fund	32,134	18,700	21,600	21,600	
Storm Drainage Fund	338	1,500	1,500	1,500	
General Services	460,150	431,500	432,500	340,050	
Equipment Replacement and Maintenance	2,946,038	2,905,100	3,011,100	3,056,568	
Risk Manager Fund	1,203,644	1,156,558	1,156,558	1,049,379	
Self Insurance Fund	3,745,819	-	4,251,083	4,689,500	
Water Fund	6,124,829	7,816,000	7,852,000	8,945,000	
Sewer Fund	5,833,649	6,920,500	7,006,000	7,992,500	
Airport Fund	3,447,780	3,187,180	3,349,230	3,357,990	
Sustainable Services Fund	2,182,135	2,343,902	2,294,000	2,480,500	
Transportation Services Fund	<u>3,268,840</u>	<u>3,683,163</u>	<u>3,677,753</u>	<u>3,322,090</u>	
Total Revenue All Funds	\$ <u>69,115,750</u>	\$ <u>70,643,084</u>	\$ <u>76,027,093</u>	\$ <u>78,583,945</u>	\$ -
<b>Expenditures:</b>					
General Fund	\$ 35,164,280	\$ 37,368,966	\$ 37,579,149	\$ 37,762,212	
2015 Sales Tax Fund	5,523,256	1,723,238	1,723,238	6,889,438	
Road Impact Fee Fund	400,000	500,000	500,000	400,000	
Durango Tourism Fund	958,775	1,023,000	1,056,000	1,018,920	
Conservation Trust Fund	-	-	585,870	-	
General Services	355,918	408,460	388,704	428,301	
Equipment Replacement and Maintenance	1,310,481	2,823,202	3,104,202	3,246,680	
Risk Manager Fund	1,199,851	1,140,072	1,132,068	1,040,875	
Self Insurance Fund	3,833,956	-	4,333,150	4,451,800	
Water Fund	5,999,609	7,987,667	7,730,968	7,422,385	
Sewer Fund	4,555,386	6,103,548	6,590,809	9,190,542	
Airport Fund	2,539,061	3,100,348	2,898,572	3,258,523	
Sustainable Services Fund	1,996,630	2,500,355	2,245,711	2,640,720	
Transportation Services Fund	<u>3,110,793</u>	<u>3,949,219</u>	<u>3,863,098</u>	<u>3,488,253</u>	
Total Expenditures All Funds	\$ <u>66,947,996</u>	\$ <u>68,628,075</u>	\$ <u>73,731,539</u>	\$ <u>81,238,649</u>	\$ -

All Capital Improvement Funds Summary of Revenues and Expenditures					
By Fund	2015	2016		2017	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
<b>Revenues:</b>					
Airport Capital Construction Fund	\$ 1,923,245	\$ 3,348,556	\$ 5,501,642	\$ 4,270,217	
Capital Projects Fund	13,118,825	10,255,103	77,571,605	17,495,970	
Open Space, Parks & Trails Fund	2,212,259	2,326,705	6,556,932	2,139,835	
Capital Improvements Fund	<u>2,908,187</u>	<u>2,851,905</u>	<u>2,896,632</u>	<u>2,764,835</u>	
Total Revenue All Funds	<u>\$ 20,162,516</u>	<u>\$ 18,782,269</u>	<u>\$ 92,526,811</u>	<u>\$ 26,670,857</u>	<u>\$ -</u>
<b>Expenditures:</b>					
Airport Capital Construction Fund	\$ 38,893	\$ 2,114,000	\$ 7,830,487	\$ -	
Capital Projects Fund	10,277,471	10,490,103	33,162,920	66,725,245	
Open Space, Parks & Trails Fund	2,231,672	3,831,490	8,237,741	1,985,238	
Capital Improvements Fund	<u>2,589,659</u>	<u>2,583,117</u>	<u>2,583,117</u>	<u>2,584,129</u>	
Total Expenditures All Funds	<u>\$ 15,137,695</u>	<u>\$ 19,018,710</u>	<u>\$ 51,814,265</u>	<u>\$ 71,294,612</u>	<u>\$ -</u>



# Chart of Funds for the City of Durango



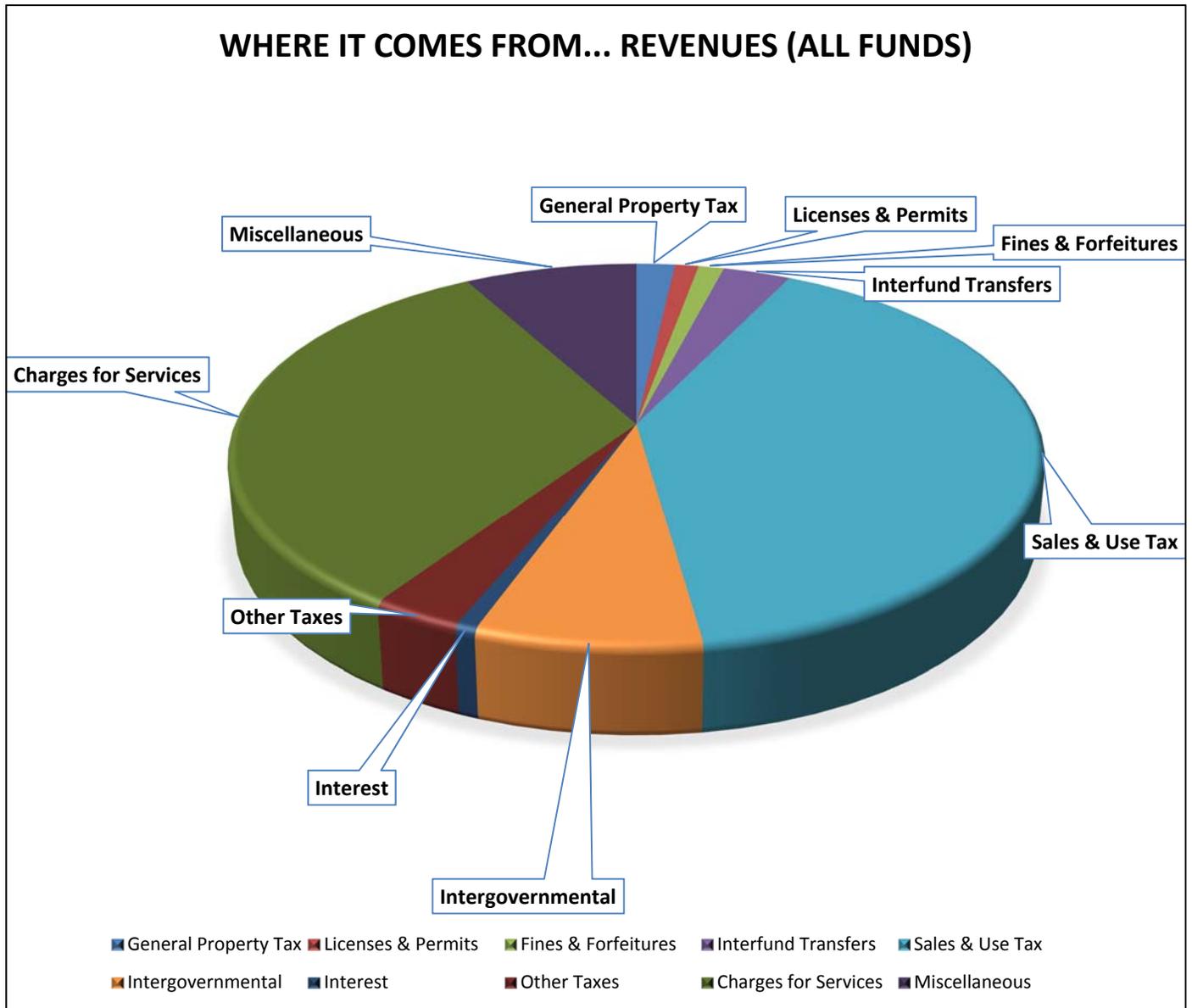
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**Revenue  
Overview**

# City of Durango Revenue Overview

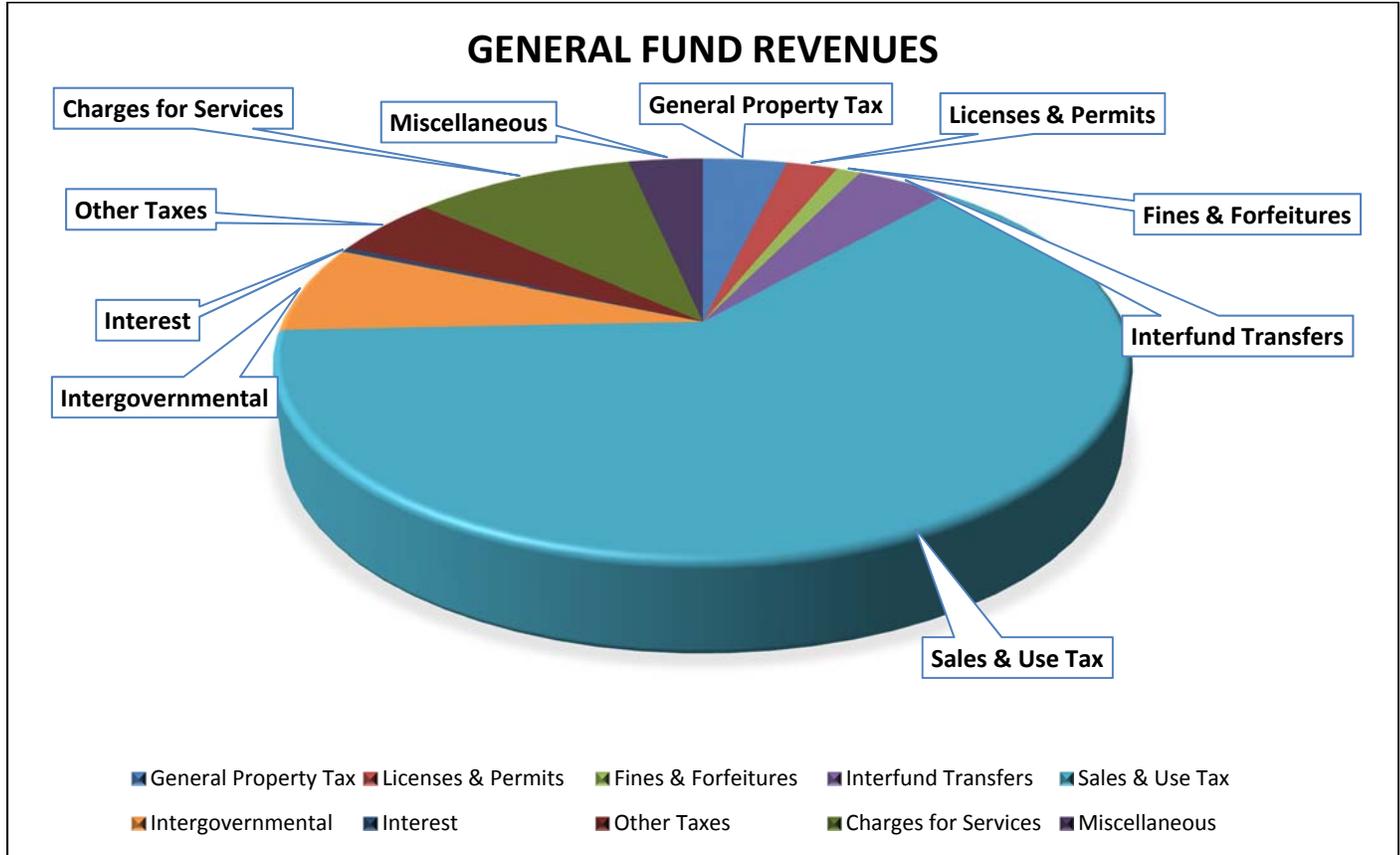
This section of the budget provides information on the City's major revenues received from outside sources. Major revenues are greater than \$500,000 received annually.

Below is a graph depicting all revenue sources for the 2016 budget year. The largest piece of the pie for all funds is the Sales and Use Tax category.



# General Fund Revenues

This section discusses the General Fund Revenues. Cumulatively, the 2017 projections for the major revenues identified in this section account for% of the total General Fund Revenues anticipated to be received by the City.



The following table outlines the major revenue sources for the General Fund.

	2014	2015	2016	2017
<b>Property Tax</b>	<b>\$ 1,153,727</b>	<b>\$ 1,175,954</b>	<b>\$ 1,270,750</b>	<b>\$1,295,000</b>
<b>Sales Tax</b>	<b>14,243,981</b>	<b>15,019,744</b>	<b>15,595,000</b>	<b>16,165,000</b>
<b>Use Tax</b>	<b>797,771</b>	<b>966,518</b>	<b>1,200,000</b>	<b>1,200,000</b>
<b>La Plata County Sales Tax</b>	<b>3,570,505</b>	<b>3,814,184</b>	<b>3,917,000</b>	<b>4,190,000</b>
<b>Joint Sales Tax</b>	<b>952,783</b>	<b>1,891,568</b>	<b>1,924,000</b>	<b>1,981,720</b>
<b>Electric Franchise Fee</b>	<b>906,251</b>	<b>899,011</b>	<b>950,000</b>	<b>950,000</b>
<b>Highway User Tax</b>	<b>507,012</b>	<b>524,987</b>	<b>520,000</b>	<b>545,000</b>
<b>Police Dispatch</b>	<b>716,877</b>	<b>762,368</b>	<b>750,000</b>	<b>860,000</b>
<b>Recreation Center</b>	<b>1,842,981</b>	<b>2,093,748</b>	<b>2,246,958</b>	<b>2,257,490</b>
<b>Administration Fee</b>	<b>1,049,985</b>	<b>994,096</b>	<b>974,676</b>	<b>751,400</b>
<b>Interfund Transfer</b>	<b>479,258</b>	<b>383,118</b>	<b>593,490</b>	<b>678,038</b>

**Property Tax Revenue**

**Source**

The City of Durango has a 2.507 mill levy on property owners within the City of Durango. The collection process begins with the La Plata County Assessor's Office. Two types of property are valued by the Assessor's Office: 1) "real property" (land & buildings) and 2) "personal property" (business machines & equipment). Once market values are established, the Assessor's Office computes the assessed valuation of property based on the State legislated assessment percentages. Property is assessed at the end of one year, for collection the following year.

**Collection**

Property tax revenues are collected by La Plata County.

The formulas used for computing property taxes are as follows:

Assessed valuation =  
Property market value x Assessment ratio

Property tax =  
Assessed valuation x Mill Levy / 1000

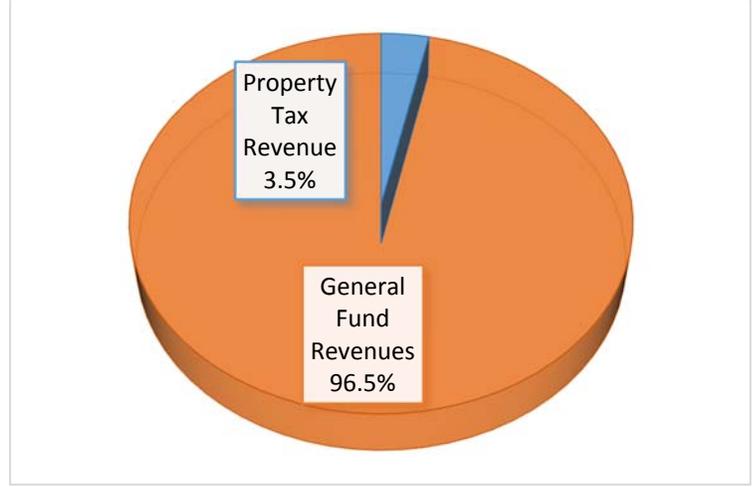
**Rationale**

The forecast for 2017 is based on valuation information from the County Assessor.

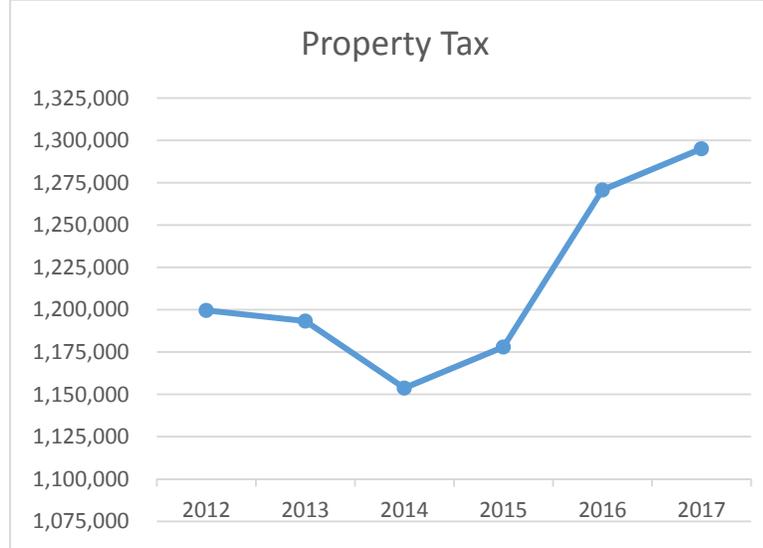
**General Fund**

**2017 Proposed Budget  
\$1,295,000**

**Property Tax Revenue to Total General Fund Revenue**



**Property Tax Revenue History and Forecast**

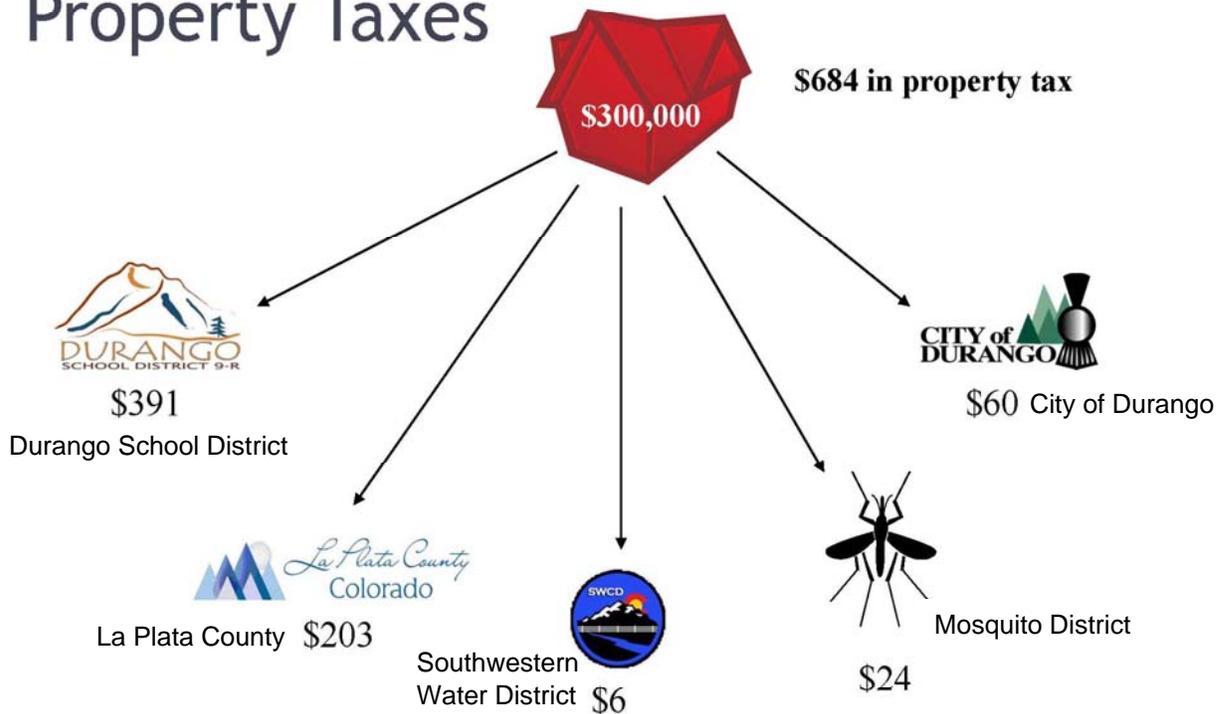


## Property Tax Revenue

The following is a graphic showing the different facets of property tax bills for a taxpayer living in Durango.



### Property Taxes



Based on 2010 LPC Mill Levies - does not include additional mill levies for unique tax districts within Durango



**Sales Tax Revenue**

**Source**

The City of Durango General Fund sales tax rate for City operations is 2%. Sales tax is charged on all retail purchases including food.

**Collection**

As a home rule city, Durango collects and administers its own sales and use tax. Businesses remit tax to Durango on a monthly, quarterly, or annual basis. Taxes collected are due to the City by the 20<sup>th</sup> of the month following collections.

The City utilizes a number of enforcement procedures to collect from delinquent accounts including tax payer education, delinquency notices, personal phone contact and visits, audits, administrative hearings with the City Manager and seizures.

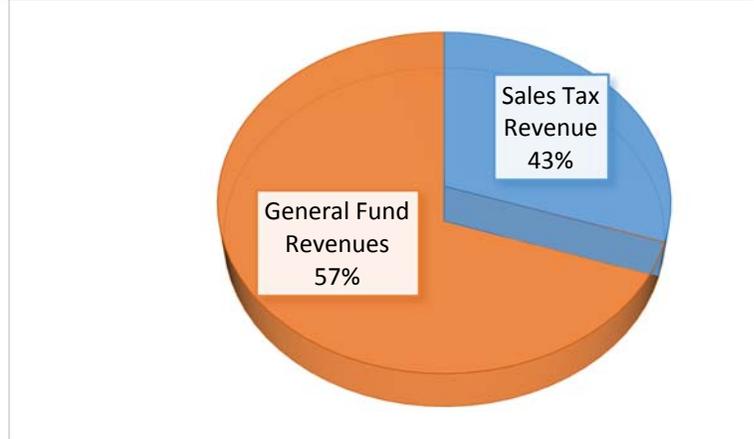
**Rationale**

Sales tax projections are based on trend analysis. Changes and adjustments in the local economy due to the recent global recession have played a role in the trend analysis and forecasting of sales tax revenues. As concerns about the speed and extent of an economic recovery persist, sales tax revenues are projected to increase slowly and gradually. Forecast anticipates a 3.7% growth in sales tax from Adopted 2016 Budget to Proposed 2017 Budget, allowing for population increases, inflation, and some new commercial activity.

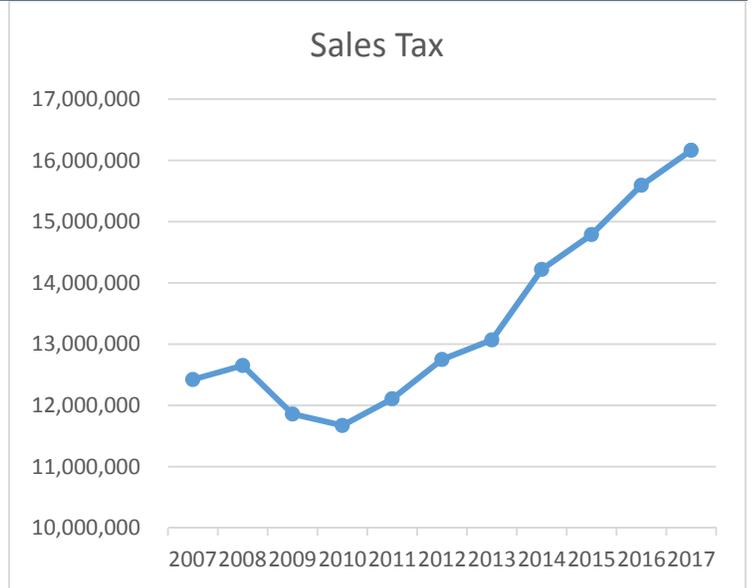
**General Fund**

**2017 Proposed Budget  
\$16,165,000**

**Sales Tax Revenue to Total General Fund Revenue**



**Sales Tax Revenue History and Forecast**



**Use Tax Revenue**

**Source**

The City of Durango General Fund use tax rate is 2%. Use tax is collected on the purchase of items which are used in Durango but a 2% local sales tax was not paid to another jurisdiction.

**Collection**

La Plata County collects automobile use tax and remits monthly to the City of Durango.

Building use tax is assessed at 2% of 50% of the estimated value of the construction project. Construction labor is typically not subject to use tax, and the City of Durango estimates that 50% of the building permit value is related to taxable materials, equipment, appliances, etc. Building use tax is estimated and collected by the Building Department at the time a building permit is obtained.

Businesses remit use tax to Durango on a monthly, quarterly, or annual basis. Taxes are due to the City by the 20th of the month following purchase of the item.

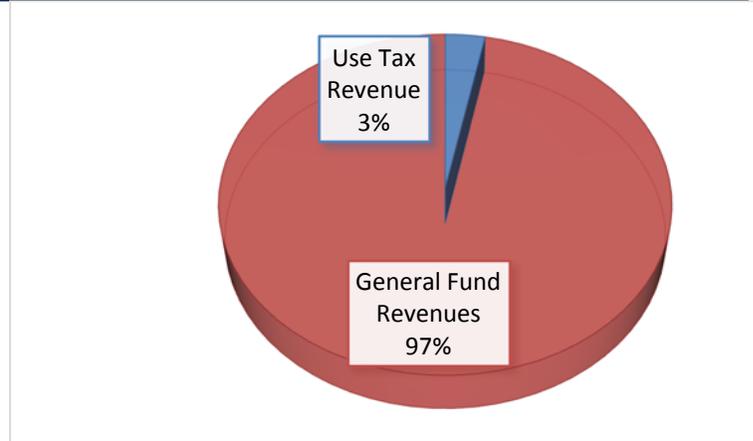
**Rationale**

Use tax projections are based on trend analysis. Changes and adjustments in the local economy due to the recent global recession played a role in the trend analysis and forecasting of use tax revenues. Use tax has fluctuated based on business investment, build out and new commercial development. The increases through 2005 are a result of the improved economy, housing boom and business investment, as well as improved compliance from existing businesses. The decline starting in 2006 is a reflection of the changing economy and continued uncertainty in the business and building community. As concerns about the speed and extent of an economic recovery persist, use tax revenues are projected to increase slowly and gradually. Forecast anticipates a level budget for 2017 over 2016 Adopted Budget. Building and motor vehicle sales continue to increase with the trend continuing into 2017

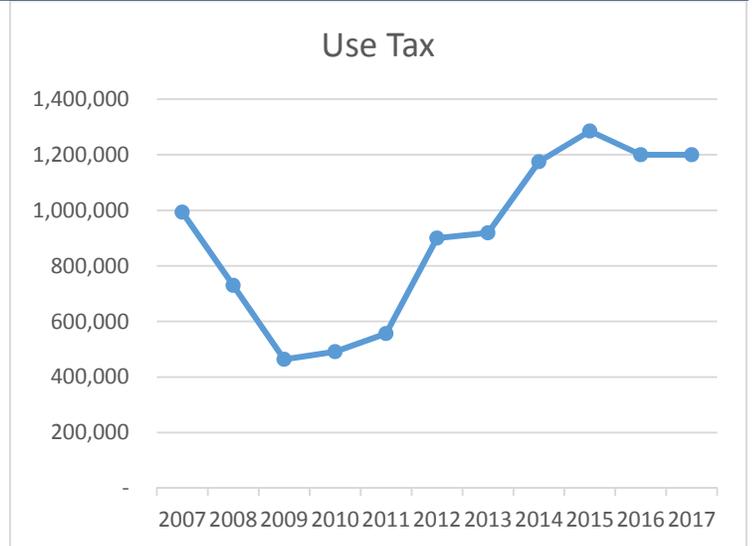
**General Fund**

**2017 Proposed Budget**  
\$1,200,000

**Use Tax Revenue to Total General Fund Revenue**



**Use Tax Revenue History and Forecast**



**La Plata County Sales Tax & Joint Sales Tax Revenue**

**Source**

In December 1975, La Plata County voters approved a county wide 1% sales tax to be distributed to local governments as follows:

- 36% to the City of Durango
- 4% to the Town of Bayfield
- 4% to the Town of Ignacio
- 56% to La Plata County

In May of 1982, La Plata County voters again approved a county wide 1% sales tax to be distributed as follows:

- 22% to the Joint Sales Tax Fund to be used for La Plata County and City of Durango joint projects
- 3.1% to the Town of Ignacio
- 4% to the Town of Bayfield
- 70.9% to La Plata County

**Collection**

These taxes are collected by La Plata County and remitted to the City each month.

**Rationale**

Sales tax projections are based on trend analysis. Changes and adjustments in the local economy due to the recent global recession played a role in the trend analysis and forecasting of sales tax revenues. Sales tax revenues are projected to increase gradually. Forecast anticipates a 2.9% increase in 2017, allowing for population increases, inflation, and some new commercial activity.

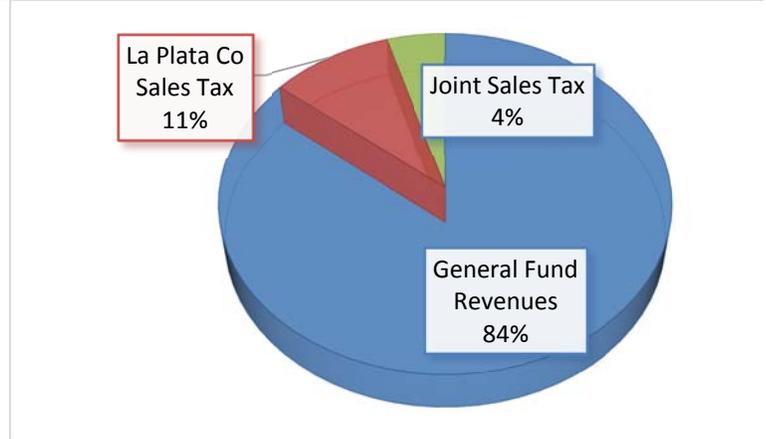
**General Fund**

**2017 Proposed Budget**

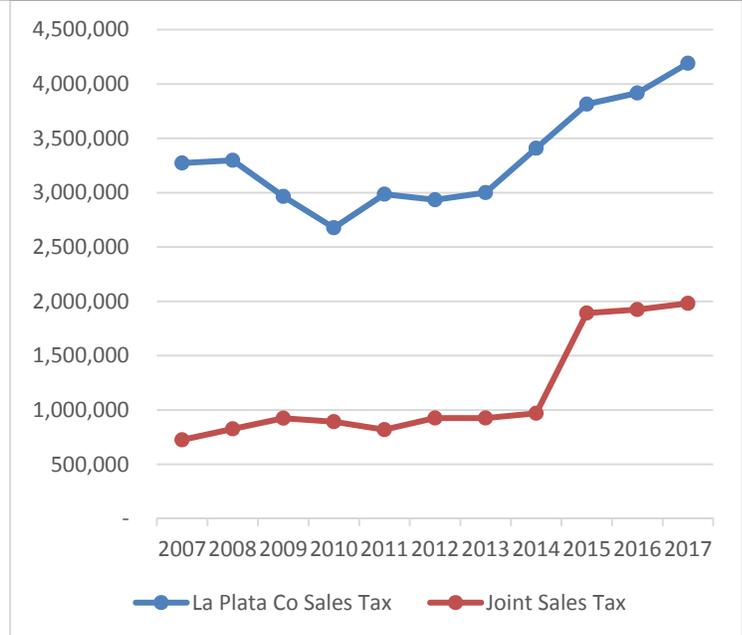
**\$4,190,000**

**& \$1,981,720**

**La Plata County & Joint Sales Tax Revenue to Total General Fund Revenue**



**La Plata County Sales Tax & Joint Sales Tax Revenue History and Forecast**



**Electric Franchise Fee Revenue**

**General Fund**

**2017 Proposed Budget  
\$950,000**

**Source**

La Plata Electric is to remit 4.67% of all energy charge revenue received from the sale of electricity to customers within the city limits.

Revenues fluctuate based on the combination of the number of customers, consumption, and utility rates. Consumption varies primarily with the severity of temperatures in the summer and winter months.

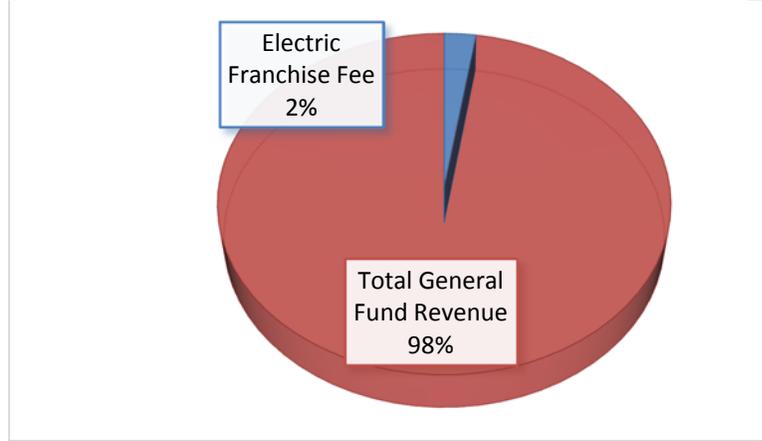
**Collection**

Under the auspices of the franchise agreement with La Plata Electric, they are to remit to the City monthly payments no later than 20 days following the close of the month.

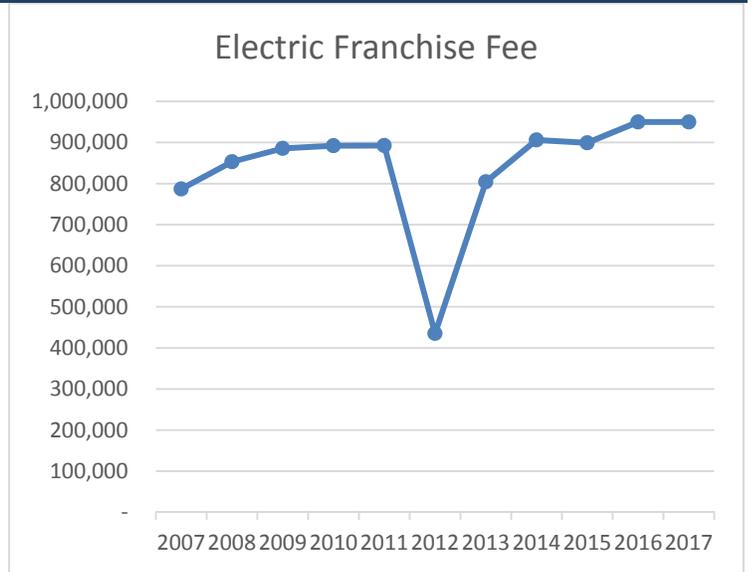
**Rationale**

The Electric Franchise Fee expired in April 2012. The fee was voted on in April 2012 and it failed to pass resulting in the loss of revenue for the remainder of 2012. The fee was voted on again in November 2012 and it passed. The fee began again in January 2013. The forecasted revenue for 2017 is conservative with a slight increase over 2016 although continued building and growth activity might see this revenue increasing in the next few years.

**Electric Franchise Fee Revenue to Total General Fund Revenue**



**Electric Franchise Fee Revenue History and Forecast**



**Highway User Tax**

**General Fund**

**2017 Proposed Budget  
\$545,000**

**Source**

The Highway Users Tax fund was statutorily created in 1953 to account for state highway revenue. According to Section 43-4-204, C.R.S., all moneys in the HUTF are appropriated for: the acquisition of rights-of-way for, and the construction, engineering, safety, reconstruction, improvement, repair, maintenance, and administration of, the state highway system, the county highway systems, the city street systems and other public roads and highways of the state.

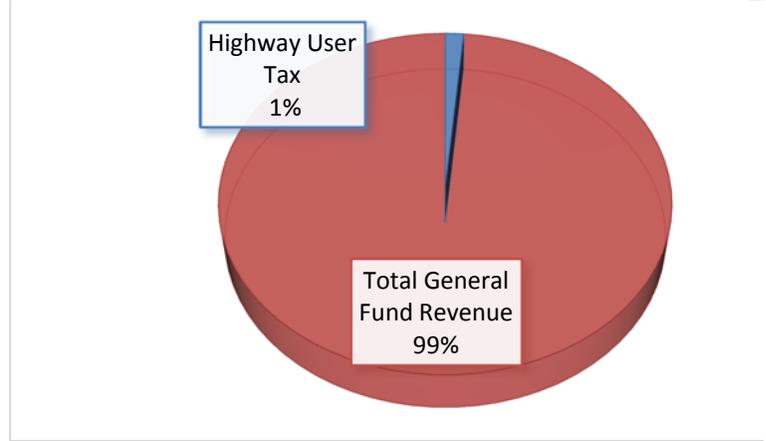
**Collection**

The State of Colorado collects this tax and remits to the city each month.

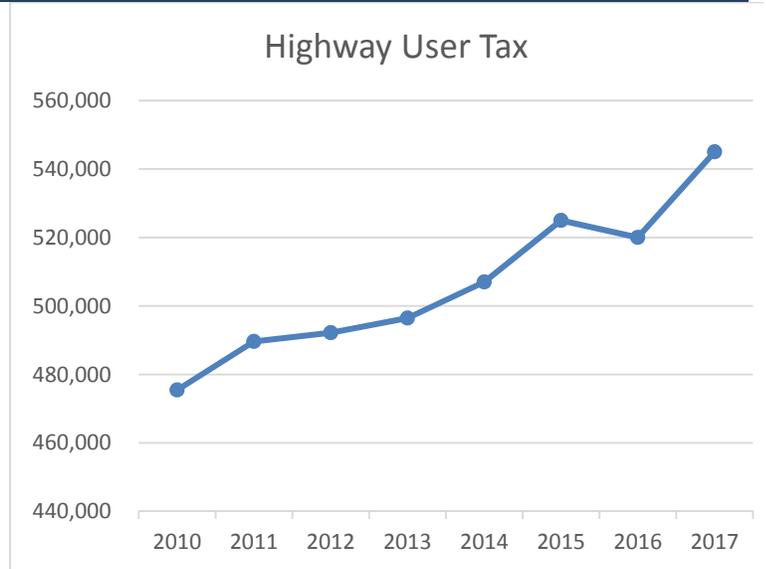
**Rationale**

Forecasts for 2017 are based on estimates provided at the state level.

**Highway User Tax Revenue to Total General Fund Revenue**



**Highway User Tax Revenue History and Forecast**



**Dispatch Fees Revenue**

**General Fund**

**2017 Proposed Budget  
\$860,000**

**Source**

The Durango-La Plata Emergency Communication Center is operated and managed by the City of Durango. There are 7 user agencies that fund the center: City of Durango, La Plata County, Durango Fire Protection District, Bayfield Marshall, Fort Lewis College Security, Fort Lewis Mesa Fire and Upper Pine Fire. The entire Communication Center budget is in the General Fund of the City of Durango.

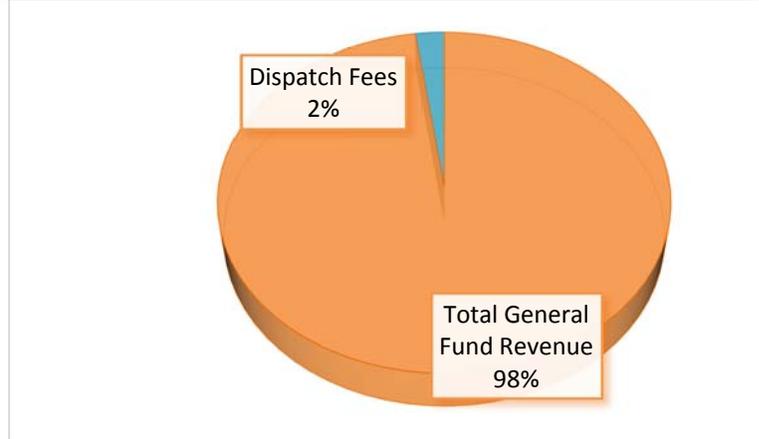
**Collection**

The user agencies pay a fee for their portion of calls that are taken at the Communication Center on a yearly basis.

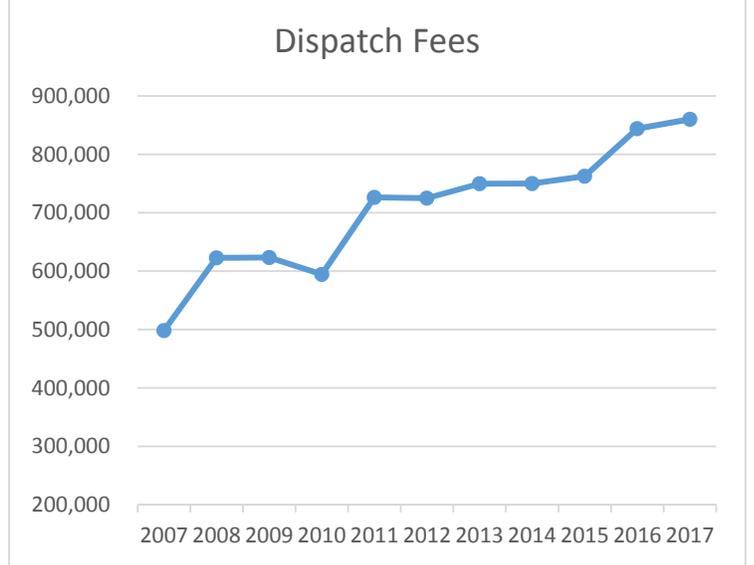
**Rationale**

Forecasts for 2017 are based on the trend of calls per agencies and the overall budget of the Center.

**Dispatch Fees Revenue to Total General Fund Revenue**



**Dispatch Fees Revenue History and Forecast**



**Recreation Center Revenue**

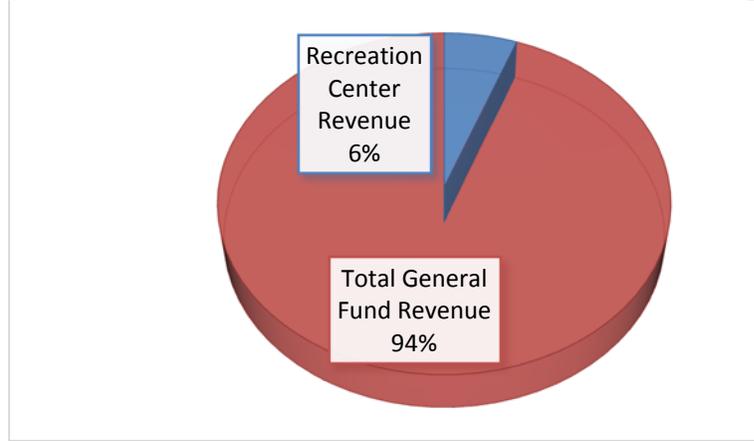
**General Fund**

**2017 Proposed Budget  
\$2,257,490**

**Source**

The Recreation Center users can pay either a daily admission fee, purchase a punch pass or purchase a monthly, quarterly or annual membership. For a fee, the Recreation Center also offers a vast array of programs for all age groups.

**Recreation Center Revenue to Total General Fund Revenue**



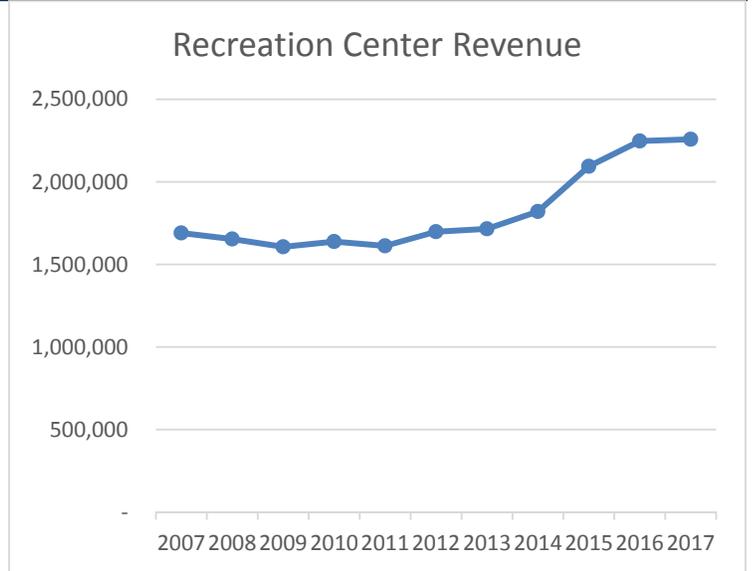
**Collection**

**Rationale**

Recreation Center revenues fell in 2008, 2009, 2010 and 2011 due to the economy but slowly started to increase in 2012, we saw that growth continue in 2014, 2015 and 2016 and foresee that growth continuing into 2017. These changes are the result of increased participation, new programs and fee increases.

The forecast anticipates an increase of 1% increase in 2017 allowing for increased program attendance and new programs offerings.

**Recreation Center Revenue History and Forecast**



**Administration Fee Revenue**

**General Fund**

**2017 Proposed Budget  
\$751,400**

**Source**

The administration fee is intended as a reimbursement for services which the General Fund provides to the enterprise operations including utility billing, payroll processing, accounting, policy making, human resources, general legal support, management and additional administrative duties.

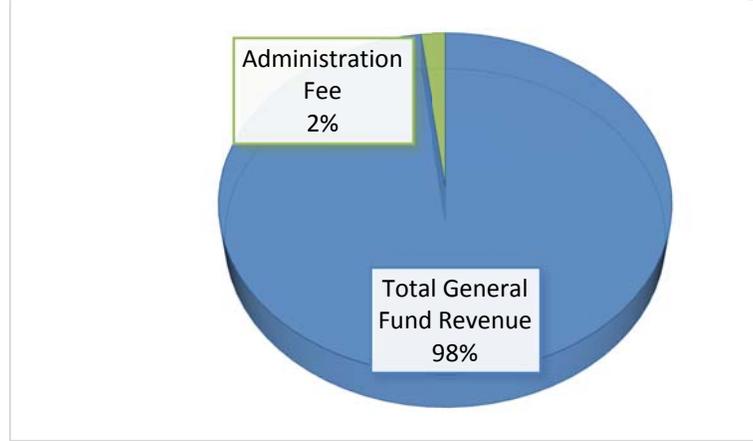
**Collection**

**Rationale**

Adjustments to the service fees are the result of increases in salary and benefit costs and additions to staff. Adjustments are made in an effort to more accurately reflect administrative services provided. In 2014 a cost allocation plan was completed to determine the appropriate level of fees for the enterprise funds. A new cost allocation plan study will be conducted in 2019.

Revenue forecasts are based on the decreases expected as the Airport transitions management to La Plata County and are no longer paying the City's General Fund for these services.

**Administration Fee Revenue to Total General Fund Revenue**



**Administration Fee Revenue History and Forecast**



**Interfund Transfer Revenue**

**General Fund**

**2017 Proposed Budget  
\$678,038**

**Source**

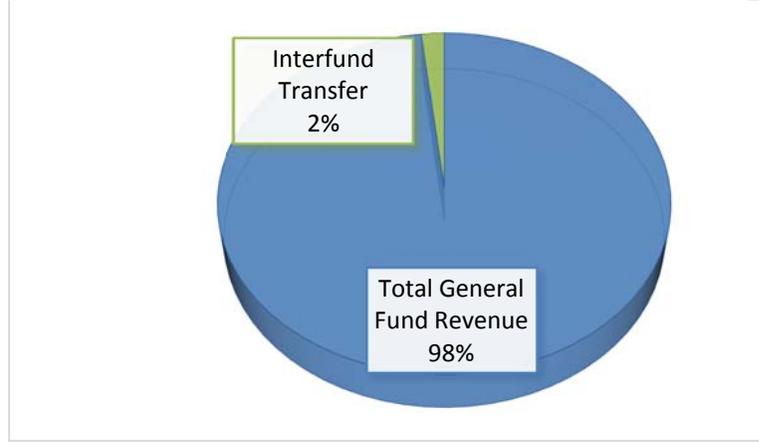
Interfund transfers are intended to fund specific projects or portions of the budget. The 2015 sales tax funds the Recreation Center subsidy and the 2005 sales tax funds a portion of parks maintenance and operations for those parks added to the system with 2005 monies.

**Collection**

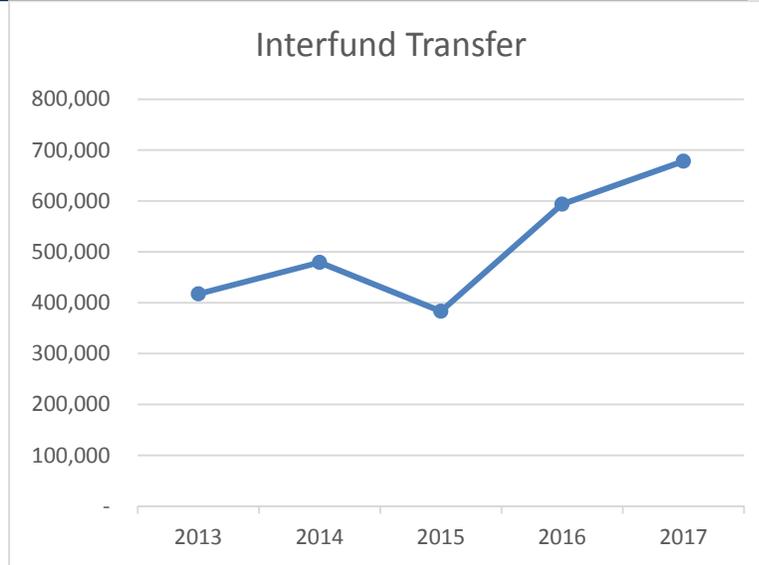
**Rationale**

Adjustments to the interfund transfers are the result of actual costs budgeted for the Recreation Center and those park maintenance costs associated with 2005 monies.

**Interfund Transfer Revenue to Total General Fund Revenue**

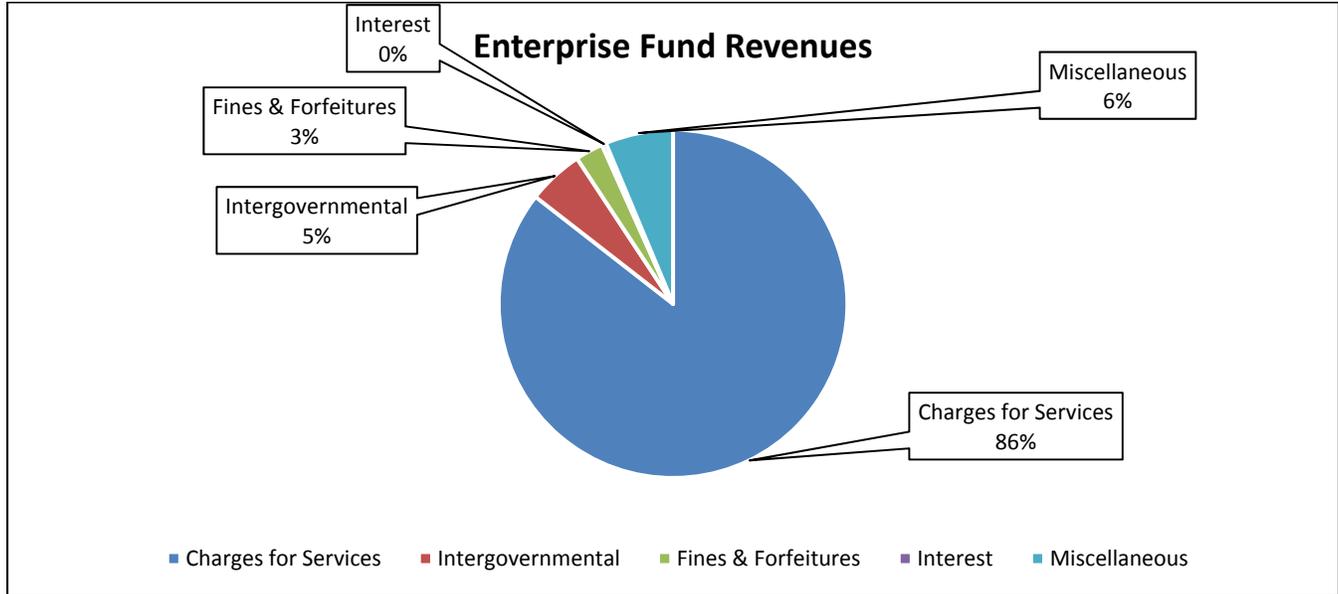


**Interfund Transfer Revenue History and Forecast**



# Enterprise Fund Revenues

This section discusses the Enterprise Fund Revenues. Cumulatively, the 2017 projections for the major revenues identified in this section account for 84.7% of the total Enterprise Fund Revenues anticipated to be received by the City.



The following table outlines the major revenue sources for the Enterprise Funds.

	2014	2015	2016	2017
<b>Water Sales</b>	<b>\$ 3,559,705</b>	<b>\$ 5,015,640</b>	<b>\$7,041,000</b>	<b>\$8,000,000</b>
<b>Water Plant Investment Fees</b>	734,549	831,956	500,000	600,000
<b>Sewer Treatment Charges</b>	3,891,413	6,670,452	6,750,000	7,762,500
<b>Airport Parking Fees</b>	1,055,906	1,360,377	1,325,000	1,319,400
<b>Concession Fee Rental Cars</b>	604,655	755,478	755,000	760,000
<b>Refuse Collections</b>	1,857,257	1,985,630	2,070,502	2,294,500
<b>Parking Meters</b>	908,231	938,889	940,000	925,000
<b>Parking Fines</b>	494,705	531,792	525,000	570,000
<b>FTA Grant Revenue</b>	937,509	918,713	980,700	980,700

**Water Sales Revenue**

**Source**

The City water customers are divided among two segments, commercial and residential. The City's water meters are read by the Utilities Department each month.

**Collection**

Monthly billings are issued by the Finance Department.

**Rationale**

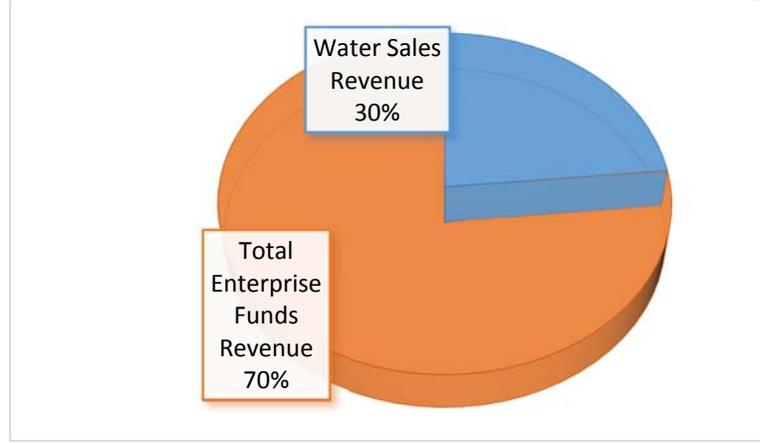
In the years 2004-2008, a 10% water rate increase for future capital expenditures was instated. Except for 2009, which had unusually high precipitation, consumption has increased annually. A 55% water revenue increase was adopted for 2015. A comprehensive Water Rate Study was conducted in 2014. A 15% water revenue increase was programmed for 2016. An additional 10% water revenue increase is programmed in 2017.

The forecast anticipates a relatively stable consumption.

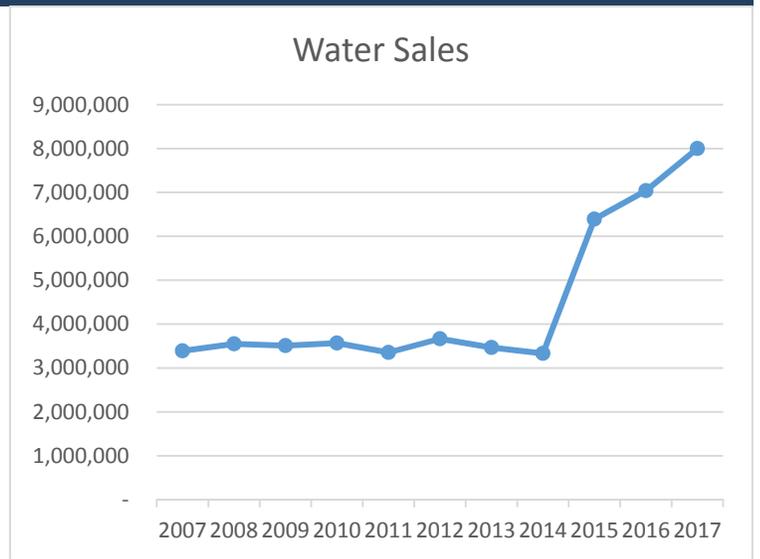
**Water Fund**

**2017 Proposed Budget  
\$8,000,000**

**Water Sales Revenue to Total Enterprise Funds Revenue**



**Water Sales Revenue History and Forecast**



**Sewer Treatment Revenue**

**Source**

Wastewater charges are placed on the same invoice as the water charges. The rate is based on the quantity of water used by a residential customer during the winter months. Commercial customers' wastewater charges are based on their consumption of water on a monthly basis.

**Collection**

Monthly invoices are issued by the Finance Department.

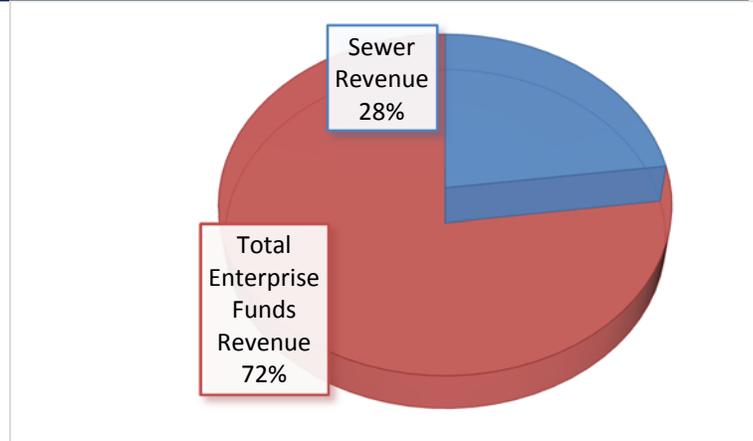
**Rationale**

Sewer revenues have previously increased annually as residential and commercial customers were added to the system. The decline in 2008 is the result of reduced water consumption due to extraordinary precipitation and conservative usage by citizens. Rates were increased in 2010 and 2011 which resulted in higher revenue. In 2013, sewer rates were increased by 100%. The increase occurred in two increments of 50% that appeared on the February 2013 and January 2014 utility bills. In 2014, rates were increased by 5%. These increases are necessary to maintain and repair the sewer infrastructure. A 60% sewer revenue increase was adopted in 2015 as well as an increase of 25% in 2016. A comprehensive Sewer Rate Study was conducted in 2015. A sewer revenue increase of 10% is programmed in 2017.

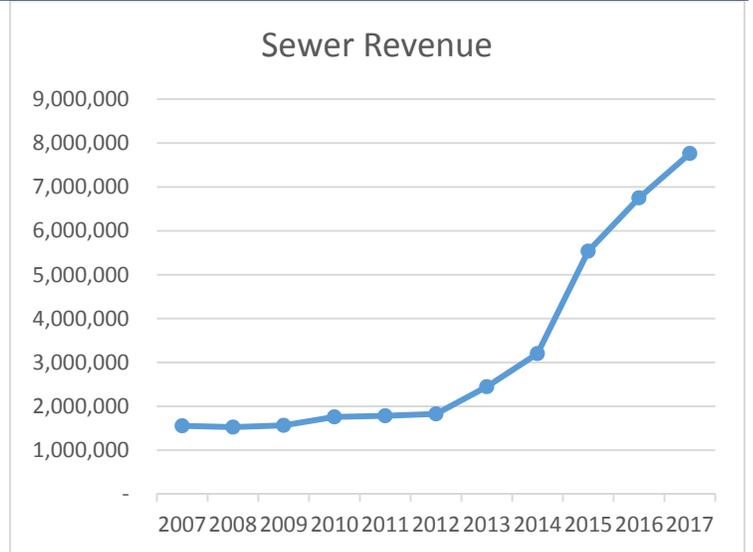
**Sewer Fund**

**2017 Proposed Budget  
\$7,762,500**

**Sewer Revenue to Total Enterprise Fund Revenue**



**Sewer Revenue History and Forecast**



**Airport Parking Fee Revenue**

**Airport Fund**

**2017 Proposed Budget  
\$1,319,400**

**Source**

The Airport receives revenue from both long term and short term parking lots at the airport. Parking Revenues have increased due to an increase in activity at the airport.

**Collection**

These are collected daily at the airport and processed through the Finance Department.

**Rationale**

Forecasts for this revenue are based on the continued use and expected growth of the airport and the process of bringing parking enforcement and collection in house. Enplanements on the existing airlines continue to increase. At the end of 2014, the Airport started self-collecting of parking revenue and no longer contracts this to a third party. With the change the Airport expects a large increase in the revenue as there is no fees going to the third party.

**Airport Parking Fee Revenue to Total Enterprise Funds Revenue**



**Airport Parking Fee Revenue History and Forecast**



**Airport Concession Fees Rental Car Revenue**

**Source**

The Airport receives the revenue from concession leases at the airport for rental car agencies.

**Collection**

These are collected monthly by the Finance Department.

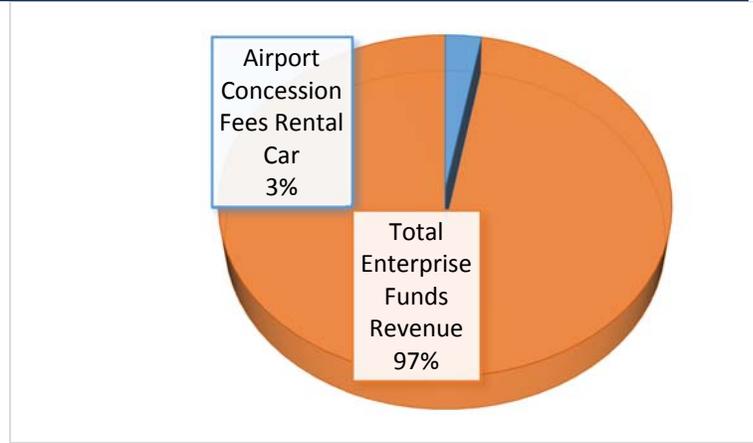
**Rationale**

Forecasts for this revenue are based on trends and the continued growth at the airport. A new concession agreement was put into place in 2014 which plays into the uncertainty of these revenues. These revenues have slightly declined over the last couple of years and will be watched as the new concession agreement goes into place. These are also governed by the number of rental car agencies that are on property at the airport.

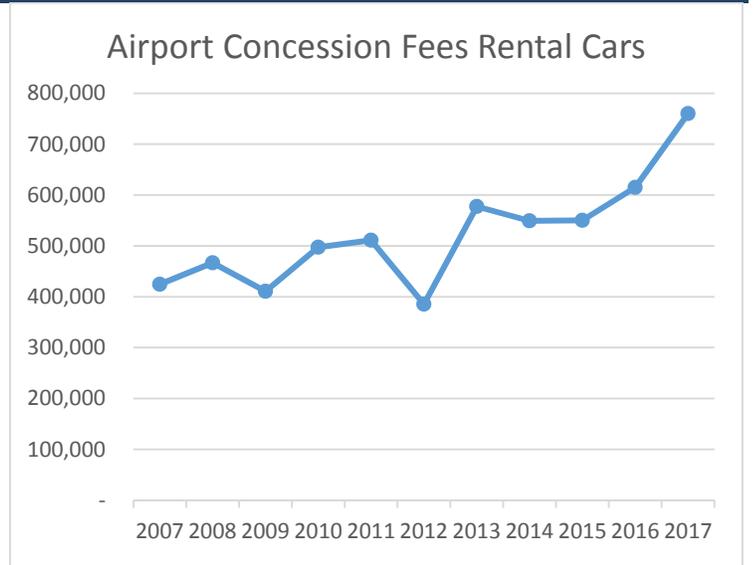
**Airport Fund**

**2017 Proposed Budget  
\$760,000**

**Airport Concession Fees Rental Car Revenue to Total Enterprise Funds Revenue**



**Airport Concession Fees Rental Car Revenue History and Forecast**



**Refuse Collections Revenue**

**Source**

Refuse collection charges are placed on the same invoice as the water, sewer, and recycling charges. By ordinance, citizens of Durango within the city limits are required to pay for trash and recycling service to the City of Durango. Refuse collections for commercial operations are optional for businesses in the city limits.

**Collection**

Monthly invoices are issued by the Finance Department.

**Rationale**

Commercial recycling revenue collection saw increases from 2005-2008 due to increased marketing to commercial customers. In 2009, the City of Durango increased its marketing effort to potential commercial clients. These efforts resulted in an increase in revenue.

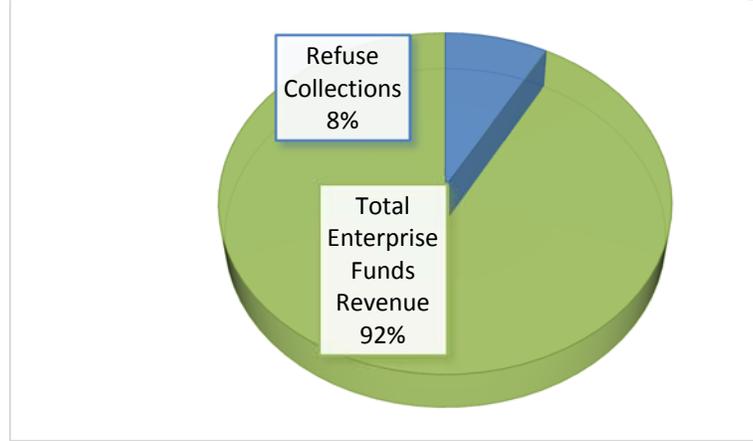
The revenues increased in 2013 as the result of a \$3 single stream recycling fee that was instituted in that year. The forecast for 2016 assumes a rate increase of 5% and growth due to new homes and additional commercial accounts.

In 2016, a 5% rate increase was programmed on all refuse and recycling collections. A 9% rate increase is programmed on all refuse and recycling collections in 2017.

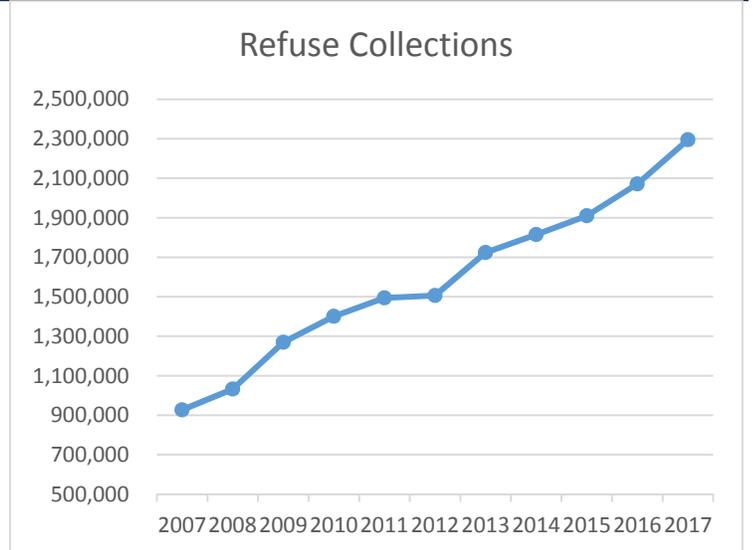
**Sustainable Services Fund**

**2017 Proposed Budget \$2,294,500**

**Refuse Collections Revenue to Total Enterprise Funds Revenue**



**Refuse Collections Revenue History and Forecast**



**Parking Meter Revenue**

**Source**

The City collects parking revenue from 1,039 coin operated parking meters located throughout the Central Business District. The fee per hour at a parking meter is based on the proximity of the meter to Main Avenue. Parking meter revenue peaks during the summer months when the tourism season is in full swing in Durango.

**Collection**

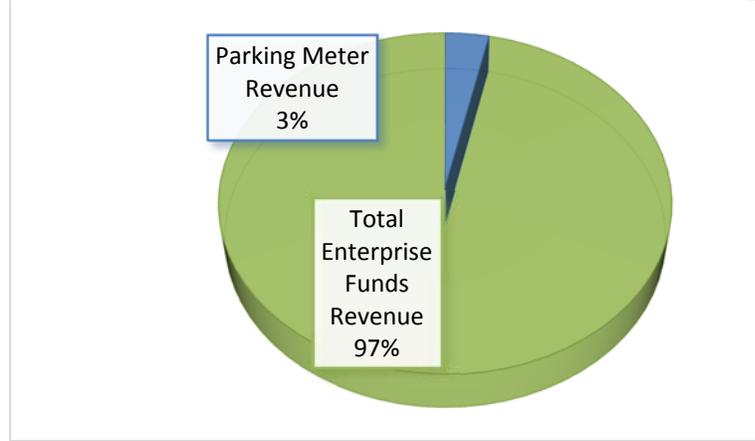
**Rationale**

Revenues for parking meters have remained relatively flat for the past few years due to the decrease in tourism as a result of the economic downturn. Parking meter rates were increased in 2014. The increased fees will finance new parking meters as well as money to be accumulated for a future parking needs solution.

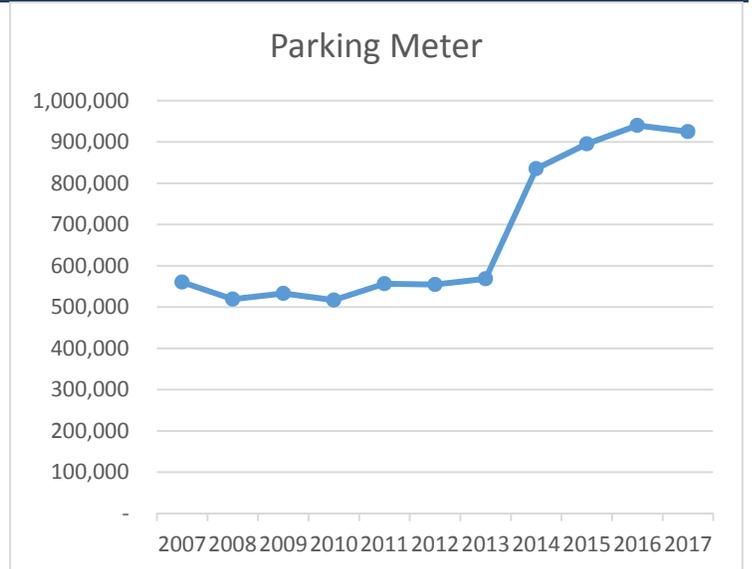
**Transportation Services Fund**

**2017 Proposed Budget \$925,000**

**Parking Meter Revenue to Total Enterprise Funds Revenue**



**Parking Meter Revenue History and Forecast**



**Parking Fines Revenue**

**Source**

The City collects parking fines throughout the City limits, due to various parking violations such as expired meters or parking in a handicapped space.

**Collection**

The parking division of the City Operations Department are responsible for issuing parking tickets which produce parking fines. These fines are collected at City Hall, Transit Center, on the City Website, and at various drop box locations throughout the city.

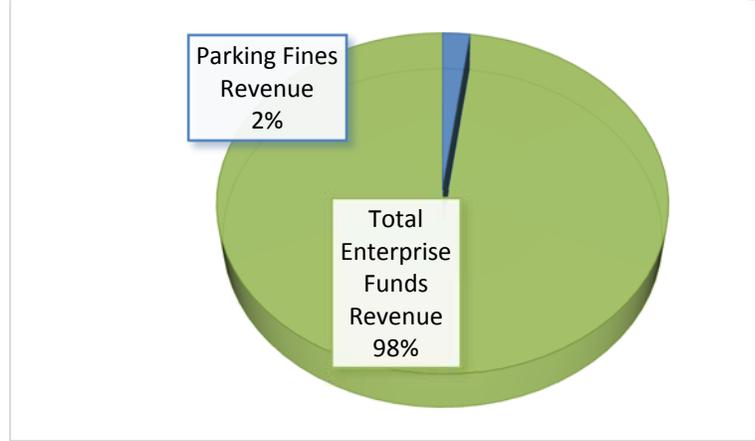
**Rationale**

Parking enforcement has gone through some ups and downs in the last few years. Organizational changes with the parking division has hampered the issuance of parking tickets. As the new changes have occurred in the last two years the fine collection should see an increase due to operational changes and new software that will allow for more efficient operations.

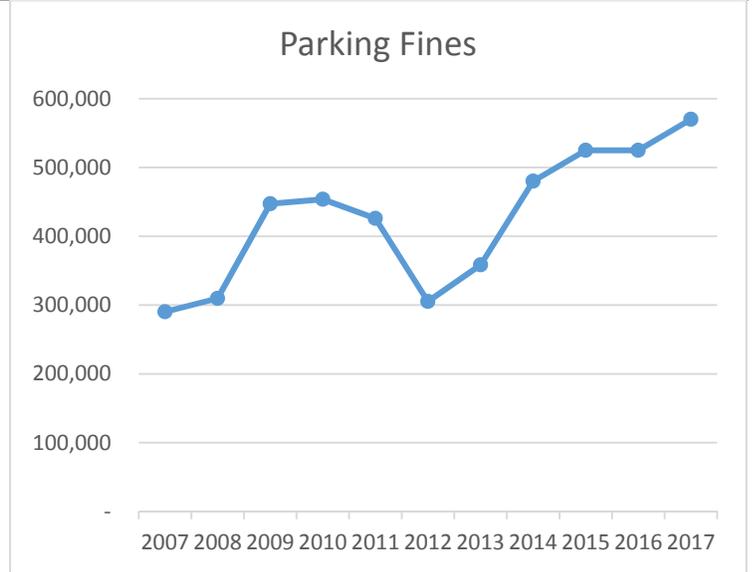
**Transportation Services Fund**

**2017 Proposed Budget \$570,000**

**Parking Fines Revenue to Total Enterprise Funds Revenue**



**Parking Fines Revenue History and Forecast**



**FTA Grant Revenue**

**Source**

The Federal Transit Administration awards operating and capital grants. The City of Durango has been awarded these grants for the last 10 years. Expanded transit operations are ongoing because of the level of support from the FTA.

**Collection**

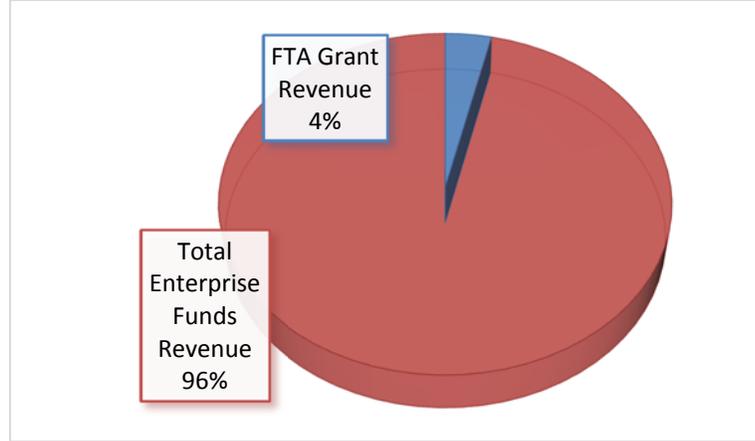
**Rationale**

The forecast for this revenue is based solely on grant applications and awards.

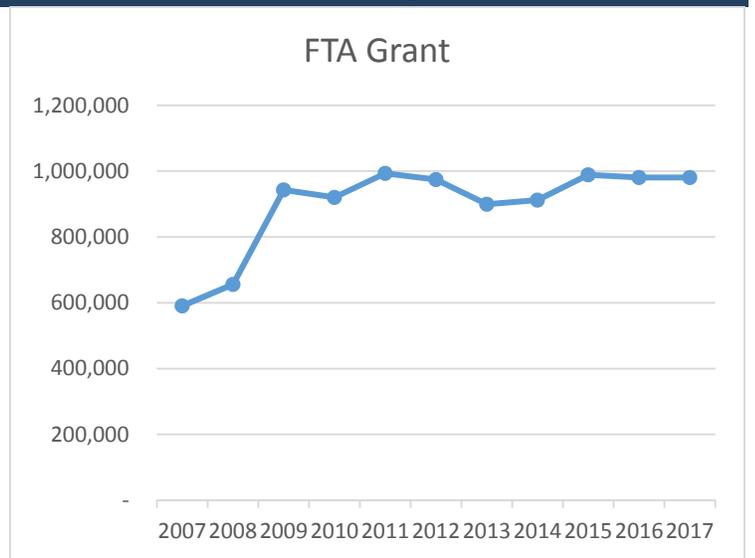
**Transportation Services Fund**

**2017 Proposed Budget**  
**\$980,700**

**FTA Grant Revenue to Total Enterprise Funds Revenue**



**FTA Grant Revenue History and Forecast**



***General Fund Summary  
Revenues  
And  
Expenditures***

<b>GENERAL FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Taxes & Assessments	\$ 24,734,208	\$ 25,979,790	\$ 26,106,750	\$ 27,069,720	
Licenses & Permits	758,615	839,500	824,500	892,500	
Intergovernmental Revenues	2,658,850	2,541,463	3,384,246	2,479,051	
Charges for Services	3,415,788	3,651,547	3,576,560	3,752,979	
Fines & Forfeits	257,378	398,000	330,000	335,000	
Miscellaneous Revenues	<u>2,388,377</u>	<u>2,929,166</u>	<u>2,909,626</u>	<u>2,793,288</u>	
<b>TOTAL REVENUE</b>	<b>\$ 34,213,216</b>	<b>\$ 36,339,466</b>	<b>\$ 37,131,682</b>	<b>\$ 37,322,538</b>	<b>\$ -</b>
Fund Balance/Reserve Carryover	<u>7,323,401</u>	<u>7,547,399</u>	<u>6,372,337</u>	<u>5,924,870</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 41,536,617</b>	<b>\$ 43,886,865</b>	<b>\$ 43,504,019</b>	<b>\$ 43,247,408</b>	<b>\$ -</b>
<b>Expenditures:</b>					
General Government	\$ 6,723,101	\$ 7,346,267	\$ 7,418,146	\$ 7,492,086	
Public Safety	11,397,955	12,081,954	12,039,994	12,145,365	
Streets	2,973,460	3,545,283	3,456,405	3,555,072	
Parks & Recreation	5,724,493	6,489,792	6,379,978	6,887,109	
Library	2,019,813	2,207,092	2,148,500	2,271,573	
Community Support	920,314	980,430	1,511,145	981,096	
Non Departmental	1,807,312	1,773,148	1,679,981	2,254,911	
Transfer to Capital	<u>3,597,832</u>	<u>2,945,000</u>	<u>2,945,000</u>	<u>2,175,000</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,164,280</b>	<b>\$ 37,368,966</b>	<b>\$ 37,579,149</b>	<b>\$ 37,762,212</b>	<b>\$ -</b>
Fund Balance/Reserve Carryover	<u>\$ 6,372,337</u>	<u>\$ 6,517,899</u>	<u>\$ 5,924,870</u>	<u>\$ 5,485,196</u>	<u>\$ -</u>
Fund Balance Requirements					
2 Months of Expenditures \$ 5,467,405					

GENERAL FUND REVENUES					
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>11.1000.61 TAXES &amp; ASSESSMENTS</b>					
119 Real Property Taxes	\$ 1,175,954	\$ 1,270,750	\$ 1,270,750	\$ 1,295,000	
219 Specific Ownership Taxes	109,183	115,000	115,000	115,000	
319 City Sales Tax	15,019,744	15,595,000	15,500,000	16,165,000	
329 Use Tax Returns	183,368	300,000	300,000	300,000	
330 Use Tax Building Permits	427,498	550,000	550,000	550,000	
331 Use Tax Motor Vehicles	355,652	350,000	350,000	350,000	
339 La Plata County Sales Tax	3,814,184	3,917,000	4,070,000	4,190,000	
349 Joint City-County Sales Tax	1,891,568	1,924,040	1,924,000	1,981,720	
359 Sales Tax Audit Revenue	60,448	150,000	125,000	150,000	
419 Cigarette Tax	92,978	100,000	100,000	100,000	
519 Franchise Fee - Electric	899,011	950,000	925,000	950,000	
529 Occupation Tax - Gas	114,000	114,000	114,000	114,000	
539 Occupation Tax - Telephone	17,789	23,000	22,000	23,000	
549 Franchise Fee - Cable TV	175,976	195,000	190,000	190,000	
559 Occupation Tax - Liquor	49,358	50,000	55,000	55,000	
569 PEG Fees	33,872	21,000	21,000	21,000	
579 Medicinal Marijuana Operating Fee	30,000	40,000	40,000	40,000	
580 Recreational Marijuana Operating Fee	50,000	45,000	50,000	50,000	
581 State Marijuana Sales Tax	201,114	185,000	325,000	375,000	
839 Sidewalk Assessment	32,512	85,000	60,000	55,000	
TOTAL TAXES & ASSESSMENTS	\$ 24,734,208	\$ 25,979,790	\$ 26,106,750	\$ 27,069,720	\$ -
<b>11.1000.62 LICENSES &amp; PERMITS</b>					
119 Liquor Licenses (Local Share)	\$ 14,822	\$ 20,000	\$ 20,000	\$ 20,000	
125 Renewal Fee Liquor License	12,858	22,000	15,000	15,000	
129 Business Licenses	298,895	250,000	300,000	310,000	
149 Special Licenses	9,885	10,000	10,000	10,000	
159 Special Permits	320	2,000	2,000	2,000	
169 Medicinal Marijuana Licenses	20,500	35,000	27,000	35,000	
170 Recreational Marijuana License	44,500	50,000	50,000	50,000	
219 Building Permits	356,585	450,000	400,000	450,000	
229 Storm Water Quality Permit	250	500	500	500	
TOTAL LICENSES	\$ 758,615	\$ 839,500	\$ 824,500	\$ 892,500	\$ -
<b>11.1000.63 INTERGOVERNMENTAL REVENUES</b>					
149 CDBG Grant	\$ 332,800	\$ 200,000	\$ 725,500	\$ -	
189 Other Federal Grants	32,290	50,000	50,000	50,000	
219 Mineral Lease	100,151	135,000	135,000	135,000	
329 Energy Impact Assistance Grant	-	-	75,000	-	
349 Other State Grants	267,724	214,463	362,746	217,051	
419 Motor Vehicle Registration \$1.50	25,479	26,000	26,000	26,000	
429 Motor Vehicle Registration \$2.50	36,913	36,000	36,000	36,000	
439 Highway User Tax	524,987	520,000	520,000	545,000	
459 Severance Tax	310,697	320,000	320,000	320,000	
519 Road and Bridge - La Plata	165,403	175,000	175,000	175,000	
549 Dispatch User Fees	762,368	750,000	844,000	860,000	
579 Library - County Share	100,039	115,000	115,000	115,000	
TOTAL INTERGOVERNMENTAL	\$ 2,658,850	\$ 2,541,463	\$ 3,384,246	\$ 2,479,051	\$ -

GENERAL FUND REVENUES					
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>11.1000.64 CHARGES FOR SERVICES</b>					
109 Warrant Process Fee	\$ 10,464	\$ 20,000	\$ 15,000	\$ 20,000	
129 Court Costs	31,355	50,000	40,000	50,000	
139 Defensive Driving	3,294	2,500	2,500	2,500	
149 Zoning and Subdivision Fees	72,158	75,000	75,000	75,000	
169 Sales of Maps and Publications	221	250	200	250	
189 Processing Fee - Muni Court	(32)	2,500	2,500	2,500	
199 Historic Preservation Project Fee	2,250	500	500	500	
209 Miscellaneous Court Fees	52,336	75,000	70,000	75,000	
219 Police Service Charges	74,606	60,000	65,000	75,000	
249 Police Sales	540	3,000	2,400	2,400	
259 Court Surcharge Fee	17,238	22,000	19,000	19,000	
330 Buzz Bus Fare	3,983	-	-	-	
519 Grave Openings	43,325	35,000	35,000	35,000	
529 Sale of Cemetery Lots	38,950	35,000	35,000	35,000	
539 Perpetual Care Fee	500	500	500	500	
610 Waterworld Tickets	196	500	500	500	
618 Recreation Center	2,093,748	2,246,958	2,165,000	2,257,490	
619 Chapman Hill	384,129	401,935	401,935	428,960	
620 Recreation Cash Over/Short	421	100	100	100	
640 Recreation Youth Programs	420,624	431,494	447,115	490,149	
659 Recreation Adult Programs	88,627	114,310	114,310	109,130	
696 Special Event Fees-Parks & Rec	16,113	20,000	20,000	20,000	
699 Special Events Fees	37,982	40,000	40,000	44,000	
700 Comm Center Services	22,760	15,000	25,000	10,000	
TOTAL CHARGES FOR SERVICES	\$ 3,415,788	\$ 3,651,547	\$ 3,576,560	\$ 3,752,979	\$ -
<b>11.1000.65 FINES &amp; FORFEITS</b>					
119 Traffic Fines	\$ 174,783	\$ 300,000	\$ 250,000	\$ 250,000	
129 Non-Traffic Fines	54,390	65,000	60,000	65,000	
219 Library Fines - Main Branch	28,206	33,000	20,000	20,000	
TOTAL FINES	\$ 257,378	\$ 398,000	\$ 330,000	\$ 335,000	\$ -
Continued on next page					

GENERAL FUND REVENUES					
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>11.1000.66 MISCELLANEOUS</b>					
119 Interest Earned	\$ 109,696	\$ 110,000	\$ 100,000	\$ 110,000	
139 Fair Value Adj. on Investments	(35,584)	25,000	25,000	25,000	
219 Rental on Land	182,297	260,000	320,000	320,000	
229 Rental on Buildings	102,697	110,000	120,000	125,000	
239 Rental on Equipment	13,046	15,000	15,000	15,000	
429 Other Contributions	194,775	330,000	270,000	275,000	
436 DWC Advertisements	11,979	12,000	12,000	12,000	
459 Recreation Donations	263	100	300	100	
498 DFRA Special Event Fee	355	-	-	-	
509 Fall/Spring Cleanup	86,906	88,000	87,000	95,000	
510 Utility Line Warranty Program	-	3,500	3,500	3,500	
519 Police Confiscations	3,194	-	-	-	
539 Restitution	22,008	74,150	50,000	50,000	
549 Cash Over/Short	339	250	250	250	
559 Other Revenue	139,704	175,000	175,000	175,000	
599 Library Other Revenue	9,572	10,000	9,900	10,000	
609 Library Facility Rentals	21,221	23,000	22,000	23,000	
619 Administration Fee	994,096	974,676	974,676	751,400	(1)
629 Interfund Transfer	383,118	593,490	600,000	678,038	(2)
689 Pension Forfeiture/Interest	137,075	100,000	100,000	100,000	
719 Sale of Fixed Assets	11,619	25,000	25,000	25,000	
TOTAL MISCELLANEOUS	<u>\$ 2,388,377</u>	<u>\$ 2,929,166</u>	<u>\$ 2,909,626</u>	<u>\$ 2,793,288</u>	<u>\$ -</u>
TOTAL GENERAL FUND	\$ 34,213,216	\$ 36,339,466	\$ 37,131,682	\$ 37,322,538	
Water	\$ 313,900	POST	\$ 385,238		
Transportation Services	33,920	2015 Tax	267,800		
Sewer	203,975	Lodgers Tax	25,000		
Sustainable Services	191,605	(2) \$	678,038		
FLM Library	4,000				
Sunnyside Library	4,000				
(1) \$	<u>751,400</u>				

# General Government

## Divisions

- City Council
- Arts & Culture
- Youth Engagement Program
- City Manager's Office
- City Attorney Communications
- Durango Welcome Center

## 2016 Highlights

1. Adopted City Council goals and objectives for 2016-2017.
2. Expanded social media presence.
3. Hosted 5<sup>th</sup> Annual Youth Expo.

## 2017 Personnel

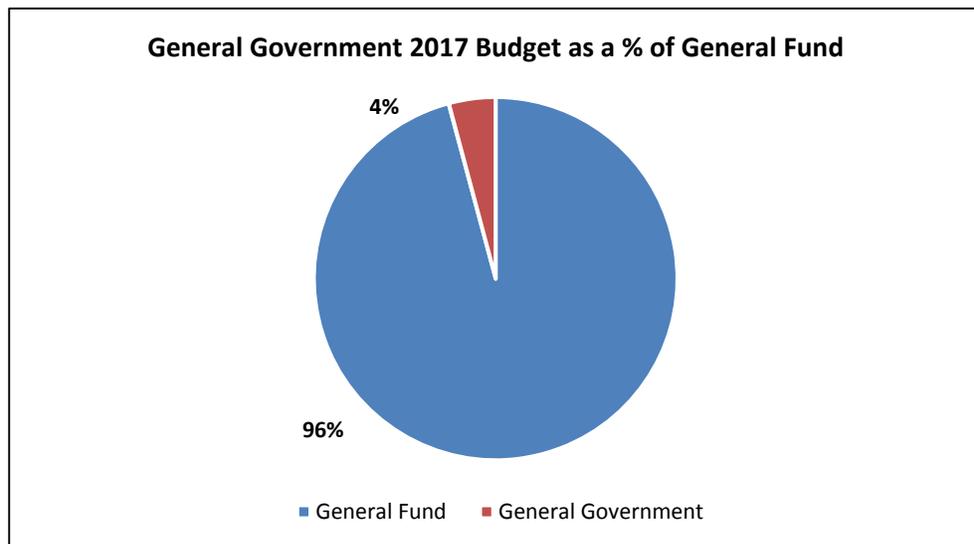
1. Reclassification of Public Information Specialists positions.
2. Reclassification of Broadcast Specialist position.

## 2017 Other Capital

1. \$20,000 – PEG Funds

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,057,653	\$ 1,047,928	(9.2%)
Materials & Supplies	46,400	36,775	(20.7%)
Charges & Services	442,975	417,244	(5.8%)
Capital Outlay	30,000	20,000	(33.3%)
<b>Total</b>	<b>\$ 1,577,028</b>	<b>\$ 1,521,947</b>	<b>(3.5%)</b>

Authorized Personnel	FY 2015	FY 2016	FY 2017
	11.75	13.75	13.75
<b>Total</b>	<b>11.75</b>	<b>13.75</b>	<b>13.75</b>




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# City Council



Did you know City Council meetings are held every first and third Tuesday, and study sessions on every second and fourth Tuesday of the month?

The City Council acts as the governing body and legislative branch of Durango's City government and develops public policy consistent with the needs of the community translating policy by way of enactment of ordinances, formal motions, and resolutions which provide direction to the City Manager, City Departments and support staff.

## 2016 Highlights

1. Adopted City Council goals and objectives for 2016-2017.
2. Implemented water and sewer rate increases to finance capital projects.
3. Worked with La Plata County to refer a mill levy increase for airport improvements to the voters.
4. Adopted an ordinance to address construction defects.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 92,049	\$ 107,145	16.4%
Materials & Supplies	16,600	13,675	(17.6%)
Charges & Services	155,265	140,500	(9.5%)
<b>Total</b>	<b>\$ 263,914</b>	<b>\$ 261,320</b>	<b>(1.0%)</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Mayor	(1)	\$ 9,000	(1)	\$ 9,000	
Council	(4)	24,000	(4)	33,360	
<b>Total</b>	<b>(5)</b>	<b>\$ 33,000</b>	<b>(5)</b>	<b>\$ 42,360</b>	



2016 City Council: Front (left to right): Christina Rinderle and Sweetie Marbury  
Back (left to right): Dean Brookie, Keith Brant, and Dick White

**CITY COUNCIL  
BUDGET SUMMARY  
Expenditures**

FUND / DIVISION - 11.4101	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 32,999	\$ 33,000	\$ 33,000	\$ 42,360	
14299 FICA	1,488	2,046	2,046	2,626	
14399 Insurance	52,308	56,524	56,524	61,545	
14799 Employer Portion Medicare	348	479	479	614	
	<u>87,142</u>	<u>92,049</u>	<u>92,049</u>	<u>107,145</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	-	200	100	200	
26999 Other Supplies	11,720	16,400	12,500	13,475	
	<u>11,720</u>	<u>16,600</u>	<u>12,600</u>	<u>13,675</u>	-
<b>Charges &amp; Services</b>					
31299 Professional Services	150	7,000	4,800	8,500	
32199 Printing & Copying	75	1,500	300	900	
32299 Books, Newspapers, & Periodicals	20	300	100	300	
32399 Postage & Freight	79	350	300	300	
32599 Ad Placement	-	300		-	
33599 Dues & Memberships	84,444	100,110	95,000	95,165	
33899 Professional Development	28,610	43,305	32,000	32,935	
34699 Cell Phone Stipends	2,400	2,400	2,400	2,400	
	<u>115,779</u>	<u>155,265</u>	<u>134,900</u>	<u>140,500</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 214,641</b>	<b>\$ 263,914</b>	<b>\$ 239,549</b>	<b>\$ 261,320</b>	<b>\$ -</b>

# Arts & Culture Program



Did you know...  
The City's collection of public art includes 32 pieces with an estimated value of over \$1.2 million.

This program focuses on the link between arts and culture and Durango's sense of identity and coordinates with other City programs and services to embed creative elements in land use planning, character districts, transportation, economic development initiatives, recreation, and public facilities. The Arts and Culture program also includes the City's public art program, which is administered by the Public Art Commission.

## 2016 Highlights

1. Installed three new sculptures.
2. Adopted a maintenance plan for the collection.
3. Initiated a process to include arts and culture in the Comprehensive Plan update.
4. Coordinated participation in the Arts & Economic Prosperity Survey.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 13,995	\$ 18,425	31.7%
Materials & Supplies	13,500	8,600	(36.3%)
Charges & Services	17,361	11,835	(31.8%)
<b>Total</b>	<b>\$ 44,856</b>	<b>\$ 38,860</b>	<b>(13.4%)</b>

ARTS & CULTURE PROGRAM BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4102	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11299 Salaries Part Time	\$ -	\$ 13,000	\$ 10,000	\$ 17,070	
14299 FICA	-	806	700	1,098	
14799 Employer Portion Medicare	-	189	160	257	
	-	13,995	10,860	18,425	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	-	-	100	100	-
26999 Other Supplies	8,125	13,500	13,500	8,500	
	8,125	13,500	13,600	8,600	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	6,145	16,601	10,000	11,175	
32299 Books, News, & Periodicals	-	-	100	50	
32399 Postage	220	-	50	-	
32499 Publications & Legal Notices	166	-	-	-	
32599 Ad Placement	12	-	50	50	
33599 Dues & Memberships	-	60	60	60	
33899 Professional Development	500	700	500	500	
36199 Repair & Maintenance	1,735	-	-	-	
	8,778	17,361	10,760	11,835	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 16,903</b>	<b>\$ 44,856</b>	<b>\$ 35,220</b>	<b>\$ 38,860</b>	<b>\$ -</b>

# Youth Engagement Program



The Annual Youth Expo features activities, program, opportunities and resources for area teens.

The City of Durango's Youth Engagement Program aims to promote youth and community partnerships, encourage teen engagement and cultivate meaningful opportunities for Durango's young adults. In achieving this goal, the Youth Engagement Program works to engage youth in municipal government and our community through hosting a variety of events and activities.

The Youth Engagement Program includes both as nine member Mayor's Youth Advisory Commission and Youth Liaisons who serve on the City's various Boards and Commissions.

## 2016 Highlights

1. Hosted 5<sup>th</sup> Annual Youth Expo.
2. Hosted two family-friendly, youth events during Snowdown.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Materials & Supplies	\$ 600	\$ 600	0.0%
Charges & Services	1,550	1,650	6.45%
<b>Total</b>	<b>\$ 2,150</b>	<b>\$ 2,250</b>	<b>4.65%</b>

YOUTH ENGAGEMENT PROGRAM BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4102	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Materials & Supplies					
26999 Other Supplies	\$ -	\$ 600	\$ 600	\$ 600	-
	-	600	600	600	-
Charges & Services					
32199 Printing	1,532	500	500	500	
32299 Books, News, & Periodicals	-	-	-	50	
32599 Ad Placement	-	-	50	50	
33599 Dues & Memberships	-	50	50	50	
33899 Professional Development	2,089	1,000	1,000	1,000	
	3,621	1,550	1,600	1,650	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,621</b>	<b>\$ 2,150</b>	<b>\$ 2,200</b>	<b>\$ 2,250</b>	<b>\$ -</b>

# City Manager’s Office

As the City's chief administrative officer, the City Manager is responsible to the City Council, which includes the mayor, for all affairs placed in his charge by the City Council, the City Charter, or bylaws.

As provided by Charter, the City Manager directs and supervises the departments, offices, and agencies of the city government, seeing that the goals and objectives of the City Council are accomplished and the policies and directives are carried out.

The City Manager is also responsible for the development and recommendation of the City's annual budget and capital improvement program, and administers both following their adoption by the City Council.

## 2017 Goals & Objectives

1. **CED GP CS SOP** Align City operations with Council goals.
2. **CED GP CS SOP** Implement City Council policy direction.
3. **GP** Respond to citizen requests in a timely manner.

## 2016 Results

1. Worked with City Council to update 2016-2017 goals and objectives.
2. Initiated a process to develop organizational values.
3. Engaged the public in a process to develop a vision for the wastewater treatment plant.
4. Restructured the Community Development Department.

## 2017 Personnel

1. No requests for personnel changes.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 468,836	\$484,007	3.2%
Materials & Supplies	4,700	4,100	(12.8%)
Charges & Services	44,023	38,613	(12.3%)
<b>Total</b>	<b>\$ 517,559</b>	<b>\$ 526,720</b>	<b>1.8%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
City Manager	(1) \$ 177,281	(1) \$ 177,281	
Assistant to the City Manager	(2) 162,801	(2) 162,801	
Executive Assistant	(1) 47,694	(1) 47,694	
<b>Total</b>	<b>(4) \$ 387,776</b>	<b>(4) \$ 387,776</b>	



Let your voice be heard!

Register for Virtual City Hall at [www.durangogov.org/VirtualCityHall](http://www.durangogov.org/VirtualCityHall)

<b>CITY MANAGER'S OFFICE BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4103	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 376,536	\$ 377,871	\$ 387,776	\$ 387,776	
11299 Salaries Part Time	-	-	9,000	-	
12199 Overtime Regular	33	-	-	-	
14299 FICA	-	-	558	-	
14399 Insurance	34,913	43,164	34,797	47,032	
14599 Retirement Great West	42,306	42,322	43,431	43,431	
14799 Employer Portion Medicare	5,390	5,479	5,753	5,768	
	<u>459,178</u>	<u>468,836</u>	<u>481,315</u>	<u>484,007</u>	-
Materials & Supplies					
21199 Office Supplies	1,101	1,100	1,000	1,100	
23199 Fuel	850	1,100	900	1,000	
26999 Other Supplies	2,286	2,500	1,800	2,000	
	<u>4,237</u>	<u>4,700</u>	<u>3,700</u>	<u>4,100</u>	-
Charges & Services					
31499 Other Contracted Services	4,050	6,000	-	3,000	
32199 Printing & Copying	56	1,000	100	500	
32299 Books, Newspapers, & Periodicals	211	500	300	500	
32399 Postage & Freight	112	200	150	200	
33599 Dues & Memberships	1,932	2,195	2,000	2,045	
33799 Mileage & Auto Allowance	4,487	5,000	5,000	5,000	
33899 Professional Development	14,327	17,070	13,000	15,010	
34599 Telephone & Data	3,495	2,720	2,720	2,720	
34699 Cell Phone Stipend	1,800	1,800	1,800	1,800	
35699 Vehicle Rent & Maintenance	7,110	7,538	7,538	7,838	
	<u>37,580</u>	<u>44,023</u>	<u>32,608</u>	<u>38,613</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 500,995</b>	<b>\$ 517,559</b>	<b>\$ 517,623</b>	<b>\$ 526,720</b>	<b>\$ -</b>

# City Attorney's Office

The City Attorney serves as legal advisor to the City Council, City Manager, and the Administrative Staff. The office of the City Attorney also provides legal counsel to the Local Liquor Licensing Authority and Durango Planning Commission and prepares all necessary ordinances, contracts, and agreements on behalf of the City of Durango. The City Attorney also supervises the City Legal Coordinator, the City Prosecutors and coordinates with other special counsel such as bond counsel and water rights counsel.



## 2017 Goals & Objectives

1. **GP** Continue to provide comprehensive and responsive legal advice to all City Departments.
2. **GP** Continue Lake Nighthorse and LAPLAWD negotiations.
3. **GP** Assist in implementing Council Goals, including review of City Code.
4. **GP** Evaluate the structure of contracted services and City Prosecutors.
5. **GP** Continued updates to LUDC and Comp Plan, assist Community Development Department.
6. **GP** Update Board and Commissions Handbook.

## 2016 Results

1. Acquisition of Turf Building for gymnastics facility.
2. AVC litigation, Bond claims.
3. Revival of Twin Buttes.
4. Local Improvement District - Escalante.
5. Escalante Annexation.
6. Amend Marijuana and Liquor ordinances.
7. Update International Building Codes.
8. Adopted Construction Defects Ordinance.
9. Gold King Mine Issues.
10. Ethics Opinions and amendments to Ethics Code Regulations.
11. Amend Parking Code.
12. Sign Code.
13. Creation of Telephonic Meeting Policy.
14. Personnel Regulation update & Drug and Alcohol Policy revisions.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 233,927	\$ 240,316	2.7%
Materials & Supplies	2,200	1,500	(31.8%)
Charges & Services	100,575	99,970	(0.6%)
<b>Total</b>	<b>\$336,702</b>	<b>\$ 341,786</b>	<b>1.5%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
City Attorney	(1) \$ 149,968	(1) \$ 149,968	
Legal Coordinator	(1) \$ 50,440	(1) \$ 50,440	
<b>Total</b>	<b>(2) \$ 200,408</b>	<b>(2) \$ 200,408</b>	

<b>CITY ATTORNEY'S OFFICE BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4104	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 193,753	\$ 196,040	\$ 200,408	\$ 200,408	
14399 Insurance	13,718	13,088	14,556	14,556	
14599 Retirement Great West	21,679	21,956	22,446	22,446	
14799 Employer Portion Medicare	2,799	2,843	2,906	2,906	
	<u>231,949</u>	<u>233,927</u>	<u>240,316</u>	<u>240,316</u>	-
Materials & Supplies					
21199 Office Supplies	394	1,200	800	1,000	
26999 Other Supplies	349	1,000	300	500	
	<u>743</u>	<u>2,200</u>	<u>1,100</u>	<u>1,500</u>	-
Charges & Services					
31299 Professional Services	3,034	73,000	62,000	74,740	
31499 Other Contracted Services	48,800	15,000	1,500	11,900	
32299 Books, Newspapers, & Periodicals	2,843	4,175	4,500	4,800	
32399 Postage	6	200	150	200	
33599 Dues & Memberships	880	1,000	1,000	1,000	
33899 Professional Development	4,599	5,900	5,900	5,900	
34599 Telephone & Data	1,153	1,300	1,300	1,430	
	<u>61,315</u>	<u>100,575</u>	<u>76,350</u>	<u>99,970</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 294,007</b>	<b>\$ 336,702</b>	<b>\$ 317,766</b>	<b>\$ 341,786</b>	<b>\$ -</b>

# Communications

## Activities

### DGOV –

Durango  
Government  
Television

### City Website

### Annual Report

### Public Information

### Social Media



DGOV is Durango’s source for local information available on Durango Charter Cable channel 191

Available over the air on SWCTTA channel

- Montezuma County
- Dolores County
- SW La Plata Counties

Available over the air on channel 16.2 in

- La Plata County

Because transparency builds community trust, the Communications Division ensures that information about the City’s policies, programs, and services is available through multiple media sources, including the City’s website, an annual report to the citizens, and information distribution to the media. Government Access Television, through DGOV, provides the citizens with essential information pertaining to City services, programs, and activities, as well as community topics of interest. Programming is designed to encourage community engagement and interaction

## 2017 Goals & Objectives

1. **GP** Provide information via news releases, social media, and website.
2. **CED** Produce relevant, informative television programming on Durango events, City Council meetings, City policies and programs.
3. Encourage citizen engagement and involvement through dissemination of information and promotional material developed for city department operations and events.
4. Develop and grow a second over-the-air city channel offering viewers in Durango and La Plata County another platform for local and state information and news.
5. Develop a quality High Definition stream of DGOV programming as well as multi-platform streaming.

## 2016 Results

1. Transitioned DGOV to one of the first PEG HD Stations in the country.
2. Improved over the air signal and reliability.
3. Concluded update of field recording equipment to 4K Ultra High Definition capabilities to improve picture quality etc.
4. Produced numerous programs on key City efforts including the Wastewater Treatment Plant, Santa Rita Park, Smith Fields and contributed to the statewide program Connected Colorado.
5. Expanded social media presence across all platforms.

## 2017 Personnel

1. Reclassification of Public Information Specialists positions.
2. Reclassification of Broadcast Specialist position.

## 2017 Other Capital

1. \$20,000 – PEG Funds.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 177,871	\$ 198,035	11.3%
Materials & Supplies	3,800	6,500	71.1%
Charges & Services	24,800	30,530	23.1%
Capital Outlay	30,000	20,000	(33.3%)
<b>Total</b>	<b>\$ 236,471</b>	<b>\$ 255,065</b>	<b>7.9%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Broadcast Specialist	(.75) 35,381	(.75) 40,123	
Public Information Specialist	(2) 83,491	(2) 93,455	
<b>Total</b>	<b>(2.75) \$ 118,872</b>	<b>(2.75) \$ 133,578</b>	

<b>COMMUNICATIONS BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4105	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 108,096	\$ 118,872	\$ 106,528	\$ 133,578	
12199 Overtime Regular	849	-	1,000	-	
14399 Insurance	39,649	43,961	40,746	47,559	
14599 Retirement Great West	12,310	13,314	12,043	14,961	
14799 Employer Portion Medicare	1,514	1,724	1,559	1,937	
	<u>162,418</u>	<u>177,871</u>	<u>161,876</u>	<u>198,035</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	907	1,000	1,000	1,000	
23199 Fuel	62	800	500	500	
26999 Other Supplies	5,233	2,000	5,000	5,000	
	<u>6,202</u>	<u>3,800</u>	<u>6,500</u>	<u>6,500</u>	-
<b>Charges &amp; Services</b>					
31299 Professional Services	-	3,000	1,500	3,600	
31499 Other Contracted Services	2,088	7,000	6,000	7,000	
32199 Printing	-	1,000	1,000	1,000	
32599 Ad Placement	110	100	1,000	250	
33599 Dues & Memberships	1,957	1,500	1,500	2,500	
33799 Auto Allowance & Mileage	2,409	1,000	3,100	3,900	
33899 Professional Development	5,193	6,000	4,500	7,000	
34699 Cell Phone Stipend	2,475	2,700	2,500	3,780	
35699 Vehicle Rent & Maintenance	1,000	2,500	1,600	1,500	
	<u>15,232</u>	<u>24,800</u>	<u>22,700</u>	<u>30,530</u>	-
<b>Capital Outlay</b>					
43199 PEG Capital	39,972	30,000	30,000	20,000	
	<u>39,972</u>	<u>30,000</u>	<u>30,000</u>	<u>20,000</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 223,824</b>	<b>\$ 236,471</b>	<b>\$ 221,076</b>	<b>\$ 255,065</b>	<b>\$ -</b>

# Communications

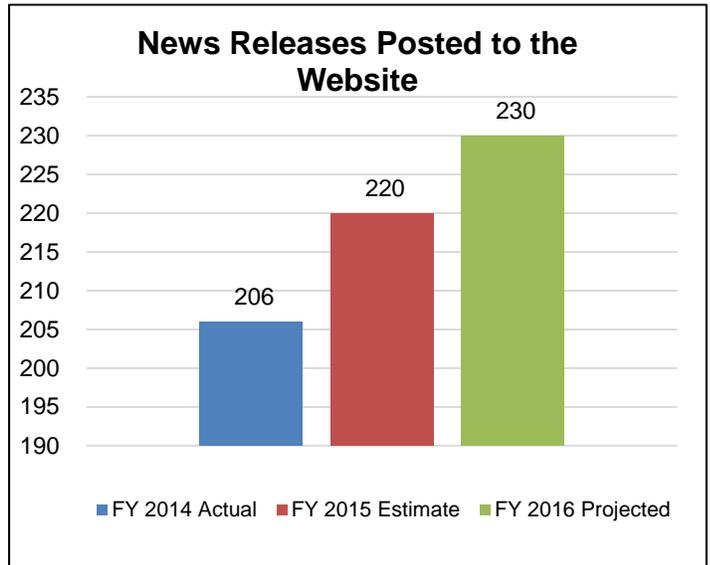
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of News Releases Posted to the Website	206	220	230
Program Production	175	186	200

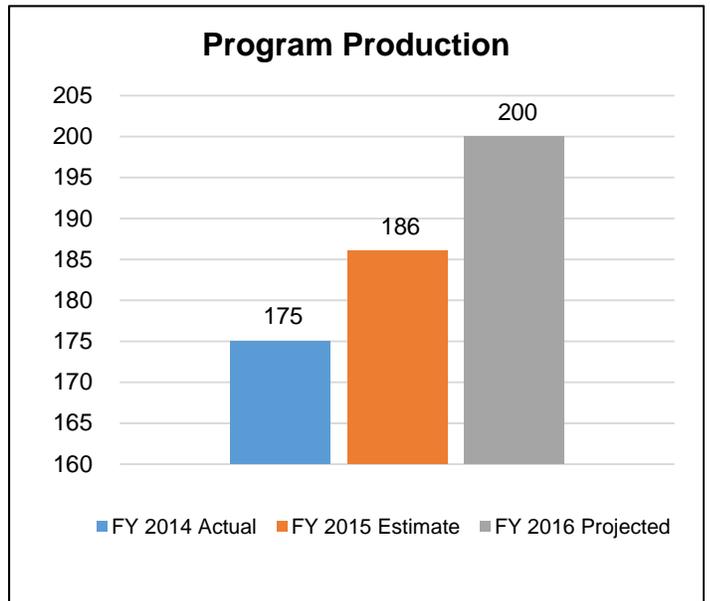
### Number of News Releases Posted to the Website

This performance measure provides the total number of news releases posted to the website throughout the year.



### Program Production

This performance measure provides the number of programs produced for DGOV broadcast including station IDs, City Council meetings, Storytime, and special programming.



# Business Development

For 2017 the expenses related to this program have been transferred to the Community Development department.



Did you know that there are 5 World Heritage sites within a days drive of Durango? Mesa Verde Chaco Canyon Aztec Ruins Taos Pueblo Grand Canyon There are only 23 World Heritage sites in the United States.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 70,975	-	(100.0%)
Materials & Supplies	3,200	-	(100.0%)
Charges & Services	16,240	-	(100.0%)
<b>Total</b>	<b>\$ 90,415</b>	<b>-</b>	<b>(100.0%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Business Development Coordinator	(1) \$ 57,108 (0)	-	-
<b>Total</b>	<b>(1) \$ 57,108 (0)</b>	<b>\$ -</b>	<b>-</b>

BUSINESS DEVELOPMENT BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4106	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 54,258	\$ 57,108	\$ 40,085	\$ -	-
14399 Insurance	5,996	6,643	5,313	-	-
14599 Retirement Great West	5,993	6,396	4,489	-	-
14799 Employer Portion Medicare	773	828	581	-	-
	<u>67,020</u>	<u>70,975</u>	<u>50,468</u>	-	-
Materials & Supplies					
21199 Office Supplies	208	500	50	-	-
26999 Other Supplies	571	2,700	250	-	-
	<u>779</u>	<u>3,200</u>	<u>300</u>	-	-
Charges & Services					
31499 Other Contracted Services	48,500	5,000	1,000	-	-
32399 Postage	-	100	350	-	-
32599 Ad Placement	-	1,500	-	-	-
33299 Special Events	-	4,000	2,000	-	-
33599 Dues & Memberships	-	1,200	-	-	-
33899 Professional Development	1,307	3,000	1,300	-	-
34599 Telephone & Data	-	540	-	-	-
34699 Cell Phone Stipend	540	900	225	-	-
	<u>50,347</u>	<u>16,240</u>	<u>4,875</u>	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 118,146</b>	<b>\$ 90,415</b>	<b>\$ 55,643</b>	<b>\$ -</b>	<b>\$ -</b>

# Durango Welcome Center



The Durango Welcome Center is made possible by the collaboration of the City of Durango, Fort Lewis College, Durango Area Tourism Office, and the Business Improvement District. The facility provides downtown visitors with basic services such as downtown maps, public restrooms, and drinking water. It also provides a place to purchase concert tickets and get the answer to many questions about the Durango area. In short, the Durango Welcome Center is the nucleus of downtown Durango, providing the ultimate concierge service, and welcoming the world.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Materials & Supplies	\$ 1,800	\$ 1,800	0.0%
Charges & Services	94,012	94,146	0.1%
<b>Total</b>	<b>\$ 95,812</b>	<b>\$ 95,946</b>	<b>0.1%</b>

DURANGO WELCOME CENTER BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4108	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Rental on Buildings	\$ 74,520	\$ 74,400	\$ 76,660	\$ 79,328	
DWC Advertisements	11,979	12,000	12,000	12,000	
<b>TOTAL REVENUES</b>	<b>\$ 86,499</b>	<b>\$ 86,400</b>	<b>\$ 88,660</b>	<b>\$ 91,328</b>	<b>-</b>
<b>Expenditures</b>					
<b>Materials &amp; Supplies</b>					
26999 Other Supplies	\$ 2,474	\$ 1,800	\$ 1,800	\$ 1,800	
	2,474	1,800	1,800	1,800	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	18,900	20,500	19,000	20,500	
34199 Utilities - Electric	7,390	10,000	8,000	10,000	
34299 Utilities - Water, Sewer, Trash	1,885	240	900	900	
34399 Utilities - Gas	763	1,000	750	1,000	
35799 Leases & Rentals	55,558	57,272	57,272	59,246	
36199 Repair & Maintenance	1,146	5,000	2,000	2,500	
	85,642	94,012	87,922	94,146	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 88,116</b>	<b>\$ 95,812</b>	<b>\$ 89,722</b>	<b>\$ 95,946</b>	<b>\$ -</b>

# Administrative Services

## Divisions

**Human Resources  
City Clerk**



In 2016, the Administrative Services department provided over 1,200 hours of employee training on customer service, supervisory skills, conflict in the workplace, communication, records and information management, coaching, emergency preparedness, and professional growth.

## 2016 Highlights

1. Provided over 1,200 hours of employee training on customer service, supervisory skills, conflict in the workplace, communication, records and information management, coaching, emergency preparedness, and professional growth.
2. Renewed 42 percent of the City's business licenses via the online process and initiated a public portal for online business license applications.
3. Adopted revisions to the City's Personnel Regulations.
4. Continued to improve the accessibility of City records via electronic document management (now housing over four million City documents) and more streamlined storage of physical records.
5. Completed the conversion to Innoprise HR Payroll software increasing efficiency and flexibility.

## 2017 Personnel

1. There are no personnel requests for 2017.

## 2017 Other Capital

1. There are no other capital requests for 2017.

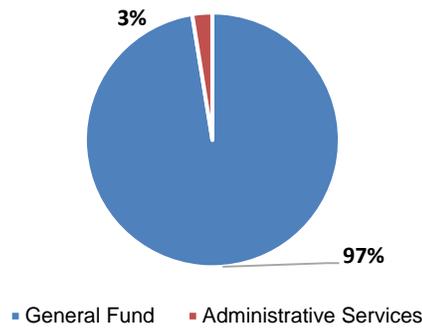
## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 673,780	\$ 684,599	2.0%
Materials & Supplies	28,975	31,805	9.8%
Charges & Services	271,520	293,920	8.2%
<b>Total</b>	<b>\$974,275</b>	<b>\$1,010,324</b>	<b>3.7%</b>

## Authorized Personnel

	FY 2015	FY 2016	FY 2017
	8	8	8
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>

**Administrative Services 2017 Budget as a % of General Fund**



# Human Resources

Human Resources provides recruitment services, benefit services, training opportunities, classification and pay services; promotes employee relations and safety; administers compliance with laws and regulations as they affect the employer/employee relationship; provides a wide variety of employment-related reports and information to City administration, other departments, and other agencies; and offers supervision and overall guidance in a professional manner to department staff members regarding personnel-related areas.



In 2016, the Wellness Committee increased employee participation in the Wellness Program by 20% through enhanced incentives and activities, while challenging returning participants with increased requirements.

## 2017 Goals & Objectives

- GP** To provide a positive HR service experience for applicants, employees, and retirees and collaborate with departments to recruit, develop, support, and retain diverse and talented employees.
- GP** Deliver HR programs and services with such quality and expertise that all City departments gain a competitive advantage from our collaborative efforts to make the City of Durango a great place to work.
- GP** Support the talent development of our employees through professional development, career development, and improved performance management.
- CS** Promote the achievement of work-life balance and wellness in our employee community.
- GP** Deliver services, programs, and communications that are highly valued by our prospective employees, current employees, and retirees.

## 2016 Results

- CS** Increased employee participation in the Wellness Program by 20% through enhanced incentives and activities, while challenging returning participants with increased requirements.
- CS** Enhanced employees' financial options through the offering of a ROTH account and a loan provision under the Empower 457 Retirement account.
- CS** Enhanced employee health benefits to include additional financial support for hearing aids, dental coverage and preventive care.
- GP** Completed conversion of the payroll process to Innoprise software providing more integration and communication with other City departments.
- CED** In conjunction with the CORE team, developed and implemented the City's Core Values.
- GP** Continued to provide excellent customer service to the employees of the City of Durango with the ultimate goal of retaining top performers and keeping benefits affordable.

## Expenditures

	FY 2016		FY 2017	
	Adopted Budget	Proposed Budget	Percent Change	
Salaries/Wages/Benefits	\$ 238,494	\$ 255,481	7.1%	
Materials & Supplies	11,500	14,330	24.6%	
Charges & Services	133,570	143,520	7.5%	
<b>Total</b>	<b>\$ 383,564</b>	<b>\$413,331</b>	<b>7.8%</b>	
Authorized Personnel	2016 Current		2017 Proposed	
Human Resources Manager	(1) \$ 72,027	(1) \$ 72,027		
Senior HR Tech	(2) 100,028	(2) 100,028		
<b>Total</b>	<b>(3) \$ 172,055</b>	<b>(3) \$ 172,055</b>		

<b>HUMAN RESOURCES BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4111	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 165,599	\$ 172,055	\$ 172,930	\$ 172,055	
11299 Salaries Part Time	289	-	-	12,480	
12199 Overtime Regular	1,778	486	750	486	
14299 FICA	18	-	-	774	
14399 Insurance	41,022	44,126	44,120	47,678	
14599 Retirement Great West	18,672	19,325	19,452	19,325	
14799 Employer Portion Medicare	2,288	2,502	2,518	2,683	
	<u>229,666</u>	<u>238,494</u>	<u>239,770</u>	<u>255,481</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	1,276	1,500	1,000	1,250	
26999 Other Supplies	8,091	10,000	10,000	13,080	
	<u>9,367</u>	<u>11,500</u>	<u>11,000</u>	<u>14,330</u>	-
<b>Charges &amp; Services</b>					
31299 Professional Services	15,422	15,975	16,734	23,475	
31499 Other Contracted Services	29,679	32,275	31,000	39,225	
32199 Printing & Copying	364	80	80	80	
32299 Books, Newspapers, & Periodicals	-	500	300	500	
32399 Postage & Freight	155	250	400	500	
33599 Dues & Memberships	5,644	6,200	5,800	6,600	
33699 Recruitment	13,218	16,000	16,000	15,000	
33799 Mileage & Auto Allowance	1,200	4,120	2,920	4,120	
33899 Professional Development	14,376	8,700	8,700	11,050	
33999 Training	17,019	47,000	37,000	40,500	
34599 Telephone & Data	491	600	800	600	
34699 Cell Phone Stipend	1,170	1,170	1,170	1,170	
36199 Repair & Maintenance	509	700	700	700	
	<u>99,247</u>	<u>133,570</u>	<u>121,604</u>	<u>143,520</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 338,280</b>	<b>\$ 383,564</b>	<b>\$ 372,374</b>	<b>\$ 413,331</b>	<b>\$ -</b>

# Human Resources

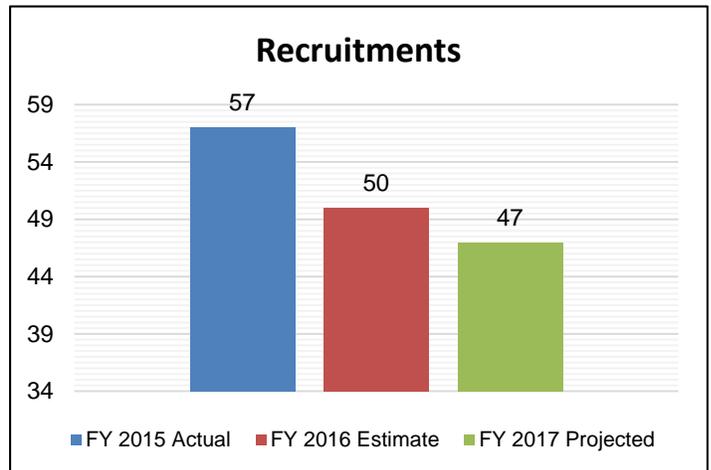
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> Recruitments / Applications Received	57 / 1,932	50 / 2,269	47 / 2,340
<b>GP</b> Training Sessions Conducted	12	22	25
Full-time Employee Turnover Rate	17%	15%	14%
Grievances Processed	0	1	1
Percentage of Grievances Resolved at Step 3 or Below	100%	100%	100%
Verifications of Employment	113	125	138
Volunteers and Interns	76	85	96

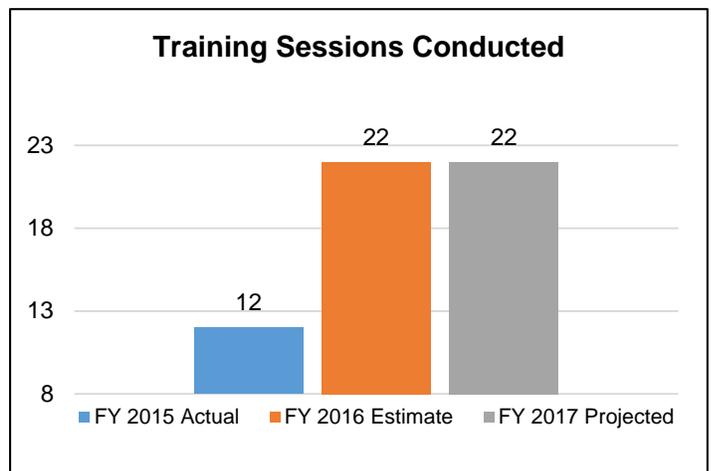
### Recruitments

This performance measure provides the number of recruitments during the year.



### Training Sessions Conducted

This performance measure provides the total number of training sessions conducted throughout the year.



# City Clerk

The City Clerk’s Office administers democratic processes such as elections, access to city records, and all legislative actions ensuring transparency to the public. The Clerk’s Office is the official support services division ensuring proper implementation of the law as it pertains to public access to official records and distribution of information. Some of the most notable City records are: ordinances, minutes, resolutions, contracts, agreements, easements, titles and deeds. The Clerk or the Deputy Clerk serves as secretary to all City Council and Durango Local Licensing Authority meetings, and is the Chair of the Election Commission. The City Clerk’s office administers the City’s licensing regulations and issues all City licenses (business, lodgers, sales/use tax, liquor, marijuana) and special event permits.



During 2016, the City Clerk’s Office records team created the Airport Archives, reducing nearly 150 cubic feet of unorganized records at the Airport to 52 cubic feet of records now organized archives and described and scanned in their pertinent cabinets in SIRE.

Until 2016, the Airport had never had its own archives; now it has it in stereo: paper-based and electronic. The two formats are linked by a 150-page inventory that is remotely accessible and searchable in a Word document.

## 2017 Goals & Objectives

1. **CED** Provide transparency and excellent service to the citizens of Durango.
2. **GP** Comply with all applicable City Codes and Colorado Statutes for legal advertisements, elections, records preservation, disaster preparedness, business continuity, and alcohol, marijuana and business/sales tax licensing.
3. **CS & GP** Complete the migration of electronic records data from SIRE to OnBase.
4. **CS** Continue to cross-train staff on all duties to enhance succession planning.
5. **CS** Train City officials and personnel in the use of the new OnBase electronic records management system.
6. **SOP** Complete the archiving process for the inactive Development Case Files in Community Development.

## 2016 Results

1. **GP** Continued with systematic clean-up of electronic and paper files, with emphasis on the Durango/La Plata County Airport documents.
2. **CED & SOP** Digitized & indexed 2,200 folders of permanent City records per month.
3. **CED & SOP & GP** Reduced the use of City resources via the online business license renewal and application process.
4. **CS** Continued City-wide Records and Information Management training for employees, focusing on disaster recovery and emergency preparedness.
5. **GP & CS** Updated Chapter 13 of the Code of Ordinances, of the City of Durango pertaining to License and Business Regulations.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 435,286	\$ 429,118	(1.4%)
Materials & Supplies	17,475	17,475	0.0%
Charges & Services	137,950	150,400	9.0%
<b>Total</b>	<b>\$ 590,711</b>	<b>\$ 596,993</b>	<b>1.1%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Director of Administrative Services/City Clerk	(1) \$ 106,606	(1) \$ 106,606	
Records Manager	(0) -	(1) 56,264	
Deputy City Clerk	(1) 67,487	(2) 102,440	
Records & Information Management Specialist	(1) 48,006	(0) -	
Licensing & Records Technician	(1) 40,518	(0) -	
Records & Info Management Tech	(1) 38,334	(1) 38,334	
<b>Total</b>	<b>(5) \$ 300,951</b>	<b>(5) \$ 303,644</b>	

<b>CITY CLERK BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4112	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Liquor License (Local Share)	\$ 14,822	\$ 20,000	\$ 20,000	\$ 20,000	
Renewal Fee Liquor License	12,858	22,000	22,000	15,000	
Business Licenses	298,895	250,000	275,000	310,000	
Special Licenses	9,885	10,000	10,000	10,000	
Medicinal Marijuana Licenses	20,500	35,000	27,000	35,000	
Recreational Marijuana Licenses	44,500	50,000	50,000	50,000	
Medicinal Marijuana Operating Fee	30,000	40,000	40,000	40,000	
Recreational Marijuana Operating Fee	50,000	45,000	50,000	50,000	
<b>TOTAL REVENUES</b>	<b>\$ 481,460</b>	<b>\$ 472,000</b>	<b>\$ 494,000</b>	<b>\$ 530,000</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 288,633	\$ 300,951	\$ 301,625	\$ 303,644	
11299 Salaries Part Time	41,179	41,000	41,000	28,520	
12199 Overtime Regular	1,524	600	600	200	
14299 FICA	2,560	2,542	1,302	1,768	
14399 Insurance	49,609	51,452	51,337	56,136	
14599 Retirement Great West	32,471	33,774	33,849	34,031	
14799 Employer Portion Medicare	4,645	4,967	4,977	4,819	
	420,623	435,286	434,690	429,118	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	2,720	6,775	6,000	6,775	
22299 Maps, Code Books, & Other Books	4,627	8,000	7,750	8,000	
26999 Other Supplies	636	2,700	1,500	2,700	
	7,984	17,475	15,250	17,475	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	18,496	42,500	42,500	42,500	
31599 Software Maintenance	43,985	50,700	50,700	51,700	
32199 Printing & Copying	984	2,100	2,100	2,100	
32399 Postage & Freight	10,078	10,000	10,000	11,000	
32499 Publications & Legal Notices	25,066	20,000	30,000	30,000	
33599 Dues & Memberships	590	980	980	1,130	
33799 Mileage & Auto Allowance	1,200	1,400	1,400	1,400	
33899 Professional Development	12,331	8,500	8,500	8,500	
34599 Telephone & Data	491	600	450	600	
34699 Cell Phone Stipend	1,170	1,170	1,170	1,170	
35799 Leases & Rentals	469	-	-	300	
	114,859	137,950	147,800	150,400	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 543,465</b>	<b>\$ 590,711</b>	<b>\$ 597,740</b>	<b>\$ 596,993</b>	<b>\$ -</b>

# City Clerk

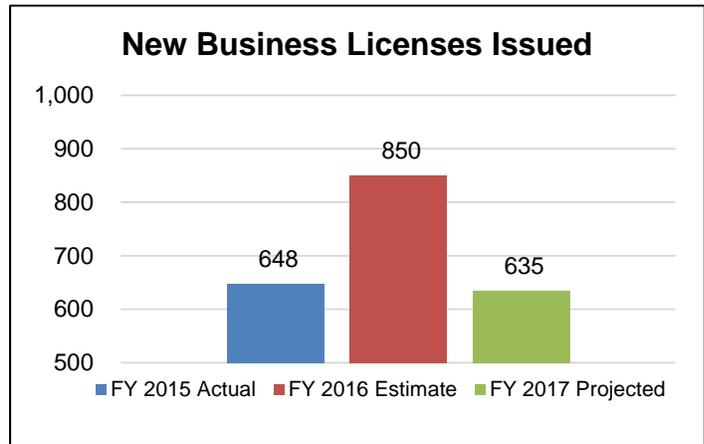
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department’s efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> New Business Licenses Issued	648	850	720
<b>GP</b> Liquor Licenses Issued	108	112	115
<b>GP</b> Special Event Permits Issued	104	117	120
<b>CED</b> Number of Meeting Minutes Recorded	67	70	72
<b>CED</b> Number of Elections Held	2	0	2
<b>GP</b> Percentage of City Council Meeting Minutes Prepared within 14 days	95%	98%	98%
<b>GP</b> Percentage of City Council Study Session Minutes Prepared within 21 days	92%	98%	98%
<b>GP</b> Percentage of Business Licenses Issued within 14 days of Application	93%	95%	95%
<b>GP</b> Percentage of Marijuana Licenses Issued within 14 days of Application	82%	91%	95%

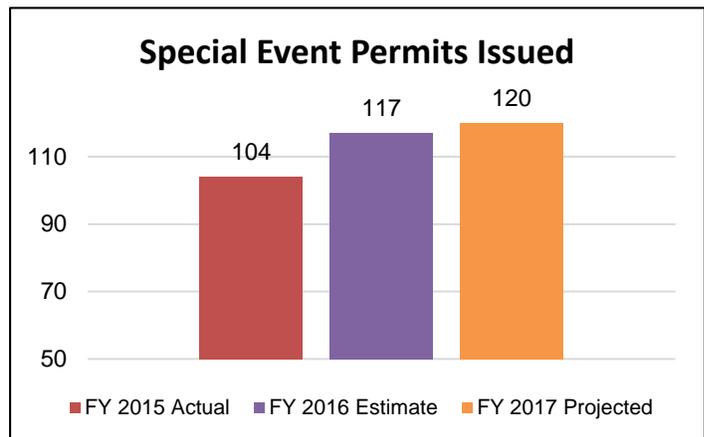
### New Business Licenses Issued

This performance measure provides the total number of new business licenses issued throughout the year.



### Number of Special Event Permits Issued

This performance measure provides the total number of special event permits throughout the year.



# Finance Department

**Divisions**

- Municipal Court**
- Accounting**
- Information Services**
- Finance**



Did you know that the City of Durango is one of a few Colorado cities that are awarded both the GFOA Certificate of Achievement for Financial Reporting and the Distinguished Budget Presentation Awards?

**2016 Highlights**

1. Awarded the GFOA Certificate of Achievement for Financial Reporting for the 32nd year.
2. Awarded the GFOA Distinguished Budget Presentation Award for the 8<sup>th</sup> year.

**2017 Personnel**

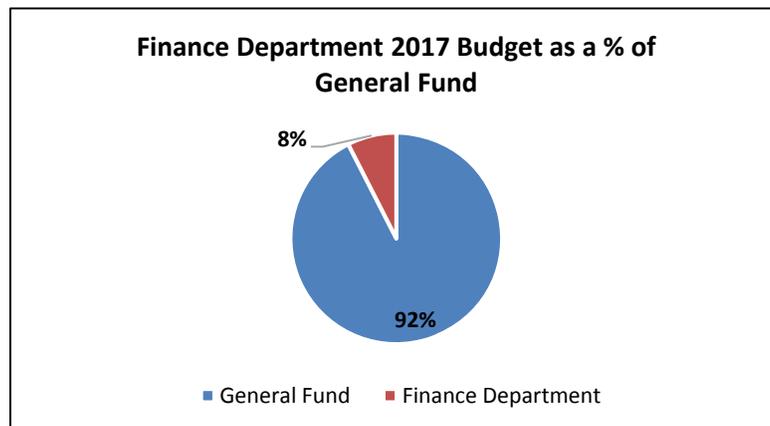
1. Reclassification of 2 Accounting Tech II positions to Accounting Tech III positions.

**2017 Other Capital**

1. \$87,850 for Technology Replacement Plan which includes replacement of CPU's, servers, LCD's, Laptops, virtual desktops and printers.
2. \$40,000 Microsoft Sharepoint and Office 365 Implementation.
3. \$10,000 for Exchange Online Migration.
4. \$20,000 for final phase of implementation for Lucity system.
5. \$20,000 for continued Cyber Security Program implementation.
6. \$15,000 for security improvements to Municipal Court Office.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 2,025,905	\$ 2,036,912	0.5%
Materials & Supplies	55,150	53,250	(3.4%)
Charges & Services	785,495	868,665	10.6%
Capital Outlay	165,300	192,850	16.7%
<b>Total</b>	<b>\$ 3,031,850</b>	<b>\$ 3,151,677</b>	<b>4.0%</b>

Authorized Personnel	FY 2015	FY 2016	FY 2017
		23	24
<b>Total</b>	<b>23</b>	<b>24</b>	<b>24</b>



# Municipal Court

## Activities

### Municipal Court



The Municipal Court continues to diligently work to reduce accounts receivables with regards to outstanding fines.

Durango Municipal Court maintains files on all citations issued by the Durango Police Department, Fort Lewis College Police Department, City of Durango Animal Protection, Parking Division and Code Enforcement for violations of municipal law; hears all cases involving said violations and reports all applicable convictions to the Department of Motor Vehicle’s Licensing Bureau. Records are maintained in such a manner to assure that all sentences are processed in a legal and timely manner according to state law. Durango Municipal Court also coordinates a Community Service Program and a Defensive Driving Course.

### 2017 Goals & Objectives

1. **GP** Continued efficient, effective and accurate processing of all court cases through the Municipal Court. With the continued growth of the City of Durango, the Court must be able to operate with efficiency and effectiveness and continue to provide excellent “customer” service to properly track and process cases for individuals who choose to participate in the Court process rather than just paying their scheduled fines.
2. **GP** Continued to process old files and reduce the amount of outstanding accounts receivables.
3. **GP** Review of outstanding warrants to ensure accuracy.

### 2016 Results

1. Continued the process of reducing the amount of outstanding accounts receivable by instituting failure to pay processes.
2. Continued to process warrants in the municipal court office to ensure accuracy on all warrants.
3. Continued organization of all court processes to ensure efficient and accurate processing of all cases.

### Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 179,743	\$ 179,743	0.0%
Materials & Supplies	4,000	3,500	(12.5%)
Charges & Services	96,365	111,925	16.2%
Other Capital	-	15,000	100.0%
<b>Total</b>	<b>\$ 280,108</b>	<b>\$ 310,168</b>	<b>10.7%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Court Administrator	(1) \$ 57,803	(1) \$ 57,803	
Court Clerk I	(2) 69,368	(2) 69,368	
<b>Total</b>	<b>(3) \$ 127,171</b>	<b>(3) \$ 127,171</b>	

<b>MUNICIPAL COURT BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4113-4114	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Warrant Process Fee	\$ 10,464	\$ 20,000	\$ 15,000	\$ 20,000	
Court Costs	31,355	50,000	40,000	50,000	
Defensive Driving	3,294	2,500	2,500	2,500	
Processing Fee - Muni Court	(32)	2,500	2,500	2,500	
Miscellaneous Court Fee	52,336	75,000	70,000	75,000	
Court Surcharge Fee	17,238	22,000	19,000	19,000	
Traffic Fines	174,783	300,000	250,000	250,000	
Non-Traffic Fines	54,390	65,000	60,000	65,000	
<b>TOTAL REVENUES</b>	<b>343,828</b>	<b>537,000</b>	<b>459,000</b>	<b>484,000</b>	<b>-</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	117,441	127,171	127,687	127,171	
12199 Overtime Regular	288	500	500	500	
14399 Insurance	24,866	35,922	35,922	35,922	
14599 Retirement Great West	13,173	14,299	14,299	14,299	
14799 Employer Portion Medicare	1,654	1,851	1,851	1,851	
	157,422	179,743	180,259	179,743	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	1,350	2,000	4,597	1,500	
26999 Other Supplies	500	2,000	2,000	2,000	
	1,850	4,000	6,597	3,500	-
<b>Charges &amp; Services</b>					
31299 Professional Services	79,799	85,000	80,000	91,500	
31499 Other Contracted Services	1,650	2,300	2,125	5,450	
31599 Software Maintenance	3,383	3,675	4,782	9,675	
32299 Books, Newspapers, & Periodicals	-	200	200	200	
32399 Postage & Freight	880	1,900	1,900	1,900	
33599 Dues & Memberships	180	240	240	150	
33899 Professional Development	1,634	2,000	2,000	2,000	
35799 Leases & Rentals	450	450	450	450	
36199 Repair & Maintenance	-	600	600	600	
	87,976	96,365	92,297	111,925	-
<b>Capital Outlay</b>					
49199 Other Capital	5,622	-	-	15,000	-
	5,622	-	-	15,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 252,870</b>	<b>\$ 280,108</b>	<b>\$ 279,153</b>	<b>\$ 310,168</b>	<b>\$ -</b>

# Municipal Court

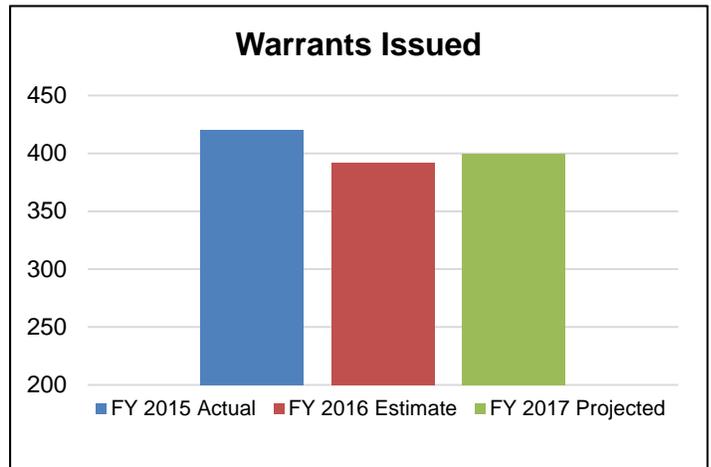
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> Court Sessions/Appearances	2,740	3,200	2,800
<b>GP</b> Violations Disposed	4,191	4,500	4,000
Warrants Issued	420	392	400
<b>GP</b> Percentage of Cases Dismissed	15%	12%	10%
Percentage of Deferred Judgments	41%	36%	35%
Percentage of Failure to Appear	11%	12%	12%

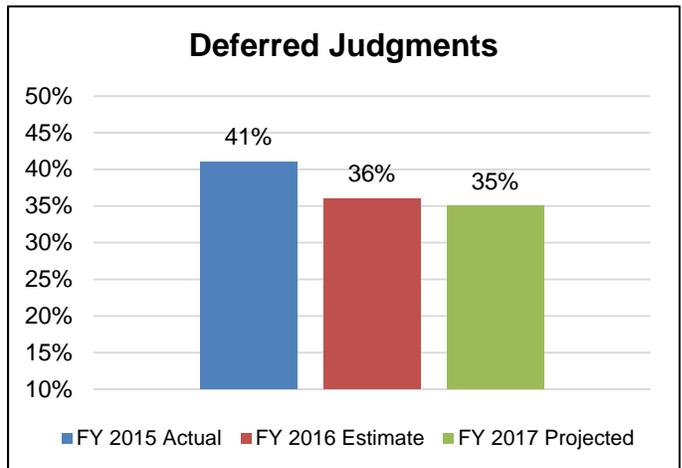
### Number of warrants issued throughout the year

This performance measure provides the number of warrants issued by staff during the year.



### Percentage of deferred judgments

This performance measure provides the percentage of cases that are given deferred judgments.



# Accounting

**Activities**

**Accounts Payable**

**Accounts**

**Receivable**

**Payroll**

**Sales Tax**

**Front Desk**

**Cashier**

**Monthly Financial**

**Reports**

The accounting division is responsible for assisting the City Council, City Manager and other departments in accomplishing their goals and servicing the public by providing timely, accurate and complete financial reports. In addition, this division is responsible for all accounting of City funds. Activities include the proper recording of all receipts and disbursements; summarizing the City's financial information in accurate financial management reports to department heads, City Council and the general public for effective management of available resources; providing an internal review of all transactions involving City funds; providing the City's internal payroll function; collection of City sales tax; cashiering; accounts payable; and accounts receivable.

**2017 Goals & Objectives**

1. **CS** Produce a fiscally sustainable City Budget.
2. **GP** Be awarded the 33rd consecutive GFOA Certificate of Achievement for Financial Reporting.
3. **CS** Long term financial planning for all funds.
4. **CS** Realistic and conservative revenue goals for all funds.
5. **GP** Continue to provide efficient means for citizens to interact with the City and to pay accounts efficiently.
6. **GP** Continue to provide efficient processes internally to ensure efficient workforce.

**2016 Results**

1. Implemented phase I of a new Human Resources/Payroll software system that streamlined the payroll process reducing payroll processing times.
2. Awarded the 32<sup>nd</sup> consecutive GFOA Certificate of Achievement for Financial Reporting.



The Finance Department has received the Government Finance Officers Association Certificate of Achievement for Financial Reporting for 32 years.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 507,351	\$ 514,521	1.4%
Materials & Supplies	6,500	6,500	0.0%
Charges & Services	220,700	234,250	6.1%
<b>Total</b>	<b>\$ 734,551</b>	<b>\$ 755,271</b>	<b>2.8%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Finance Director	(1) \$ 127,708	(1) \$ 127,708	
Accounting Supervisor	(1) 60,826	(1) 60,826	
Accounting Technician II	(4) 161,616	(2) 76,669	
Accounting Technician III	(0) -	(2) 89,209	
<b>Total</b>	<b>(6) \$ 350,150</b>	<b>(6) \$ 354,412</b>	

<b>ACCOUNTING</b>					
<b>BUDGET SUMMARY</b>					
<b>Revenues and Expenditures</b>					
FUND / DIVISION - 11.4121	2015	2016	2016	2017	2017
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>PROPOSED</u>	<u>ADOPTED</u>
<b>Revenues</b>					
Sales Tax Audit Revenue	\$ 60,448	\$ 150,000	\$ 75,000	\$ 150,000	
<b>TOTAL REVENUES</b>	<b>\$ 60,448</b>	<b>\$ 150,000</b>	<b>\$ 75,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 337,985	\$ 350,150	\$ 351,502	\$ 354,412	
11299 Salaries Part Time	16,668	21,840	16,560	17,340	
12199 Overtime Regular	1,153	1,000	1,000	1,000	
12299 Overtime Part Time	23	-	-	-	
14299 FICA	1,035	1,354	1,026	1,104	
14399 Insurance	81,903	88,270	88,235	95,389	
14599 Retirement Great West	37,951	39,329	37,921	39,806	
14799 Employer Portion Medicare	4,905	5,408	5,351	5,470	
	<u>481,623</u>	<u>507,351</u>	<u>501,595</u>	<u>514,521</u>	<u>-</u>
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	1,559	4,500	4,000	4,500	
26999 Other Supplies	2,453	2,000	2,000	2,000	
	<u>4,012</u>	<u>6,500</u>	<u>6,000</u>	<u>6,500</u>	<u>-</u>
<b>Charges &amp; Services</b>					
31299 Professional Services	127,752	107,500	100,000	113,750	
31499 Other Contracted Services	9,309	6,500	4,500	4,500	
31599 Software Maintenance	32,766	33,500	38,108	42,000	
32199 Printing & Copying	4,640	4,000	4,000	4,000	
32299 Books, Newspapers, & Periodicals	50	100	50	100	
32399 Postage & Freight	6,666	8,000	8,000	8,000	
33599 Dues & Memberships	235	200	285	200	
33799 Mileage & Auto Allowance	2,400	2,400	2,400	2,400	
33899 Professional Development	6,595	6,500	7,800	7,800	
34599 Telephone & Data	491	600	550	600	
34699 Cell Phone Stipend	780	900	900	900	
35799 Leases & Rentals	48,729	50,500	50,000	50,000	
	<u>240,413</u>	<u>220,700</u>	<u>216,593</u>	<u>234,250</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 726,048</b>	<b>\$ 734,551</b>	<b>\$ 724,188</b>	<b>\$ 755,271</b>	<b>\$ -</b>

# Accounting

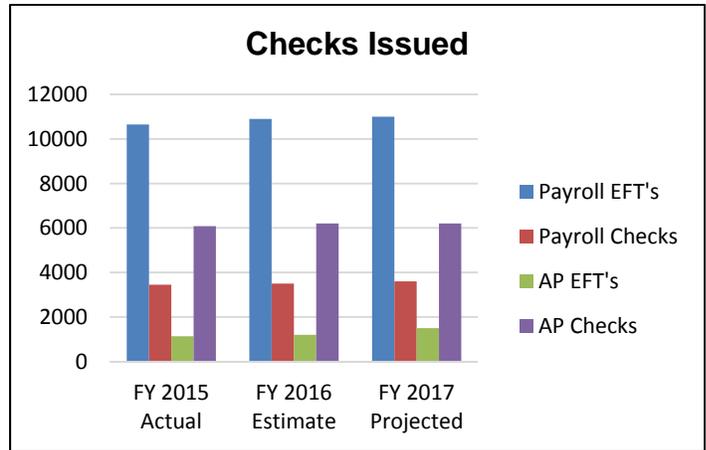
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of Checks Issued/EFT's processed for Accounts Payable	6,085/1,139	6,200/1,200	6,200/1,500
Number of Checks Issued/EFT's processed for Payroll	3,454/10,651	3,500/10,900	3,600/11,000
Checks Issued or EFT processed per FTE	12,188	12,460	12,750
Percentage Return on Investments Exceeds Average 1 Year T-Bill Rate:			
City	1.045%	1.2%	1.4%
T-Bill	.65%	.75%	.75%

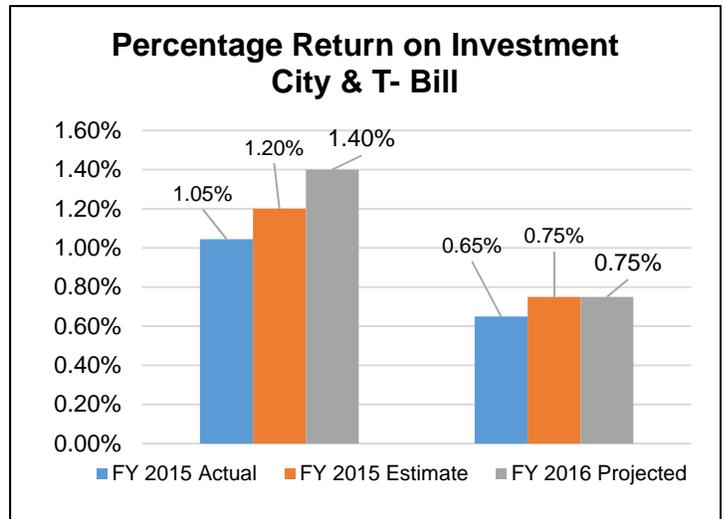
### Total number of checks issued per year

This performance measure provides the total number of check processed through the accounting department each year.



### The percentage return on investment

This performance measure shows the percent the City receives is higher than that of the average T-bill.



# Information Services

The Information Systems Division is responsible for providing and managing a computer hardware and software environment for all City departments. This entails analysis, documentation and enhancement of existing and new software applications, the development and design of software systems, including geographic information systems, the city intranet, and citizen-facing systems such as online payments, maps and service requests. This division is also responsible for the evaluation and selection of new and existing hardware and software systems, insuring the compatibility of the systems with the overall goals of the City.

## 2017 Goals & Objectives

1. **CS** Continued implementation of virtual desktop infrastructure to replace an additional 75 physical desktop computers with virtual desktops.
2. **CS** Continue implementation of comprehensive security program based on Cyber Security Assessment.
3. **GP** Assist software application implementations for Finance, Administrative Services, and Community Development Departments.
4. **GP** Build on strong IT and GIS relationships with La Plata County, 9R Schools, Fort Lewis College, Southern Ute Tribe, Mercy Regional Medical Center, SWCCOG, and local technology businesses with shared technology initiatives and economics of scale to drive government performance.

## 2016 Results

1. Replaced 15 desktop PC's and 4 laptops, implementation of 100 virtual desktops.
2. Replaced network firewall including SourceFire intrusion detection software.
3. Upgraded Exchange email platform to 2013.
4. Implemented several software packages and upgrades including GHG Time and Attendance, Lucity Asset Management, and Inovah.
5. GIS viewer application implemented.
6. Continued implementation of cellular data modems in city vehicles.



During 2016, the IS division continued to support 322 users and 64 software packages all while maintaining a network that experienced less than 5% downtime.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 1,028,678	\$ 1,028,678	0.0%
Materials & Supplies	42,900	41,900	(2.3%)
Charges & Services	441,030	494,360	12.1%
Capital Outlay	165,300	177,850	7.1%
<b>Total</b>	<b>\$ 1,677,908</b>	<b>\$ 1,742,788</b>	<b>3.9%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
IS Manager	(1) \$ 106,323	(1) \$ 106,323	
GIS Supervisor	(1) 90,034	(1) 90,034	
Network & Security Manager	(1) 81,507	(1) 81,507	
Database Administrator	(1) 81,016	(1) 81,016	
Network Coordinator	(1) 56,264	(1) 56,264	
IS/GIS System Analysts	(4) 271,592	(4) 271,592	
Technical Specialist I/II	(1) 55,078	(1) 55,078	
GIS Technician	(1) 40,331	(1) 40,331	
<b>Total</b>	<b>(11) \$ 782,145</b>	<b>(11) \$ 782,145</b>	

<b>INFORMATION SERVICES BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4122	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Sales of Maps & Publications	\$ 221	\$ 250	\$ 200	\$ 250	
<b>TOTAL REVENUES</b>	<b>\$ 221</b>	<b>\$ 250</b>	<b>\$ 200</b>	<b>\$ 250</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 677,988	\$ 782,145	\$ 755,341	\$ 782,145	
11299 Part Time Salaries	-	7,800	5,000	7,800	
12199 Overtime Regular	549	1,000	700	1,000	
14299 FICA	-	484	310	484	
14399 Insurance	116,365	138,068	134,335	138,068	
14599 Retirement Great West	76,225	87,712	84,677	87,712	
14799 Employer Portion Medicare	9,541	11,469	11,035	11,469	
	<u>880,668</u>	<u>1,028,678</u>	<u>991,398</u>	<u>1,028,678</u>	<u>-</u>
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	25,199	25,000	23,982	28,000	
23199 Fuel	866	1,500	807	1,000	
26999 Other Supplies	14,147	16,400	12,864	12,900	
	<u>40,212</u>	<u>42,900</u>	<u>37,653</u>	<u>41,900</u>	<u>-</u>
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	60,724	63,100	65,236	61,700	
31599 Software Maintenance	287,716	315,600	319,383	354,975	
32299 Books, Newspapers, & Periodicals	337	750	676	600	
32399 Postage	52	-	-	-	
33599 Dues & Memberships	5,210	5,350	5,360	5,210	
33899 Professional Development	26,428	32,850	38,310	46,775	
34599 Telephone & Data	360	-	-	-	
34699 Cell Phone Stipend	4,745	4,680	5,460	6,240	
35699 Vehicle Rent & Maintenance	5,000	5,000	5,000	5,000	
36199 Repair & Maintenance	9,651	13,700	6,516	13,860	
	<u>400,223</u>	<u>441,030</u>	<u>445,941</u>	<u>494,360</u>	<u>-</u>
<b>Capital Outlay</b>					
49199 Technology Replacement Program	217,441	165,300	183,172	177,850	
	<u>217,441</u>	<u>165,300</u>	<u>183,172</u>	<u>177,850</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,538,544</b>	<b>\$ 1,677,908</b>	<b>\$ 1,658,164</b>	<b>\$ 1,742,788</b>	<b>\$ -</b>

# Information Services

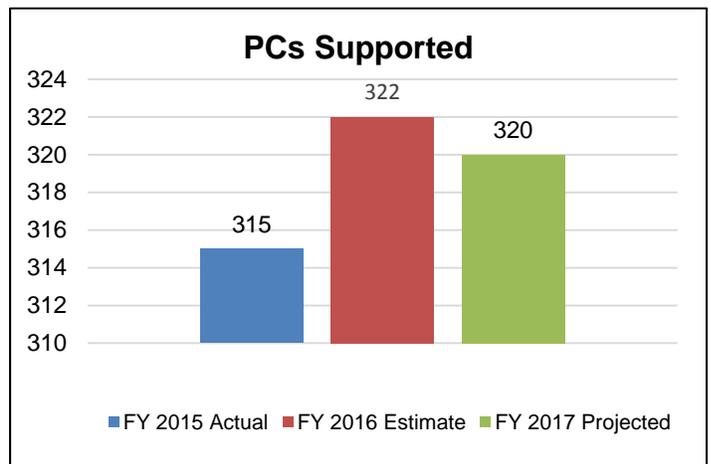
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CS</b> Number of PCs supported	315	322	320
<b>GP</b> Software packages supported	58	64	66
<b>GP</b> Network availability (scheduled)	97.4	97.6	98.2
<b>GP</b> Network availability (unscheduled)	99.15	97.63	99.1
<b>GP</b> Network availability (combined)	98.23	98.7	98.7

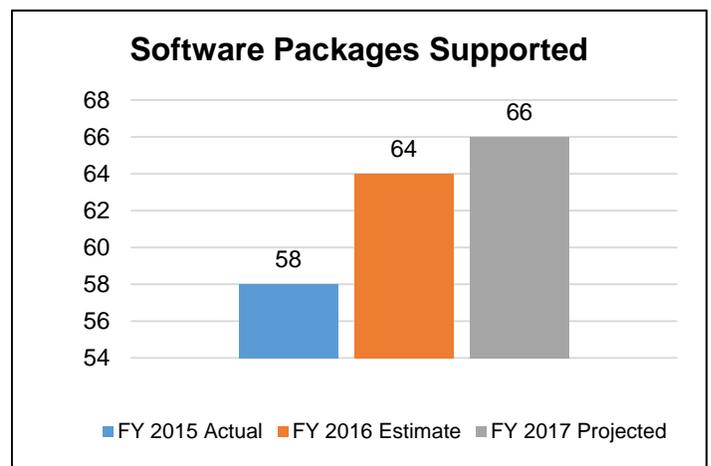
### Total number of PCs supported

This performance measure provides the total number of PCs supported by the IS department.



### Total number of software packages supported

This performance measure provides the total number of software packages that are supported by the IS department.



# Finance

## Activities

Purchasing

Utility Billing

Fixed Assets

Grant

Administration

Special Projects

Budget

Development

The Finance Division is responsible for purchasing, special projects, fixed asset management, grant monitoring, financial statements, budget development, and utility billing.

### 2017 Goals & Objectives

1. **GP** Offer electronic utility billing options such as online billing access.
2. **GP** Continue to facilitate a greater percentage of customers signing up for paperless billing.
3. **CS** Continue to implement new grant monitoring system within all departments.
4. **GP** Be awarded the 9<sup>th</sup> Consecutive GFOA Distinguished Budget Presentation Award.

### 2016 Results

1. Awarded the 8<sup>th</sup> consecutive GFOA Distinguished Budget Presentation Award.
2. Rearranged office area to facilitate better customer service for utility customers.
3. Implemented new utility billing software that greatly increases the efficiency and effectiveness of the entire utility billing process.
4. Grant Administrator has facilitated the administration and monitoring of approximately 67 grants city wide.
5. Competitively bid 45 projects.



The City of Durango is highly successful at being awarded grants. Since 1980, the city has been awarded over \$98 million dollars in grant funds.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 310,133	\$ 313,970	1.2%
Materials & Supplies	1,750	1,350	(22.9%)
Charges & Services	27,400	28,130	2.7%
<b>Total</b>	<b>\$ 339,283</b>	<b>\$ 343,450</b>	<b>1.2%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Finance Manager	(1) \$ 71,145	(1) \$ 71,145	
Purchasing Agent	(1) 65,602	(1) 65,602	
Grants Administrator	(1) 63,043	(1) 63,043	
Accounting Tech II/Utility Billing	(1) 37,586	(1) 37,586	
<b>Total</b>	<b>(4) \$ 237,376</b>	<b>(4) \$ 237,376</b>	

<b>FINANCE BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4123	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 225,959	\$ 237,376	\$ 237,376	\$ 237,376	
12199 Overtime Regular	108	-	120	-	
14399 Insurance	42,414	42,729	42,617	46,566	
14599 Retirement Great West	25,299	26,586	26,640	26,586	
14799 Employer Portion Medicare	3,095	3,442	3,442	3,442	
	<u>296,875</u>	<u>310,133</u>	<u>310,195</u>	<u>313,970</u>	-
Materials & Supplies					
21199 Office Supplies	289	750	400	750	
26999 Other Supplies	480	1,000	1,000	600	
	<u>769</u>	<u>1,750</u>	<u>1,400</u>	<u>1,350</u>	-
Charges & Services					
31499 Other Contracted Services	15,212	13,500	13,500	13,500	
32299 Books, Newspapers, & Periodicals	357	150	150	150	
32399 Postage & Freight	1,298	350	200	350	
33599 Dues & Memberships	655	610	690	690	
33799 Mileage & Auto Allowance	105	100	100	100	
33899 Professional Development	8,206	9,950	7,250	10,100	
34599 Telephone & Data	371	400	680	900	
34699 Cell Phone Stipends	2,340	2,340	2,340	2,340	
	<u>28,544</u>	<u>27,400</u>	<u>24,910</u>	<u>28,130</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 326,188</b>	<b>\$ 339,283</b>	<b>\$ 336,505</b>	<b>\$ 343,450</b>	<b>\$ -</b>

# Finance

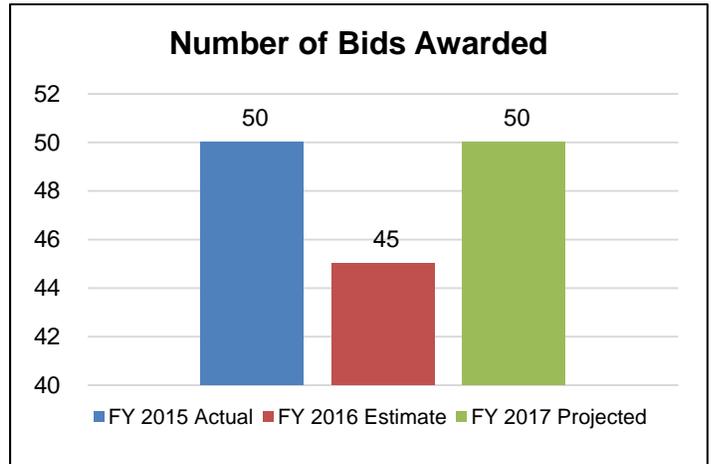
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of Bids Awarded	50	45	50
Value of Bids Awarded	\$17,355,166	\$13,000,000	\$65,000,000
Number of Written Protests Filed	0	0	0
Estimated Amount of Savings using Formal Competitive Bidding	\$1,080,273	\$1,700,000	2,000,000
Estimated Percentage of Savings using Formal Competitive Bidding	6%	15%	15%
Total Number of Utility Accounts	6,885	7,100	7,250
Percentage of Utility Bills Past Due	4%	4%	4%

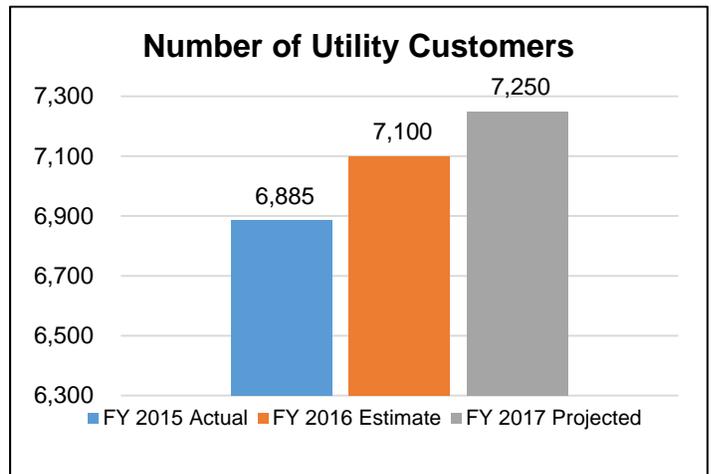
### Total number of bids awarded

This performance measure provides the total number of competitive bids awarded by the City of Durango each year.



### Total number of utility customers

This performance measure provides the total number of utility customers that are billed on a monthly basis by the City of Durango. The customers receive a combination of water, sewer, trash, and recycling services.



# Community Development

## Divisions

- Planning & Building
- Code Enforcement
- Engineering



## 2016 Highlights

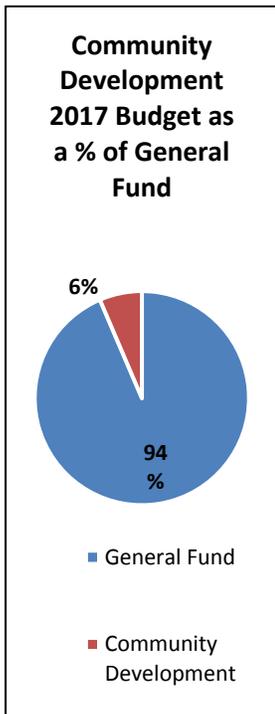
1. Reviewed three permits for new Retail Marijuana stores.
2. Reviewed seven new permits for new Vacation Rentals.
3. Reviewed Twin Buttes Development Agreement Amendment, Design Guidelines and Standards, and infrastructure Development.
4. SMART 160 Crader Trail in Grandview—Design and land acquisition completed, construction initiated.
5. Total service calls for year-end 2016 are currently projected to reach approximately 8,700, exceeding every year end total to date. This equates to nearly 34 calls per day.
6. Wilson Gulch Road Construction and Landscaping Completed.

## 2017 Personnel

1. No personnel requests for 2017.

## 2017 Goals

1. **GP** Implement Innoprise as a new land development permitting and tracking program.
2. **SOP** Update East Third Avenue Guidelines/Historic Pres Plan and Incorporate into EN Code.
3. **SOP** Incorporate Downtown and Commercial Design Guidelines into EN Code.
4. **SOP** Complete North Main Avenue/Camino del Rio/College & E 8th Ave Character District Initiatives.
5. **GP** Update the Ewing Mesa and La Posta Road Area Plans.
6. **CS & GP** Continue development of Storm Drainage Master Plan.
7. **GP** Continue to improve customer service, and reduce timeframes for permitting, code enforcement, inspection, and development review.



## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 2,074,222	\$ 2,141,760	3.3%
Materials & Supplies	46,895	33,380	(28.8%)
Charges & Services	427,407	430,509	0.7%
Capital Outlay	10,500	-	(100.0%)
<b>Total</b>	<b>\$ 2,559,024</b>	<b>\$ 2,605,649</b>	<b>1.8%</b>

## Authorized Personnel

	FY 2015	FY 2016	FY 2017
	22	25	24
<b>Total</b>	<b>22</b>	<b>25</b>	<b>24</b>

# Planning & Building

The Planning and Building division is primarily responsible for the review, analysis, permitting, and inspection of private and public development projects within the context of the Durango Comprehensive Plan, including topical and area plans, and the Land Use and Development Code. Staff also provides administrative services to City Council, Planning Commission, Design Review Board, Established Neighborhood Design Review Board, Historic Preservation Board, LUDC Board of Adjustments, and other boards as needed.



During 2016, Planning has completed an analysis of the Southfork Regional Commercial Character District.

## 2017 Goals & Objectives

1. **SOP** Update Comprehensive Plan and Sign Code and LUDC as needed.
2. **GP** Accept digital land development submittals.
3. **SOP** Start the development reviews for Escalante/Rocket area properties.
4. **CED** Continue the multi-year City Housing Program Plan.
5. **GP** Monitor and enforce compliance with vacation rental regulations.
6. **GP** Register pre-existing multi-family properties.
7. **GP** Create a program for ADUs in other neighborhoods.

## 2016 Results

1. Reviewed LUDC Text Amendments.
2. Reviewed three permits for new Retail Marijuana stores.
3. Reviewed seven new permits for new Vacation Rentals.
4. Reviewed four new annexations.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,139,412	\$ 1,296,219	13.8%
Materials & Supplies	14,850	15,960	7.5%
Charges & Services	306,708	307,650	0.3%
<b>Total</b>	<b>\$ 1,460,970</b>	<b>\$ 1,619,829</b>	<b>10.9%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Community Development Director	(1)	\$ 115,000	(1)	\$ 115,000	
Assistant Community Development Director	(1)	95,791	(1)	95,791	
Planning Manager	(1)	77,859	(1)	77,859	
Chief Building Inspector	(1)	72,285	(1)	72,285	
Planner III	(3)	241,612	(3)	241,612	
Planner/Planner II	(4)	256,494	(4)	256,494	
Planning/Building Permit Tech	(1)	46,114	(1)	46,114	
Community Development Administrative Specialist	(1)	44,138	(1)	44,138	
Administrative Assistant II	(1)	31,200	(1)	31,200	
<b>Total</b>	<b>(14)</b>	<b>\$ 980,493</b>	<b>(14)</b>	<b>\$ 980,493</b>	

<b>PLANNING &amp; BUILDING BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4131	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Special Permits	\$ 320	\$ 2,000	\$ 2,000	\$ 2,000	
Building Permits	356,585	450,000	400,000	450,000	
Zoning & Subdivision Fees	72,158	75,000	75,000	75,000	
Historic Preservation Project Fee	2,250	500	500	500	
<b>TOTAL REVENUES</b>	<b>\$ 431,313</b>	<b>\$ 527,500</b>	<b>\$ 477,500</b>	<b>\$ 527,500</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 851,589	\$ 889,123	\$ 939,778	\$ 980,493	
12199 Overtime Regular	1,058	900	2,400	2,400	
14399 Insurance	123,850	136,801	144,800	188,990	
14599 Retirement Great West	95,998	99,683	105,524	110,084	
14799 Employer Portion Medicare	10,248	12,905	13,662	14,252	
	1,082,743	1,139,412	1,206,164	1,296,219	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	6,416	4,600	4,600	5,000	
22599 Clothing & Uniforms	188	500	100	500	
23199 Fuel	1,337	1,750	800	1,600	
26999 Other Supplies	4,582	8,000	8,000	8,860	
	12,523	14,850	13,500	15,960	-
<b>Charges &amp; Services</b>					
31299 Professional Services	64	10,000	3,000	10,000	
31499 Other Contracted Services	-	119,500	282,172	107,000	
31599 Software Maintenance	5,250	5,850	5,850	6,600	
32199 Printing & Copying	56	2,000	500	2,000	
32299 Books, Newspapers, & Periodicals	5,317	3,500	3,000	2,872	
32399 Postage & Freight	5,865	7,000	5,000	7,000	
33199 Historic Preservation Fees	-	11,500	11,500	11,500	
33599 Dues & Memberships	2,762	4,505	4,505	6,805	
33799 Auto Allowance & Mileage	7,200	7,200	7,200	7,200	
33899 Professional Development	16,783	24,800	24,800	36,000	
34599 Telephone & Data	491	540	540	1,620	
34699 Cell Phone Stipend	1,860	1,860	1,860	3,420	
35699 Vehicle Rent & Maintenance	7,565	13,585	13,585	15,067	
36199 Repair & Maintenance	51	600	600	13,600	
37299 Regional Housing Alliance	94,268	94,268	94,268	76,966	
	147,532	306,708	458,380	307,650	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,242,798</b>	<b>\$ 1,460,970</b>	<b>\$ 1,678,044</b>	<b>\$ 1,619,829</b>	<b>\$ -</b>

# Planning & Building

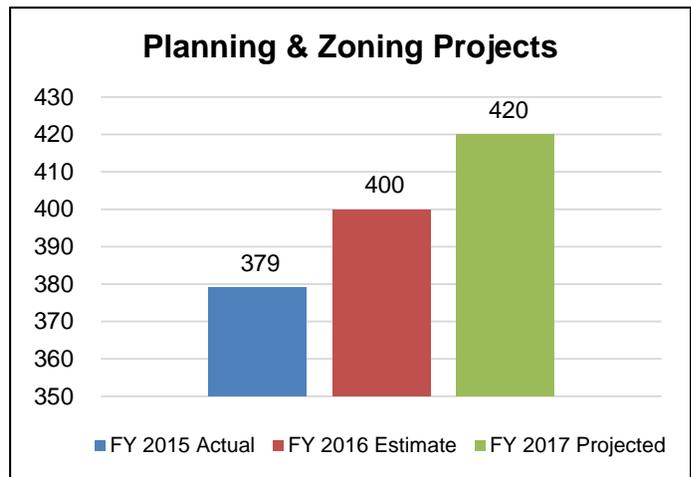
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Development Review Projects Processed	379	400	420
Building Inspections	1,204	1,200	1,250
New & Remodel Permits Issued	445	636	700
<b>GP</b> Comprehensive Plan Items Adopted	4	9	4
Percentage of Staff Recommendations Accepted by City Council	95%	100%	100%
Percentage of Building Inspections Conducted within 2 days of Request	100%	100%	100%

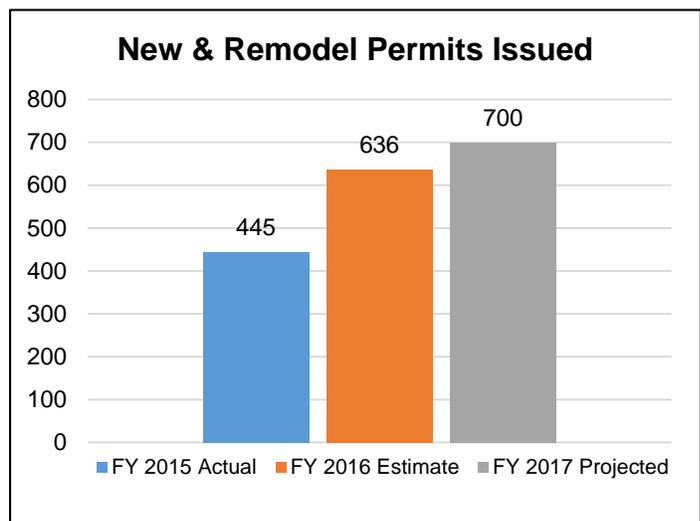
### Planning & Zoning Projects Processed

This performance measure provides the total number of planning & zoning projects that were processed throughout the year.



### New & Remodel Permits Issued

This performance measure provides the total number of new & remodel permits issued throughout the year.



# POST Development

For 2017 the expenses related to this program have been transferred to the Parks & Recreation department.



## 2016 Results

1. Animas River Trail--River Road to Farmington Hill Trail Connection under design.
2. SMART 160 Crader Trail in Grandview—Design and land acquisition completed, construction initiated.
3. A new playground was installed at Santa Rita Park.
4. Significant time was allotted to turf rehabilitation at the Smith Sport Complex turf.
5. Open space acquisition outreach and negotiation continued.
6. Review of all new development proposals for POST amenities and site landscaping including at Three Springs and Twin Buttes.
7. Staff continued administration and close-out of several Federally-funded trail grants.

The POST development program and staffing has been transferred to the Parks and Recreation-Parks budget in 2017.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 103,226	-	(100.0%)
Materials & Supplies	1,300	-	(100.0%)
Charges & Services	14,875	-	(100.0%)
<b>Total</b>	<b>\$ 119,401</b>	<b>-</b>	<b>(100.0%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Landscape Architect	(1) \$ 78,519	(0) \$ -	-
<b>Total</b>	<b>(1) \$ 78,519</b>	<b>(0) \$ -</b>	<b>-</b>

<b>POST DEVELOPMENT BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4135	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 76,949	\$ 78,519	\$ 76,232	\$ -	-
14399 Insurance	13,754	14,774	13,730	-	-
14599 Retirement Great West	8,794	8,794	8,538	-	-
14799 Employer Portion Medicare	1,070	1,139	1,105	-	-
	<u>100,567</u>	<u>103,226</u>	<u>99,605</u>	-	-
Materials & Supplies					
21199 Office Supplies	14	-	25	-	-
23199 Fuel	59	400	200	-	-
26999 Other Supplies	1,385	900	1,500	-	-
	<u>1,458</u>	<u>1,300</u>	<u>1,725</u>	-	-
Charges & Services					
32199 Printing & Copying	-	-	150	-	-
32399 Postage & Freight	-	-	100	-	-
33599 Dues & Memberships	710	1,475	1,510	-	-
33799 Mileage & Auto Allowance	4,008	3,600	4,300	-	-
33899 Professional Development	2,334	6,500	6,190	-	-
34599 Telephone & Data	254	540	540	-	-
34699 Cell Phone Stipend	1,560	1,560	1,560	-	-
35699 Vehicle Rent & Maintenance	-	1,200	1,200	-	-
	<u>8,866</u>	<u>14,875</u>	<u>15,550</u>	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 110,891</b>	<b>\$ 119,401</b>	<b>\$ 116,880</b>	<b>\$ -</b>	<b>\$ -</b>

# Code Enforcement

The Code Enforcement Division’s primary responsibility is to ensure community compliance with the City Code of Ordinances; to provide guidance and education related to the Code; to issue violation notices and citations; and to inspect new and existing businesses as business licenses are issued and renewed.



Code Enforcement has been working on increased enforcement of Accessory Dwelling Units, Vacation Rentals, Fences, implementation of Retail Marijuana Business License and inspections, and other items that have resulted from the implementation of the Land Use and Development Code on July 1, 2014.

## 2017 Goals & Objectives

1. **CS** Enhance code enforcement capabilities City wide.
2. **GP** Supplement building inspection services with an existing Code Officer.

## 2016 Results

1. Total service calls for year-end 2016 are currently projected to reach approximately 8,700, exceeding every year-end total to date. This equates to nearly 34 calls per day.
2. Inter-department coordination regularly occurs with the Parking Division, Police Department and Parks & Recreation to ensure effective and timely Code enforcement.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 155,147	\$160,331	3.3%
Materials & Supplies	6,600	6,100	(7.6%)
Charges & Services	20,996	21,878	4.2%
<b>Total</b>	<b>\$ 182,743</b>	<b>\$ 188,309</b>	<b>3.1%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Code Compliance Officer	(2)	\$ 99,154	(2)	\$ 99,154	
<b>Total</b>	<b>(2)</b>	<b>\$ 99,154</b>	<b>(2)</b>	<b>\$ 99,154</b>	

<b>CODE ENFORCEMENT BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4150	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 97,395	\$ 99,154	\$ 96,512	\$ 99,154	
12199 Overtime Regular	12,943	12,500	12,500	15,000	
14399 Insurance	27,261	29,369	29,383	31,737	
14599 Retirement Great West	12,467	12,505	11,853	12,785	
14799 Employer Portion Medicare	1,533	1,619	1,535	1,655	
	<u>151,599</u>	<u>155,147</u>	<u>151,783</u>	<u>160,331</u>	-
Materials & Supplies					
21199 Office Supplies	94	-	-	-	
22599 Clothing & Uniforms	1,036	2,000	1,000	2,000	
23199 Fuel	2,662	4,000	2,500	3,500	
26999 Other Supplies	987	600	600	600	
	<u>4,779</u>	<u>6,600</u>	<u>4,100</u>	<u>6,100</u>	-
Charges & Services					
31499 Other Contracted Services	-	1,000	1,000	1,000	
32399 Postage & Freight	924	1,250	1,250	1,250	
33599 Dues & Memberships	265	750	750	750	
33899 Professional Development	14,134	3,600	3,800	3,800	
34599 Telephone & Data	983	1,620	1,620	1,620	
34699 Cell Phone Stipend	1,560	2,340	1,560	1,560	
35699 Vehicle Rent & Maintenance	9,518	10,436	10,436	11,898	
	<u>27,384</u>	<u>20,996</u>	<u>20,416</u>	<u>21,878</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 183,762</b>	<b>\$ 182,743</b>	<b>\$ 176,299</b>	<b>\$ 188,309</b>	<b>\$ -</b>

# Code Enforcement

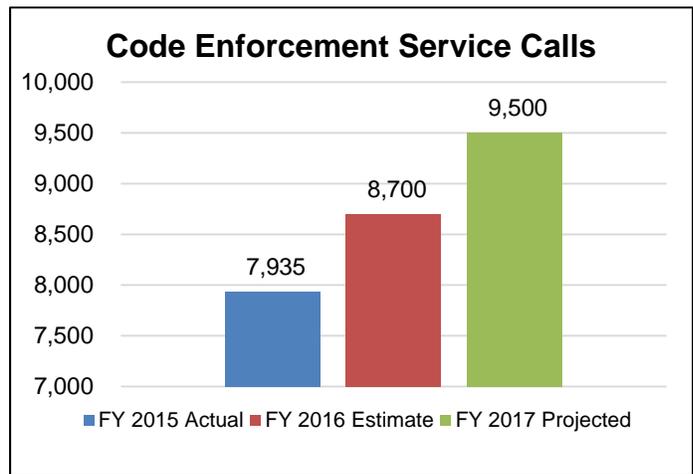
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Code Enforcement Service Calls	7,935	8,700	9,500
Notice of Code Violations	1,467	1,400	1,500
Notice of Parking Violations	403	400	400

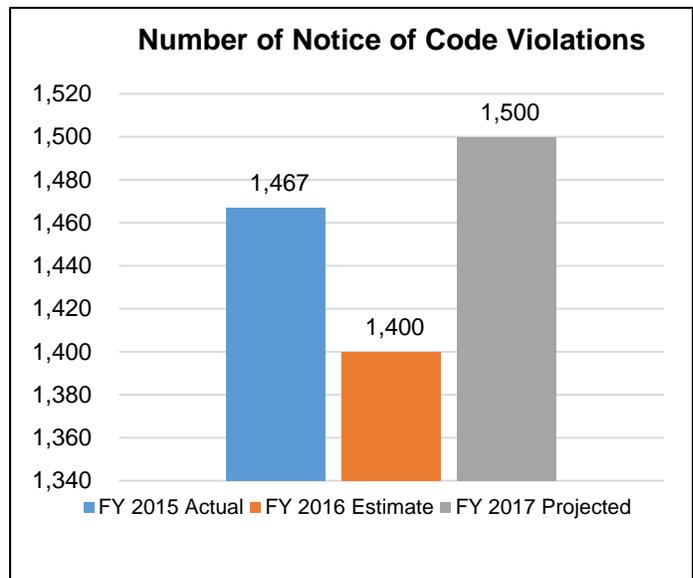
### Code Enforcement Service Calls

This performance measure provides the total number of code enforcement calls received throughout the year.



### Number of Notice of Code Violations

This performance measure provides the total number of notice of code violations issued.



# Engineering

The Engineering Division's responsibilities includes the design and construction management of public improvements; traffic studies; the safety of the City roadways and their proper function; implementation of the State of Colorado's mandated storm water management program, MS4; field surveying for the City design and construction projects; field inspections and approval of public improvements for public or private entities; reviewing public and private development plans to assure City code is being met; approval of property subdivisions, re-subdivisions and annexation plats; reviewing other City departments' construction project designs; contract administration; preparing new annexation plats, updating the City's general specifications; and maintenance of the official City Map.

## 2017 Goals & Objectives

1. **SOP & GP** Complete construction of the 32nd Street Extended Detention Basin.
2. **SOP & GP** Oversee construction of Escalante Drive.
3. **GP** Implement 50/50 Sidewalk Program.
4. **CS & GP** Continue development of Storm Drainage Master Plan.

## 2016 Results

1. Wilson Gulch Road Construction and Landscaping Completed.
2. Ridges Basin Water Main Extension: Construction Completed.
3. North Main ADA Ramps: ROW Survey and Design Completed Fall 2016 Construction.
4. Crestview Storm Drain Construction Underway: Fall 2016 Completion.
5. 2nd and College Traffic Signal: Design Completed.
6. TRIP 2040 Traffic Model: Underway, Fall 2016 Completion.
7. Escalante Road Design: Design Completed.
8. Storm Drain Master Plan Criteria: Underway, Fall 2016 Completion.
9. 32nd Street EDB: Design Completed, Fall 2016 Construction.



Throughout 2016 the Engineering division reviewed 242 development projects, issued 302 permits, prepared 24 traffic studies, approved 257 traffic control plans, and issued 3 storm water permits as part of the City's MS4 program.

## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 676,437	\$685,210	1.3%
Materials & Supplies	24,145	11,320	(53.1%)
Charges & Services	84,828	100,981	19.0%
Capital Outlay	10,500	-	(100.0%)
<b>Total</b>	<b>\$ 795,910</b>	<b>\$ 797,511</b>	<b>0.2%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
City Engineer	(1) \$ 98,434	(1) \$ 98,434	
Civil Engineer II	(1) 75,409	(1) 75,409	
Civil Engineer I	(1) 56,264	(1) 56,264	
Engineering Technician II	(1) 61,231	(1) 61,231	
Engineering Technician I	(1) 47,320	(1) 47,320	
Engineering Inspector	(3) 156,894	(3) 156,894	
<b>Total</b>	<b>(8) \$ 495,552</b>	<b>(8) \$ 495,552</b>	

<b>ENGINEERING BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4311	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 417,494	\$ 495,552	\$ 478,812	\$ 495,552	
12199 Overtime Regular	9,601	8,000	8,000	8,000	
14399 Insurance	90,973	109,185	106,736	117,958	
14599 Retirement Great West	47,906	56,398	54,523	56,398	
14799 Employer Portion Medicare	5,939	7,302	7,059	7,302	
	<u>571,913</u>	<u>676,437</u>	<u>655,130</u>	<u>685,210</u>	-
<b>Materials &amp; Supplies</b>					
22599 Clothing & Uniforms	1,380	6,645	2,000	2,020	
23199 Fuel	3,278	6,000	6,000	4,000	
26999 Other Supplies	8,129	11,500	9,500	5,300	
	<u>12,787</u>	<u>24,145</u>	<u>17,500</u>	<u>11,320</u>	-
<b>Charges &amp; Services</b>					
31299 Professional Services	14,014	20,319	59,263	28,800	
31599 Software Maintenance	7,803	14,000	14,000	19,340	
32299 Books, Newspapers, & Periodicals	-	1,500	1,000	1,500	
32399 Postage & Freight	156	-	-	-	
33599 Dues & Memberships	1,529	6,550	6,550	8,500	
33799 Mileage & Auto Allowance	3,600	3,600	3,600	3,600	
33899 Professional Development	3,252	8,000	8,000	8,000	
34599 Telephone & Data	1,369	1,620	1,620	1,620	
34699 Cell Phone Stipend	5,145	6,180	5,400	5,400	
35699 Vehicle Rent & Maintenance	13,569	15,059	15,059	16,221	
36199 Repair & Maintenance	-	8,000	4,000	8,000	
	<u>50,437</u>	<u>84,828</u>	<u>118,492</u>	<u>100,981</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	10,156	10,500	9,300	-	
	<u>10,156</u>	<u>10,500</u>	<u>9,300</u>	<u>-</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 645,293</b>	<b>\$ 795,910</b>	<b>\$ 800,422</b>	<b>\$ 797,511</b>	<b>\$ -</b>

# Engineering

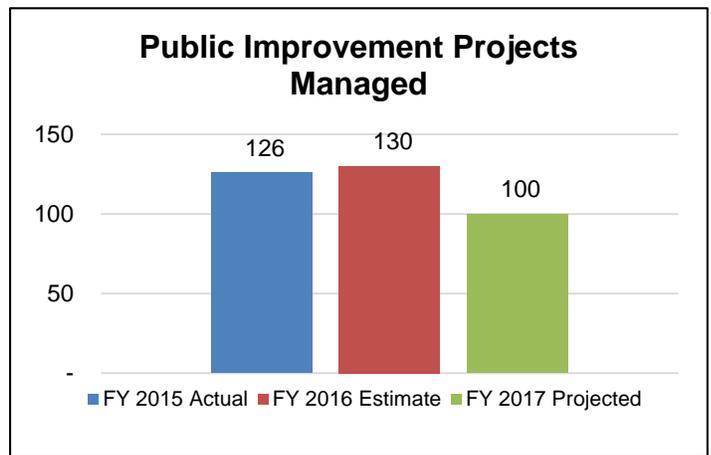
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Public Improvement Projects Managed	126	130	100
<b>GP</b> Private Development Projects Reviewed	225	242	200
Number of CIP Projects Completed in Same Year as Budget	3	5	4
Value of CIP Projects Completed	\$3,000,000	\$10,632,000	\$2,750,000

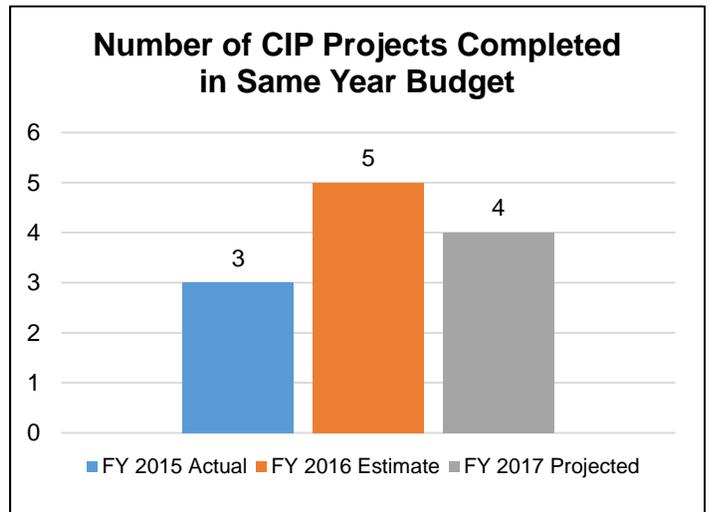
### Public Improvement Projects Managed

This performance measure provides the number of public improvement projects that were managed by the Engineering department throughout the year.



### Number of CIP Projects Completed in Same Year as Budgeted

This performance measure provides the total number of CIP projects that were completed in the same year they were budgeted.





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**Divisions**

- Police**
- Administration**
- Police Operations**



The national average for police response to emergency calls is 10 minutes, it is unclear where that figure comes from & what type of call each agency considers an emergency. There is no standardized method of measurement, but what is agreed upon is the importance of responding to urgent calls as quickly as possible.

The Durango Police Department’s average response to “in progress” calls is 4.69 minutes, “just occurred” call response is 6.17 minutes and response to “cold” calls is 10.02 minutes.

# Police Department

## 2016 Highlights

1. Training occurred every Thursday, with more than fifty officers receiving 8,070 hours of training.
2. Received State and Federal grant funding in the amount of \$54,278 for mobile command unit services, satellite phone service, and cell phone service, partial salaries for emergency management, ballistic vests, and training.
3. Placed extra patrol downtown to help prevent the increase in crime and to keep the center of Durango clean and free of criminal activity to keep that area inviting to the public.

## 2017 Personnel

1. There are no personnel requests for 2017.

## 2017 Other Capital

1. \$43,469 Body Worn Camera Project.
2. \$17,406 In Car Camera project.

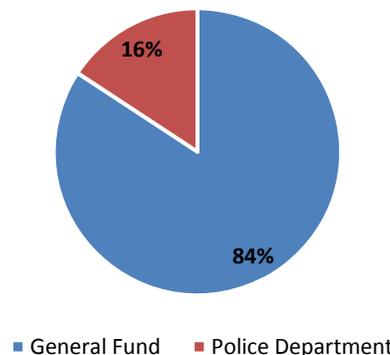
## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 5,546,232	\$ 5,623,941	1.4%
Materials & Supplies	258,366	202,475	(21.6%)
Charges & Services	1,171,711	1,137,040	7.9%
Capital Outlay	7,438	60,875	484.4%
<b>Total</b>	<b>\$ 6,983,747</b>	<b>\$ 7,024,331</b>	<b>0.6%</b>

## Authorized Personnel

	FY 2015	FY 2016	FY 2017
	65	65	65
<b>Total</b>	<b>65</b>	<b>65</b>	<b>65</b>

**Police Department 2017 Budget as a % of General Fund**



# Police Administration

## Activities

Internal Affairs

Community Programs

Criminal Investigations

Police Records

The Administration Division works to maintain the operational efficiency and effectiveness of the Police Department and is responsible for providing the following comprehensive, specialized services throughout the City of Durango: Administration Bureau (internal affairs, recruitment & hiring, property & evidence, and training), Community Programs Bureau (School Resource Officer program, volunteer and chaplain programs), Detective Bureau (multi-agency task force participation, background checks for liquor and marijuana licenses), Records Bureau (records retention, NIBRS reporting, and liaison with Information Services).

## 2017 Goals & Objectives

1. **CS** Prepare a workforce succession plan for all positions, including developing new positions to meet this goal.
2. **CS** Continue to re-evaluate the emergency services governance system by improving the mission statement, values, and restructuring policy change.
3. **CED** Continue to engage the community in dialogue to facilitate education and response to law enforcement and traffic-related issues and concerns.
4. **CED** Continue to be a member of, or involved with, multiple committees, boards, and councils.



The Colorado Association of Chiefs of Police (CACCP) adopted a Professional Standards Accreditation program for its membership in 1986. A police department is granted accreditation only after meeting those rigorous professional standards. The Durango Police Department underwent its first accreditation in 1989 and has underwent re-accreditation every five years since. Durango is one of only 42 accredited agencies in the State.

## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,962,379	\$ 2,010,532	2.5%
Materials & Supplies	88,371	77,480	(12.3%)
Charges & Services	757,533	726,142	(4.1%)
Capital Outlay	7,438	60,875	484.4%
<b>Total</b>	<b>\$ 2,815,721</b>	<b>\$ 2,875,029</b>	<b>2.1%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Chief of Police	(1) \$ 132,674	(1) \$ 132,674	
Lieutenant	(1) 81,690	(1) 81,690	
Sergeant	(4) 321,048	(4) 319,435	
Administrative Assistant III	(1) 47,840	(1) 47,840	
Property Control Tech	(2) 86,590	(2) 86,589	
Administrative Assistant II	(1) 41,018	(1) 41,027	
Records Tech	(4) 147,077	(4) 139,146	
Police Officers	(9) 558,064	(9) 555,289	
<b>Total</b>	<b>(23) \$ 1,416,001</b>	<b>(23) \$ 1,403,690</b>	

POLICE ADMINISTRATION BUDGET SUMMARY Revenues and Expenditures					
FUND / DIVISION - 11.4210	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Police Service Charges	\$ 74,606	\$ 60,000	\$ 65,000	\$ 75,000	
Police Sales	540	3,000	2,400	2,400	
<b>TOTAL REVENUES</b>	<b>\$ 75,146</b>	<b>\$ 63,000</b>	<b>\$ 67,400</b>	<b>\$ 77,400</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 1,475,319	\$ 1,427,497	\$ 1,392,344	\$ 1,415,186	
12199 Overtime Regular	68,474	44,000	67,532	65,100	
14399 Insurance	262,505	277,737	293,854	323,221	
14499 Death & Disability	7,945	7,200	7,200	7,200	
14599 Retirement Great West	36,025	36,123	36,123	35,235	
14699 Pension	137,862	128,685	119,820	123,266	
14799 Employer Portion Medicare	17,907	21,337	21,168	21,464	
14999 Uniform Allowance	25,337	19,800	19,800	19,860	
	2,031,374	1,962,379	1,957,841	2,010,532	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	4,798	5,000	5,000	5,000	
22599 Clothing & Uniforms	49,158	37,656	37,156	36,800	
23199 Fuel	13,330	20,000	10,000	10,000	
26999 Other Supplies	22,099	25,715	23,715	25,680	
	89,385	88,371	75,871	77,480	-
<b>Charges &amp; Services</b>					
31299 Professional Services	17,104	11,995	10,495	11,845	
31499 Other Contracted Services	319,148	321,412	321,412	329,304	
31599 Software Maintenance	140,083	71,929	89,529	70,855	
31899 POST Grant Services Paid	198,112	110,206	212,746	117,051	
32199 Printing & Copying	2,833	5,000	5,000	5,000	
32299 Books, Newspapers, & Periodicals	3,296	4,803	5,100	5,303	
32399 Postage & Freight	4,448	4,500	4,500	4,500	
33599 Dues & Memberships	1,700	2,845	2,800	2,840	
33899 Professional Development	4,042	7,300	7,300	7,300	
33999 Training	36,073	38,954	35,954	38,954	
34599 Telephone & Data	3,196	4,320	4,320	3,600	
34699 Cell Phone Stipend	9,875	10,800	10,800	9,900	
35699 Vehicle Rent & Maintenance	159,976	162,559	162,559	118,776	
36199 Repair & Maintenance	410	910	910	914	
	900,296	757,533	873,425	726,142	-
<b>Capital Outlay</b>					
49199 Other Capital	-	7,438	8,438	60,875	
	-	7,438	8,438	60,875	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,021,055</b>	<b>\$ 2,815,721</b>	<b>\$ 2,915,575</b>	<b>\$ 2,875,029</b>	<b>\$ -</b>

# Police Administration

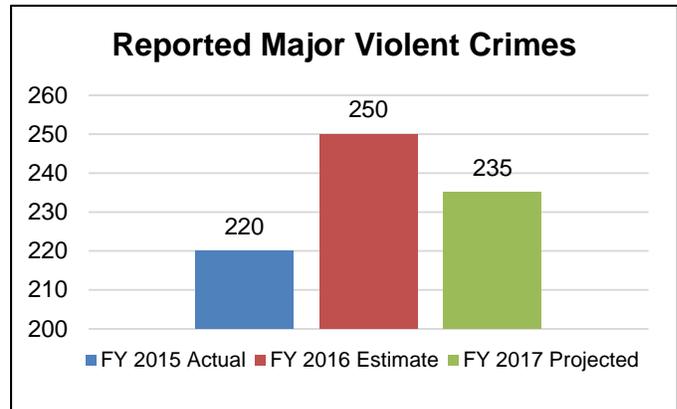
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CED</b> Incidents/Calls for Service	39,702	40,568	40,135
Reported Major Crimes (violent)	220	250	235
Reported Major Crimes (property)	838	922	880
Reported Major Crimes per 1,000 Population	60.46	66.97	63.71
Value of Stolen Property from Reported Major Crimes	\$774,401	\$620,958	\$697,680
<b>CED</b> Number of Citizen-Initiated Complaints Investigations Completed	5	6	5
<b>CED</b> Number of Citizen-Initiated Complaints Investigations Sustained	0	0	0

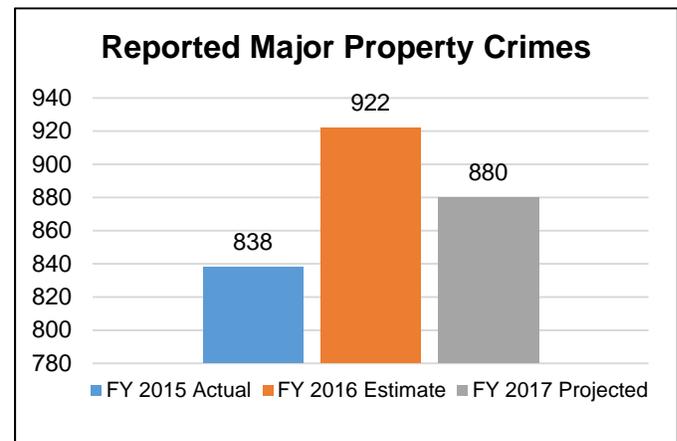
### Number of Major Crimes Reported

This performance measure provides the total number of major violent crimes reported.



### Number of Property Crimes Reported

This performance measure provides the total number of major property crimes reported.



# Police Operations

**Activities**

Traffic Control

Criminal

Investigation

Uniformed Police

Officers

Canine Unit

The Operations Division, in partnership with the community, works to ensure public safety and order by providing direct operational services consisting of uniformed police officers utilizing vehicle, motorcycle, bicycle, and foot patrols and specialized services which includes the special weapons and tactics unit (SWAT). Together they are responsible for providing the following services: reacting to and resolving life-threatening incidents; providing traffic control, education, and enforcement; investigating and reporting criminal events; and working with our citizens to reduce crime, mitigate fear of crime, and enhance the quality of life in our City.

**2017 Goals & Objectives**

1. **CS** Promote a positive public opinion and communicate with the public more effectively.
2. **CS** Continue to uphold the mission statement of “The Durango Police Department is dedicated to excellence in public safety through promoting community partnerships, protecting our quality of life, and serving with respect, honor, and integrity.”
3. **CED** Continue to monitor response times, crime trends, report protocols, workload analysis, arrest data, and citizen satisfaction to direct priorities and commensurate resources to problem issues or areas to adversely impact crime and the fear of crime.
4. **CED** Continue to work closely with the La Plata County Sheriff’s Office, Southern Ute Indian Tribe, and Bayfield Marshal’s Office to enhance our shared information systems.
5. **GP** Continue to maintain vigilant patrol on the parks, trails, and open space.
6. **GP & SOP** Continue to embrace the downtown area as the center for the region by placing extra patrol in that area to help prevent the increase of crime, to keep the center of Durango clean and free of criminal activity, and to keep the area inviting to the public.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 3,583,853	\$ 3,613,409	0.8%
Materials & Supplies	169,995	124,995	(26.5%)
Charges & Services	414,178	410,898	(0.8%)
<b>Total</b>	<b>\$ 4,168,026</b>	<b>\$ 4,149,302</b>	<b>(0.5%)</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Captain	(1)	\$ 102,578	(1)	\$ 102,578	
Lieutenant	(2)	170,610	(2)	170,609	
Sergeant	(6)	435,781	(6)	430,887	
Corporal	(6)	354,723	(6)	341,740	
Police Officers	(25)	1,354,620	(25)	1,366,394	
Administrative Assistant III	(1)	47,466	(1)	47,476	
Emergency Operations Coordinator	(1)	62,275	(1)	62,280	
<b>Total</b>	<b>(42)</b>	<b>\$ 2,528,053</b>	<b>(42)</b>	<b>\$ 2,521,964</b>	

The 3-year vehicle technology project for 22 vehicles was completed in 2016. We continued to upgrade personal protective equipment for the SWAT team and patrol, the purchase of new ballistic armor, vests and helmets for the team and additional patrol tools and rifles.



POLICE OPERATIONS BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4211	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 2,149,904	\$ 2,528,053	\$ 2,491,750	\$ 2,521,964	
11299 Salaries Part Time	1,022	3,169	2,169	2,475	
12199 Overtime Regular	232,070	184,000	242,067	216,344	
14299 FICA	63	205	135	153	
14399 Insurance	387,341	496,812	450,011	497,548	
14499 Death & Disability	23,135	28,493	28,493	28,493	
14599 Retirement Great West	12,388	12,291	12,208	12,293	
14699 Pension	252,532	291,459	293,980	294,398	
14799 Employer Portion Medicare	32,605	39,371	39,672	39,741	
	<u>3,091,060</u>	<u>3,583,853</u>	<u>3,560,485</u>	<u>3,613,409</u>	-
Materials & Supplies					
23199 Fuel	45,463	80,000	40,000	35,000	
26999 Other Supplies	93,302	89,995	89,900	89,995	
	<u>138,765</u>	<u>169,995</u>	<u>129,900</u>	<u>124,995</u>	-
Charges & Services					
31299 Professional Services	(3,795)	-	-	-	
31499 Other Contracted Services	18,642	19,886	28,800	33,474	
31599 Software Maintenance	6,319	4,680	4,680	4,680	
33699 Recruitment	1,583	30,000	-	30,000	
33899 Professional Development	3,226	4,000	4,000	4,000	
34599 Telephone & Data	14,171	10,320	10,320	11,700	
34699 Cell Phone Stipend	15,050	17,400	17,400	18,300	
35699 Vehicle Rent & Maintenance	312,958	323,771	323,771	305,358	
36199 Repair & Maintenance	2,095	4,121	4,100	3,386	
	<u>370,249</u>	<u>414,178</u>	<u>393,071</u>	<u>410,898</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,600,074</b>	<b>\$ 4,168,026</b>	<b>\$ 4,083,456</b>	<b>\$ 4,149,302</b>	<b>\$ -</b>

# Police Operations

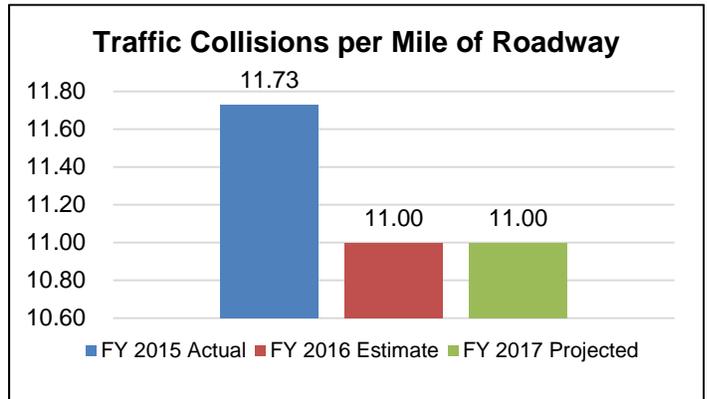
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> Traffic Citations/Arrests	2,211	3,222	2,717
<b>GP</b> Traffic Collisions with Injuries	42	40	41
<b>GP</b> Traffic Collisions per Mile of Roadway	11.73	11	11
Apprehension of Offenders:			
<b>GP</b> Adult Arrests from Reported Major Crimes	50	62	56
<b>GP</b> Juvenile Arrests from Reported Major Crimes	2	1	2
<b>GP</b> DUI Adult Arrests	202	256	229
<b>GP</b> DUI Juvenile Arrests	3	1	2
<b>GP</b> Drug-related Crime Adult Arrests	64	72	68
<b>GP</b> Drug-related Crime Juvenile Arrests	9	10	10
<b>GP</b> Miscellaneous Adult Arrests	2,030	1,788	1,909
<b>GP</b> Miscellaneous Juvenile Arrests	59	50	55

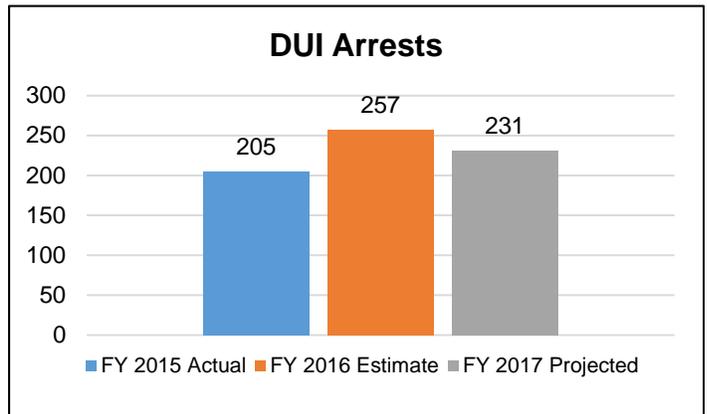
### Number of Traffic Collisions per Mile of Roadway

This performance measure provides the total number of traffic collisions per mile of roadway.



### Total Number of DUI Arrests

This performance measure provides the total number of DUI arrests made involving adults and juveniles.



# 911 Communications



Did you know the 911 Communications Center dispatches an average of 204 incidents during a 24 hour period?

The 911 Communications division provides emergency communications to the citizens of the City and County with an enhanced 9-1-1 center. The Center provides communications to the responding agencies who in turn provide law enforcement, fire, medical and human services. The 911 Center works to ensure officer safety as well as swift response time in unforeseen and sometimes dangerous situations. The 911 staff promptly and professionally answer calls for assistance and determine which responder(s) is the most appropriate agency in any given circumstance.

## 2016 Highlights

1. Replaced radio system in dispatch as well as voice recording system.
2. Replaced and enhanced, building access and video surveillance systems.

## 2017 Personnel

1. Reclassification of Communications Tech III positions.

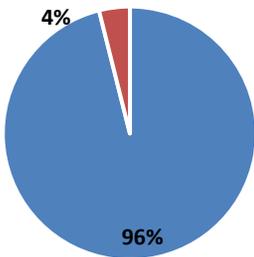
## 2017 Capital

1. No other capital request for 2017.

## 2017 Goals & Objectives

1. **CS** Continue to stream-line all department expenditures while still providing excellent 911 services. The Director will continue to represent SW Colorado at the State level regarding communications and 911 services.
2. **CED** Continue participation in community events such as Safety Town and promotion of CodeRed system.
3. **CED** Continue to expand the program to further educate business and service providers that routinely utilize 911 services.
4. **GP** Maintain high standard of answering 90% of 911 calls in 10 seconds or less.
5. **SOP** Continue to provide excellent Law, Fire, & EMS service to the citizens of Durango and the surrounding community.

Communications Department 2017 Budget as a % of General Fund



■ General Fund  
■ Communications

## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,396,683	\$ 1,423,063	1.9%
Materials & Supplies	9,990	9,790	(2.0%)
Charges & Services	105,438	104,675	(0.7%)
Other Capital	11,000	-	(100.0%)
<b>Total</b>	<b>\$ 1,523,111</b>	<b>\$ 1,537,528</b>	<b>1.0%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Communications Director	(1) \$ 91,420	(1) \$ 91,420	
Operations Supervisor	(1) 72,285	(1) 72,280	
Communications Tech III	(4) 207,896	(4) 218,293	
Communications Tech II/I	(12) 527,966	(12) 514,689	
Systems Analyst I	(1) 61,530	(1) 56,264	
Administrative Assistant III	(1) 41,267	(1) 41,265	
<b>Total</b>	<b>(20) \$ 1,002,364</b>	<b>(20) \$ 994,211</b>	

<b>911 COMMUNICATIONS BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4212	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Dispatch User Fees	\$ 762,368	\$ 750,000	\$ 844,000	\$ 860,000	
Comm Center Services	22,760	15,000	25,000	10,000	
<b>TOTAL REVENUES</b>	<b>\$ 785,128</b>	<b>\$ 765,000</b>	<b>\$ 869,000</b>	<b>\$ 870,000</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 930,744	\$ 1,002,364	\$ 934,651	\$ 994,211	
11299 Salaries Part Time	8,081	20,000	10,000	17,000	
12199 Overtime Regular	61,454	30,000	75,000	40,000	
14299 FICA	501	1,240	620	1,240	
14399 Insurance	181,725	207,068	198,920	234,397	
14599 Retirement Great West	111,139	115,625	113,081	115,832	
14799 Employer Portion Medicare	13,889	15,259	14,785	15,243	
15199 U.C. Insurance/Workers Comp	2,825	5,127	5,127	5,140	
	1,310,358	1,396,683	1,352,184	1,423,063	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	802	790	790	790	
22599 Clothing & Uniforms	861	1,200	1,000	1,200	
23199 Fuel	1,016	2,000	700	1,800	
26999 Other Supplies	3,997	6,000	4,000	6,000	
	6,676	9,990	6,490	9,790	-
<b>Charges &amp; Services</b>					
31399 Insurance (Liability)	4,658	5,848	5,848	5,717	
31499 Other Contracted Services	18,963	23,366	20,000	23,366	
32199 Printing & Copying	201	200	-	200	
32299 Books, Newspapers, & Periodicals	174	310	154	310	
32399 Postage & Freight	48	100	50	100	
33599 Dues & Memberships	80	321	321	321	
33899 Professional Development	1,991	3,500	1,500	3,500	
33999 Training	2,372	6,223	5,500	6,223	
34199 Utilities - Electric	23,427	24,000	24,000	24,000	
34299 Utilities - Water, Sewer, Trash	2,159	2,800	2,500	2,800	
34399 Utilities - Gas	2,182	3,150	3,000	3,150	
34599 Telephone & Data	13,796	12,000	12,000	12,000	
34699 Cell Phone Stipend	2,340	2,340	2,340	2,340	
35699 Vehicle Rent & Maintenance	8,286	8,980	8,980	8,348	
36199 Repair & Maintenance	8,918	12,300	10,000	12,300	
	89,595	105,438	96,193	104,675	-
<b>Capital Outlay</b>					
49199 Other Capital	-	11,000	11,000	-	-
	-	11,000	11,000	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,406,629</b>	<b>\$ 1,523,111</b>	<b>\$ 1,465,867</b>	<b>\$ 1,537,528</b>	<b>\$ -</b>

# 911 Communications

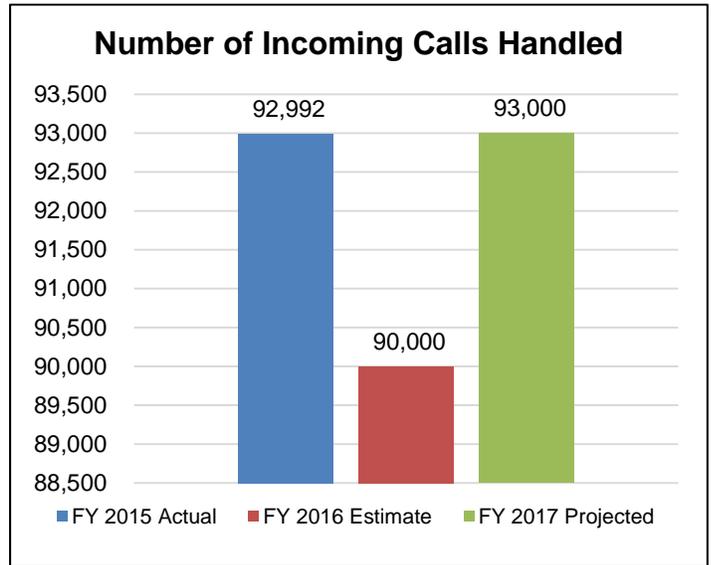
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of Incoming Calls Handled	92,992	90,000	93,000
Average Number of Incidents Dispatched per 24 hour Day	230	235	235

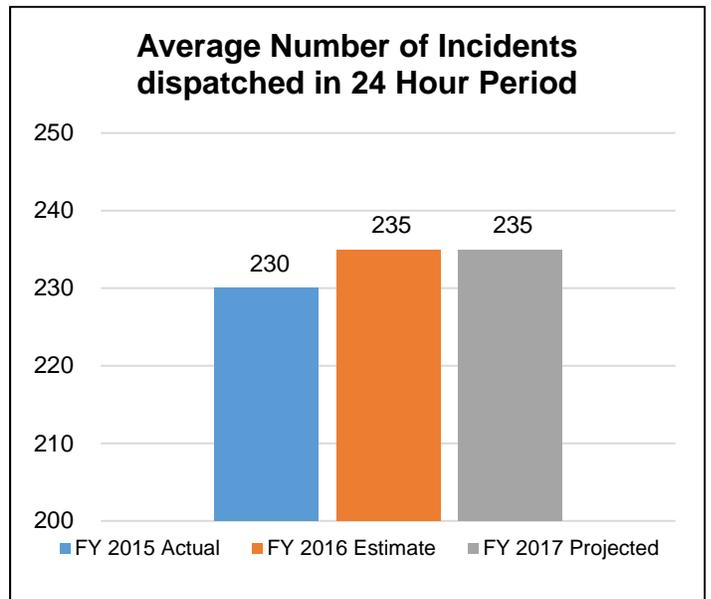
### Number of Incoming Calls Handled

This performance measure provides the total number of calls handled throughout the year.



### Average number of incidents dispatched per 24 hour day

This performance measure provides the number of incidents dispatched in a 24 hour period.



# Fire - Administration

This division provides the funding for contracting for fire and rescue services and for annual required contributions into the Old Hire Fire Pension Plan.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Charges & Services	\$ 3,575,096	\$3,583,506	.02%
<b>Total</b>	<b>\$ 3,575,096</b>	<b>\$3,583,506</b>	<b>.02%</b>

FIRE - ADMINISTRATION BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4220	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Charges & Services					
31299 Professional Services	\$ 117,868	\$ 117,868	\$ 117,868	\$ 126,278	
31499 Other Contracted Services	3,252,329	3,457,228	3,457,228	3,457,228	
	<u>3,370,197</u>	<u>3,575,096</u>	<u>3,575,096</u>	<u>3,583,506</u>	-
TOTAL EXPENDITURES	\$ 3,370,197	\$ 3,575,096	\$ 3,575,096	\$ 3,583,506	\$ -



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# City Operations – Streets Division

**Divisions**

- Street
- Maintenance
- Snow & Ice
- Street Cleaning

**2017 Highlights**

1. Removed and relocated 110 cubic yards of radioactive material to Grand Junction disposal site.
2. Resurfaced 2.3 center lane miles of City streets.
3. Constructed 2 alley aprons.
4. Updated storm drain maps in the Central Business District.

**2017 Personnel**

1. There are no personnel requests for 2017.

**2017 Capital**

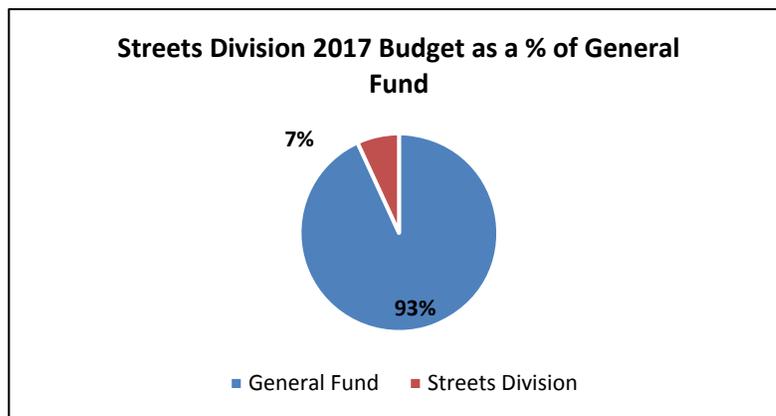
1. There are no other capital requests for 2017.



During 2016, the Street Division constructed 28 ADA ramps.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,034,710	\$ 1,041,661	0.7%
Materials & Supplies	418,882	397,938	(5.0%)
Charges & Services	1,295,781	1,317,962	1.7%
<b>Total</b>	<b>\$ 2,749,373</b>	<b>\$ 2,757,561</b>	<b>0.2%</b>

Authorized Personnel	FY 2015	FY 2016	FY 2017
	14	15	15
<b>Total</b>	<b>14</b>	<b>15</b>	<b>15</b>



# Street Maintenance

The Street Maintenance Division provides maintenance and repair of 375 lane miles of streets within the City of Durango. This division also plows and maintains these lane miles of roads and all alleys in the City of Durango during the winter months. Street cleaning operations sweep and flush the City's streets, parking lots and gutters in order to keep them free of dirt and debris.

## 2017 Goals & Objectives

1. **CS & GP** Continue Implementation of the 5 and 10 year street rehabilitation program.
2. **CS & GP** Continue storm sewer improvement, and maintenance plan.
3. **CS & GP** Continue to make ADA improvements prior to street construction, and overlays in conjunction with the adopted Multi Modal Transportation Plan.
4. **CS & GP** Snow Removal, continue to safely and effectively maintain traffic flows during winter storm events.
5. **CS & GP** Street Cleaning, minimizes debris migrating into the Animas River, contributing to the health, sanitation, and aesthetic quality of the City and river.

## 2016 Results

1. Removed and relocated 110 cubic yards of radioactive material to Grand Junction disposal site.
2. Installed Storm Drain Vault in the 500 Blk. of Jenkins Ranch Rd. to prevent storm water from entering Rogers Reservoir.
3. Resurfaced 2.3 center lane miles of City streets.
4. Constructed 28 ADA ramps.
5. Constructed 2 alley aprons.
6. Surveyed all storm sewers in the Central Business District.
7. Repaired all damage/defects, adding access points to storm drains in the Central Business District.
8. Updated storm drain maps in the Central Business District.



In 2016, the Street Maintenance Department patched approximately 750 potholes.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 632,517	\$ 630,279	(0.4%)
Materials & Supplies	263,807	254,738	(3.4%)
Charges & Services	742,094	716,248	(3.5%)
<b>Total</b>	<b>\$ 1,638,418</b>	<b>\$ 1,601,265</b>	<b>(2.3%)</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Streets Manager	(1)	\$ 67,571	(1)	\$ 67,571	
Crew Leader	(2)	104,656	(2)	104,656	
Equipment Operators I, II, III	(10)	385,196	(10)	385,196	
<b>Total</b>	<b>(13)</b>	<b>\$ 557,423</b>	<b>(13)</b>	<b>\$ 557,423</b>	

<b>STREET MAINTENANCE BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4312	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Fall/Spring Cleanup	\$ 86,906	\$ 88,000	\$ 87,000	\$ 95,000	
<b>TOTAL REVENUES</b>	<b>\$ 86,906</b>	<b>\$ 88,000</b>	<b>\$ 87,000</b>	<b>\$ 95,000</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 299,824	\$ 390,616	\$ 394,993	\$ 390,196	
11299 Salaries Part Time	982	16,840	16,840	-	
12199 Overtime Regular	8,969	64,798	40,000	64,798	
14299 FICA	58	1,044	1,044	-	
14399 Insurance	74,438	101,365	105,065	117,729	
14599 Retirement Great West	33,527	51,006	48,719	50,959	
14799 Employer Portion Medicare	4,252	6,848	6,552	6,597	
	<u>422,050</u>	<u>632,517</u>	<u>613,213</u>	<u>630,279</u>	<u>-</u>
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	279	200	100	200	
22599 Clothing & Uniforms	7,555	9,840	7,500	9,840	
23199 Fuel	36,773	52,000	49,000	40,000	
24299 Signs & Parts	33,290	34,100	34,100	31,064	
24399 Painting Supplies	56,548	58,690	58,690	54,657	
25199 Repair Parts & Materials	58,073	92,887	92,887	82,887	
26399 Traffic Control Devices	-	-	-	20,000	
26999 Other Supplies	19,125	16,090	16,090	16,090	
	<u>211,643</u>	<u>263,807</u>	<u>258,367</u>	<u>254,738</u>	<u>-</u>
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	40,396	12,000	12,000	12,000	
31599 Software Maintenance	-	1,000	1,000	1,000	
32199 Printing & Copying	2,430	1,000	500	1,000	
32599 Ad Placement	4,395	10,000	12,500	15,000	
33599 Dues & Memberships	225	700	500	700	
33899 Professional Development	3,000	5,000	2,000	5,000	
34199 Utilities - Electric	320,013	324,887	324,887	324,887	
34299 Utilities - Water, Sewer, Trash	795	1,250	700	1,250	
34599 Telephone & Data	902	1,800	2,200	2,400	
34699 Cell Phone Stipends	1,995	1,380	1,380	1,680	
35699 Vehicle Rent & Maintenance	276,165	291,577	291,577	291,831	
35799 Rentals - Other	714	5,000	1,500	3,000	
36199 Repair & Maintenance	33,846	86,500	70,000	56,500	
	<u>684,876</u>	<u>742,094</u>	<u>720,744</u>	<u>716,248</u>	<u>-</u>
<b>Capital Outlay</b>					
49199 Other Capital	45,947	-	-	-	-
	<u>45,947</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,364,516</b>	<b>\$ 1,638,418</b>	<b>\$ 1,592,324</b>	<b>\$ 1,601,265</b>	<b>\$ -</b>

# Street Maintenance

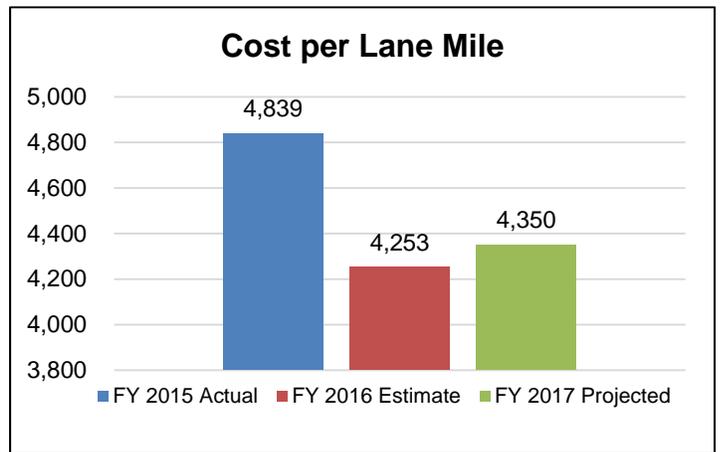
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total Lane Miles	375	380	380
Cost Per Lane Mile	\$4,839	\$4,253	\$4,350
Total Square Yards Maintained	106,695	50,326	49,750
CS & GP Chip Seals	53,150	25,351	25,000
CS & GP Overlays	26,750	17,185	17,100
CS & GP Reconstruction	26,795	7,790	7,650
Pavement Condition Index Average	69	69	69
Potholes Patched	750	1,600	1,600
Signs Maintained	1,439	1,500	1,500

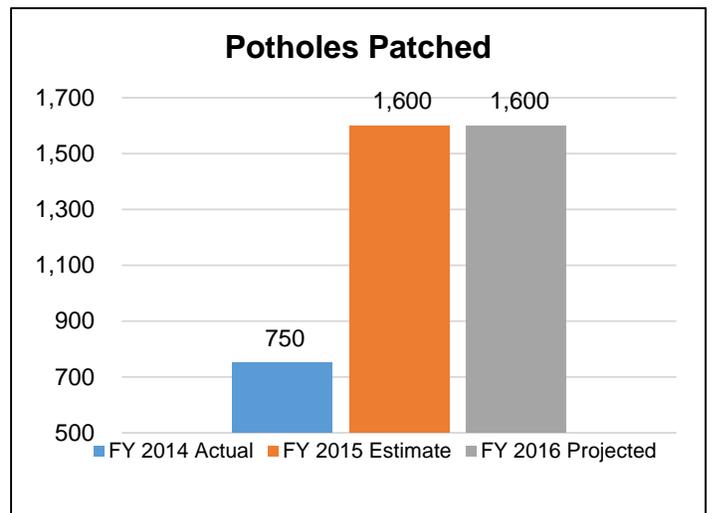
### Cost per Lane Mile

This performance measure provides the total cost of street maintenance per lane mile.



### Potholes Patched

This performance measure provides the total number of potholes patched maintained.



# Snow & Ice



In 2016, the Snow and Ice Department spent approximately 783 hours plowing and removing snow.

Snow and Ice Division's objective is the orderly and movement of traffic during winter storms. This program is on call 24 hours a day during the winter to prevent the accumulation of hazardous amounts of snow and ice on City streets. Streets are plowed and sanded, and snow is removed when necessary during large snow fall events. The Division plows and maintains 375 lane miles of roads and all alleys in the City of Durango.

## 2017 Goals & Objectives

1. **GP** Continue the snow plowing and removal program.
2. **GP** Continue to operate the "Snow Phone Line" service and Command Center to more effectively respond to citizens during snow events.

## 2016 Results

1. Removed 10,200 cubic yards of snow.
2. Applied 259 cubic yards of traction sand.
3. Completed 783 man hours of snow plowing and snow removal.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 268,114	\$ 274,932	2.5%
Materials & Supplies	129,875	129,000	(0.7%)
Charges & Services	339,601	396,269	16.7%
<b>Total</b>	<b>\$ 737,590</b>	<b>\$ 800,201</b>	<b>8.5%</b>

## Authorized Personnel

See Street Maintenance  
 All Street personnel are charged 70% to maintenance and 30% to snow and ice.

FY 2015	FY 2016	FY 2017
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<b>SNOW &amp; ICE BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4313	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 155,192	\$ 167,407	\$ 156,486	\$ 167,227	
11299 Salaries Part Time	-	2,000	18,125	2,000	
12199 Overtime Regular	14,482	23,093	10,000	23,093	
12299 Overtime Part Time	-	1,500	1,000	1,500	
14299 FICA	-	3,100	1,186	217	
14399 Insurance	36,173	46,865	40,315	56,769	
14599 Retirement Great West	20,280	21,336	18,646	21,316	
14799 Employer Portion Medicare	2,537	2,813	2,691	2,810	
	<u>228,664</u>	<u>268,114</u>	<u>248,449</u>	<u>274,932</u>	-
Materials & Supplies					
22599 Clothing & Uniforms	-	-	600	-	
23199 Fuel	5,926	46,875	46,875	46,000	
26999 Other Supplies	67,354	83,000	83,000	83,000	
	<u>73,280</u>	<u>129,875</u>	<u>130,475</u>	<u>129,000</u>	-
Charges & Services					
31499 Other Contracted Services	66,958	97,054	97,054	97,054	
35699 Vehicle Rent & Maintenance	261,780	242,547	242,547	299,215	
	<u>328,738</u>	<u>339,601</u>	<u>339,601</u>	<u>396,269</u>	-
TOTAL EXPENDITURES	\$ 630,682	\$ 737,590	\$ 718,525	\$ 800,201	\$ -

# Snow & Ice

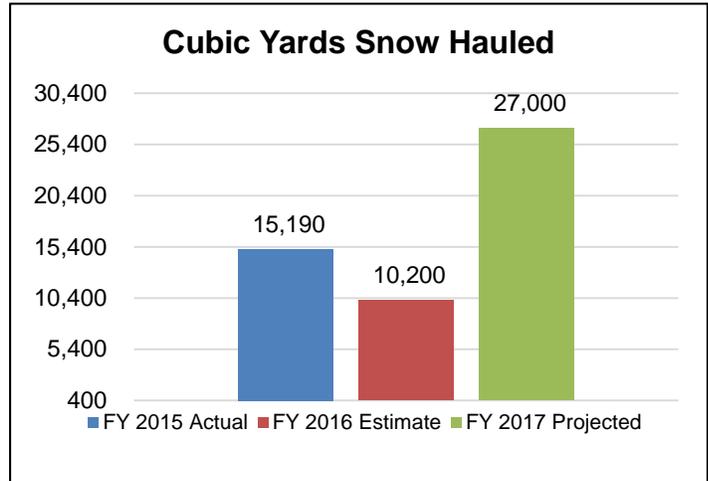
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total Lane Miles	375	375	376
Cost Per Lane Mile	\$2,298	\$1,967	\$2,136
<b>GP</b> CY of Snow Hauled	15,190	10,200	27,000
Hours	1,027	783	4,000
Gallons of Liquid Deicer	37,320	10,200	50,000
CY of Sand Spread	768	259	1,100
Hauling Efficiency CY/HR	250	250	250

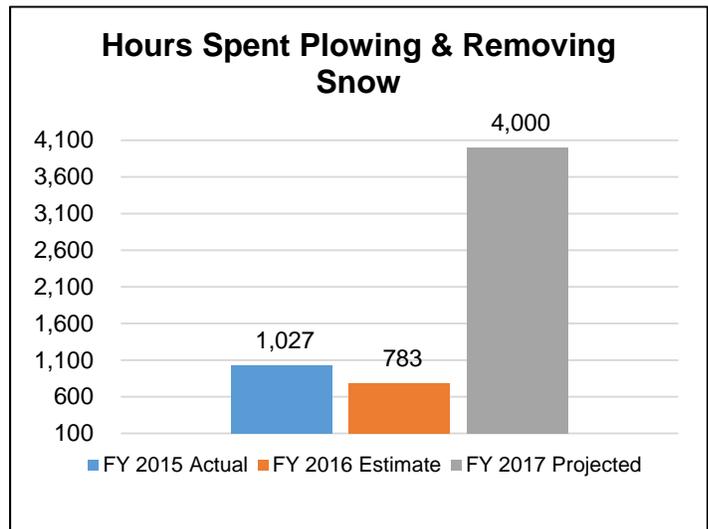
### Cubic Yards of Snow Hauled

This performance measure provides the total cubic yards of snow hauled throughout the year.



### Hours Spent Plowing & Removing Snow

This performance measure provides the total number of hours spent plowing and removing snow.



# Street Cleaning



During 2016, the Street Cleaning department swept approximately 12,809 miles of streets.

Street Cleaning sweeps City streets and gutters in order to keep them as free as possible of dirt and debris. With the City’s storm sewers draining directly into the Animas River, this contributes to the health, sanitation and aesthetic quality of the City and river.

## 2017 Goals & Objectives

1. **CS & GP** Reduce debris and contaminants that flow to the river through the storm sewer network.
2. **CS & GP** Reduce maintenance costs thru continued procedural changes, and operator training.

## 2016 Results

1. Swept 12,809 miles of city streets.
2. Removed 4,133 CY of debris from City streets.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 134,079	\$ 136,450	1.8%
Materials & Supplies	25,200	14,200	(43.7%)
Charges & Services	214,086	205,445	(4.0%)
<b>Total</b>	<b>\$ 373,365</b>	<b>\$ 356,095</b>	<b>(4.6%)</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Equipment Operator II	(2)	\$ 87,965	(2)	\$ 87,965	
<b>Total</b>	<b>(2)</b>	<b>\$ 87,965</b>	<b>(2)</b>	<b>\$ 87,965</b>	

<b>STREET CLEANING BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4314	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 87,807	\$ 87,963	\$ 88,177	\$ 87,965	
12199 Overtime Regular	4,858	5,020	5,020	5,020	
14399 Insurance	27,004	29,334	29,362	31,703	
14599 Retirement Great West	9,872	10,414	10,438	10,414	
14799 Employer Portion Medicare	1,230	1,348	1,351	1,348	
	<u>130,771</u>	<u>134,079</u>	<u>134,348</u>	<u>136,450</u>	-
Materials & Supplies					
22599 Clothing & Uniforms	-	-	400	-	
23199 Fuel	13,864	25,000	14,000	14,000	
26999 Other Supplies	-	200	100	200	
	<u>13,864</u>	<u>25,200</u>	<u>14,500</u>	<u>14,200</u>	-
Charges & Services					
31499 Other Contracted Services	40,668	72,800	55,000	72,800	
35699 Vehicle Rent & Maintenance	147,667	141,286	141,286	132,645	
	<u>188,335</u>	<u>214,086</u>	<u>196,286</u>	<u>205,445</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 332,970</b>	<b>\$ 373,365</b>	<b>\$ 345,134</b>	<b>\$ 356,095</b>	<b>\$ -</b>

# Street Cleaning

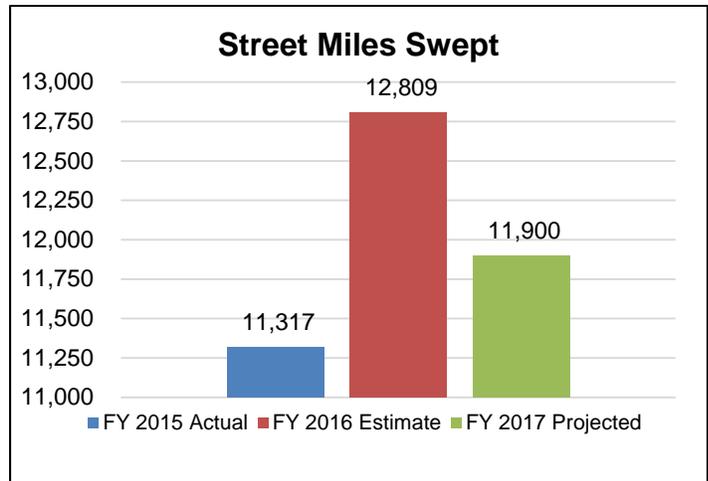
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total Lane Miles	375	375	375
Cost Per Lane Mile	\$976	\$996	\$964
Total Mile Swept	11,317	12,809	11,900
GP Hours of Sweeper Operation	2,259	2,250	2,300
GP Cubic Yards Debris Removed	3,853	4,133	4,200

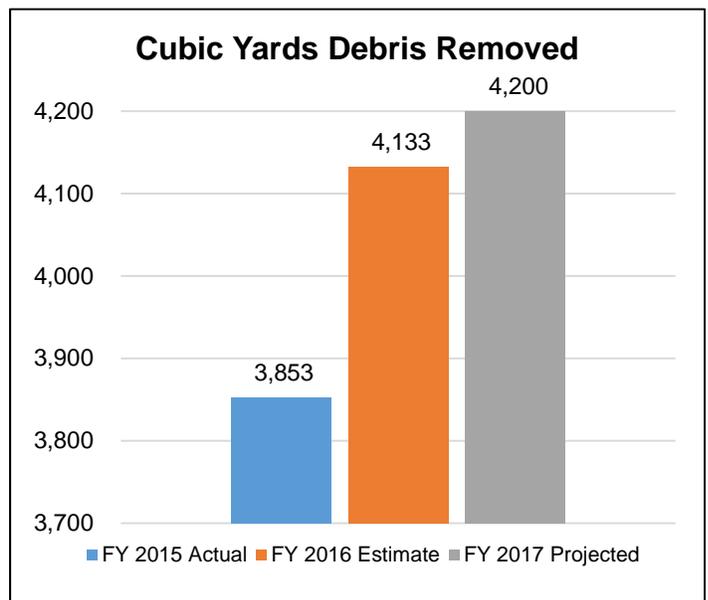
### Street Miles Swept

This performance measure provides the total number of street miles swept throughout the year.



### Cubic Yards of Debris Removed

This performance measure provides the total amount of cubic yards of debris removed by the sweeper truck throughout the year.



# Parks & Recreation Department

**Divisions**

Administration

Parks

Maintenance  
Development

Cemetery

Community

Special Events

Recreation

Administration

Special Events

Adult Programs

Youth Programs

Gymnastics

Chapman Hill

Ski Area

Mason Center

Rec Center

Operations

**2016 Highlights**

1. Built upon the successful voter approval in 2015 to extend the half cent sales and use tax for Parks and Recreation services until 2039 to formalize the Advisory Board review and prioritization of future capital improvements.
2. Administered projects with active grants that total \$3,190,500 from federal and state sources.

**2017 Personnel**

1. Reclassification of Recreation Supervisor to Recreation Operations Supervisor.
2. Reclassification of Equipment Operator II position to Arborist.
3. Reclassification of Crew Leader to POST Supervisor.

**2017 Other Capital**

4. There are no other capital requests for 2017.

**Expenditures**

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 3,869,364	\$ 4,269,869	10.4%
Materials & Supplies	504,647	433,297	(14.1%)
Charges & Services	2,115,781	2,183,943	3.2%
<b>Total</b>	<b>\$ 6,489,792</b>	<b>\$ 6,887,109</b>	<b>6.1%</b>

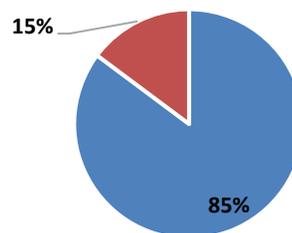
**Authorized Personnel**

	FY 2015	FY 2016	FY 2017
	32	32	33
<b>Total</b>	<b>32</b>	<b>32</b>	<b>33</b>



In 2016, the Parks & Recreation Department maintained National Accreditation by the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

**Parks & Recreation Department 2017 Budget as a % of General Fund**



■ General Fund ■ Parks & Recreation Department

# Parks and Recreation Administration

The administration and management of activities associated with Recreation Division programs, Recreation Center, Chapman Hill, Mason Center, Parks, Open Space, Trails, Forestry, Cemetery, Community Special Events, and the Animas River.

## 2017 Goals & Objectives

1. **CS** Maintain National Accreditation by the Commission for Accreditation of Park and Recreation Agencies.
2. **CS** Achieve the targeted 90% cost recovery for recreation services.
3. **GP** Oversight of the design and development of the Animas River Trail north extension, SMART 160 Trail, Parks Maintenance Shop, Cundiff Park final design, Rotary Park restrooms, explore options for future recreation facilities and the preservation and stewardship of natural lands.
4. **CE** Enhance community engagement in the development of the Department Strategic Plan and provide the leadership to resolve community issues of concern, such as electric bikes on City trails.

## 2016 Results

1. Provided the leadership to work with City Council appointed Advisory Boards to formalize the procedure to prioritize future capital improvements, incorporating public input, in the development of the Parks and Recreation Department Strategic Plan.
2. The Department Director was selected to serve on the National Gold Medal Award panel of judges.



During 2016, the Parks and Recreation Department achieved the 90% cost recovery goal for all Recreation Division services.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$360,616	\$ 370,797	2.8%
Materials & Supplies	15,000	10,000	(33.3%)
Charges & Services	52,105	47,610	(8.6%)
<b>Total</b>	<b>\$ 427,721</b>	<b>\$ 428,407</b>	<b>0.2%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Parks & Recreation Director	(1)	\$ 132,015	(1)	\$ 132,015	
Rec Financial Tech Coordinator	(1)	54,031	(1)	54,031	
Administrative Assistant III	(1)	45,376	(1)	45,376	
Administrative Assistant II	(1)	39,080	(1)	39,080	
<b>Total</b>	<b>(4)</b>	<b>\$ 270,502</b>	<b>(4)</b>	<b>\$ 270,502</b>	

<b>PARKS AND RECREATION ADMINISTRATION</b> <b>BUDGET SUMMARY</b> <b>Revenues and Expenditures</b>					
FUND / DIVISION - 11.4410	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Special Events Fees Park & Rec	\$ 16,113	\$ 20,000	\$ 20,000	\$ 20,000	
Waterworld Tickets	196	500	-	-	
Recreation Cash Over/Short	421	100	100	100	
Recreation Donations	263	100	300	100	
<b>TOTAL REVENUES</b>	<b>\$ 16,993</b>	<b>\$ 20,700</b>	<b>\$ 20,400</b>	<b>\$ 20,200</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 263,019	\$ 270,515	\$ 270,502	\$ 270,502	
11299 Salaries Part Time	17,714	19,403	19,403	23,716	
12199 Overtime Regular	-	200	200	200	
14299 FICA	1,089	1,204	1,204	1,471	
14399 Insurance	35,419	34,767	34,549	38,154	
14599 Retirement Great West	29,435	30,320	30,320	32,484	
14799 Employer Portion Medicare	3,994	4,207	4,207	4,270	
	350,670	360,616	360,385	370,797	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	4,781	10,000	9,000	7,000	
26999 Other Supplies	1,971	5,000	2,000	3,000	
	6,752	15,000	11,000	10,000	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	7,185	5,000	2,000	-	
31599 Software Maintenance	22,905	31,725	31,725	28,390	
32399 Postage & Freight	442	1,000	600	1,000	
32799 Credit Card Fees	3,204	-	3,200	3,500	
33599 Dues & Memberships	1,388	1,200	1,200	1,400	
33799 Mileage & Auto Allowance	3,722	4,000	4,000	4,000	
33899 Professional Development	9,865	7,800	7,800	8,000	
34999 Telephone & Data	491	600	540	540	
34699 Cell Phone Stipends	780	780	780	780	
36911 Repair & Maintenance	3,505	-	-	-	
	53,487	52,105	51,845	47,610	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 410,909</b>	<b>\$ 427,721</b>	<b>\$ 423,230</b>	<b>\$ 428,407</b>	<b>\$ -</b>

# Parks and Recreation Administration

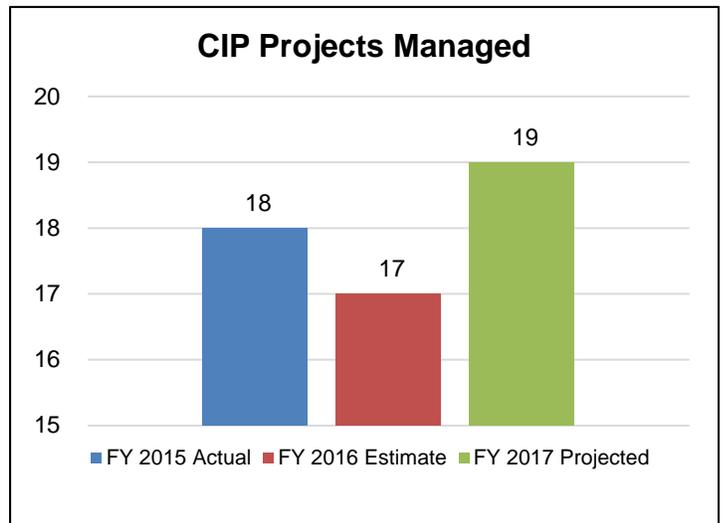
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> CIP Projects Managed	18	17	19
Number of Documented Services	468,941	470,000	470,000
Projects Completed in Year Budgeted	8	4	10
Cost per Documented Service	\$12.00	\$12.00	\$12.00

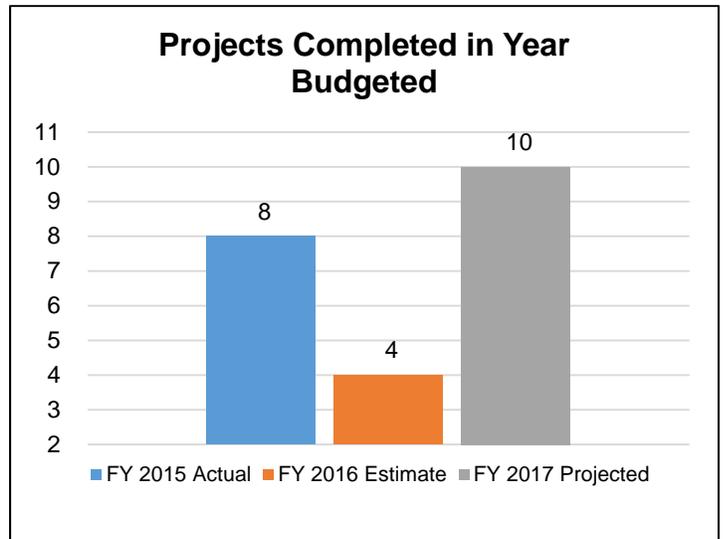
### CIP Projects Managed

This performance measure provides the total number of CIP projects managed by P&R administration throughout the year.



### Projects Completed in Year Budgeted

This performance measure provides the total number of projects completed in the year they were budgeted.



# Parks Development & Maintenance

Provide for the operation, maintenance, management and supervision of all City parks, open space, forestry, trails, the Animas River, and the grounds of City owned properties.

## 2017 Goals & Objectives

1. **GP** Initiate construction of the following capital improvements: Animas River Trail from Memorial Park to Oxbow Park; Park Maintenance Shop and Office; Rotary Park restrooms; Cundiff Park final design; and park system improvements. Continue with the development of the SMART 160 Trail and work with the Community Development Department to obtain necessary easements to connect the SMART 160 Trail to the Animas River Trail.
2. **GP** Provide quality management and maintenance of parks, trails, open space, forestry, road right-of-ways and the Animas River in town.
3. **SOP** The continuation of the Organically Managed Lands Program involving the following two parks: Pioneer Park and Schneider Park.
4. **SOP** In collaboration with the Community Development Department, evaluate the future of Ewing Mesa, as a community asset.
5. **CS** Provide responsible stewardship of parks, open space, trails and the Animas River.

## 2016 Results

1. Effective management of the expanding park system including 264 acres of parks, 3,002 acres of open space, 14.5 miles of hard surface trails, 95.7 miles of natural surface trails, 9,403 trees, 41.6 acres of road right-of-ways, and the Animas River in town.
2. Successful transition of the retired Parks Manager with an in house promotion and the hiring of a new experienced Landscape Architect to manage capital projects.
3. Successful completion of the Santa Rita playground and renovation of Smith Sports Complex and opening the facilities to the public for use following a Grand Opening.



Did you know Parks and Recreation maintains 33 parks that encompass approximately 264 acres of land, 3,002 acres of open space, 14.5 miles of hard surface trails, 95.7 miles of natural surface trails, and 9,403 urban trees?

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 862,342	\$ 1,055,401	22.4%
Materials & Supplies	234,814	222,786	(5.1%)
Charges & Services	956,210	1,024,822	7.2%
<b>Total</b>	<b>\$ 2,053,366</b>	<b>\$ 2,303,009</b>	<b>12.2%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Parks Manager	(1) 85,010	(1) 85,010	
Crew Leader	(3) 153,014	(2) 102,886	
Landscape Architect	(0) -	(1) 78,519	
Equipment Operator II	(4) 162,747	(3) 126,418	
Arborist	(0) -	(1) 42,203	
POST Supervisor	(0) -	(1) 52,624	
<b>Total</b>	<b>(8) \$ 400,771</b>	<b>(9) \$ 487,660</b>	

<b>PARKS MAINTENANCE BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4411	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 414,212	\$ 411,366	\$ 445,048	\$ 493,660	
11299 Salaries Part Time	241,400	265,000	265,000	334,993	
12199 Overtime Regular	8,744	9,000	9,000	10,000	
12299 Overtime Part Time	1,241	2,000	2,000	1,500	
14299 FICA	15,015	16,554	16,554	20,739	
14399 Insurance	89,534	101,374	101,374	125,917	
14599 Retirement Great West	47,346	47,081	50,853	56,410	
14799 Employer Portion Medicare	7,771	9,967	10,455	12,182	
	<u>825,263</u>	<u>862,342</u>	<u>900,284</u>	<u>1,055,401</u>	<u>-</u>
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	408	1,000	1,000	4,000	
22199 Chemicals & Lab Supplies	30,046	72,750	70,000	66,286	
22599 Clothing & Uniforms	3,690	6,000	6,000	5,500	
23199 Fuel	30,470	45,000	40,000	40,000	
24499 Forestry Supplies	55,072	60,064	58,000	60,000	
26999 Other Supplies	33,745	50,000	45,000	47,000	
	<u>153,431</u>	<u>234,814</u>	<u>220,000</u>	<u>222,786</u>	<u>-</u>
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	144,738	195,000	195,000	209,680	
31599 Software Maintenance	-	-	-	2,000	
33599 Dues & Memberships	429	1,000	1,000	3,500	
33899 Professional Development	4,654	9,000	9,000	14,000	
34199 Utilities - Electric	32,541	50,000	50,000	50,000	
34299 Utilities - Water, Sewer, Trash	191,808	350,000	350,000	350,000	
34399 Utilities - Gas	615	900	900	900	
34599 Telephone & Data	2,204	2,000	2,000	2,300	
34699 Cell Phone Stipend	2,740	2,940	2,940	3,960	
35699 Vehicle Rent & Maintenance	229,146	246,220	246,220	298,482	
36199 Repair & Maintenance	53,494	99,150	90,000	90,000	
	<u>662,369</u>	<u>956,210</u>	<u>947,060</u>	<u>1,024,822</u>	<u>-</u>
<b>Capital Outlay</b>					
49199 Other Capital	83,793	-	-	-	-
	<u>83,793</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,724,856</b>	<b>\$ 2,053,366</b>	<b>\$ 2,067,344</b>	<b>\$ 2,303,009</b>	<b>\$ -</b>

# Parks Maintenance

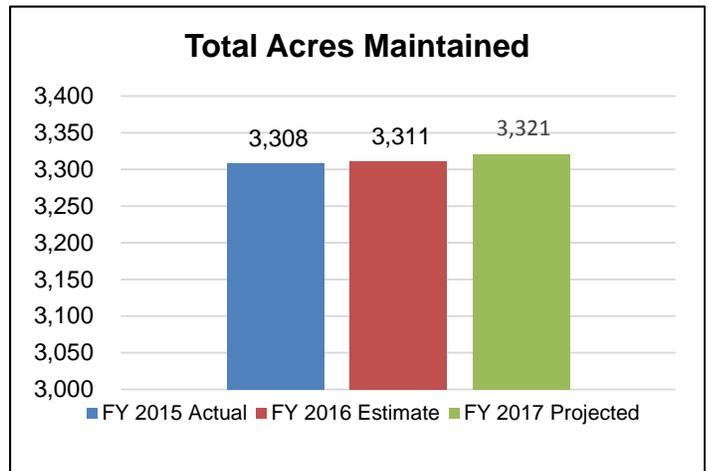
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>SOP</b> Acres of Parks	264	264	264
<b>SOP</b> Acres of Open Space	3,002	3,005	3,017
<b>SOP</b> Acres of Road Right-of-Ways	41.6	41.6	41.6
<b>SOP</b> Total Acres Maintained	3,308	3,311	3,321
<b>SOP</b> Miles of Trails Maintained	14.5	14.5	14.5
Cost per Acre to Maintain Non-Organic Parks	\$3,856	\$3,900	\$3,910
Cost per Acre to Maintain Organic Parks	\$6,859	\$6,900	\$6,910
Cost per Acre to Maintain Open Space	\$75	\$75	\$75
Cost per Acre to Maintain Parks/Open Space	\$390	\$390	\$390

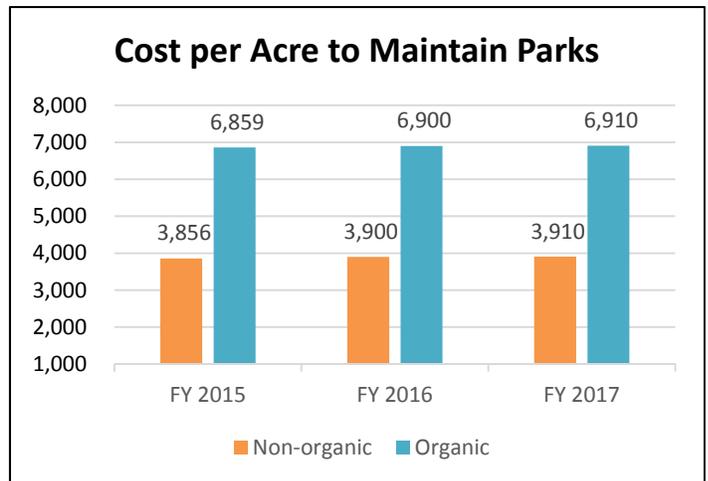
### Total Acres Maintained

This performance measure provides the total number of acres maintained by parks maintenance.



### Cost per Acre to Maintain Parks/Open Space

This performance measure provides the total cost per acre to maintain the parks and open space combined.



# Cemetery

Provide for the operation, maintenance, management and supervision of Greenmount Cemetery and Animas City Cemetery.

## 2017 Goals & Objectives

1. **GP** Provide high quality end of life services for families of the deceased.

## 2016 Results

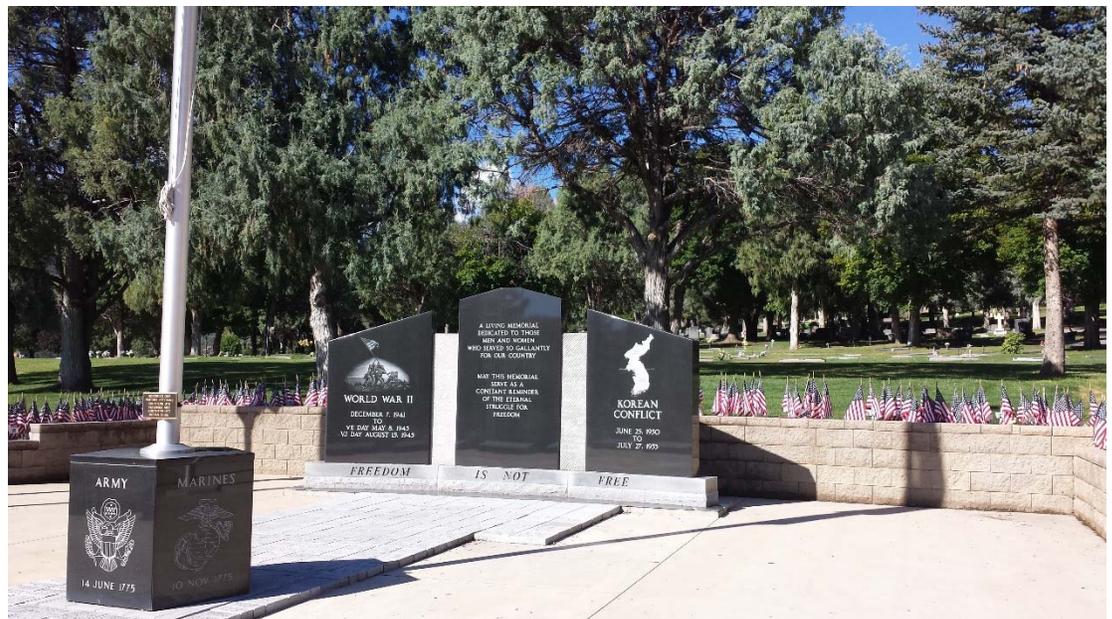
1. Continued to provide quality end of life services for families of the deceased.



The Cemetery division maintains 39.8 acres of Greenmount Cemetery and 6.8 acres of Animas City Cemetery to provide the community with essential end of life services.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 202,579	\$ 195,344	(3.6%)
Materials & Supplies	31,000	31,750	2.4%
Charges & Services	101,403	156,232	54.1%
<b>Total</b>	<b>\$ 334,982</b>	<b>\$ 383,326</b>	<b>14.4%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Crew Leader	(1)	\$ 53,236	(1)	\$ 53,236	
Equipment Operator II	(1)	38,333	(1)	38,333	
<b>Total</b>	<b>(2)</b>	<b>\$ 91,569</b>	<b>(2)</b>	<b>\$ 91,569</b>	



<b>CEMETERY BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4412	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Grave Openings	\$ 43,325	\$ 35,000	\$ 35,000	\$ 35,000	
Sale of Cemetery Lots	38,950	35,000	35,000	35,000	
Perpetual Care Fee	500	500	500	500	
<b>TOTAL REVENUES</b>	<b>\$ 82,775</b>	<b>\$ 70,500</b>	<b>\$ 70,500</b>	<b>\$ 70,500</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 91,698	\$ 93,125	\$ 94,255	\$ 93,278	
11299 Salaries Part Time	35,467	60,000	55,000	55,000	
12199 Overtime Regular	3,460	10,000	10,000	6,500	
12299 Overtime Part Time	-	500	500	500	
14299 FICA	2,226	3,751	3,441	3,441	
14399 Insurance	19,771	21,280	21,257	23,199	
14599 Retirement Great West	10,633	11,550	11,677	11,175	
14799 Employer Portion Medicare	1,872	2,373	2,316	2,251	
	165,127	202,579	198,446	195,344	-
<b>Materials &amp; Supplies</b>					
22199 Chemicals & Lab Supplies	3,294	6,000	5,000	5,000	
22599 Clothing & Uniforms	-	-	-	750	
23199 Fuel	5,531	14,000	10,000	12,000	
24199 Hand Tools	803	1,000	1,000	1,500	
26999 Other Supplies	4,954	10,000	10,000	12,500	
	14,582	31,000	26,000	31,750	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	8,720	13,500	10,000	12,962	
31599 Software Maintenance	-	450	450	450	
34199 Utilities - Electric	16,391	18,000	18,000	18,000	
34299 Utilities - Water, Sewer, Trash	1,866	2,500	2,500	2,500	
34399 Utilities - Gas	1,992	5,400	5,400	5,400	
34699 Cell Phone Stipend	600	600	600	600	
35699 Vehicle Rent & Maintenance	46,808	40,953	40,953	53,320	
36199 Repair & Maintenance	13,545	20,000	20,000	63,000	
	89,922	101,403	97,903	156,232	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 269,631</b>	<b>\$ 334,982</b>	<b>\$ 322,349</b>	<b>\$ 383,326</b>	<b>\$ -</b>

# Cemetery

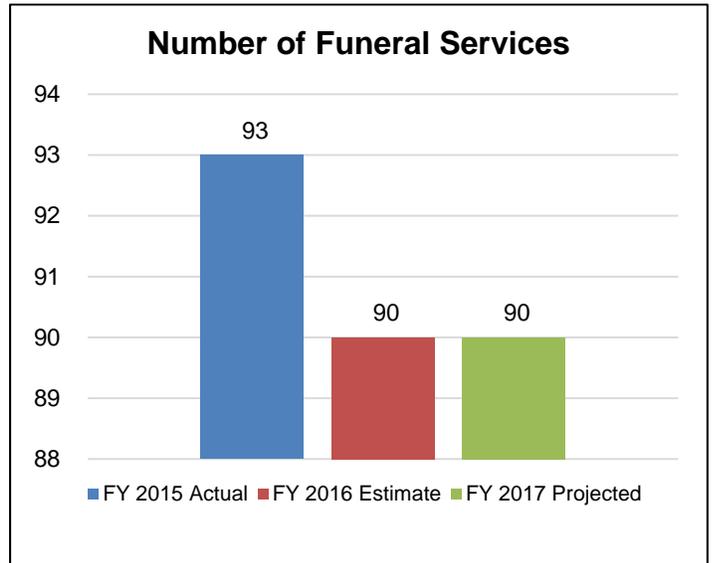
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> Number of Funeral Services	93	90	90
Number of Plots Purchased	74	75	75
Revenues as Percent of Expenses	32%	32%	32%

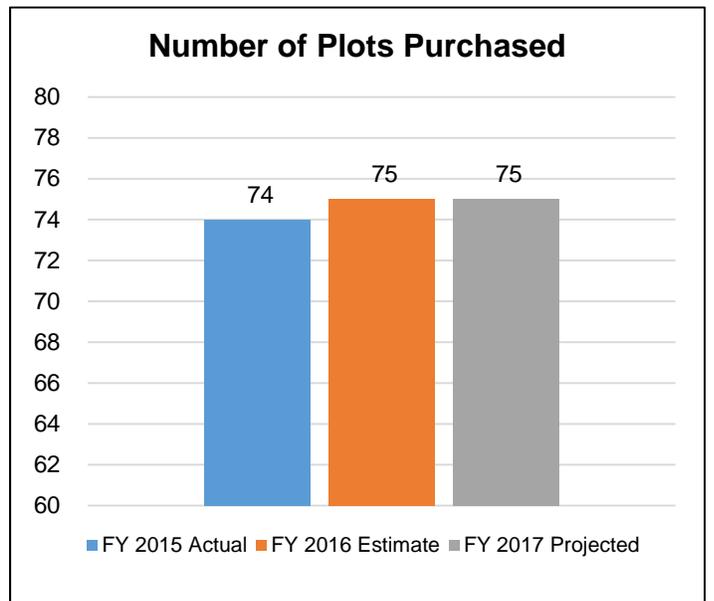
### Number of Funeral Services

This performance measure provides the total number of funeral services that occurred throughout the year.



### Number of Plots Purchased

This performance measure provides the total number of plots purchased throughout the year.



# Community Special Events

Provide for the management and oversight of all community special events held on City property to ensure safe events and responsible stewardship of City resources.

## 2017 Goals & Objectives

1. **CS** Provide high quality services to community special events to ensure minimal disruption to City operations.
2. **CS** Enable the successful implementation of special events to promote tourism and activities to draw area residents to downtown and City facilities.

## 2016 Results

1. Successful oversight of approximately 200 unique special events.



Community Special Events promotes economic vitality with downtown special events with about 200 special event services in 2016.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 98,816	\$ 103,216	4.5%
Materials & Supplies	11,100	12,280	10.6%
Charges & Services	21,553	24,759	14.9%
<b>Total</b>	<b>\$ 131,469</b>	<b>\$ 140,255</b>	<b>6.7%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Community Events Supervisor	(1)	\$ 49,447	(1)	\$ 49,447	
<b>Total</b>	<b>(1)</b>	<b>\$ 49,447</b>	<b>(1)</b>	<b>\$ 49,447</b>	



<b>COMMUNITY SPECIAL EVENTS BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4414	15 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Special Events Fees	\$ 37,982	\$ 40,000	\$ 40,000	\$ 44,000	
<b>TOTAL REVENUES</b>	<b>\$ 37,982</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 44,000</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 48,046	\$ 49,447	\$ 49,447	\$ 49,447	
11299 Salaries Part Time	25,584	27,779	27,779	30,993	
14299 FICA	1,563	1,723	1,723	1,798	
14399 Insurance	13,005	13,209	13,209	14,274	
14599 Retirement Great West	5,377	5,538	5,538	5,538	
14799 Employer Portion Medicare	1,041	1,120	1,120	1,166	
	<u>94,616</u>	<u>98,816</u>	<u>98,816</u>	<u>103,216</u>	-
<b>Materials &amp; Supplies</b>					
22599 Clothing & Uniforms	458	700	700	750	
23199 Fuel	1,199	2,400	1,975	1,975	
26999 Other Supplies	10,050	8,000	8,000	9,555	
	<u>11,707</u>	<u>11,100</u>	<u>10,675</u>	<u>12,280</u>	-
<b>Charges &amp; Services</b>					
34599 Telephone & Data	491	600	540	540	
34699 Cell Phone Stipend	300	300	300	300	
35699 Vehicle Rent & Maintenance	17,677	20,653	20,653	23,919	
	<u>18,468</u>	<u>21,553</u>	<u>21,493</u>	<u>24,759</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 124,791</b>	<b>\$ 131,469</b>	<b>\$ 130,984</b>	<b>\$ 140,255</b>	<b>\$ -</b>

# Community Special Events

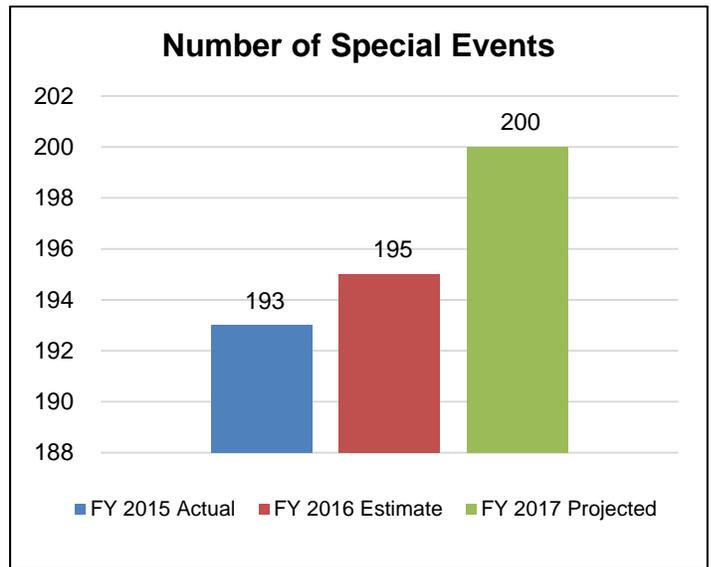
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> Number of Special Events	193	195	200
Number of Banners Displayed	126	130	130

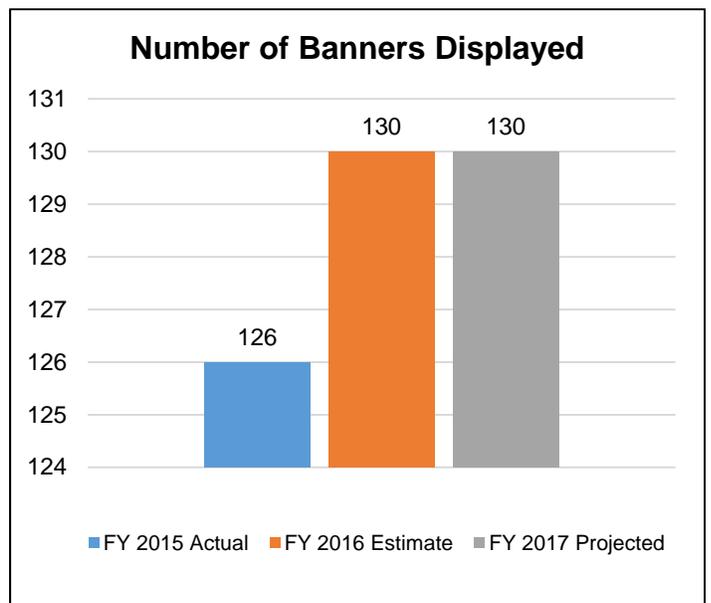
### Number of Special Events

This performance measure provides the total number of special events that happened in the City of Durango throughout the year.



### Number of Banners Displayed

This performance measure provides the total number of banners that were displayed in the City of Durango throughout the year.



# Recreation Administration



During 2016, there were a broad array of Recreation Programs for all age groups ranging from infants to seniors with over 35,000 participants annually.

Operation, oversight and supervision of adult, teen and youth recreation programs, activities, facilities and special events for the citizens of Durango. Facilities include Chapman Hill and the Mason Center. Youth Programs include: Special Events, Contractual, Instructional, Playground, Soccer, Basketball, Baseball, Volleyball, Lacrosse, Tennis, Teens, Martial Arts, and Gymnastics. Adult Programs include: Contractual, Instructional, Sports, Softball, Basketball, Soccer, and Volleyball.

## 2017 Goals & Objectives

1. **CS** Continue to enhance recreation services and achieve the 90% cost recovery goal.
2. **SOP & CED** Promote health and wellness as well as social connectivity in the community through quality of life services provided by the Department.

## 2016 Results

1. Provided high quality and diverse recreation services and achieved the 90% cost recovery goal.
2. Participation in Recreation Division services exceeds 35,000 participants.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 158,051	\$ 160,420	1.5%
Materials & Supplies	20,000	2,900	(85.5%)
Charges & Services	48,276	66,187	37.1%
<b>Total</b>	<b>\$ 226,327</b>	<b>\$ 229,507</b>	<b>1.4%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Recreation Supervisor	(2) \$ 114,190	(2) \$ 114,190	
<b>Total</b>	<b>(2) \$ 114,190</b>	<b>(2) \$ 114,190</b>	



<b>RECREATION ADMINISTRATION BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4510	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 110,955	\$ 114,190	\$ 114,190	\$ 114,190	
14399 Insurance	27,171	29,416	29,416	31,784	
14599 Retirement Great West	12,417	12,789	12,790	12,790	
14799 Employer Portion Medicare	1,521	1,656	1,656	1,656	
	<u>152,064</u>	<u>158,051</u>	<u>158,052</u>	<u>160,420</u>	-
Materials & Supplies					
23199 Fuel	1,531	2,500	2,400	2,400	
26999 Other Supplies	347	17,500	500	500	
	<u>1,878</u>	<u>20,000</u>	<u>2,900</u>	<u>2,900</u>	-
Charges & Services					
31499 Other Contracted Services	390	700	350	350	
31699 Recreation Donation	21,662	21,000	21,000	22,000	
32199 Printing & Copying	11,426	11,800	11,800	12,200	
32399 Postage & Freight	15	100	100	100	
32799 Credit Card Fees	16,018	-	17,000	17,000	
34699 Cell Phone Stipend	600	600	600	600	
35699 Vehicle Rent & Maintenance	12,310	14,076	14,076	13,937	
	<u>62,421</u>	<u>48,276</u>	<u>64,926</u>	<u>66,187</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 216,363</b>	<b>\$ 226,327</b>	<b>\$ 225,878</b>	<b>\$ 229,507</b>	<b>\$ -</b>

# Recreation Administration

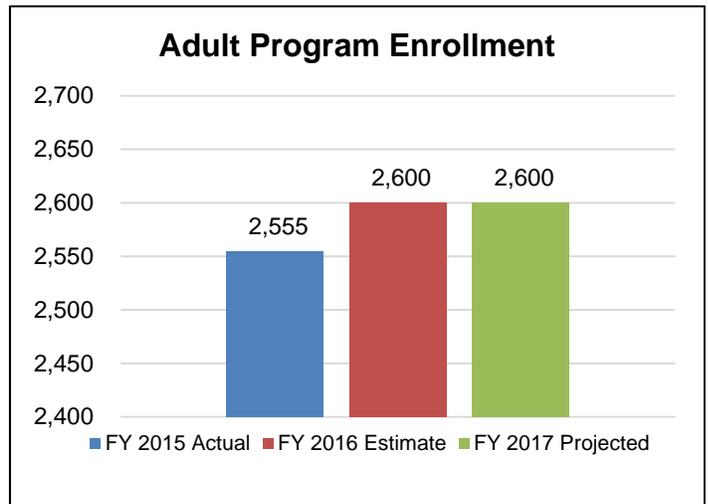
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Adult Program Enrollment	2,555	2,600	2,600
Youth Program Enrollment	6,678	6,700	6,700
Adult Programs Expenses per Participant	\$22.00	\$22.00	\$22.00
Youth Programs Expenses per Participant	\$44.00	\$44.00	\$44.00
<b>GP</b> Recreation Division Cost Recovery (%)	92%	90%	90%

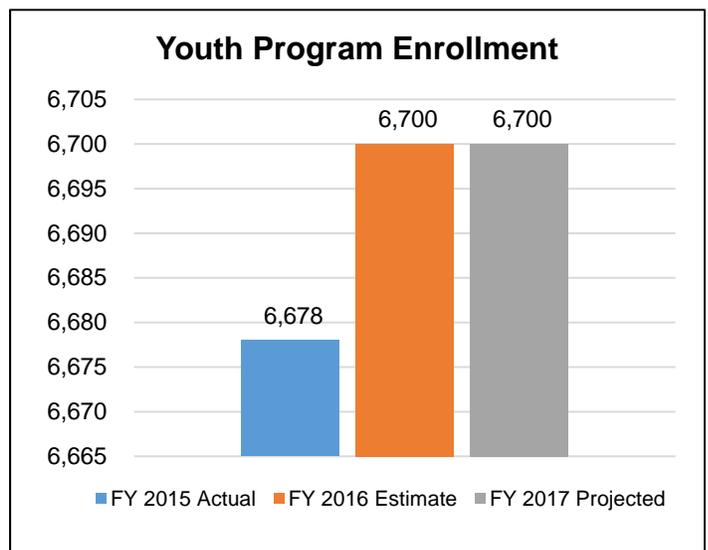
### Adult Program Enrollment

This performance measure provides the total number of adult program enrollments throughout the year.



### Youth Program Enrollment

This performance measure provides the total number of youth program enrollments throughout the year.



# Parks and Recreation Gametime



Gametime is the largest youth program provided by the Recreation Division serving approximately 15,000 children annually.

Gametime is a year round child care program for school aged youth. In the summer and non-school days, all day programs are available for children 5 to 15 years of age to participate in supervised activities including games, arts and crafts, swimming, field trips and more. During the school year, Afterschool Gametime is also provided for Durango youth in a structured, active and safe environment.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 195,662	\$ 219,018	11.9%
Materials & Supplies	10,000	10,100	1.0%
Charges & Services	4,560	4,560	0.0%
<b>Total</b>	<b>\$ 210,222</b>	<b>\$233,678</b>	<b>11.2%</b>

GAMETIME BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4523	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11299 Salaries Part Time	\$ 142,899	\$ 181,757	\$ 181,757	\$ 203,452	
12299 Overtime Part Time	125	-	-	-	
14299 FICA	8,856	11,269	11,269	12,615	
14799 Employer Portion Medicare	2,071	2,636	2,636	2,951	
	<u>153,952</u>	<u>195,662</u>	<u>195,662</u>	<u>219,018</u>	-
<b>Materials &amp; Supplies</b>					
22499 Recreation Supplies	6,407	10,000	10,000	10,000	
26999 Other Supplies	-	-	-	100	
	<u>6,407</u>	<u>10,000</u>	<u>10,000</u>	<u>10,100</u>	-
<b>Charges &amp; Services</b>					
33599 Dues & Memberships	1,586	3,000	3,000	3,000	
34599 Telephone & Data	1,988	1,260	1,260	1,260	
34699 Cell Phone Stipend	-	300	300	300	
	<u>3,574</u>	<u>4,560</u>	<u>4,560</u>	<u>4,560</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 163,933</b>	<b>\$ 210,222</b>	<b>\$ 210,222</b>	<b>\$ 233,678</b>	<b>\$ -</b>



Durango  
Gymnastics serves  
over 3,000  
participants  
annually and the  
program will  
move to the  
facility at 144  
Bodo Drive in  
2017.

# Gymnastics

Durango Gymnastics is a year round program with a variety of classes for beginning, intermediate and advanced gymnastics. Classes for male and female participants range from children 10 months of age to adult and up to USAG competitive gymnastics.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 174,983	\$ 233,649	33.5%
Materials & Supplies	8,177	9,525	16.5%
Charges & Services	9,365	28,880	208.4%
<b>Total</b>	<b>\$ 192,525</b>	<b>\$ 272,054</b>	<b>41.3%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Recreation Supervisor - Gymnastics	(1) \$ 47,518	(1) \$ 47,518	
Rec Assistant II	(1) 31,366	(1) 30,598	
<b>Total</b>	<b>(2) \$ 78,884</b>	<b>(2) \$ 78,116</b>	

GYMNASTICS BUDGET SUMMARY Revenue and Expenditures					
FUND / DIVISION - 11.4532	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 76,426	\$ 78,884	\$ 78,653	\$ 78,116	
11299 Salaries Part Time	48,795	60,268	60,268	113,789	
14299 FICA	3,028	3,737	3,737	7,055	
14399 Insurance	19,600	21,241	18,452	23,157	
14599 Retirement	8,552	8,835	8,835	8,749	
14799 Employer Portion Medicare	1,791	2,018	2,018	2,783	
	<u>158,192</u>	<u>174,983</u>	<u>171,963</u>	<u>233,649</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	-	-	-	300	
22399 Janitorial Supplies	-	-	-	1,500	
22499 Recreation Supplies	6,472	7,677	7,677	6,925	
26999 Other Supplies	-	500	500	800	
	<u>6,472</u>	<u>8,177</u>	<u>8,177</u>	<u>9,525</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	-	-	-	5,600	
33599 Dues & Memberships	298	1,000	1,000	705	
33899 Professional Development & Travel	5,438	8,165	8,165	10,475	
34199 Utilities - Electric	-	-	600	5,000	
34299 Utilities - Water, Sewer, Trash	-	-	1,700	1,800	
34399 Utilities - Gas	-	-	2,200	2,500	
34699 Cell Phone Stipend	-	-	-	300	
36199 Repair & Maintenance	-	200	-	2,500	
	<u>5,736</u>	<u>9,365</u>	<u>13,665</u>	<u>28,880</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 170,400</b>	<b>\$ 192,525</b>	<b>\$ 193,805</b>	<b>\$ 272,054</b>	<b>\$ -</b>

# Adult Programs

Adult Programs include: Contractual, Instructional, Sports, Softball, Basketball, Soccer and Volleyball.



During 2016, Adult Programs saw over 2,600 adult participants in sports and recreational activities.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 54,070	\$ 48,066	(11.1%)
Materials & Supplies	8,620	7,600	(11.8%)
Charges & Services	14,431	17,276	(19.7%)
<b>Total</b>	<b>\$ 77,121</b>	<b>\$ 72,942</b>	<b>(5.4%)</b>

ADULT PROGRAMS BUDGET SUMMARY Revenue and Expenditures					
FUND / DIVISION - 11.4560-4566	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Recreation Adult Programs	\$ 88,627	\$ 114,310	\$ 114,310	\$ 109,130	
<b>TOTAL REVENUE</b>	<b>\$ 88,627</b>	<b>\$ 114,310</b>	<b>\$ 114,310</b>	<b>\$ 109,130</b>	<b>\$ -</b>
<b>Expenditures</b>					
4560 Contractual	\$ 572	\$ 1,420	\$ 500	\$ 1,040	
4562 Sports	4,060	10,010	10,010	10,335	
4563 Softball	34,275	43,517	43,767	37,163	
4564 Basketball	5,237	6,007	6,012	6,223	
4565 Soccer	6,132	6,799	6,799	6,858	
4566 Volleyball	6,968	9,368	9,368	11,323	
	57,244	77,121	76,456	72,942	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 57,244</b>	<b>\$ 77,121</b>	<b>\$ 76,456</b>	<b>\$ 72,942</b>	<b>\$ -</b>

# Youth Programs

Youth Programs include: Special Events, Contractual, Instructional, Playground, Gametime, Soccer, Basketball, Baseball, Volleyball, Lacrosse, Tennis, Teens, and Martial Arts.



During 2016, Youth Programs saw over 21,000 participants in child care, sports, instructional activities and gymnastics.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 55,592	\$ 62,492	12.4%
Materials & Supplies	12,840	12,880	0.3%
Charges & Services	41,215	41,317	0.3%
<b>Total</b>	<b>\$ 109,647</b>	<b>\$ 116,689</b>	<b>6.4%</b>

YOUTH PROGRAMS BUDGET SUMMARY Revenue and Expenditures					
FUND / DIVISION - 11.4511-4531	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Revenues					
Recreation Youth Programs	\$ 420,624	\$ 431,494	\$ 447,115	\$ 490,149	
<b>TOTAL REVENUES</b>	<b>\$ 420,624</b>	<b>\$ 431,494</b>	<b>\$ 447,115</b>	<b>\$ 490,149</b>	<b>\$ -</b>
Expenditures					
4511 Special Events	\$ 395	\$ 400	\$ 419	\$ 400	
4520 Contractual	7,701	12,996	12,996	10,000	
4521 Instructional	1,681	1,849	1,849	2,365	
4522 Playground	23,821	28,072	29,572	36,442	
4524 Soccer	10,996	11,706	11,706	12,079	
4525 Basketball	12,289	13,091	13,280	14,970	
4526 Baseball	944	1,326	1,226	1,305	
4528 Lacrosse	19,910	26,437	28,584	27,212	
4529 Tennis	3,338	3,785	3,785	3,851	
4530 Teen Programs	750	1,339	1,339	1,143	
4531 Martial Arts	7,089	8,646	8,746	6,922	
	88,914	109,647	113,502	116,689	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 88,914</b>	<b>\$ 109,647</b>	<b>\$ 113,502</b>	<b>\$ 116,689</b>	<b>\$ -</b>

# Chapman Hill Rink

Provides for the maintenance and operation of Chapman Hill Rink and Pavilion, including year round programming.

## 2017 Goals & Objectives

1. **GP & SOP** Promote the use of Chapman Hill Rink and Pavilion for special events and tournaments.
2. **GP** Expand programming including entry level hockey during the ice season and Pickleball and Gametime during the non-ice season.

## 2016 Results

1. Chapman Hill rink and Pavilion served over 17,300 participants.
2. Enhanced programs, activities and services at Chapman Hill Rink as a recreation destination.



Chapman Hill Rink's refrigerated ice brings over 17,300 participants annually.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 239,951	\$ 254,530	6.1%
Materials & Supplies	23,150	22,700	(1.9%)
Charges & Services	111,172	109,062	(1.9%)
<b>Total</b>	<b>\$ 374,273</b>	<b>\$386,292</b>	<b>3.2%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Recreation Supervisor - Chapman	(1) \$ 58,459	(1) \$ 61,381	
Rec Assistant III	(1) 38,713	(1) 38,714	
<b>Total</b>	<b>(2) \$ 97,172</b>	<b>(2) \$ 100,095</b>	



<b>CHAPMAN HILL RINK BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 11.4551	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues</b>					
Chapman Hill	\$ 384,129	\$ 401,935	\$ 401,935	\$ 428,960	
<b>TOTAL REVENUES</b>	<b>\$ 384,129</b>	<b>\$ 401,935</b>	<b>\$ 401,935</b>	<b>\$ 428,960</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 93,799	\$ 97,172	\$ 97,173	\$ 100,095	
11299 Salaries Part Time	94,001	93,214	93,214	101,481	
12199 Overtime Regular	-	500	500	700	
12299 Overtime Part Time	-	200	-	-	
14299 FICA	5,903	5,792	5,792	6,292	
14399 Insurance	27,246	29,363	29,375	31,740	
14599 Retirement Great West	10,495	10,939	10,939	11,289	
14799 Employer Portion Medicare	2,671	2,771	2,771	2,933	
	<u>234,115</u>	<u>239,951</u>	<u>239,764</u>	<u>254,530</u>	<u>-</u>
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	835	500	500	500	
22399 Janitorial Supplies	1,686	2,500	2,100	2,100	
22499 Recreation Supplies	2,013	1,600	1,600	1,600	
23199 Fuel	7,538	8,000	8,000	8,000	
26999 Other Supplies	11,036	10,550	10,550	10,500	
	<u>23,108</u>	<u>23,150</u>	<u>22,750</u>	<u>22,700</u>	<u>-</u>
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	8,412	13,700	13,700	13,700	
33899 Professional Development	-	500	500	-	
34199 Utilities - Electric	44,698	52,000	52,000	50,000	
34299 Utilities - Water, Sewer, Trash	14,116	20,150	15,000	15,000	
34399 Utilities - Gas	2,412	3,500	3,500	3,500	
35699 Vehicle Rent & Maintenance	14,440	13,322	13,322	13,862	
36199 Repair & Maintenance	14,020	8,000	8,000	13,000	
	<u>98,098</u>	<u>111,172</u>	<u>106,022</u>	<u>109,062</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 355,321</b>	<b>\$ 374,273</b>	<b>\$ 368,536</b>	<b>\$ 386,292</b>	<b>\$ -</b>

# Chapman Hill Ski Area

This program provides ski lessons and open skiing for youth and adults.



Did you know, snowmaking and professional grooming at the ski hill brings over 2,700 participants annually?

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 26,873	\$ 32,385	20.5%
Materials & Supplies	6,700	6,440	(3.9%)
Charges & Services	27,563	32,470	17.8%
<b>Total</b>	<b>\$ 61,136</b>	<b>\$ 71,295</b>	<b>16.6%</b>

CHAPMAN HILL PROGRAMS BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4552	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11299 Salaries Part Time	\$ 20,352	\$ 24,963	\$ 30,000	\$ 30,082	
14299 FICA	1,208	1,548	1,866	1,866	
14799 Employer Portion Medicare	283	362	437	437	
	<u>21,843</u>	<u>26,873</u>	<u>32,303</u>	<u>32,385</u>	-
Materials & Supplies					
22499 Recreation Supplies	128	200	200	140	
23199 Fuel	1,904	3,000	3,000	3,000	
26999 Other Supplies	2,530	3,500	3,300	3,300	
	<u>4,562</u>	<u>6,700</u>	<u>6,500</u>	<u>6,440</u>	-
Charges & Services					
35699 Vehicle Rent & Maintenance	22,068	25,563	25,563	28,970	
36199 Repair & Maintenance	2,675	2,000	2,000	3,500	
	<u>24,743</u>	<u>27,563</u>	<u>27,563</u>	<u>32,470</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 51,148</b>	<b>\$ 61,136</b>	<b>\$ 66,366</b>	<b>\$ 71,295</b>	<b>\$ -</b>

# Mason Center

The Mason Center will be closed to the public and reevaluated in 2017.



The Mason Center on Third Avenue will be evaluated in 2017 after the gymnastics program relocates to the new facility in Bodo.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 16,999	-	(100.0%)
Materials & Supplies	2,800	-	(100.0%)
Charges & Services	4,630	-	(100.0%)
<b>Total</b>	<b>\$ 24,429</b>	<b>-</b>	<b>(100.0%)</b>

MASON CENTER BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4555	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11299 Salaries Part Time	\$ 14,815	\$ 15,790	\$ 15,790	\$ -	
14299 FICA	915	980	980	-	
14799 Employer Portion Medicare	214	229	229	-	
	15,944	16,999	16,999	-	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	114	300	150	-	
22399 Janitorial Supplies	1,111	2,000	2,000	-	
26999 Other Supplies	138	500	500	-	
	1,363	2,800	2,650	-	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	14,974	4,130	7,200	-	
36199 Repair & Maintenance	68	500	500	-	
	15,042	4,630	7,700	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,349</b>	<b>\$ 24,429</b>	<b>\$ 27,349</b>	<b>\$ -</b>	<b>\$ -</b>

# Recreation Center Operations

Management of the Durango Community Recreation Center and the programs and activities offered at the facility. Provision of high quality recreation services to enhance the quality of life, health and wellness, and social connectivity at the central gathering place in Durango.

## 2017 Goals & Objectives

1. **GP** Continue to enhance the facility and programs and achieve the 90% cost recovery goal. Facility enhancements proposed for 2017 include upgrading the pool heating and air conditioning (HVAC) system and diamond brite the leisure pool underwater surface.
2. **SOP** Promote health and wellness as well as social connectivity in the community through quality of life services provided by the Department.

## 2016 Results

1. Provided high quality and inclusive recreation services at the Recreation Center and achieved the 90% cost recovery goal.
2. Provide services for approximately 390,000 facility and program participants.



The 71,557 square foot Community Recreation Center draws over 1,000 people per day and hosts over 2,600 rentals annually.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 1,422,830	\$ 1,534,551	7.9 %
Materials & Supplies	120,446	84,336	(30.0%)
Charges & Services	723,298	630,768	(12.8%)
<b>Total</b>	<b>\$ 2,266,574</b>	<b>\$ 2,249,655</b>	<b>(0.8%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Recreation Manager	(1) \$ 90,881	(1) \$ 90,881	
Facility Maintenance Supervisor	(1) 69,802	(1) 69,802	
Facility Operations Supervisor	(1) 61,423	(1) 61,423	
Facilities Coordinator	(1) 38,713	(1) 38,713	
Recreation Supervisor	(1) 49,168	(1) 49,168	
Rec Assistant II and III	(3) 101,320	(3) 101,320	
Lead Maintenance Custodian	(2) 61,805	(2) 61,805	
Equipment Operator II	(1) 39,853	(1) 39,853	
<b>Total</b>	<b>(11) \$ 512,965</b>	<b>(11) \$ 512,965</b>	

RECREATION CENTER OPERATIONS					
BUDGET SUMMARY					
Revenues and Expenditures					
FUND / DIVISION - 11.4557	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Recreation Center	\$ 2,093,748	\$ 2,246,958	\$ 2,165,000	\$ 2,257,490	
<b>TOTAL REVENUES</b>	<b>\$ 2,093,748</b>	<b>\$ 2,246,958</b>	<b>\$ 2,165,000</b>	<b>\$ 2,257,490</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 488,654	\$ 512,953	\$ 505,903	\$ 512,965	
11299 Salaries Part Time	637,433	663,704	663,704	756,205	
12199 Overtime Regular	471	1,000	2,000	2,000	
12299 Overtime Part Time	(74)	200	200	200	
14299 FICA	39,495	41,162	41,162	46,897	
14399 Insurance	110,356	129,169	129,821	140,396	
14599 Retirement Great West	54,669	57,563	56,885	57,453	
14799 Employer Portion Medicare	16,096	17,079	16,991	18,435	
	<u>1,347,100</u>	<u>1,422,830</u>	<u>1,416,666</u>	<u>1,534,551</u>	<u>-</u>
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	4,532	6,600	6,600	7,600	
22399 Janitorial Supplies	27,594	27,000	30,000	30,000	
22499 Recreation Supplies	15,549	22,746	22,746	23,786	
22599 Clothing & Uniforms	2,581	3,950	7,000	5,800	
23199 Fuel	52	150	150	150	
26999 Other Supplies	12,647	60,000	17,000	17,000	
	<u>62,955</u>	<u>120,446</u>	<u>83,496</u>	<u>84,336</u>	<u>-</u>
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	29,878	47,000	47,000	47,304	
32199 Printing, Copying & Microfilming	6,476	6,840	300	300	
32399 Postage & Freight	109	150	150	150	
32799 Credit Card Fees	44,851	-	46,000	48,500	
33599 Dues & Memberships	537	605	605	605	
33899 Professional Development	5,888	6,400	6,400	6,400	
34199 Utilities - Electric	222,542	227,000	227,000	200,000	
34299 Utilities - Water, Sewer, Trash	95,432	161,163	82,000	72,000	
34399 Utilities - Gas	79,505	103,000	73,200	72,000	
34599 Telephone & Data	1,109	1,140	1,140	1,109	
34699 Cell Phone Stipends	-	-	-	1,500	
36199 Repair & Maintenance	162,253	170,000	170,000	180,900	
	<u>648,580</u>	<u>723,298</u>	<u>653,795</u>	<u>630,768</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,058,635</b>	<b>\$ 2,266,574</b>	<b>\$ 2,153,957</b>	<b>\$ 2,249,655</b>	<b>\$ -</b>

# Recreation Center Operations

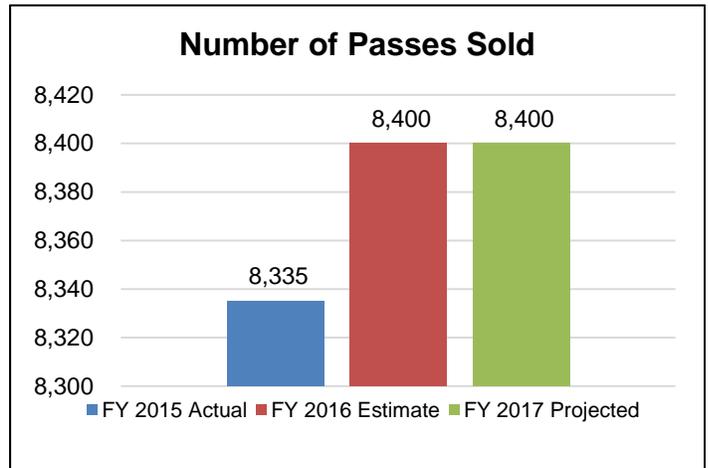
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of Passes Sold	8,335	8,400	8,400
Number of Day Use Visits Sold	75,891	76,000	76,000
Number of Program Participants	388,096	389,000	389,000
Percent of Passes per Total Visitors	73%	73%	73%
Percent of Day Users per Total Visitors	27%	27%	27%
Cost of Programs per Participant	\$5.00	\$5.00	\$5.00
<b>GP</b> Recreation Center Cost Recovery (%)	94%	90%	90%

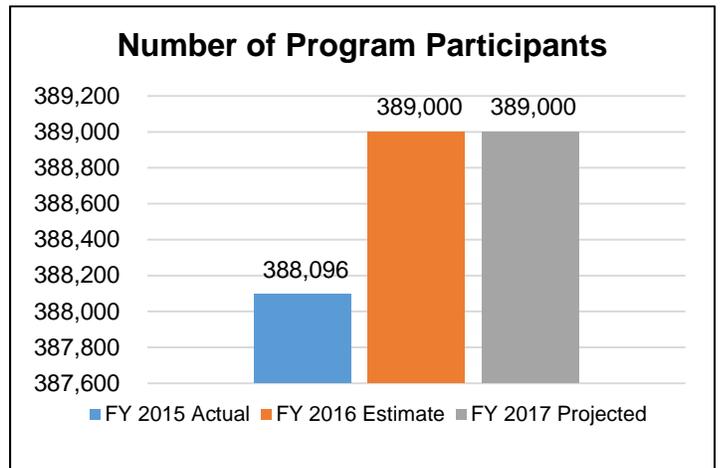
### Number of Passes Sold

This performance measure provides the total number of recreation center passes sold throughout the year.



### Number of Program Participants

This performance measure provides the total number of recreation center program participants throughout the year.



# Library

## Activities

Main Library

Fort Lewis Mesa Branch

Sunnyside Branch



The Library has experienced a 30% increase in program room usage.

## 2016 Highlights

1. The City’s Sustainability Program Assistant worked with our Facilities Manager on methods to reduce utility usage. Natural gas costs are projected to reduce by 50% compared to 2015.
2. Partnerships with San Juan Basin Health, the Durango Education Center, the DeNier Center, and the Durango Botanical Society have been instituted for our mutual benefit.
3. In 2016, the Library added wireless printing, allowing customers to print directly from their computer or device.
4. Various contracts and expenses have come in lower than anticipated in 2016. Both Library branches operate with a minimal budget.

## 2017 Personnel

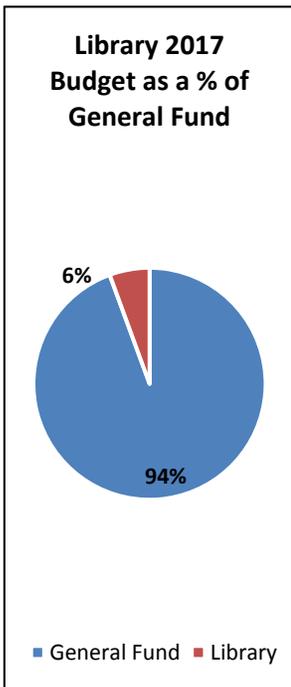
1. Reclassification of Librarian I position.
2. Reclassification of IS Tech – Library position.

## 2017 Other Capital

1. \$67,600 requested for Library Mate System replacement.
2. \$5,410 requested for office construction project.

## 2017 Goals & Objectives

1. **CE**D The Durango Public Library provides a welcoming place for all people to gather, learn, and discover. This will be accomplished through reconfiguring space in the Library, making Library materials and services more readily accessible, encouraging lifelong learning, and marketing.
2. **GP** The Library will continue to provide traditional services to the community, including reference, advisory services, databases, computer and internet access and programming.
3. **CS** Library employees are engaged in their work, and are dedicated to serving the community. This will be accomplished through strategies designed to encourage embracing the mission, vision and values of the strategic plan, active participation in their work groups and project teams, and the creation and implementation of meaningful goals tied to the competencies in their evaluations.
4. **SOP** The Library has and will continue a solid outreach program. Weekly visits are made to both Sunshine Gardens and Four Corners Health Care. Librarians visit local schools and the DeNier Center. Each elementary and middle school in 9-R is reached during the promotion of the Summer Reading Program.



## Expenditures

	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 1,541,693	\$ 1,573,946	2.1%
Materials & Supplies	301,868	289,520	(4.1%)
Charges & Services	363,531	335,097	(7.8%)
Capital Outlay	-	73,010	100.0
<b>Total</b>	<b>\$2,207,092</b>	<b>\$ 2,271,573</b>	<b>2.9%</b>

## Authorized Personnel

	FY 2015	FY 2016	FY 2017
	20.5	20.5	20.5
<b>Total</b>	<b>20.5</b>	<b>20.5</b>	<b>20.5</b>

# Main Branch

The Durango Public Library enriches the community by providing an environment where information abounds, ideas flow, and imagination thrives. The Library brings this mission to life through its vision:

- The Durango Public Library provides a welcoming place for all people to gather, learn, and discover.
- The Library realizes and accepts that libraries are constantly evolving, and is open to pioneering ideas in an ever-changing world of technology and innovation.
- Library employees are engaged in their work, and are dedicated to serving the community.
- The Library provides a dynamic collection in multiple formats to support learning and recreation.
- The Library staff are responsible stewards of the public's resources and investments.

## 2017 Goals & Objectives

1. **CS** The zero increase in the Library's budget request reflects maintaining a fiscal position resilient to economic fluctuations.
2. **CED** Library staff make regular contributions to DGOV. DGOV and the Library will continue to work together on producing Library commercials and storytimes for broadcast.
3. **GP** The Library will continue to explore emerging technologies to improve services to our citizens.
4. **SOP** The Library participates in local events when possible, and when it makes sense. From hosting a booth at both the Farmer's Market and the Four Corners Veteran's Stand Down to greeting new students at Fort Lewis College and signing them up for Library cards, the Library ensures that we are reaching populations who may not otherwise know of our services and offerings.
5. **CED** The Main Library and the branches all utilize volunteers. The Library will continue to support a robust volunteer program.

## 2016 Results

1. The City's Sustainability Program Assistant worked with our Facilities Manager on methods to reduce utility usage. Natural gas costs are projected to reduce by 50% compared to 2015.
2. Through June 2016, program room rentals are up 33% as compared to the same period in 2015.
3. In 2016, the Library added wireless printing, allowing customers to print directly from their computer or device.
4. As per the Library's 2016-19 Strategic Plan Goal 1.2: Library materials and services will be more readily accessible to library patrons and guests, changes were instituted to increase accessibility and to help reduce confusing check-out limits. Circulation has dropped, but this is expected based upon those changes.
5. By providing a welcoming space and a variety of program offerings for all ages, we will meet our programming attendance numbers in 2016. The Children's Summer Reading Program had record participation in 2016. The Teen Librarian has already made strides, doubling Teen Summer Reading participation and adding a new Teen series of writing workshops in the fall of 2016. New adult programming is being instituted. The 2016 Literary Festival with New York Times Bestselling author Jennifer Weiner was a rousing success.
6. Both Branch Managers, the Director and the Collection Management Supervisor attended the Public Library Association national conference in Denver.



# Main Branch



Durango Public Library

There were over 30,000 library card holders during 2016.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,457,664	\$ 1,485,263	1.9%
Materials & Supplies	286,038	273,730	(4.3%)
Charges & Services	351,851	325,897	(7.4%)
Capital Outlay	-	73,010	100.0
<b>Total</b>	<b>\$ 2,095,553</b>	<b>\$ 2,157,900</b>	<b>3.0%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Library Services Director	(1) \$ 105,038	(1) \$ 105,038	
Library Assistant Director	(1) 70,824	(1) 70,824	
Library Services Supervisor	(3) 166,737	(3) 166,737	
Paralibrarian	(1) 47,437	(1) 47,437	
Library Assistant I/II	(6) 204,937	(6) 204,937	
Librarian I	(1) 47,840	(1) 48,672	
Administrative Assistant III	(1) 40,679	(1) 40,679	
Systems Analyst II	(1) 72,488	(1) 72,488	
Facility Maintenance Supervisor	(1) 59,099	(1) 59,099	
Building/Grounds Maintenance	(2) 67,297	(2) 67,297	
Library IS Technician	(1) 44,886	(1) 48,672	
<b>Total</b>	<b>(19) \$ 927,262</b>	<b>(19) \$ 931,880</b>	



MAIN BRANCH BUDGET SUMMARY Revenues and Expenditures					
FUND / DIVISION - 11.4711	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
Joint City-County Sales Tax	\$ 1,891,568	\$ 1,924,040	\$ 1,924,000	\$ 1,981,720	
Library Fines - Main Branch	28,206	33,000	32,400	20,000	
Library Other Revenues	572	10,000	9,900	10,000	
Library Facility Rentals	21,221	23,000	22,000	23,000	
<b>TOTAL REVENUES</b>	<b>\$ 1,941,567</b>	<b>\$ 1,990,040</b>	<b>\$ 1,988,300</b>	<b>\$ 2,034,720</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 882,473	\$ 932,157	\$ 919,981	\$ 931,880	
11299 Salaries Part Time	149,444	165,000	165,000	172,750	
12199 Overtime Regular	-	1,500	2,500	1,500	
14299 FICA	9,171	10,100	10,230	10,711	
14399 Insurance	190,500	214,455	213,078	241,869	
14599 Retirement Great West	98,781	104,570	103,318	104,539	
14799 Employer Portion Medicare	14,575	15,931	15,768	16,039	
15199 U.C. Insurance/Workers Comp	2,840	13,951	13,951	5,975	
	1,347,784	1,457,664	1,443,826	1,485,263	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	4,350	5,000	4,600	4,600	
22699 Library Books & Other Materials	215,911	234,643	220,000	223,780	
23199 Fuel	294	400	400	400	
26999 Other Supplies	33,104	45,995	37,545	44,950	
	253,659	286,038	262,545	273,730	-
<b>Charges &amp; Services</b>					
31399 Insurance (Liability)	13,736	19,765	19,765	17,332	
31499 Other Contracted Services	130,597	146,703	139,700	144,894	
32199 Printing & Copying	598	3,000	4,000	4,000	
32399 Postage & Freight	6,119	9,800	8,000	7,200	
32599 Ad Placement	1,838	2,000	2,000	2,000	
32799 Credit Card Fees	1,386	-	1,450	1,450	
33299 Special Events	13,165	20,000	20,000	22,000	
33599 Dues & Memberships	-	150	150	1,550	
33899 Professional Development	12,625	12,070	12,070	7,200	
34199 Utilities - Electric	70,483	65,000	65,000	65,000	
34299 Utilities - Water, Sewer, Trash	10,889	16,000	11,000	9,000	
34399 Utilities - Gas	10,761	15,800	8,000	8,000	
34599 Telephone & Data	3,827	3,200	3,300	3,300	
34699 Cell Phone Stipend	1,125	1,200	1,200	1,200	
35699 Vehicle Rent & Maintenance	3,557	3,763	3,763	2,896	
36199 Repair & Maintenance	37,625	33,400	31,400	28,875	
	318,331	351,851	330,798	325,897	-
<b>Capital Outlay</b>					
49199 Other Capital	-	-	-	73,010	-
	-	-	-	73,010	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,919,774</b>	<b>\$ 2,095,553</b>	<b>\$ 2,037,169</b>	<b>\$ 2,157,900</b>	<b>\$ -</b>

# Main Branch

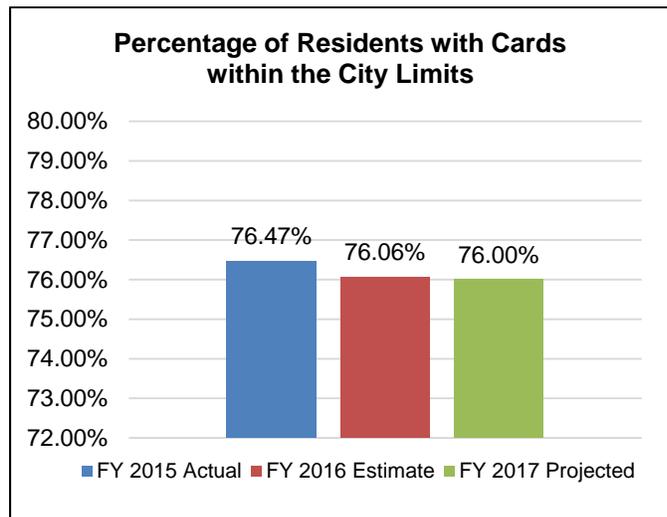
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CED</b> Circulation of Physical Library Materials & In-House Use	397,397	388,000	382,000
<b>CED</b> Circulation of eBooks	27,661	25,000	26,000
<b>CED</b> Circulation per Capita	8.05	7.8	7.7
<b>GP</b> Number of Reference and Advisory Questions	37,287	38,000	38,000
<b>CED</b> Number of Cardholders	31,206	30,800	30,600
<b>CED</b> Percentage of Residents with Cards within Durango City Limits	76.47%	76.06%	76%
<b>CED</b> Percentage of Residents with Cards outside Durango City Limits	43.87%	43.2%	43%
<b>SOP</b> Library Visits	413,775	413,000	413,000
<b>SOP</b> Library Visits per Capita	7.57	7.55	7.55
<b>SOP</b> Number of In-House & Outreach Programs and Training	648	700	700
<b>SOP</b> Attendance at In-House & Outreach Programs and Training	17,026	16,800	17,000
<b>GP</b> Online Research/Database Use	35,649	24,000	25,000
<b>GP</b> Number of Public Computer Uses	67,538	72,000	70,000
<b>GP</b> Number of Unique Wireless Sessions	7,081	80,000	82,000
<b>GP</b> Website hits	202,443	200,000	200,000

### Total Percentage of Residents with Cards within the Durango City Limits

This performance measure provides the percentage of residents within the city limits that have a library card.



# Fort Lewis Mesa Branch



The Fort Lewis Mesa Branch of the Durango Public Library provides library materials and services to the rural citizens of La Plata County. The Branch is located in the Fort Lewis Mesa Elementary School in the Hesperus area.

## 2017 Goals & Objectives

1. **CS** The zero increase in the Library’s budget request reflects maintaining a fiscal position resilient to economic fluctuations.
2. **CED** The Branch Libraries continue to be housed in Durango 9-R’s Fort Lewis Mesa and Sunnyside Elementary schools. 9-R, the Library, and the community agree that these are important community centers for these rural areas.
3. **SOP** The Durango Public Library provides a welcoming place for all people to gather, learn, and discover. The Branch Libraries are the community centers in their areas, and are one of the only places for residents to engage with each other and the world.
4. **CS** The Branch managers spend their funds thoughtfully, living within both their means and their space.
5. **CED** The Branch Libraries provide a dynamic collection in multiple formats to support learning and recreation. This is accomplished through thoughtful and strategic collection development, advisory services, merchandising and displays. The Branch Library managers are committed to providing diverse, timely, and interesting materials to their communities.

## 2016 Results

1. The Friends of the Library allotted \$10,500 to each Branch to improve their space.
2. The Library continues to focus on cost-savings while still providing the services the community wants and expects.

### Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 45,976	\$ 48,529	5.6%
Materials & Supplies	7,915	7,895	(0.3%)
Charges & Services	5,840	4,600	(21.2%)
<b>Total</b>	<b>\$ 59,731</b>	<b>\$ 61,024</b>	<b>2.2%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Branch Library Manager	(.75) \$ 24,986	(.75) \$ 24,986	
<b>Total</b>	<b>(.75) \$ 24,986</b>	<b>(.75) \$ 24,986</b>	<b>\$ -</b>

**FORT LEWIS MESA BRANCH  
BUDGET SUMMARY  
Expenditures**

FUND / DIVISION - 11.4712	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 24,357	\$ 24,991	\$ 24,986	\$ 24,986	
11299 Salaries Part Time	2,231	2,800	2,800	4,060	
14299 FICA	138	155	174	252	
14399 Insurance	13,554	14,608	14,638	15,792	
14599 Retirement Great West	2,725	2,799	2,798	2,798	
14799 Employer Portion Medicare	364	403	403	421	
15199 U.C. Insurance/Workers Comp	120	220	220	220	
	<u>43,489</u>	<u>45,976</u>	<u>46,019</u>	<u>48,529</u>	-
Materials & Supplies					
21199 Office Supplies	112	320	300	300	
22699 Library Books & Other Materials	5,206	6,950	6,950	6,950	
26999 Other Supplies	496	645	645	645	
	<u>5,814</u>	<u>7,915</u>	<u>7,895</u>	<u>7,895</u>	-
Charges & Services					
33299 Special Events	366	500	500	500	
33899 Professional Development	69	1,340	1,096	100	
39699 Interfund Transfer	4,022	4,000	4,000	4,000	(1)
	<u>4,457</u>	<u>5,840</u>	<u>5,596</u>	<u>4,600</u>	-
 TOTAL EXPENDITURES	 \$ 53,760	 \$ 59,731	 \$ 59,510	 \$ 61,024	 \$ -

(1) Administration Fee General Fund

# Fort Lewis Mesa Branch

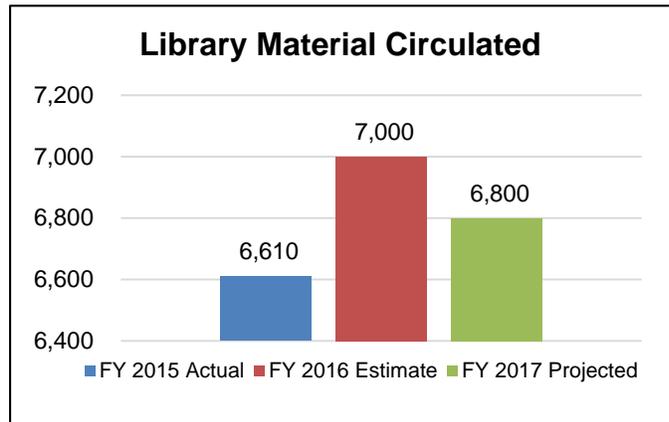
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CED</b> Circulation of Physical Library Materials & In House Use	6,610	7,000	6,800
<b>GP</b> Number of Reference & Advisory Questions	916	800	700
<b>SOP</b> Number of In-House Programs and Training	51	70	70
<b>SOP</b> Attendance at In-House Programs and Training	1,613	1,600	1,600
<b>GP</b> Number of Public Computer Uses	1,277	2,400	2,000

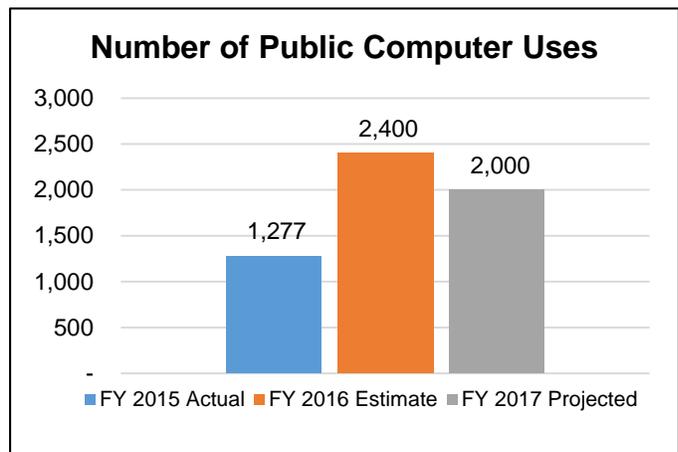
### Total Number of Physical Library Materials Circulated & in House Use at the Fort Lewis Mesa Branch

This performance measure provides the number of physical library materials that were borrowed or used in house by citizens during the year.

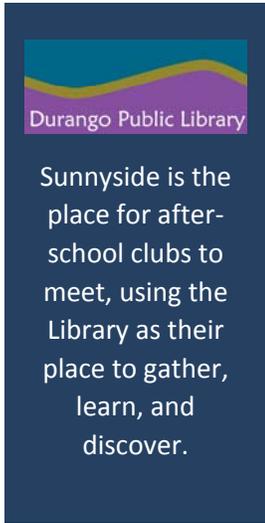


### Total Number of Public Computer Uses

This performance measure provides the number of public computer uses throughout the year.



# Sunnyside Branch



The Sunnyside Branch of the Durango Public Library provides library materials and services to the rural citizens of La Plata County. The Branch is located in the Sunnyside Elementary School on Highway 550 South.

## 2017 Goals & Objectives

1. **CS** The zero increase in the Library’s budget request reflects maintaining a fiscal position resilient to economic fluctuations.
2. **CED** The Branch Libraries continue to be housed in Durango 9-R’s Fort Lewis Mesa and Sunnyside Elementary schools. 9-R, the Library, and the community agree that these are important community centers for these rural areas.
3. **SOP** The Durango Public Library provides a welcoming place for all people to gather, learn, and discover. The Branch Libraries are the community centers in their areas, and are one of the only places for residents to engage with each other and the world.
4. **CS** The Branch managers spend their funds thoughtfully, living within both their means and their space.
5. **CED** The Branch Libraries provide a dynamic collection in multiple formats to support learning and recreation. This is accomplished through thoughtful and strategic collection development, advisory services, merchandising and displays. The Branch Library managers are committed to providing diverse, timely, and interesting materials to their communities.

## 2016 Results

1. The Friends of the Library allotted \$10,500 to each Branch to improve their space.
2. The Library continues to focus on cost-savings while still providing the services the community wants and expects.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 38,053	\$ 40,154	5.5%
Materials & Supplies	7,915	7,895	(0.3%)
Charges & Services	5,840	4,600	(21.2%)
<b>Total</b>	<b>\$ 51,808</b>	<b>\$ 52,649</b>	<b>1.6%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Branch Library Manager	(.75) \$ 25,109	(.75) \$ 25,109	
<b>Total</b>	<b>(.75) \$ 25,109</b>	<b>(.75) \$ 25,109</b>	

<b>SUNNYSIDE BRANCH BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 11.4713	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 24,403	\$ 25,116	\$ 25,109	\$ 25,109	
11299 Salaries Part Time	2,248	2,800	3,200	4,060	
14299 FICA	128	155	198	252	
14399 Insurance	6,090	6,544	6,526	7,278	
14599 Retirement Great West	2,731	2,813	2,812	2,812	
14799 Employer Portion Medicare	380	405	410	423	
15199 U.C. Insurance/Workers Comp	120	220	220	220	
	<u>36,100</u>	<u>38,053</u>	<u>38,475</u>	<u>40,154</u>	-
Materials & Supplies					
21199 Office Supplies	77	320	300	300	
22699 Library Books & Other Materials	5,239	6,950	6,950	6,950	
26999 Other Supplies	503	645	500	645	
	<u>5,819</u>	<u>7,915</u>	<u>7,750</u>	<u>7,895</u>	-
Charges & Services					
33299 Special Events	338	500	500	500	
33899 Professional Development	-	1,340	1,096	100	
39699 Interfund Transfer	4,022	4,000	4,000	4,000	(1)
	<u>4,360</u>	<u>5,840</u>	<u>5,596</u>	<u>4,600</u>	-
TOTAL EXPENDITURES	\$ 46,279	\$ 51,808	\$ 51,821	\$ 52,649	\$ -
(1) Administration Fee General Fund					

# Sunnyside Branch

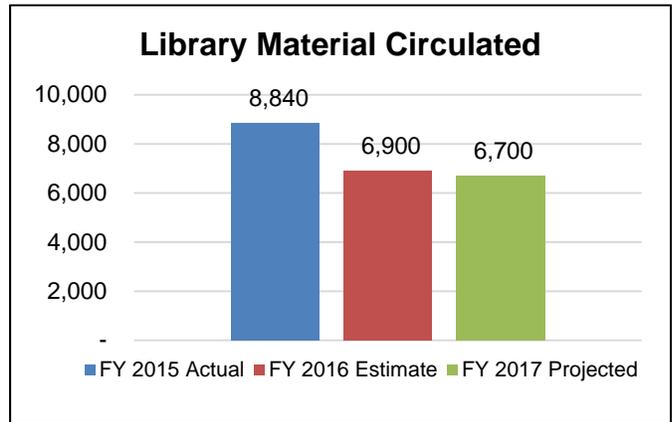
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CED</b> Circulation of Physical Library Materials & In House Use	8,840	6,900	6,700
<b>GP</b> Number of Reference & Advisory Questions	2,004	2,800	2,600
<b>SOP</b> Number of In-House Programs and Training	51	70	70
<b>SOP</b> Attendance at In-House Programs and Training	1,465	1,700	1,700
<b>GP</b> Number of Public Computer Uses	1,858	2,600	2,200

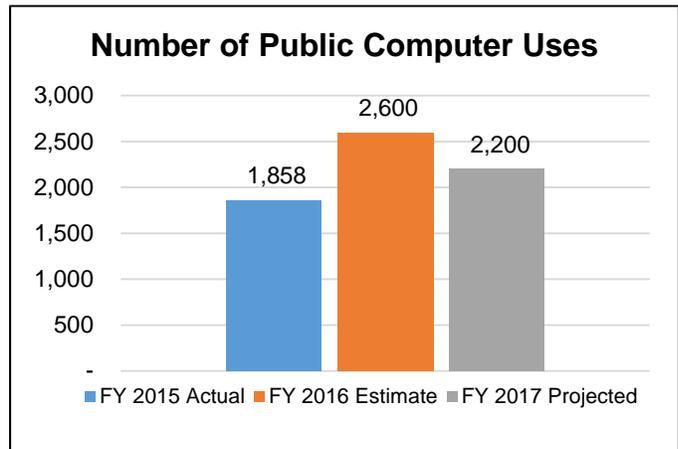
### Total Number of Physical Library Materials Circulated & in House Use at the Sunnyside Branch

This performance measure provides the number of physical library materials that were borrowed or used in house by citizens during the year.



### Total Number of Public Computer Uses

This performance measure provides the number of public computer uses throughout the year.





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# Community Support Services

To provide the City's contribution to community support services.

COMMUNITY SUPPORT SERVICES-DISCRETIONARY BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4811-4814	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
4811.3769 Human Services Block Grant	\$ 203,910	\$ 220,000	\$ 220,000	\$ 220,000	
4814.3329 Special Events Block Grant	25,000	-	-	-	
4814.3711 Local Campaign	1,000	-	-	-	
4814.3711 Economic Development Block Grant	10,000	10,000	10,000	20,000	
4814.3716 Accessibility Block Grant	-	25,000	25,000	25,000	
4813.3799 Arts Block Grant	-	11,000	11,000	20,000	
4814.3716 Micro Grants	-	2,000	2,000	1,000	
4814.3733 Sustainability Block Grant	42,000	50,000	50,000	23,000	
<b>TOTAL EXPENDITURES</b>	<b>\$ 281,910</b>	<b>\$ 318,000</b>	<b>\$ 318,000</b>	<b>\$ 309,000</b>	<b>\$ -</b>

COMMUNITY SUPPORT SERVICES - CONTRACTUAL BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4811-4814	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
4811.3701 Axis Health Systems	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	
4811.3702 Food Tax Rebate Program	7,515	8,000	7,515	8,000	
4812.3708 Animal Shelter	94,580	90,000	100,000	90,000	
4811.3730 Utility Refund Program	4,665	7,500	5,200	7,500	
4811.3790 Low Income Transit Pass	4,240	3,000	3,000	3,000	
4812.3717 La Plata Youth Services	81,500	91,500	91,500	91,500	
4812.3719 Detox Center	222,318	209,430	209,430	219,096	
4814.3733 Mountain Studies Institute	-	60,000	60,000	60,000	
4813.3790 Buzz Bus	10,060	20,000	20,000	20,000	
4814.3720 Grants	50,000	-	525,500	-	
4814.3716 Outdoor Recreation Block Grant	8,000	21,000	21,000	25,000	
4814.3722 Air Quality w/ D&SNGRR	-	2,000	-	-	
<b>TOTAL EXPENDITURES</b>	<b>\$ 632,878</b>	<b>\$ 662,430</b>	<b>\$ 1,193,145</b>	<b>\$ 674,096</b>	<b>\$ -</b>



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# City Operations – Buildings & Plant



City Operations staff illuminate the trees in the Central Business District beginning in November each year. Staff hang approximately 180 strands of lights on 87 trees.

This Division provides for utilities (with a focus on environmental sustainability), building maintenance for the following administrative office buildings: City Hall, River City Hall, Carnegie Building, Cemetery buildings, Police Department and Three Springs Police Substation, as well as streetscape maintenance to help maintain the historic feel of the CBD. This division provides for managed employee housing and cell tower lease management.

### 2016 Highlights

1. Completed roof and electrical upgrades to the Carnegie building.
2. Replaced aging HVAC units at the River City Hall.
3. Replaced HVAC units at the Police Department.

### 2017 Personnel

1. Request of one Lead Custodian position.
2. Request of two Custodians positions.

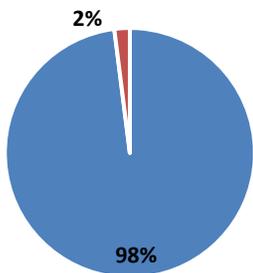
### 2017 Other Capital

1. There are no other capital requests.

### 2017 Goals & Objectives

1. **CS & CED** Continue to work toward the established goals of environmental sustainability through energy conservation efforts that include quarterly meetings with LPEA to evaluate methods to harvest energy savings.
2. **GP** Continue to investigate methods to reduce energy consumption in all City facilities.
3. **GP** Address critical deferred maintenance on City facilities.

**Buildings 2017 Budget as a % of General Fund**



■ General Fund ■ Buildings

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 134,724	\$ 278,505	106.7%
Materials & Supplies	10,325	29,575	186.4%
Charges & Services	503,300	430,645	(14.4%)
Capital Outlay	110,000	-	(100.0%)
<b>Total</b>	<b>\$ 758,349</b>	<b>\$ 738,725</b>	<b>(2.6%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
City Operations Director	(.33) \$ 34,666	(.33) \$ 34,666	
Facilities Coordinator	(1) 41,538	(1) 41,541	
Accounting Tech I	(.5) 18,626	(.5) 18,623	
Lead Custodian	(0) -	(1) 30,597	
Custodian	(0) -	(2) 53,206	
<b>Total</b>	<b>(1.83) \$ 94,830</b>	<b>(4.83) \$ 178,633</b>	

<b>BUILDINGS &amp; PLANT - CITY OPERATIONS</b>					
<b>BUDGET SUMMARY</b>					
<b>Expenditures</b>					
FUND / DIVISION - 11.4911	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 139,143	\$ 94,830	\$ 95,217	\$ 178,633	
12199 Overtime Regular	444	4,000	3,000	4,000	
14399 Insurance	22,398	23,392	22,836	72,769	
14599 Retirement Great West	15,735	11,069	11,000	20,455	
14799 Employer Portion Medicare	1,988	1,433	1,424	2,648	
	<u>179,708</u>	<u>134,724</u>	<u>133,477</u>	<u>278,505</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	418	300	1,500	300	
22599 Clothing & Uniforms	393	500	500	500	
23199 Fuel	2,642	3,500	2,750	2,750	
26999 Other Supplies	4,939	6,025	6,025	26,025	
	<u>8,392</u>	<u>10,325</u>	<u>10,775</u>	<u>29,575</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	78,375	119,303	86,850	22,524	
31599 Software Maintenance	2,305	2,305	2,350	2,305	
32099 Housing	15,296	21,570	21,570	21,570	
32399 Postage	-	-	1,000	1,000	
32799 Credit Card Fees	13,131	-	15,000	15,000	
33799 Auto Allowance & Mileage	-	-	1,200	1,200	
33899 Professional Development	800	1,000	-	1,000	
34199 Utilities - Electric	77,806	105,000	100,000	105,000	
34299 Utilities - Water, Sewer, Trash	72,392	75,600	20,000	75,600	
34399 Utilities - Gas	28,907	28,000	28,000	28,000	
34599 Telephone & Data	23,663	42,158	42,158	42,158	
34699 Cell Phone Stipend	780	1,080	1,080	1,080	
35699 Vehicle Rent & Maintenance	28,740	24,944	24,944	31,868	
35799 Rentals	-	2,500	1,000	2,500	
36199 Repair & Maintenance	65,776	63,840	63,840	63,840	
36299 Streetscape Maintenance	12,878	16,000	16,000	16,000	
	<u>420,849</u>	<u>503,300</u>	<u>424,992</u>	<u>430,645</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	45,195	110,000	110,000		
	<u>45,195</u>	<u>110,000</u>	<u>110,000</u>	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 654,145</b>	<b>\$ 758,349</b>	<b>\$ 679,244</b>	<b>\$ 738,725</b>	<b>\$ -</b>

# City Operations – Buildings & Plant

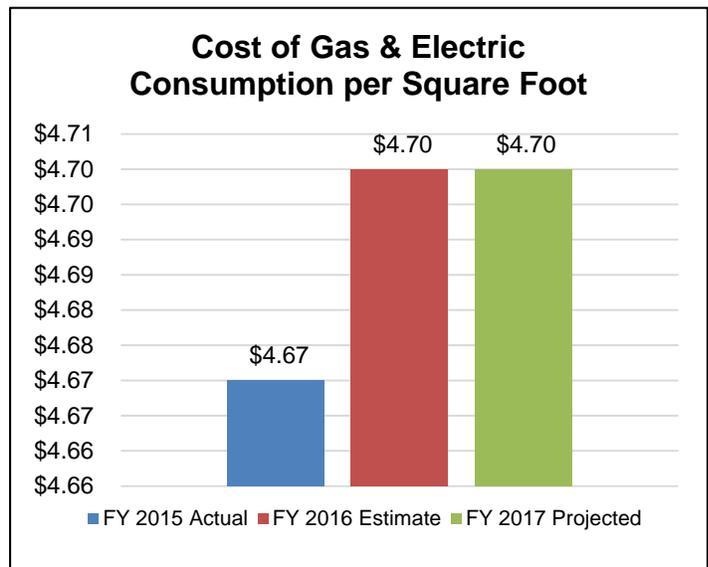
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total Square Footage of City Buildings	264,671	264,671	264,671
Cost of Gas & Electric Consumption per Square Foot	\$4.67	\$4.70	\$4.70
Cost of Building Maintenance (internal)	\$23,482	\$32,000	\$32,000

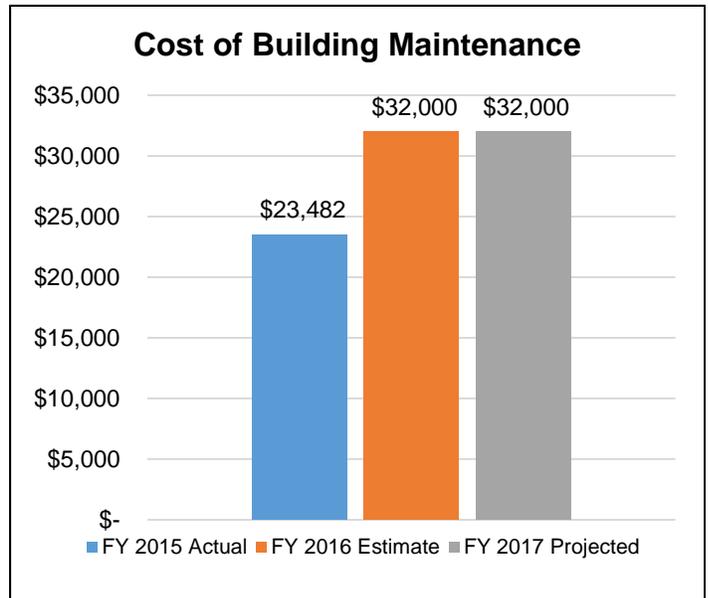
### Cost of Gas & Electric Consumption per Square Foot

This performance measure provides the cost of gas and electric consumption per square foot building space.



### Cost of Building Maintenance

This performance measure provides the internal cost of building maintenance.



# Non-Departmental Miscellaneous

All General Fund charges not directly related to operating departments are accounted for under this section. Examples are general liability insurance, contingency and debt retirement.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 310,090	\$ 311,835	0.1%
Charges & Services	3,649,709	3,379,351	(7.4%)
<b>Total</b>	<b>\$ 3,959,799</b>	<b>\$ 3,691,186</b>	<b>(6.8%)</b>

NON-DEPARTMENTAL MISCELLANEOUS BUDGET SUMMARY Expenditures					
FUND / DIVISION - 11.4999	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
15199 U.C. Insurance/Workers Comp	\$ 356,413	\$ 310,090	\$ 310,090	\$ 311,835	-
	356,413	310,090	310,090	311,835	-
Charges & Services					
31299 Professional Services	110,495	110,495	110,495	122,870	
31399 Insurance (Liability)	293,003	330,902	330,902	335,731	
31499 Other Contracted Services	68,143	35,000	35,000	35,000	
39199 Salary Contingency	-	14,062	-	500,000	
39299 Principal Payment	100,000	100,000	100,000	100,000	
39399 Interest Payment	87,666	91,000	91,000	87,500	
39699 Interfund Transfer	130,500	23,250	23,250	23,250	(1)
39799 Transfer to Capital Fund	3,597,832	2,945,000	2,945,000	2,175,000	
	4,387,639	3,649,709	3,635,647	3,379,351	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,744,052</b>	<b>\$ 3,959,799</b>	<b>\$ 3,945,737</b>	<b>\$ 3,691,186</b>	<b>\$ -</b>

(1) Warehouse Transfer



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***General Services Fund  
Revenues  
And  
Expenditures***

# General Services Fund

**Divisions**

Administration

Buildings & Plant



The General Services building houses parts of 3 departments; City Operations, Utilities, and Public Transit.

**2017 Personnel**

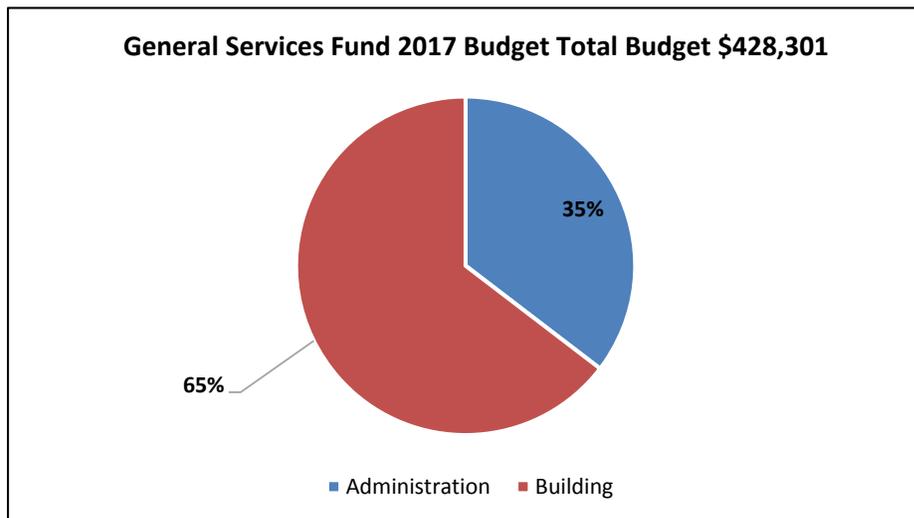
1. There are no changes to personnel.

**2017 Other Capital**

1. \$90,000 to implement Access Control at Service Center.
2. \$70,000 to replace concrete at Service Center.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 117,389	\$ 119,261	1.6%
Materials & Supplies	14,750	14,250	(3.4%)
Charges & Services	116,321	134,790	15.9%
Capital Outlay	160,000	160,000	0.0%
<b>Total</b>	<b>\$ 408,460</b>	<b>\$ 428,301</b>	<b>4.9%</b>

Authorized Personnel	FY 2015	FY 2016	FY 2017
	1.34	1.34	1.34
<b>Total</b>	<b>1.34</b>	<b>1.34</b>	<b>1.34</b>



<b>GENERAL SERVICES</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Revenues:					
Service Center Charges	\$ 7,338	\$ 5,000	\$ 5,000	\$ 5,000	
Transfer from Other Funds	450,423	425,000	425,000	332,550	
Interest Income	<u>2,389</u>	<u>1,500</u>	<u>2,500</u>	<u>2,500</u>	
<b>TOTAL REVENUES</b>	<b>\$ 460,150</b>	<b>\$ 431,500</b>	<b>\$ 432,500</b>	<b>\$ 340,050</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>37,289</u>	<u>111,847</u>	<u>141,521</u>	<u>185,317</u>	
<b>TOTAL AVAILABLE</b>	<b>\$ 497,439</b>	<b>\$ 543,347</b>	<b>\$ 574,021</b>	<b>\$ 525,367</b>	<b>\$ -</b>
Expenditures:					
Administration	\$ 123,337	\$ 140,816	\$ 127,010	\$ 160,742	
Building & Plant	<u>232,581</u>	<u>267,644</u>	<u>261,694</u>	<u>267,559</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 355,918</b>	<b>\$ 408,460</b>	<b>\$ 388,704</b>	<b>\$ 428,301</b>	<b>\$ -</b>
Carryover Working Capital/Reserve (excluding inventory)	<u>\$ 141,521</u>	<u>\$ 134,887</u>	<u>\$ 185,317</u>	<u>\$ 97,066</u>	<u>\$ -</u>

<b>GENERAL SERVICES REVENUES</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>81.1000.64 <u>CHARGES FOR SERVICES</u></b>					
769 Service Center Charges	\$ 7,338	\$ 5,000	\$ 5,000	\$ 5,000	
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 7,338</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>
<b>81.1000.66 <u>MISCELLANEOUS</u></b>					
119 Interest Earned	\$ 2,389	\$ 1,500	\$ 2,500	\$ 2,500	
559 Other Revenue	423	-	-	-	
639 Transfer from General Fund	130,500	123,250	123,250	23,250	
649 Transfer from Water Fund	112,500	106,250	106,250	85,800	
659 Transfer from Sewer Fund	112,500	106,250	106,250	82,500	
669 Transfer from Airport Fund	31,500	29,750	29,750	-	
681 Transfer from CERF	-	-	-	75,000	
698 Transfer from Transportation Services Fu	31,500	29,750	29,750	33,000	
699 Transfer from Sustainable Services Fund	31,500	29,750	29,750	33,000	
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 452,812</b>	<b>\$ 426,500</b>	<b>\$ 427,500</b>	<b>\$ 335,050</b>	<b>\$ -</b>
<b>TOTAL GENERAL SERVICES</b>	<b>\$ 460,150</b>	<b>\$ 431,500</b>	<b>\$ 432,500</b>	<b>\$ 340,050</b>	<b>\$ -</b>

# General Services – Administration



This division provides the administration and management of activities associated with the City Operations programs, such as fleet maintenance, central warehouse operations for City’s street, utilities and fleet inventories.

## 2017 Goals & Objectives

1. **GP** Continue to provide professional high quality service to both internal and external City of Durango customers.
2. **GP** Continue to operate weather emergency operations during the winter months to expedite service calls and work orders.
3. **CS** Continue to work with outside utilities to decrease energy consumption.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 117,389	\$ 119,261	1.6%
Materials & Supplies	2,700	2,200	(18.5%)
Charges & Services	20,727	39,281	89.5%
<b>Total</b>	<b>\$ 140,816</b>	<b>\$ 160,742</b>	<b>14.1%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
City Operations Director	(.34)	\$ 35,716	(.34)	\$ 35,716	
Warehouse/Inventory Technician	(1)	47,245	(1)	47,245	
<b>Total</b>	<b>(1.34)</b>	<b>\$ 82,961</b>	<b>(1.34)</b>	<b>\$ 82,961</b>	



City Service Center

<b>ADMINISTRATION - GENERAL SERVICES</b>					
<b>BUDGET SUMMARY</b>					
<b>Expenditures</b>					
FUND / DIVISION - 81.7110	2015	2016	2016	2017	2017
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>PROPOSED</u>	<u>ADOPTED</u>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 81,700	\$ 82,953	\$ 83,211	\$ 82,961	
12199 Overtime Regular	1,072	2,050	900	2,050	
14399 Insurance	18,117	20,033	18,445	21,876	
14599 Retirement Great West	9,231	9,515	9,420	9,521	
14799 Employer Portion Medicare	1,140	1,233	1,220	1,233	
15199 U.C. Insurance/Workers Comp	4,160	1,605	1,605	1,620	
	<u>115,420</u>	<u>117,389</u>	<u>114,801</u>	<u>119,261</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	655	500	250	500	
26599 Inventory Adjustment	(701)	500	-	-	
26999 Other Supplies	326	1,700	300	1,700	
	<u>280</u>	<u>2,700</u>	<u>550</u>	<u>2,200</u>	-
<b>Charges &amp; Services</b>					
32299 Books, Newspapers & Periodicals	-	150	150	150	
32399 Postage & Freight	50	300	200	300	
32699 Freight on Inventory	2,584	2,500	2,500	2,500	
33599 Dues & Memberships	150	450	450	450	
33799 Mileage & Auto Allowance	3,750	3,900	3,600	4,200	
33899 Professional Development	-	3,400	1,500	3,400	
34599 Telephone & Data	-	540	540	540	
34699 Cell Phone Stipend	355	780	780	780	
39199 Salary Contingency	-	6,768	-	25,000	
39699 Interfund Transfer	748	1,939	1,939	1,961	(1)
	<u>7,637</u>	<u>20,727</u>	<u>11,659</u>	<u>39,281</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 123,337</b>	<b>\$ 140,816</b>	<b>\$ 127,010</b>	<b>\$ 160,742</b>	<b>\$ -</b>

(1) Risk Manager Transfer

# General Services – Administration

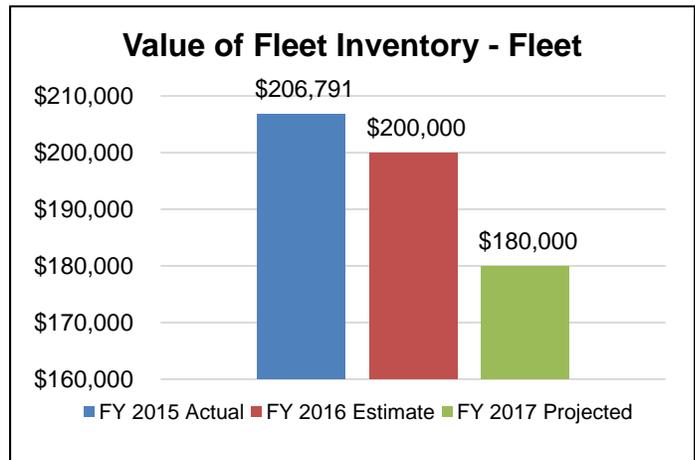
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Value of Fleet Inventory			
<b>GP</b> Fleet	\$206,791	\$200,000	\$180,000
<b>GP</b> Water	\$118,706	\$110,000	\$100,000
<b>GP</b> Stores	\$62,948	\$60,000	\$60,000
Value of Over the Counter Warehouse Transactions (outside agencies)	\$63,079	\$65,000	\$65,000
Value of Internal Transactions	\$592,439	\$600,000	\$600,000

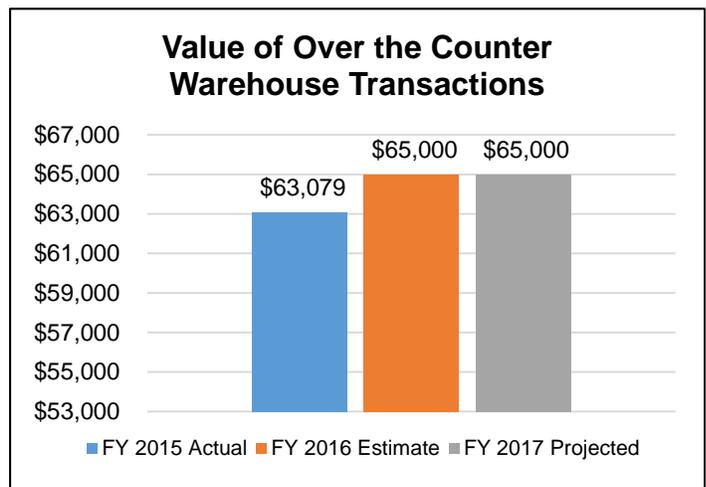
### Value of Fleet Inventory - Fleet

This performance measure provides the total value of the fleet inventory housed at the warehouse.



### Value of Over the Counter Warehouse Transactions to Outside Agencies

This performance measure provides the value of the transactions processed at the warehouse to outside agencies.



# GS Buildings & Plant



This division provides for utilities (with a focus on environmental sustainability), building maintenance for the following administrative office buildings: City Hall, River City Hall, Carnegie Building, Police Department and Three Springs Police Substation, as well as streetscape maintenance to help maintain the historic feel of the CBD. This division provides for managed employee housing and cell tower lease management.

## 2017 Goals & Objectives

1. **CS & CED** Continue to work toward the established goals of environmental sustainability through energy conservation that include quarterly meetings with LPEA to evaluate methods to harvest energy savings.
2. **GP** Continue to investigate methods to reduce energy consumption in all City facilities.
3. **GP** Address critical deferred maintenance on City facilities.

## 2016 Results

1. Phase II of two year parking lot asphalt replacement completed.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Materials & Supplies	\$ 12,050	\$ 12,050	0.0%
Charges & Services	95,594	95,509	(0.1%)
Capital Outlay	160,000	160,000	0.0%
<b>Total</b>	<b>\$ 267,644</b>	<b>\$ 267,559</b>	<b>(0.1%)</b>

<b>GS BUILDINGS &amp; PLANT BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 81.7130	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Materials & Supplies					
26999 Other Supplies	\$ 11,605	\$ 12,050	\$ 12,050	\$ 12,050	-
	<u>11,605</u>	<u>12,050</u>	<u>12,050</u>	<u>12,050</u>	<u>-</u>
Charges & Services					
31499 Other Contracted Services	10,159	10,000	10,000	10,000	
31599 Software Maintenance	-	1,000	1,000	1,000	
34199 Utilities - Electric	35,974	41,200	41,200	41,200	
34299 Utilities - Water, Sewer, Trash	7,368	10,750	4,800	10,750	
34399 Utilities - Gas	5,724	6,500	6,500	6,500	
35699 Vehicle Rent & Maintenance	2,330	2,644	2,644	2,559	
36199 Repair & Maintenance	24,348	23,500	23,500	23,500	
	<u>85,903</u>	<u>95,594</u>	<u>89,644</u>	<u>95,509</u>	<u>-</u>
Capital Outlay					
49199 Other Capital	135,073	160,000	160,000	160,000	
	<u>135,073</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 232,581</b>	<b>\$ 267,644</b>	<b>\$ 261,694</b>	<b>\$ 267,559</b>	<b>\$ -</b>



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***Equipment Replacement  
And  
Maintenance Fund Summary  
Revenues  
And  
Expenditures***

# CERF – Replacement / Maintenance



During 2016, the Fleet Maintenance Division sold over \$231,309 in surplus equipment and completed approximately 1,848 work orders.

The Capital Equipment Replacement Fund (CERF) is the fleet replacement program and funding process for City vehicles and equipment. Additions to the existing CERF fleet are initially budgeted for and purchased by the requesting Division. The new equipment or vehicle is then added to the CERF program. Replacement charges are calculated by the original cost of the vehicle, divided by the number of years is expected to last with a 3% inflation factor added each year. This fee is charged to the Division for each assigned vehicle and collected quarterly. When a vehicle reaches the scheduled replacement year, the combination of collected CERF funds and the surplus value of the vehicle fund the purchase of the new replacement. All enhancements or added options not included in the original purchase are not eligible for CERF funding and must be budgeted for by the requesting Division.

The Fleet Maintenance Division is responsible for providing maintenance and replacement of approximately 305 City vehicles and equipment in an efficient and economical manner. This Division maintains radios to facilitate dependable communication throughout all City divisions. This Division also includes training, uniforms, safety supplies and professional development funds for technical staff.

### 2017 Goals & Objectives

1. **GP** Continue to replace equipment deferred by economic downturn.
2. **GP** Began replacing 800 MHz radio's city wide.

### 2016 Results

1. Replaced thirty three pieces of equipment.
2. Added five pieces of equipment to the fleet.
3. Sold surplus equipment for a total of \$231,309.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 692,510	\$ 693,091	0.1%
Materials & Supplies	429,775	428,775	(0.2%)
Charges & Services	216,774	213,489	(1.5%)
Capital Outlay	1,484,143	1,911,325	28.8%
<b>Total</b>	<b>\$ 2,823,202</b>	<b>\$ 3,246,680</b>	<b>15.0%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Facilities & Fleet Manager	(1) \$ 81,080	(1) \$ 81,080	
Crew Leader	(1) 52,978	(1) 52,980	
Mechanic II	(5) 245,253	(5) 244,405	
Facilities/Warehouse Coordinator	(1) 37,586	(1) 37,586	
Accounting Tech I	(.5) 18,626	(.5) 18,623	
Fleet/Maintenance Worker	(1) 26,998	(1) 27,002	
<b>Total</b>	<b>(9.5) \$ 462,521</b>	<b>(9.5) \$ 461,676</b>	

<b>EQUIPMENT REPLACEMENT &amp; MAINTENANCE</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Maintenance Charge	\$ 907,180	\$ 848,192	\$ 848,192	\$ 918,854	
Capital Replacement Charge	1,916,251	1,921,908	1,921,908	1,947,714	
Sales of Fixed Assets	85,263	100,000	200,000	150,000	
Interest Income	36,846	35,000	40,000	40,000	
Other	<u>498</u>	<u>-</u>	<u>1,000</u>	<u>-</u>	
<b>TOTAL REVENUES</b>	<b>\$ 2,946,038</b>	<b>\$ 2,905,100</b>	<b>\$ 3,011,100</b>	<b>\$ 3,056,568</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>1,354,425</u>	<u>2,592,062</u>	<u>2,989,981</u>	<u>2,896,879</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 4,300,463</b>	<b>\$ 5,497,162</b>	<b>\$ 6,001,081</b>	<b>\$ 5,953,447</b>	<b>\$ -</b>
<b>Expenditures:</b>					
	<u>\$ 1,310,482</u>	<u>\$ 2,823,202</u>	<u>\$ 3,104,202</u>	<u>\$ 3,246,680</u>	
Carryover Working Capital/Reserve	<u>\$ 2,989,981</u>	<u>\$ 2,673,960</u>	<u>\$ 2,896,879</u>	<u>\$ 2,706,767</u>	<u>\$ -</u>

### EQUIPMENT REPLACEMENT & MAINTENANCE REVENUES

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>82.1000.64 CHARGES FOR SERVICES</b>					
769 Maintenance Charges	\$ 907,180	\$ 848,192	\$ 848,192	\$ 918,854	
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 907,180</b>	<b>\$ 848,192</b>	<b>\$ 848,192</b>	<b>\$ 918,854</b>	<b>\$ -</b>
<b>82.1000.66 MISCELLANEOUS</b>					
119 Interest on Investments	\$ 36,846	\$ 35,000	\$ 40,000	\$ 40,000	
559 Other Revenue	498	-	1,000	-	
619 CERF Charges	1,916,251	1,921,908	1,921,908	1,947,714	
719 Sale of Fixed Assets	85,263	100,000	200,000	150,000	
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 2,038,858</b>	<b>\$ 2,056,908</b>	<b>\$ 2,162,908</b>	<b>\$ 2,137,714</b>	<b>\$ -</b>
<b>TOTAL CERF REVENUES</b>	<b>\$ 2,946,038</b>	<b>\$ 2,905,100</b>	<b>\$ 3,011,100</b>	<b>\$ 3,056,568</b>	<b>\$ -</b>

<b>CERF - REPLACEMENT / MAINTENANCE</b>					
<b>BUDGET SUMMARY</b>					
<b>Expenditures</b>					
FUND / DIVISION - 82.7220	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 451,491	\$ 462,521	\$ 468,495	\$ 461,676	
11299 Salaries Part Time	1,659	20,100	26,200	20,100	
12199 Overtime Regular	12,239	14,300	14,300	14,300	
12299 Overtime Part Time		500	500	500	
14299 FICA	110	1,277	1,628	1,277	
14399 Insurance	101,407	119,544	109,515	120,921	
14599 Retirement Great West	51,780	53,404	54,073	53,309	
14799 Employer Portion Medicare	6,542	7,213	7,388	7,200	
15199 U.C. Insurance/Workers Comp	15,680	13,651	13,651	13,808	
	<u>640,908</u>	<u>692,510</u>	<u>695,750</u>	<u>693,091</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	398	400	250	400	
22599 Clothing & Uniforms	6,207	7,500	7,500	7,500	
23199 Fuel	1,454	2,000	1,500	1,500	
23299 Vehicle Parts	466,890	405,000	405,000	405,000	
24199 Hand Tools	2,375	2,375	2,375	2,375	
26599 Inventory Adjustment	-	500	-	-	
26999 Other Supplies	7,844	12,000	12,000	12,000	
	<u>485,166</u>	<u>429,775</u>	<u>428,625</u>	<u>428,775</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	38,424	43,000	43,000	43,000	
31599 Software Maintenance	10,423	12,505	12,505	12,505	
33599 Dues & Memberships	713	600	600	700	
33899 Professional Development	699	4,200	2,200	4,200	
34699 Cell Phone Stipends	1,080	780	780	780	
35699 Vehicle Rent & Maintenance	18,509	17,804	17,804	20,948	
36199 Repair & Maintenance	3,862	4,800	4,800	4,800	
39199 Salary Contingency	-	16,751	-	35,000	
39699 Interfund Transfers	2,819	116,334	116,334	91,556	(1)
	<u>76,529</u>	<u>216,774</u>	<u>198,023</u>	<u>213,489</u>	-
<b>Capital Outlay</b>					
44299 Vehicles & Equipment	107,878	1,443,143	1,740,804	1,911,325	
49199 Other Capital	-	41,000	41,000	-	
	<u>107,878</u>	<u>1,484,143</u>	<u>1,781,804</u>	<u>1,911,325</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,310,482</b>	<b>\$ 2,823,202</b>	<b>\$ 3,104,202</b>	<b>\$ 3,246,680</b>	<b>\$ -</b>

(1) Risk Manager Transfers

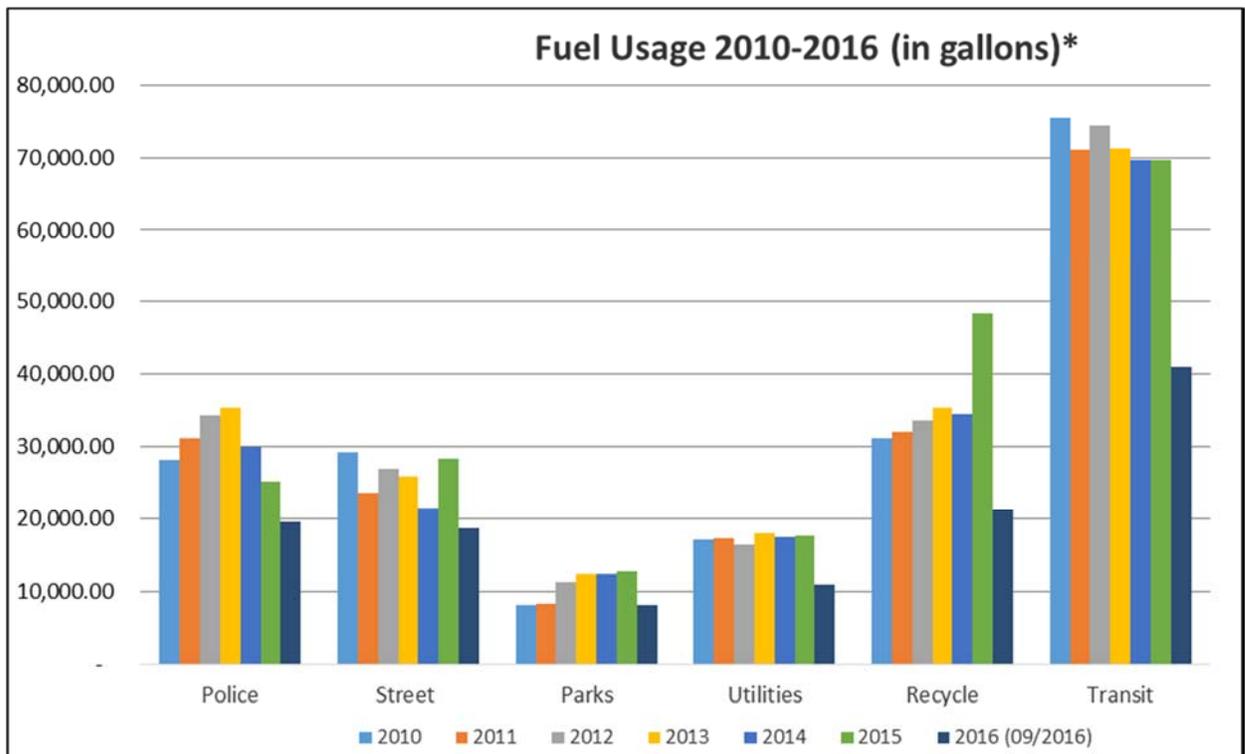
<b>CERF - REPLACEMENT / MAINTENANCE CAPITAL OUTLAY DETAIL</b>			
FUND / DIVISION - 82.7230			
<b>New Vehicle</b>	<b>Replaces</b>	<b>Proposed</b>	<b>Adopted</b>
Chevy Equinox	Transit - Prius	\$ 28,137	
Chevy Sedan	PD - Sedan	36,121	
Chevy SUV	PD SUV's (3)	162,267	
Pickup	Surplus Pickup (2)	87,378	
Chevy Passenger Vehicle	Planning - Chevy Uplander	23,959	
Pickup	Streets - GMC Pickup	30,049	
Mack	Streets - Mack	48,477	
Bucket Truck	Building/ Maintenance - Bucket Truck	94,069	
Bucket Truck	City Arborist - Bucket Truck	125,732	
Mower (2)	Parks - John Deere and Toro Mowers	55,796	
Ice Edger	Skate Rink - Thomsen Ice Edger	4,895	
Air Compressor	Utilities - Air Compressor	20,313	
Loader	Streets - John Deere Loader	83,681	
Skid Steer	Recycle - Bobcat Skid Steer	8,501	
Vermeer	Parks - Vermeer	26,268	
Mack	Solid Waste - Mack (3)	767,061	
Kubota	Parks & Rec - Kubota	19,402	
Cargo Trailer	Special Events - Wells Cargo Trailers (2)	16,116	
Tractor	Parks & Rec - Tractor	49,551	
Concrete Saw	Utilities - Target Concrete Saw	17,500	
Pressure Washer	General Services - Hotsy Pressure Washer	7,644	
Tractor	Library - John Deere Tractor	17,295	
Welder	Parks - Welder	6,405	
Tycrop	Parks - Tycrop	27,819	
Trolley	Transit - Trolley	34,889	
Radios	800 MHZ Radios - Streets (20)	56,000	
Radios	800 MHZ Radios - PD (20)	56,000	
<b>Total</b>		<b>\$ 1,911,325</b>	<b>\$ -</b>

# CERF – Replacement / Maintenance

## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> Total Number of City Vehicles	300	305	305
Maintenance Cost per Mile or Hour			
Police Vehicles (200)	\$0.33	\$0.30	\$0.28
Pick-ups (300)	\$0.30	\$0.33	\$0.30
Trash Trucks (700)	\$15.49	\$21.60	\$20.00
Transit (900)	\$0.44	\$0.44	\$0.42
Percentage of Labor Hours by Type of Repair			
Preventative	59%	59%	60%
Scheduled Repairs	32%	32%	30%
Non-Scheduled Repairs	8%	8%	10%



\* This amount includes fuel maintained at the Service Center and does not include fuel purchased through local card lock companies.



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***Risk Manager Fund Summary  
Revenues  
And  
Expenditures***

# Risk Management – Safety Officer



During 2016, Risk Management offered 35 safety related trainings to city employees.

Safety and Risk Management administers all workers' compensation claims, as well as coordinating city wide a return to work program. This Division coordinates safety training for all departments, following the guidelines set forth by our insurance company, CIRSA, and coordinates our employee drug and alcohol testing program. This department administers all city property and citizens' claims regarding motor vehicle liability, and property casualty claims. The Safety Officer is the direct liaison with the city's insurance company for all insurance, renewals, and programs. The Safety Officer conducts accident investigations as needed, and seeks restitution on all damaged city property. This department seeks ongoing visibility and time in the field, programs for accident prevention and safety awareness, and to provide a safe working environment.

## 2017 Goals & Objectives

1. **GP** Continue time spent in the field and at job sites.
2. **GP** Continue a comprehensive safety training program for all employees.
3. **GP** Continue our downward trend of personal injury accidents, and strive for a reduction in motor vehicle accidents.

## 2016 Results

1. Budget expenditures for 2016 are expected to be 4.0% above projections due to CIRSA premium increases and claims paid increases.
2. Motor vehicle accidents are projected to be down 5%.
3. Personal injury accidents are projected to be down 4%.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 86,153	\$ 87,338	31.4%
Materials & Supplies	2,150	2,150	0.0%
Charges & Services	1,051,769	951,387	(9.5%)
<b>Total</b>	<b>\$ 1,140,072</b>	<b>\$ 1,040,875</b>	<b>(8.7%)</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Safety Officer/Risk Manager	(1)	\$ 63,406	(1)	\$ 63,406	
<b>Total</b>	<b>(1)</b>	<b>\$ 63,406</b>	<b>(1)</b>	<b>\$ 63,406</b>	

<b>RISK MANAGEMENT FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Revenues:					
Interest	\$ 1,301	\$ 2,500	\$ 2,500	\$ 2,500	
Risk Manager Transfers from Other Funds	<u>1,202,343</u>	<u>1,154,058</u>	<u>1,154,058</u>	<u>1,046,879</u>	
<b>TOTAL REVENUES</b>	<b>\$ 1,203,644</b>	<b>\$ 1,156,558</b>	<b>\$ 1,156,558</b>	<b>\$ 1,049,379</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>127,541</u>	<u>144,057</u>	<u>131,334</u>	<u>155,824</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 1,331,185</b>	<b>\$ 1,300,615</b>	<b>\$ 1,287,892</b>	<b>\$ 1,205,203</b>	<b>\$ -</b>
Expenditures:	<u>\$ 1,199,851</u>	<u>\$ 1,140,072</u>	<u>\$ 1,132,068</u>	<u>\$ 1,040,875</u>	
Carryover Working Capital/Reserve	<u>\$ 131,334</u>	<u>\$ 160,543</u>	<u>\$ 155,824</u>	<u>\$ 164,328</u>	<u>\$ -</u>

<b>RISK MANAGEMENT - SAFETY OFFICER</b>					
<b>BUDGET SUMMARY</b>					
<b>Expenditures</b>					
FUND / DIVISION - 84.7520	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 61,902	\$ 63,406	\$ 63,406	\$ 63,406	
14399 Insurance	13,670	14,727	14,727	15,912	
14599 Retirement Great West	6,928	7,101	7,101	7,101	
14799 Employer Portion Medicare	876	919	919	919	
	<u>83,376</u>	<u>86,153</u>	<u>86,153</u>	<u>87,338</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	527	600	350	600	
23199 Fuel	682	750	450	750	
26999 Other Supplies	884	800	800	800	
	<u>2,094</u>	<u>2,150</u>	<u>1,600</u>	<u>2,150</u>	-
<b>Charges &amp; Services</b>					
31099 Premiums Paid	967,839	875,949	875,949	773,529	
31199 Claims Paid	128,508	150,000	150,000	150,000	
31299 Professional Services	9,117	11,500	8,500	11,500	
31499 Other Contracted Services	2,297	3,000	3,000	3,000	
32199 Printing	-	20	20	20	
32299 Books, News & Periodicals	-	150	-	150	
32399 Postage	214	100	50	100	
33599 Dues & Memberships	795	695	695	695	
33899 Professional Development	682	2,100	1,100	2,100	
33999 Safety Incentives	2,527	2,500	2,500	2,500	
34699 Cell Phone Stipend	780	780	780	780	
35699 Vehicle Rent & Maintenance	1,621	1,721	1,721	2,013	
39199 Salary Contingency	-	3,254	-	5,000	
	<u>1,114,381</u>	<u>1,051,769</u>	<u>1,044,315</u>	<u>951,387</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,199,851</b>	<b>\$ 1,140,072</b>	<b>\$ 1,132,068</b>	<b>\$ 1,040,875</b>	<b>\$ -</b>

# Risk Management – Safety Officer

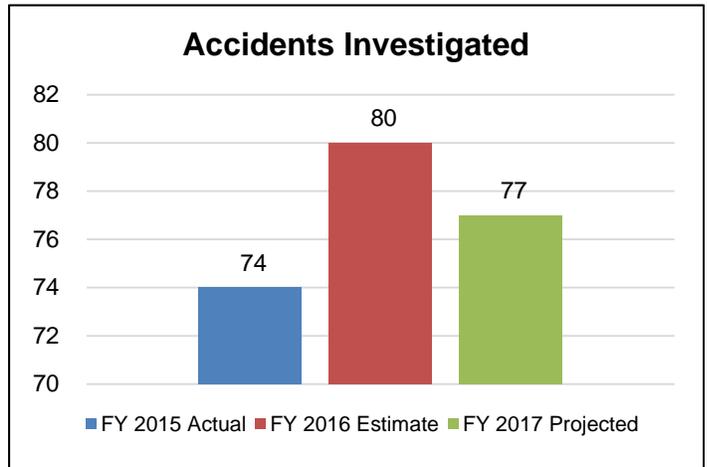
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>GP</b> Accidents Investigated	74	80	77
<b>GP</b> Safety Committee Meetings	6	6	6
Accident Review Board Meetings	12	12	12
<b>GP</b> Vehicle Accidents	27	30	29
<b>GP</b> Personal Injury Accidents	31	32	31
Property Damage Accidents	16	18	17

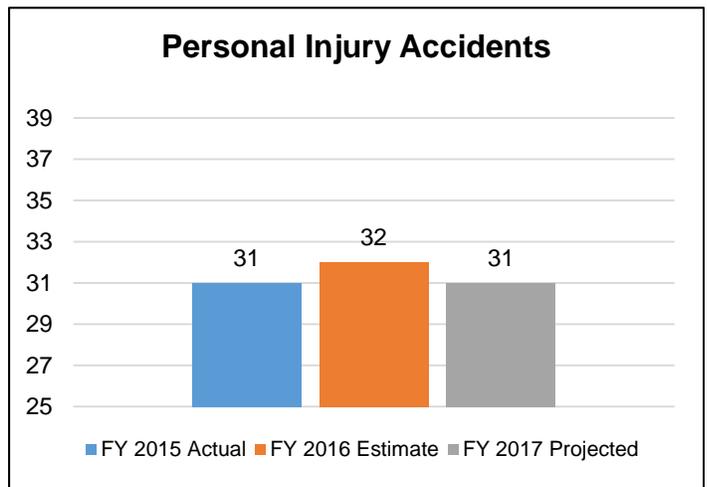
### Accidents Investigated

This performance measure provides the total number of accidents investigated throughout the year.



### Personal Injury Accidents

This performance measure provides the total number of accidents that were considered personal injury accidents.



<b>SELF-INSURANCE BUDGET SUMMARY Revenues and Expenditures</b>					
FUND / DIVISION - 83.7320	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues</b>					
64730 Employee Paid Medical	\$ 380,532	\$ -	\$ 395,000	\$ 410,000	
66119 Interest Earned	1,298	-	1,500	1,500	
66559 Other Revenue	72,879	-	75,000	75,000	
66629 Interfund Transfer	350,853	-	396,139	450,000	
66639 Transfer from General Fund	2,265,191	-	2,600,000	2,900,000	
66649 Transfer from Water Fund	179,089	-	222,744	240,000	
66659 Transfer from Sewer Fund	152,405	-	170,000	185,000	
66669 Transfer from Airport Fund	161,105	-	175,000	195,000	
66698 Transfer from Parking Fund	48,626	-	65,815	71,000	
66699 Transfer from Sustainable Services Fun	133,841	-	149,885	162,000	
<b>TOTAL REVENUES</b>	<b>\$ 3,745,819</b>	<b>\$ -</b>	<b>\$ 4,251,083</b>	<b>\$ 4,689,500</b>	<b>\$ -</b>
<b>Expenditures</b>					
<b>Charges &amp; Services</b>					
31098 Wellness Activities	\$ -	\$ -	\$ 25,000	\$ 25,000	
31099 Medical Premiums Paid	1,312,581	-	1,321,109	1,426,800	
31199 Medical Claims Paid	2,521,374	-	2,987,041	3,000,000	
	3,833,956	-	4,333,150	4,451,800	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,833,956</b>	<b>\$ -</b>	<b>\$ 4,333,150</b>	<b>\$ 4,451,800</b>	<b>\$ -</b>

***Water Fund Summary  
Revenues  
And  
Expenditures***

# Water Fund – Utilities Department

**Divisions**

Administration

Source of Water

Pumping

Transmission & Distribution

Treatment

Meter Reading

Non-departmental

**2016 Highlights**

1. Continue our Hydrant Monitoring program and illegal Meter bypass monitoring program.
2. Implemented an Equipment History File and ASSET Management system, giving us the ability to plan and budget equipment repairs and replacements.
3. Replaced 6 fire hydrants.
4. Updated Emergency Action Plans, operating, and maintenance procedures.
5. Replaced 369 old and defective water meters.

**2017 Personnel**

1. No requests for personnel changes.

**2017 Other Capital**

1. \$12,713 Chevy Equinox.
2. \$5,000 Tapping Machine.

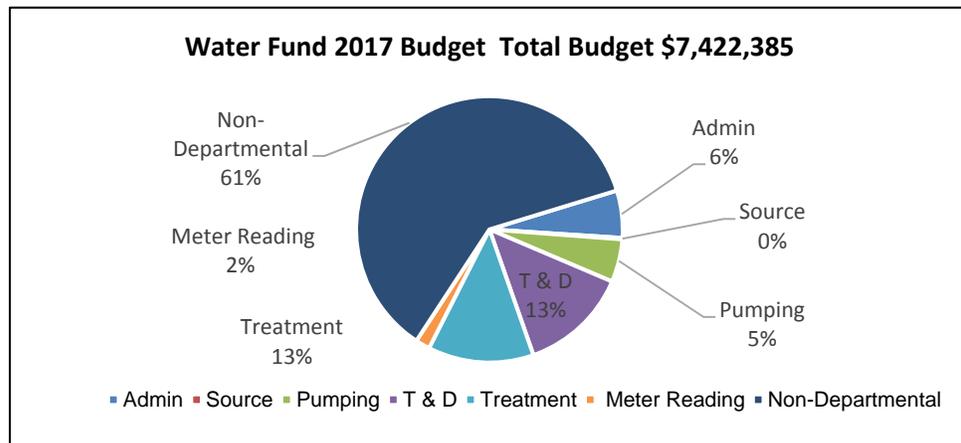
A rate increase of 10% is programmed to all residential and commercial water rates.



During 2016, the Water Department replaced 6 fire hydrants and 369 old and defective meters.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 1,579,925	\$ 1,593,290	0.8%
Materials & Supplies	518,165	493,375	(4.8%)
Charges & Services	5,852,077	5,318,007	9.1%
Capital Outlay	37,500	17,713	(52.8%)
<b>Total</b>	<b>\$ 7,987,667</b>	<b>\$ 7,422,385</b>	<b>(7.1%)</b>

Authorized Personnel	FY 2015	FY 2016	FY 2017
		20.8	21.8
<b>Total</b>	<b>20.8</b>	<b>21.8</b>	<b>21.6</b>



<b>WATER FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Charges for Services	\$ 5,097,699	\$ 7,131,000	\$ 7,131,000	\$ 8,100,000	
Miscellaneous	<u>1,027,131</u>	<u>685,000</u>	<u>721,000</u>	<u>845,000</u>	
<b>TOTAL REVENUES</b>	<b>\$ 6,124,830</b>	<b>\$ 7,816,000</b>	<b>\$ 7,852,000</b>	<b>\$ 8,945,000</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>4,021,288</u>	<u>5,255,271</u>	<u>4,146,509</u>	<u>4,267,541</u>	
<b>TOTAL AVAILABLE</b>	<b>\$ 10,146,118</b>	<b>\$ 13,071,271</b>	<b>\$ 11,998,509</b>	<b>\$ 13,212,541</b>	<b>\$ -</b>
<b>Expenditures:</b>					
Administration	\$ 332,871	\$ 472,192	\$ 375,738	\$ 489,035	
Source of Water	655	13,900	5,000	20,704	
Pumping	213,393	415,023	418,189	426,893	
Transmission & Distribution	994,072	1,071,034	1,037,605	1,059,642	
Treatment	771,319	1,027,438	935,205	1,039,858	
Meter Reading & Repair	138,596	141,257	120,985	138,273	
Non-departmental	<u>3,548,703</u>	<u>4,846,823</u>	<u>4,838,246</u>	<u>4,247,980</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,999,609</b>	<b>\$ 7,987,667</b>	<b>\$ 7,730,968</b>	<b>\$ 7,422,385</b>	<b>\$ -</b>
Carryover Working Capital/Reserve	<u>\$ 4,146,509</u>	<u>\$ 5,083,604</u>	<u>\$ 4,267,541</u>	<u>\$ 5,790,156</u>	<u>\$ -</u>

WATER FUND REVENUES					
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>91.1000.64 CHARGES FOR SERVICES</b>					
419 Metered Sales - Residential	\$ 2,256,065	\$ 3,400,000	\$ 3,400,000	\$ 3,900,000	
429 Metered Sales - Commercial	2,759,576	3,641,000	3,641,000	4,100,000	
439 Tap Fees	15,846	10,000	15,000	20,000	
449 Other Charges	66,212	80,000	75,000	80,000	
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 5,097,699</b>	<b>\$ 7,131,000</b>	<b>\$ 7,131,000</b>	<b>\$ 8,100,000</b>	<b>\$ -</b>
<b>91.1000.66 MISCELLANEOUS</b>					
119 Interest on Investments	\$ 120,529	\$ 100,000	\$ 125,000	\$ 140,000	
419 Plant Investment Fees	831,956	500,000	500,000	600,000	
555 Water Dock	66,466	70,000	75,000	85,000	
559 Other Revenue	7,953	15,000	11,000	15,000	
719 Sale of Fixed Assets	227	-	10,000	5,000	
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 1,027,131</b>	<b>\$ 685,000</b>	<b>\$ 721,000</b>	<b>\$ 845,000</b>	<b>\$ -</b>
<b>TOTAL WATER REVENUES</b>	<b>\$ 6,124,830</b>	<b>\$ 7,816,000</b>	<b>\$ 7,852,000</b>	<b>\$ 8,945,000</b>	<b>\$ -</b>

# Water Administration



During 2016, the Water Administration office continues to maintain water accountability with the use of calibrated water meters. Replacing old and defective water meters with new meters. Continue to monitor fire hydrant flows and investigative illegal water bypass.

This division provides administrative and engineering support for the Utilities Department, water system, including water system engineering and mapping, collection of various system fees and management of all divisions within the Utilities Department, water system.

## 2017 Goals & Objectives

1. **CS** Continue moving forward within our budget restraints.
2. **GP** Continue to build on what has been accomplished in 2012 through 2016.
3. **GP** Infrastructure, Maintenance, Efficiency and meeting or exceeding our communities needs on a daily basis.
4. **GP** Maintenance, equipment repairs and documentation are a priority.
5. **GP** Facility repairs are ongoing.
6. **CS** Rates- to meet / reflect current and projected requirements and needs.

## 2016 Results

1. Ensure that we provided customers with safe water in abundant quantities.
2. Maintaining Water Accountability by continuing to inspect water meters and maintaining their accuracy.
3. Continuing our commercial and Hydrant Meter Calibration Program.
4. Continue to improve our Meter reading and inspections program.
5. Maintenance and repairs are completed in a timely manner.
6. Maintenance Spot Check Program is ongoing and has provided the Utilities Department ever increasing operational up times.
7. Continue Hydrant Monitoring and illegal Meter bypass monitoring programs.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 385,049	\$ 376,061	(2.3%)
Materials & Supplies	4,942	9,267	87.5%
Charges & Services	82,201	90,994	10.7%
Capital Outlay	-	12,713	100.0%
<b>Total</b>	<b>\$ 472,192</b>	<b>\$ 489,035</b>	<b>3.6%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Utilities Director	(.6) \$ 65,352	(.4) \$ 43,568	
Assistant Utilities Director	(.6) 42,494	(.6) 45,889	
Utilities Management Analyst	(.6) 33,758	(.6) 33,758	
Civil Engineer II	(.6) 45,633	(1) 76,055	
Civil Engineer I	(.4) 23,181	(0) -	
Systems Analyst I - Utilities	(.6) 34,602	(.6) 34,602	
Accounting Tech I	(.6) 21,266	(.6) 21,266	
Administrative Assistant II	(.6) 22,002	(.6) 22,002	
<b>Total</b>	<b>(4.6) \$ 288,288</b>	<b>(4.4) \$ 277,140</b>	

<b>WATER ADMINISTRATION BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 91.8110	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 207,210	\$ 293,430	\$ 217,604	\$ 277,140	
12199 Overtime Regular	2,067	1,500	2,400	2,400	
14399 Insurance	25,830	52,811	33,261	61,160	
14599 Retirement Great West	23,540	33,032	24,640	31,308	
14799 Employer Portion Medicare	2,959	4,276	3,190	4,053	
	<u>261,606</u>	<u>385,049</u>	<u>281,095</u>	<u>376,061</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	2,416	2,500	1,500	2,500	
22599 Clothing & Uniforms		925	925	1,250	
26999 Other Supplies	7,797	1,517	1,500	5,517	
	<u>10,213</u>	<u>4,942</u>	<u>3,925</u>	<u>9,267</u>	-
<b>Charges &amp; Services</b>					
31299 Professional Services	1,662	12,000	7,000	7,000	
31499 Other Contracted Services	21,991	30,772	22,539	15,927	
31599 Software Maintenance	1,422	7,422	12,794	12,200	
32199 Printing		2,600	500	2,600	
32299 Books, Newspapers & Periodicals	27	650	300	650	
32399 Postage & Freight	13,273	12,329	12,329	14,074	
32499 Publications	360	500	500	500	
32799 Credit Card Fees	14,486	-	18,400	18,400	
33599 Dues & Memberships	1,936	2,514	2,681	2,666	
33799 Mileage & Auto Allowance	1,800	1,800	1,800	1,800	
33899 Professional Development	1,610	8,700	8,700	8,700	
34599 Telephone & Data	246	252	513	660	
34699 Cell Phone Stipend	1,648	2,070	2,070	3,060	
35699 Vehicle Rent & Maintenance	592	592	592	2,757	
	<u>61,052</u>	<u>82,201</u>	<u>90,718</u>	<u>90,994</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	-	-	-	12,713	
	<u>-</u>	<u>-</u>	<u>-</u>	<u>12,713</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 332,871</b>	<b>\$ 472,192</b>	<b>\$ 375,738</b>	<b>\$ 489,035</b>	<b>\$ -</b>

# Water Administration

## PERFORMANCE MEASURES

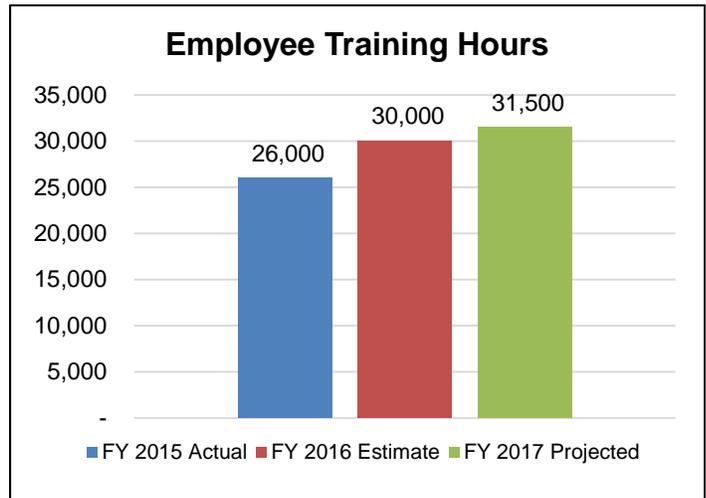
These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of CIP Projects*	32	44	47
<b>GP</b> Number of CIP Projects Completed	3	8	11
Value of CIP Projects	\$38,565,637	\$48,783,233	\$53,250,416
<b>GP</b> Value of CIP Projects Completed	\$401,139	\$732,183	\$50,000,000
<b>GP</b> Employee Training Hours	26,000	30,000	31,500
Number of Certified Operators	15	20	23

\*CIP projects are often completed over several years

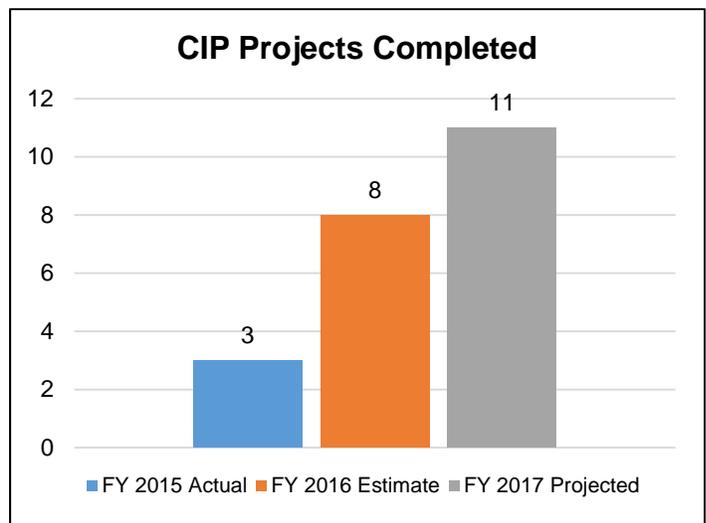
### Total Number of Employee Training Hours

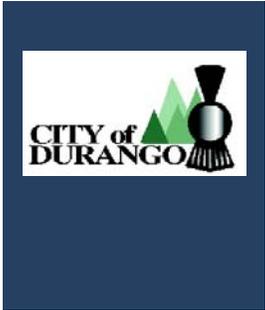
This performance measure provides the total number of employee training hours for the year such as certification testing or conferences.



### Total Number of CIP Projects Completed

This performance measure provides the total number of CIP projects that were completed during the year.





# Water Source of Supply

This division provides operation and maintenance for the intake structure, flow monitoring equipment, 9 miles of pipeline, and outlet structure that delivers Florida River raw water, by gravity, to Roger’s Reservoir. Florida River is the primary and year round source of supply to the WTP. Animas River water (secondary supply) is pumped from the Santa Rita pump station to the reservoir, typically May – September, during peak demand. The Animas River is available in the event of an off season loss of the Florida supply.

## 2017 Goals & Objectives

1. **CS** Complete construction of Florida Head Gate improvements, phases 2 & 3.
2. **CS** Continue improvements to Rogers Reservoir and Santa Rita outfall.
3. **CS** Add flow monitoring at the Rodgers Reservoir headworks irrigation flows to the Golf Course and Fort Lewis College.

## 2016 Results

1. Diligent in head gate operation to maintain maximum allotment that is designated and enforced by the Colorado Division of Water Resources and are consistent with the City of Durango water rights. This reduces pumping costs from the Animas, May – September.
2. Engineering in progress for Phases 2 & 3 of the Florida Headgate Improvement Project: riparian, rivergate, Beaver Hut, headgate, and diversion/bypass flume improvements.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Materials & Supplies	\$ 7,800	\$ 7,800	0.0%
Charges & Services	6,100	12,904	111.5%
<b>Total</b>	<b>\$ 13,900</b>	<b>\$ 20,704</b>	<b>49.0%</b>

<b>WATER SOURCE OF SUPPLY BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 91.8111	2015 <u>ACTUAL</u>	2016 <u>PROPOSED</u>	2016 <u>ADOPTED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Materials & Supplies					
25199 Repair Parts & Materials	\$ -	\$ 7,300	\$ 2,000	\$ 7,300	
26999 Other Supplies	456	500	500	500	
	<u>456</u>	<u>7,800</u>	<u>2,500</u>	<u>7,800</u>	-
Charges & Services					
31499 Other Contracted Services	-	1,200	500	1,200	
31599 Software Maintenance	-	-	-	6,804	
36199 Repair & Maintenance	199	4,900	2,000	4,900	
	<u>199</u>	<u>6,100</u>	<u>2,500</u>	<u>12,904</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 655</b>	<b>\$ 13,900</b>	<b>\$ 5,000</b>	<b>\$ 20,704</b>	<b>\$ -</b>

# Water Pumping

This division provides operation and maintenance on all of the department pump stations that include: Santa Rita (raw water), Rockridge, Skyridge, Hillcrest, Ball Lane (Timberline Tank), and Grandview Pump Stations.

## 2017 Goals & Objectives

1. **GP** Continue to build spare parts inventory for repairs, maintain pumping availability.
2. **GP** Increase remote visibility and pump station operation through SCADA.
3. **GP** Continue the refine pumping capability from Hillcrest pump station to Timberline pressure zone.
4. **GP** Install VFD's at Santa Rita Pump Station. Integrate pump control into SCADA for remote operation.

## 2016 Results

1. Santa Rita - Continued to maintain adequate raw water storage in Terminal reservoir during peak demand.
2. Santa Rita - Installed source water monitoring panel. Continuous monitoring of conductivity, pH, turbidity, ORP, temperature, and oils/greases.
3. Grandview - Engineering in progress for site and building improvements. Construction to begin fall 2016.
4. Grandview - Chlorine boosting equipment has been acquired. Awaiting approval from CDPHE before commissioning.
5. Hillcrest - Completed Hillcrest pump station control and piping upgrades.
6. Ball Lane - Installed new control valve on Pump #2.



During 2016 at the Grandview Pump station check valves have been acquired, installation and SCADA/pump station control integration will occur.

## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Materials & Supplies	\$ 22,500	\$ 30,000	33.3%
Charges & Services	392,523	396,893	1.1%
<b>Total</b>	<b>\$ 415,023</b>	<b>\$ 426,893</b>	<b>2.9%</b>

<b>WATER PUMPING BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 91.8112	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Materials & Supplies					
25199 Repair Parts & Materials	\$ 2,421	\$ 20,000	\$ 20,000	\$ 20,000	
26999 Other Supplies	1,355	2,500	2,500	10,000	
	<u>3,776</u>	<u>22,500</u>	<u>22,500</u>	<u>30,000</u>	-
Charges & Services					
31499 Other Contracted Services	74,202	13,500	5,000	13,500	
31599 Software Maintenance	1,964	2,434	6,804	6,804	
34199 Utilities - Electric	117,153	260,000	260,000	260,000	
34599 Telephone & Data	7,169	7,480	7,480	7,480	
36199 Repair & Maintenance	9,129	109,109	116,405	109,109	
	<u>209,617</u>	<u>392,523</u>	<u>395,689</u>	<u>396,893</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 213,393</b>	<b>\$ 415,023</b>	<b>\$ 418,189</b>	<b>\$ 426,893</b>	<b>\$ -</b>

# Water Pumping

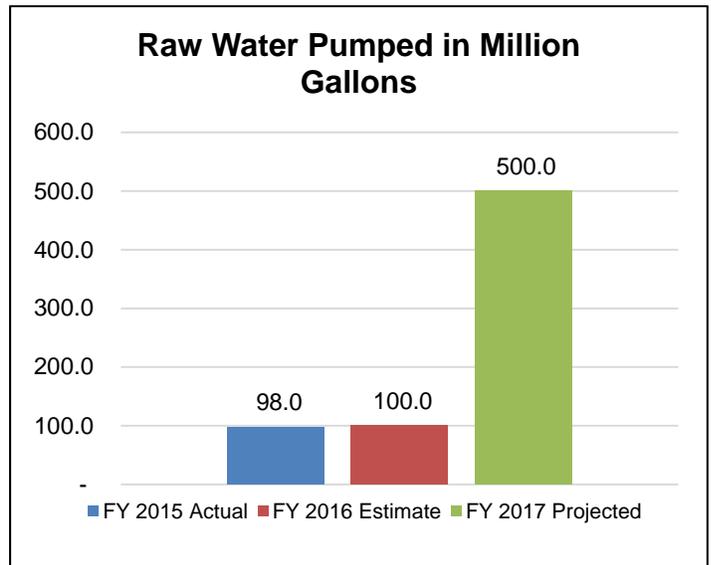
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Raw Water Pumped in Million Gallons	98	100	500
Pumping Expenditures as a Percent of Customer Charges	3%	7%	3%

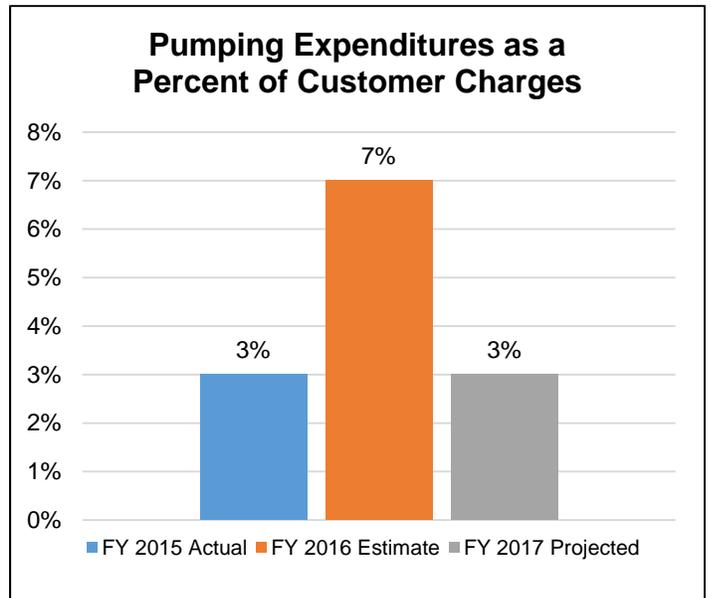
### Raw Water Pumped in Million Gallons

This performance measure provides the total amount of raw water that is pumped in millions of gallons.



### Pumping Expenditures as a Percent of Customer Charges

This performance measure provides the pumping expenditures as a percent of customer charges.



# Water Transmission / Distribution



During 2016, 303 feet of old and broken pipe in the distribution system were replaced.

This division provides operation and maintenance of all aspects of the water utility transmission and distribution system. Division staff repair leaks and breaks and repair and maintain fire hydrants. They make service calls and locate water lines, detect leaks, make new water taps, and install some main line extensions, replace water service lines in the public right of way and installs water meters in outside meter pits.

## 2017 Goals & Objectives

1. **GP** Continue maintenance of the City infrastructure to deliver water to our citizens with minimal interruption of service.
2. **CS** Continue to provide the training necessary to staff so they may provide an unparalleled level of support and service to the City, as well as provide a quality end product (water) to our citizens.
3. **GP** Continue to build spare parts inventory for repairs, maintain pumping availability. Concentrating on single points of failure and the ability to fix them in hours instead of weeks.
4. **CS** Replace 7 fire hydrants annually.
5. **CS** Continue to perform preventative maintenance on the City infrastructure. This will include a valve exercising program as well as a fire hydrant flushing and maintenance program.
6. **GP** Continue to replace the broken water main valves throughout the City of Durango.

## 2016 Results

1. Repaired 23 emergency main water line breaks throughout the City.
2. Replaced 303 feet of old and broken pipe in the distribution system.
3. Replaced 6 fire hydrants within the City replacing failed and non-functional hydrants from the early 1900's.
4. Replaced 12 water main distribution valves.
5. Training is continuing to be a priority for the Distribution staff.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 610,453	\$ 621,878	1.9%
Materials & Supplies	180,283	147,318	(18.3%)
Charges & Services	242,798	285,446	17.6%
Capital Outlay	37,500	5,000	(86.7%)
<b>Total</b>	<b>\$ 1,071,034</b>	<b>\$ 1,059,642</b>	<b>(1.0%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Distribution Collection Superintendent	(.6) 43,680	(.6) 43,680	
Chief D & C Operator	(1.2) 63,673	(1.2) 63,673	
Distribution Collection Operator I/II	(8.4) 304,598	(8.4) 304,598	
<b>Total</b>	<b>(10.2) \$ 411,951</b>	<b>(10.2) \$ 411,951</b>	

<b>WATER TRANSMISSION / DISTRIBUTION</b>					
<b>BUDGET SUMMARY</b>					
<b>Expenditures</b>					
FUND / DIVISION - 91.8113	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 429,115	\$ 427,809	\$ 416,598	\$ 419,866	
12199 Overtime Regular	14,858	22,950	28,000	35,340	
14299 FICA	-	-	1,000	-	
14399 Insurance	94,172	102,673	86,986	109,089	
14599 Retirement Great West	49,734	50,485	49,795	50,983	
14799 Employer Portion Medicare	6,223	6,536	6,447	6,600	
	<u>594,102</u>	<u>610,453</u>	<u>588,826</u>	<u>621,878</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	-	-	-	500	
22199 Chemicals & Lab Supplies	-	-	-	5,000	
22599 Clothing & Uniforms	6,096	5,700	7,000	9,320	
23199 Fuel	24,843	44,400	25,000	25,000	
24199 Hand Tools	3,880	6,500	6,500	6,500	
25199 Repair Parts & Materials	56,218	74,000	61,000	72,500	
26399 Traffic Control Devices	4,131	4,500	2,000	2,000	
26999 Other Supplies	8,979	33,683	33,683	14,998	
27199 Service Line Repair Parts	12,354	11,500	7,000	11,500	
	<u>116,500</u>	<u>180,283</u>	<u>142,183</u>	<u>147,318</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	12,687	8,000	6,000	9,000	
31599 Software Maintenance	2,823	3,594	7,484	7,484	
33599 Dues & Memberships	55	85	85	561	
33899 Professional Development	8,105	5,230	7,980	7,220	
34599 Telephone & Data	2,135	1,452	3,000	3,840	
34699 Cell Phone Stipend	2,100	1,620	1,530	1,530	
35699 Vehicle Rent & Maintenance	189,253	145,617	145,817	158,611	
35799 Rentals - Other	2,392	6,000	6,000	6,000	
36199 Repair & Maintenance	54,388	71,200	91,200	91,200	
	<u>273,938</u>	<u>242,798</u>	<u>269,096</u>	<u>285,446</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	9,531	37,500	37,500	5,000	
	<u>9,531</u>	<u>37,500</u>	<u>37,500</u>	<u>5,000</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 994,072</b>	<b>\$ 1,071,034</b>	<b>\$ 1,037,605</b>	<b>\$ 1,059,642</b>	<b>\$ -</b>

# Water Transmission / Distribution

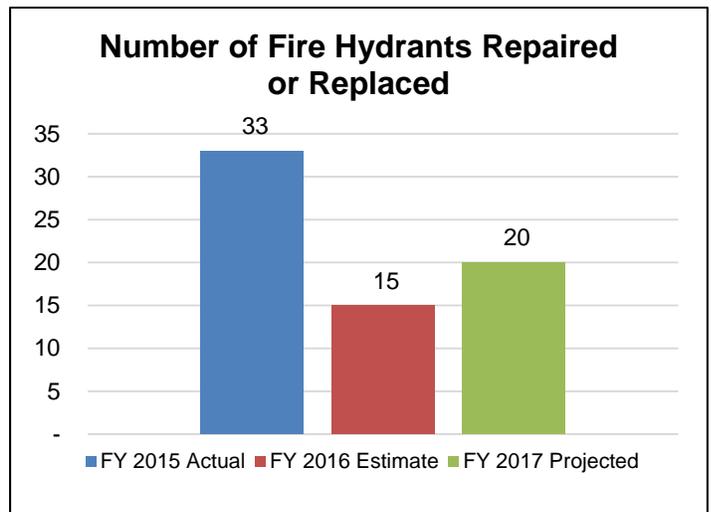
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CS</b> Number of Fire Hydrants Repaired or Replaced	33	15	20
<b>GP</b> Number of Main Line Breaks	19	10	15
Transmission/Distribution Expenditures as a % of Total Water Customer Sales	21%	17%	15%
Percent of Fire Hydrants that do not meet 500 gpm Standard	2.1%	2.1%	2.1%

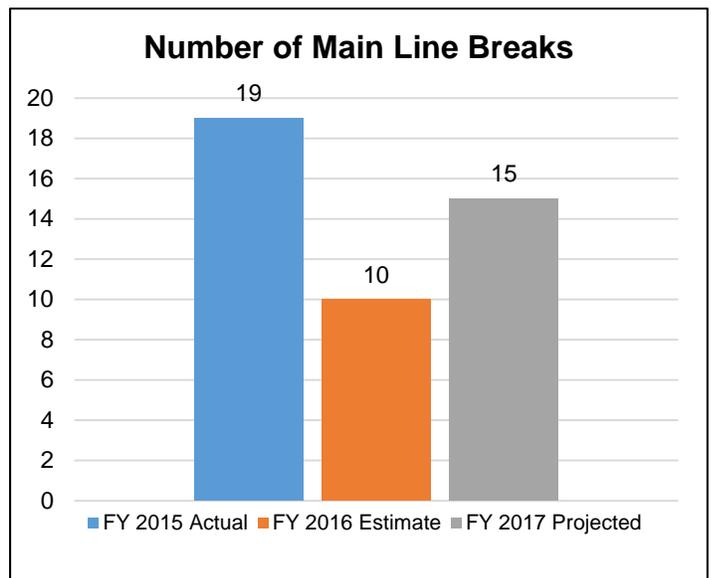
### Number of Fire Hydrants Repaired or Replaced

This performance measure provides the total number of fire hydrants that were repaired or replaced throughout the year.



### Number of Main Line Breaks

This performance measure provides the total number of main line breaks that occurred throughout the year.



# Water Treatment

The College Mesa Water Treatment Plant, built in 1956, provides its customers with safe potable water used for drinking, irrigation, and fire protection purposes. The treatment process utilized is known as “conventional” that includes: coagulation, sedimentation, filtration, and disinfection. Plant operates 24/7/365 and has a rated production capacity of 14 MGD.

## 2017 Goals & Objectives

1. **CS** Continue to provide exceptional water service to the community, from river to tap.
2. **GP** Increase preventive maintenance to extend the facilities service life.
3. **GP** Build spare parts inventory for repairs, maintain plant availability. Continue equipment repairs and replacement of non-operational gear.
4. **CS** Continue infrastructure repairs which will increase our efficiency and effectiveness.
5. **CS** Increase our training efficiency to include pump houses, motor controls, vaults, CLA-Valves and control systems.
6. **CS** Build a maintenance and operations training program conducive to an ever changing operational environment.
7. **GP** Infrastructure, Maintenance accountability and Training is a priority to meet the needs of our growing community.
8. **CS** Continue to reduce energy use with VFD’s, insulation, high efficiency motors, and HVAC systems.

## 2016 Results

1. Provided customers with safe water in abundant quantities.
2. Compliant with all CDPHE monitoring requirements, regulations, and water quality parameters.
3. Completed operator friendly enhancements to plant operating system and SCADA screens.
4. Updated Emergency Action Plans, operating, and maintenance procedures.
5. Engineering in progress for permanent sludge management process.
6. Water sampling began in winter of 2016 at Lake Nighthorse; CDPHE requirement for future Ridges Basin Water Treatment Plant design.

## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 488,283	\$ 489,648	0.3%
Materials & Supplies	241,560	240,060	(0.6%)
Charges & Services	297,595	310,150	4.2%
<b>Total</b>	<b>\$ 1,027,438</b>	<b>\$ 1,039,858</b>	<b>1.2%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Water Plant Superintendent	(1) \$ 70,464	(1) \$ 70,464	
Chief Water Facility Operator	(1) 56,992	(1) 56,992	
Water Facility Operator	(4) 200,221	(4) 200,221	
<b>Total</b>	<b>(6) \$ 327,677</b>	<b>(6) \$ 327,677</b>	



During 2016, two employees have obtained and are now are certified Class B Water Treatment Operators and another has obtained and is now a certified Class D Water Treatment Operator.

<b>WATER TREATMENT BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 91.8114	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 297,746	\$ 349,462	\$ 351,213	\$ 345,177	
12199 Overtime Regular	13,572	20,000	11,000	20,000	
14399 Insurance	48,451	72,084	68,357	78,276	
14599 Retirement Great West	34,834	41,380	40,568	40,900	
14799 Employer Portion Medicare	4,388	5,357	5,252	5,295	
	<u>398,991</u>	<u>488,283</u>	<u>476,390</u>	<u>489,648</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	959	1,350	1,350	1,350	
22199 Chemicals & Lab Supplies	102,675	159,610	159,610	161,110	
22399 Janitorial Supplies	98	450	450	450	
22599 Clothing & Uniforms	2,827	3,900	3,900	3,900	
22699 Books & Other Materials	-	500	500	500	
23199 Fuel	3,100	5,000	3,500	3,500	
24199 Hand Tools	1,968	4,000	4,000	4,000	
24399 Painting Supplies	1,480	2,500	2,500	2,500	
25199 Repair Parts & Materials	35,033	58,000	40,000	58,000	
26999 Other Supplies	11,495	6,250	4,750	4,750	
	<u>159,635</u>	<u>241,560</u>	<u>220,560</u>	<u>240,060</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	46,442	37,830	37,830	37,830	
31599 Software Maintenance	18,387	2,534	6,904	6,904	
32199 Printing & Copying	-	3,500	300	300	
32299 Books, News & Periodicals	128	-	-	-	
32399 Postage & Freight	18	3,000	-	3,000	
33499 Relocation Expenses	-	-	1,200	-	
33599 Dues & Memberships	712	800	550	1,026	
33899 Professional Development	3,072	11,400	10,000	11,400	
34199 Utilities - Electric	84,381	135,000	115,000	142,000	
34299 Utilities - Water, Sewer, Trash	687	722	722	722	
34399 Utilities - Gas	4,487	20,000	20,000	20,000	
34599 Telephone & Data	949	2,340	2,340	2,820	
34699 Cell Phone Stipend	1,508	1,560	1,000	1,560	
35699 Vehicle Rent & Maintenance	11,989	10,409	10,409	12,088	
35799 Rentals	370	4,000	2,000	4,000	
36199 Repair & Maintenance	34,763	64,500	30,000	66,500	
	<u>207,893</u>	<u>297,595</u>	<u>238,255</u>	<u>310,150</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	4,800	-	-	-	-
	<u>4,800</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 771,319</b>	<b>\$ 1,027,438</b>	<b>\$ 935,205</b>	<b>\$ 1,039,858</b>	<b>\$ -</b>

# Water Treatment

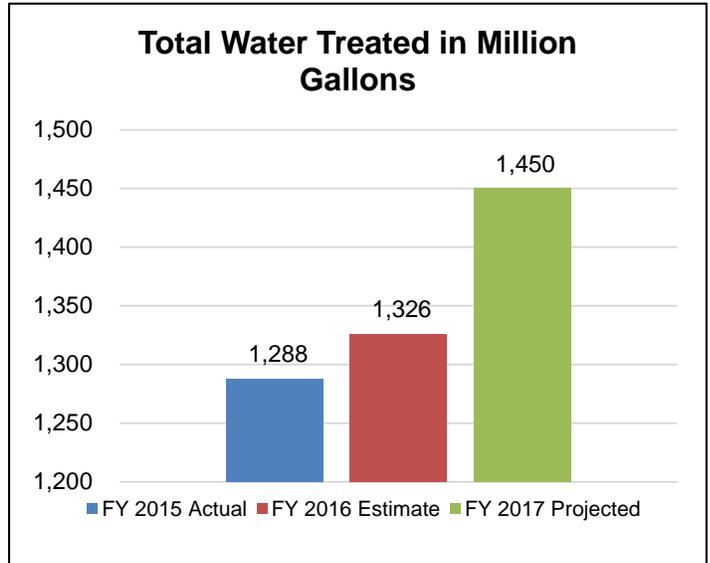
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total Water Treated in Million Gallons	1,288	1,326	1,450
<b>GP</b> Number of Presumed Days that One or More Water Quality Characteristics Were Below Standard	0	0	0
Water Treatment Expenditures as a % of Total Water Sales	15%	14%	15%

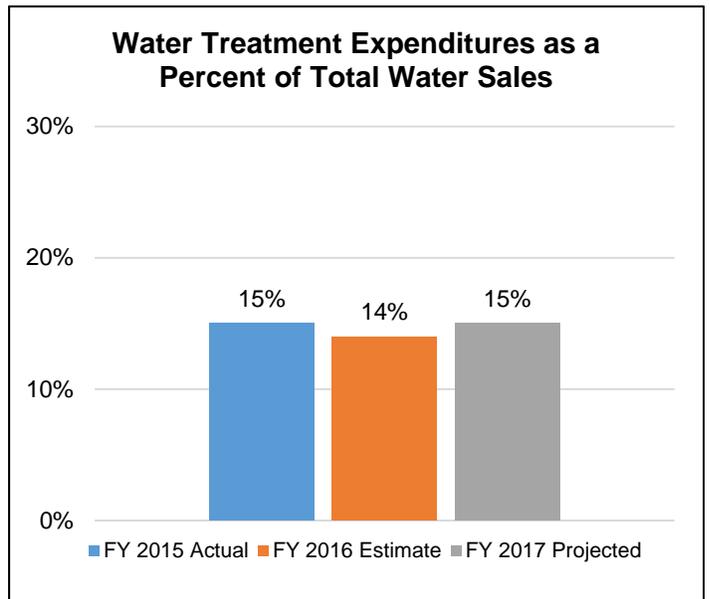
### Total Water Treated in Million Gallons

This performance measure provides the total amount of water in million gallons that is treated throughout the year.



### Water Treatment Expenditures as a Percent of Total Water Sales

This performance measure provides the water treatment expenditures as a percent of total water sales.



# Water Meter Reading / Repair

This division is responsible for reading meters, billing, repairing and replacing radios and meters. It responds to meter complaints, and catalogs and inventories residential and commercial accounts in the City of Durango water and sewer service areas. Also included in the Water Meter's budget is the cross connection control program for the City of Durango.

## 2017 Goals & Objectives

1. **CS** Increase accountability of water billing by proactively changing out 300 water meters, with the ultimate goal of a complete system change out. The Cities water meters are 30+ years old and no longer are accurate.
2. **CS** Increase accuracy of meter reading and reduce man hours required by switching to a new AMR/AMI meter reading system.
3. **GP** Continue an effort to update aging infrastructure by raising water meters and meter pits back up to grade and installing backflow prevention devices.
4. **GP** Begin a large meter accuracy testing and replacement program.
5. **GP** Increase the accuracy of our database of our customers so we can more efficiently and effectively catch water meters that have broken or are under-registering.
6. **CS** Continue cross training, training all C & D Staff and Meter staff so that vacations and sick personnel never leave the department with a gap.

## 2016 Results

1. Replaced 134 residential meters that were aged or defective.
2. Repaired 369 meters or radios.
3. Tested pilot program for a new AMR/AMI meter reading system from Zenner manufacturing that has a 99% success rate so far.
4. Annual testing, calibrating and certifying of the Cities fire hydrant meters.
5. 244 Cross connection inspections and 76 backflow installations.
6. Monitor a water accountability program that is accounting for and metering millions of gallons of treated water once thought lost.
7. Continued calibration of water meters for accuracy.



During 2016, 369 defective and old water meters were replaced including backflow devices. 4 accounts were found with illegal water by-passes.

## Expenditures

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 62,752	\$ 61,493	(2.0%)
Materials & Supplies	61,080	58,930	(3.5%)
Charges & Services	17,425	17,850	2.4%
<b>Total</b>	<b>\$ 141,257</b>	<b>\$ 138,273</b>	<b>(2.1%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Cross Connection Control Technician	(1) \$ 39,728	(1) \$ 39,728	
<b>Total</b>	<b>(1) \$ 39,728</b>	<b>(1) \$ 39,728</b>	

**WATER METER READING / REPAIR  
BUDGET SUMMARY  
Expenditures**

FUND / DIVISION - 91.8115	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 40,699	\$ 41,891	\$ 35,000	\$ 39,728	
12199 Overtime Regular	980	800	100	800	
14399 Insurance	13,604	14,661	10,594	15,838	
14599 Retirement Great West	4,661	4,781	3,931	4,539	
14799 Employer Portion Medicare	565	619	509	588	
	<u>60,509</u>	<u>62,752</u>	<u>50,134</u>	<u>61,493</u>	-
Materials & Supplies					
23199 Fuel	685	2,000	1,905	2,000	
24199 Hand Tools	371	1,250	1,500	750	
25199 Repair Parts & Materials	29,022	21,180	21,180	23,180	
26999 Other Supplies	40,831	36,650	36,000	33,000	
	<u>70,910</u>	<u>61,080</u>	<u>60,585</u>	<u>58,930</u>	-
Charges & Services					
31499 Other Contracted Services	1,426	965	986	1,150	
31599 Software Maintenance	4,750	5,500	5,500	5,500	
32199 Printing	-	-	-	1,200	
34599 Telephone & Data	-	960	-	-	
34966 Cell Phone Stipend	-	-	780	-	
36199 Repair & Maintenance	1,001	10,000	3,000	10,000	
	<u>7,177</u>	<u>17,425</u>	<u>10,266</u>	<u>17,850</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 138,596</b>	<b>\$ 141,257</b>	<b>\$ 120,985</b>	<b>\$ 138,273</b>	<b>\$ -</b>

# Water Meter Reading / Repair

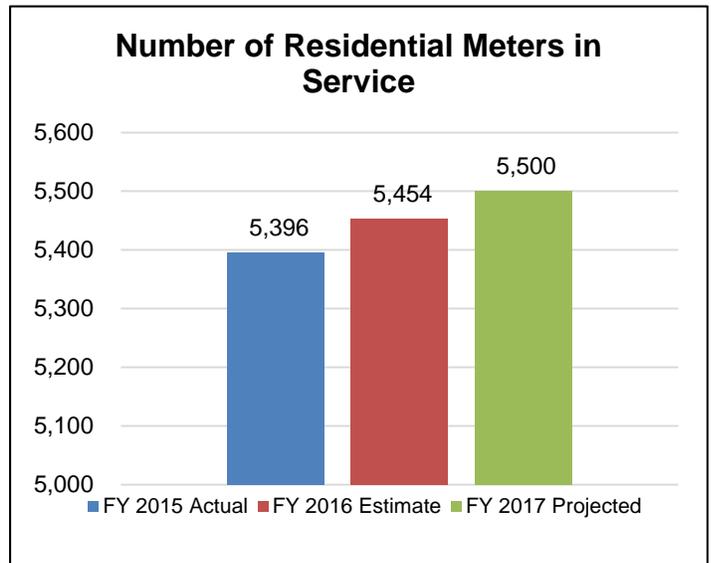
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of Residential Meters in Service	5,396	5,454	5,500
Number of Commercial Meters in Service	1,294	1,304	1,350
<b>CS</b> Number of Meters Repaired or Replaced	786	800	800
Meter Reading and Maintenance Expenditures as a Percent of Total Water Fees	3%	2%	2%

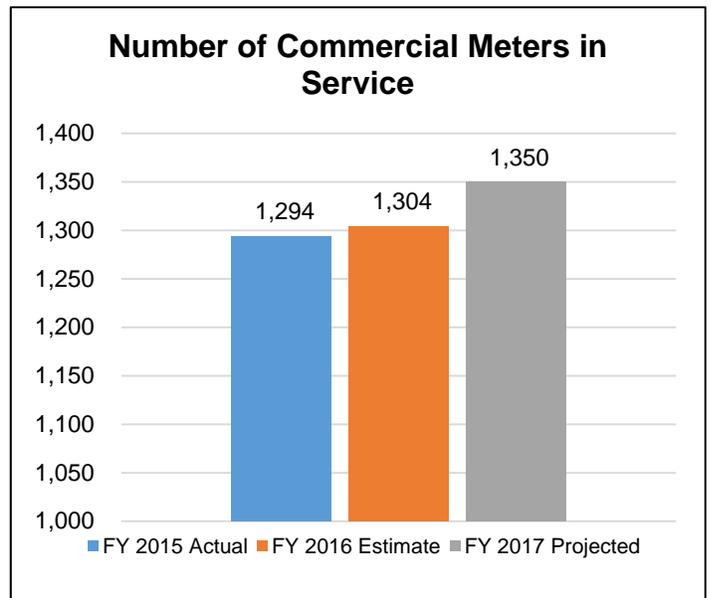
### Number of Residential Meters in Service

This performance measure provides the total number of residential meters that are in service.



### Number of Commercial Meters in Service

This performance measure provides the total number of commercial meters that are in service.



# Water Miscellaneous

All water department charges not directly related to operating divisions are accounted for in this division. Examples are general liability insurance, contingency, interfund transfers and debt retirement.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 33,388	\$ 44,210	32.4%
Charges & Services	4,813,435	4,203,770	(12.7%)
<b>Total</b>	<b>\$ 4,846,823</b>	<b>\$ 4,247,980</b>	<b>(12.4%)</b>

WATER MISCELLANEOUS BUDGET SUMMARY Expenditures																							
FUND / DIVISION - 91.8199	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED																		
Expenditures																							
Personnel Services																							
15199 U.C. Insurance/Workers Comp	\$ 54,441	\$ 33,388	\$ 33,388	\$ 44,210	-																		
	54,441	33,388	33,388	44,210	-																		
Charges & Services																							
31399 Insurance (Liability)	99,420	56,707	56,707	72,804																			
39119 Salary Contingency	-	20,660	-	50,000																			
39299 Principal Payments	-	176,210	176,210	179,663																			
39399 Interest Payments	73,442	70,055	70,055	66,603																			
39699 Interfund Transfer	426,400	420,150	432,233	399,700	(1)																		
39799 Transfer to Capital Fund	2,895,000	4,069,653	4,069,653	3,435,000																			
	3,494,262	4,813,435	4,804,858	4,203,770	-																		
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,548,703</b>	<b>\$ 4,846,823</b>	<b>\$ 4,838,246</b>	<b>\$ 4,247,980</b>	<b>\$ -</b>																		
<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;"></td> <td style="width: 15%;">(1) \$ 313,900</td> <td style="width: 15%;">General Fund Administration Fee</td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> </tr> <tr> <td></td> <td style="text-align: right;">85,800</td> <td>Warehouse Fee</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td style="text-align: right;"><u>\$ 399,700</u></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>							(1) \$ 313,900	General Fund Administration Fee					85,800	Warehouse Fee					<u>\$ 399,700</u>				
	(1) \$ 313,900	General Fund Administration Fee																					
	85,800	Warehouse Fee																					
	<u>\$ 399,700</u>																						

***Sewer Fund Summary  
Revenues  
And  
Expenditures***

# Sewer Fund- Utilities Department

**Divisions**

- Administration
- Collections
- Treatment
- Miscellaneous



During 2016, the Sewer Department has ensured continued compliance with our NPDES permit with no major violations, in keeping with the last 9 years history.

**2016 Highlights**

1. Ensure continued compliance with our NPDES permit with no major violations. In keeping with the last 9 years history.
2. Cleaned and maintained over 50 miles of sewer line.
3. Continued with efforts to better educate the public by developing an on line virtual tour of the treatment process in a step by step format from influent to effluent and the eventual incorporation of reclaimed water use throughout the City of Durango for irrigation purposes.

**2017 Personnel Changes**

1. No personnel changes requested.

**2017 Other Capital**

1. \$12,713 for Chevy Equinox.
2. \$75,000 Sewer Video camera and software.
3. \$20,000 UV Bulbs.

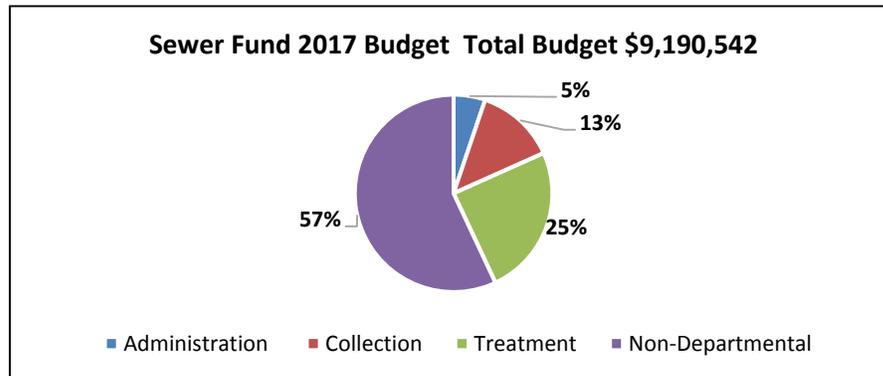
A rate increase of 10% is programmed to all residential and commercial sewer rates.

**Expenditures**

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,327,580	\$ 1,374,412	3.5%
Materials & Supplies	273,942	283,065	3.3%
Charges & Services	4,379,526	4,738,935	8.2%
Capital Outlay	122,500	107,713	(12.1%)
<b>Total</b>	<b>\$ 6,103,548</b>	<b>\$ 9,190,542</b>	<b>6.6%</b>

**Authorized Personnel**

	FY 2015	FY 2016	FY 2017
	17.4	17.8	18
<b>Total</b>	<b>17.4</b>	<b>17.8</b>	<b>18</b>



<b>SEWER FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Revenues:					
Charges for Services	\$ 5,670,453	\$ 6,750,000	\$ 6,800,000	\$ 7,762,500	
Miscellaneous	<u>163,197</u>	<u>170,500</u>	<u>206,000</u>	<u>230,000</u>	
<b>TOTAL REVENUES</b>	<b>\$ 5,833,650</b>	<b>\$ 6,920,500</b>	<b>\$ 7,006,000</b>	<b>\$ 7,992,500</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>1,878,904</u>	<u>3,041,099</u>	<u>3,157,169</u>	<u>3,572,360</u>	
<b>TOTAL AVAILABLE</b>	<b>\$ 7,712,554</b>	<b>\$ 9,961,599</b>	<b>\$ 10,163,169</b>	<b>\$ 11,564,860</b>	<b>\$ -</b>
Expenditures:					
Administration	\$ 317,111	\$ 328,531	\$ 268,740	\$ 372,538	
Collection	776,623	809,391	770,258	882,448	
Treatment	1,437,666	1,514,456	1,408,889	1,481,656	
Non-departmental	<u>2,023,985</u>	<u>3,451,170</u>	<u>4,142,922</u>	<u>6,453,900</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,555,385</b>	<b>\$ 6,103,548</b>	<b>\$ 6,590,809</b>	<b>\$ 9,190,542</b>	<b>\$ -</b>
Carryover Working Capital/Reserve	<u>\$ 3,157,169</u>	<u>\$ 3,858,051</u>	<u>\$ 3,572,360</u>	<u>\$ 2,374,318</u>	<u>\$ -</u>

<b>SEWER FUND REVENUES</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>93.1000.64 CHARGES FOR SERVICES</b>					
459 Sewer Treatment Charges - Residential	\$ 2,174,790	\$ 2,750,000	\$ 2,800,000	\$ 3,162,500	
479 Sewer Treatment Charges - Commercial	<u>3,495,663</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>4,600,000</u>	
<b>TOTAL CHARGES FOR SERVICES</b>	<u>\$ 5,670,453</u>	<u>\$ 6,750,000</u>	<u>\$ 6,800,000</u>	<u>\$ 7,762,500</u>	<u>\$ -</u>
<b>93.1000.66 MISCELLANEOUS</b>					
119 Interest on Investments	\$ 34,221	\$ 35,000	\$ 65,000	\$ 75,000	
419 Plant Investment Fees	123,115	135,000	135,000	150,000	
559 Other Revenue	5,861	500	5,000	5,000	
719 Sale of Fixed Assets	<u>-</u>	<u>-</u>	<u>1,000</u>	<u>-</u>	
<b>TOTAL MISCELLANEOUS</b>	<u>\$ 163,197</u>	<u>\$ 170,500</u>	<u>\$ 206,000</u>	<u>\$ 230,000</u>	<u>\$ -</u>
<b>TOTAL SEWER REVENUES</b>	<u>\$ 5,833,650</u>	<u>\$ 6,920,500</u>	<u>\$ 7,006,000</u>	<u>\$ 7,992,500</u>	<u>\$ -</u>

# Sewer Administration



Sewer Administration fostered a working relationship of sharing lessons learned to help the water treatment plant and wastewater plant at the airport. We are presently performing lab work for the airport that was costing them hundreds of dollars weekly.

This division provides administrative and engineering support for the Utilities Department, water system, including water system engineering and mapping, collection of various system fees and management of all divisions within the Utilities Department, water system.

## 2017 Goals & Objectives

1. **CS** Continue moving forward within our budget restraints.
2. **GP** Infrastructure, Maintenance, Efficiency and meeting or exceeding our communities needs on a daily basis.
3. **GP** Maintenance, equipment repairs and documentation are a priority.
4. **GP** Facility repairs are ongoing.
5. **CS** Rates- to meet / reflect current and projected requirements and needs.

## 2016 Results

1. Ensure continued compliance with our NPDES permit with no major violations. In keeping with the last 9 years history.
2. Maintaining and repairing the facility infrastructure to maintain the highest water quality discharge possible.
3. Repairs to existing equipment are ongoing, implemented Equipment History File and ASSET Management. This will give us the ability to plan and budget equipment repairs and replacements.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 281,923	\$ 293,333	5.8%
Materials & Supplies	4,942	6,767	36.9%
Charges & Services	41,666	54,725	31.3%
Capital Outlay	-	12,713	100.0%
<b>Total</b>	<b>\$ 328,531</b>	<b>\$ 372,538</b>	<b>13.4%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Utilities Director	(.4) \$ 43,568	(.6) \$ 65,352	
Assistant Utilities Director	(.4) 28,330	(.4) 30,593	
Utilities Management Analyst	(.4) 22,506	(.4) 22,506	
Civil Engineer II	(.4) 30,422	(0) -	
Civil Engineer I	(.6) 34,771	(1) 57,952	
Systems Analyst I - Utilities	(.4) 23,068	(.4) 23,068	
Accounting Tech I	(.4) 14,177	(.4) 14,177	
Administrative Assistant II	(.4) 14,668	(.4) 14,668	
<b>Total</b>	<b>(3.4) \$ 211,510</b>	<b>(3.6) \$ 228,316</b>	

<b>SEWER ADMINISTRATION BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 93.8310	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 142,108	\$ 214,938	\$ 164,387	\$ 228,316	
12199 Overtime Regular	1,378	1,152	1,600	1,600	
14399 Insurance	17,133	38,498	24,373	39,332	
14599 Retirement Great West	16,070	24,202	18,591	25,751	
14799 Employer Portion Medicare	2,023	3,133	2,407	3,334	
	<u>178,711</u>	<u>281,923</u>	<u>211,358</u>	<u>298,333</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	2,455	2,500	2,500	2,500	
22599 Clothing & Uniforms	-	925	500	1,250	
26999 Other Supplies	6,683	1,517	1,500	3,017	
	<u>9,138</u>	<u>4,942</u>	<u>4,500</u>	<u>6,767</u>	-
<b>Charges &amp; Services</b>					
31299 Professional Services	-	6,000	-	-	
31499 Other Contracted Services	97,214	14,272	3,034	3,247	
31599 Software Maintenance	422	422	8,372	6,000	
32199 Printing	-	300	300	700	
32299 News, Books & Periodicals	-	300	300	300	
32399 Postage & Freight	12,069	8,300	11,157	11,364	
32799 Credit Card Fees	13,131	-	17,352	17,352	
33599 Dues & Memberships	250	450	400	776	
33799 Mileage & Auto Allowance	1,800	1,800	1,800	1,800	
33899 Professional Development	2,646	7,500	7,500	7,500	
34599 Telephone & Data	246	252	477	540	
34699 Cell Phone Stipend	1,485	2,070	2,190	2,580	
35699 Vehicle Rent & Maintenance	-	-	-	2,566	
	<u>129,263</u>	<u>41,666</u>	<u>52,882</u>	<u>54,725</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	-	-	-	12,713	
	<u>-</u>	<u>-</u>	<u>-</u>	<u>12,713</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 317,111</b>	<b>\$ 328,531</b>	<b>\$ 268,740</b>	<b>\$ 372,538</b>	<b>\$ -</b>

# Sewer Administration

## PERFORMANCE MEASURES

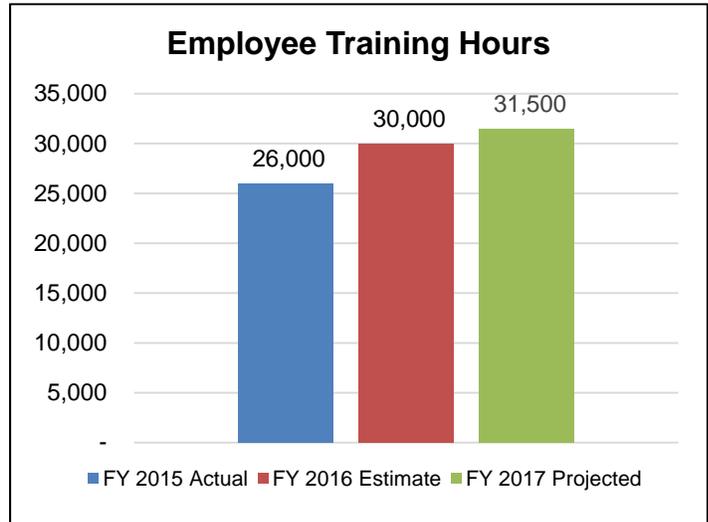
These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Number of CIP Projects	8	13	15
<b>GP</b> Number of CIP Projects Completed	2	6	5
Value of CIP Projects	\$3,286,909	\$7,013,461	\$7,172,216
<b>GP</b> Value of CIP Projects Completed	\$615,070	\$1,946,245	\$855,000
<b>GP</b> Employee Training Hours	26,000	30,000	31,500
<b>GP</b> Number of Certified Operators	19	20	26

\*CIP projects are often completed over several years

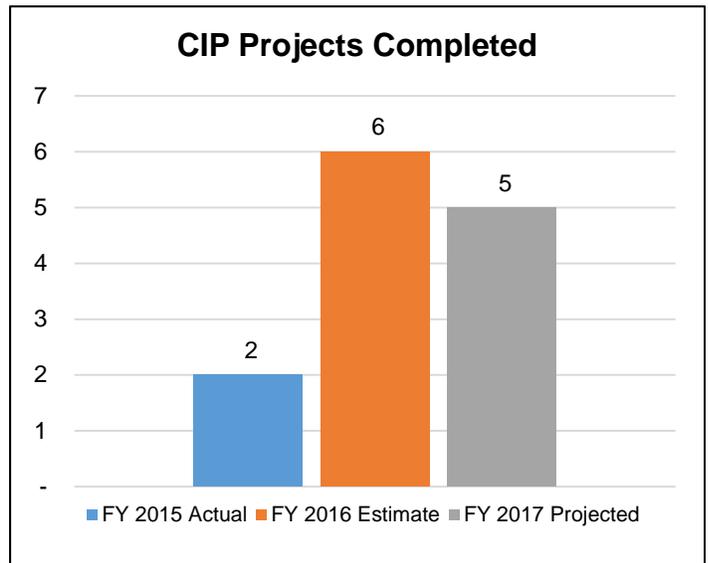
### Total Number of Employee Training Hours

This performance measure provides the total number of employee training hours for the year such as certification testing or conferences.



### Total Number of CIP Projects Completed

This performance measure provides the total number of CIP projects that were completed during the year.



# Sewer Collections



During 2016  
Collections  
cleaned and  
maintained over  
50 miles of  
sanitary sewer  
pipe

This division provides repair and maintenance for the entire collections system, including jet rodding, root and grease cutting, sewer line videotaping, lift station repair and maintenance, manhole repairs and cleaning, repair broken and infiltrated sewer lines, respond to sewer main line and lift station backups, and some installations of manholes and main line extensions.

## 2017 Goals & Objectives

1. **CS** Upgrade Lightner Creek Lift station to handle the upcoming growth in the area.
2. **CS** Continue to install backup generators and multiple Lift Station sites.
3. **CS** Continue the ongoing maintenance of the City sanitary sewer collections system.
4. **GP** Continue to build spare parts inventory for maintenance issues.
5. **GP** Reduce maintenance required in the collection system by implementing a Fats, Oils, and Grease program to reduce the introduction of these constituents into the collection system.
6. **CS** Cross Training is a priority.

## 2016 Results

1. Build an inventory of spare parts for repairs that does not exceed our needs.
2. Cleared obstructions from RV Dump so it performs properly.
3. Prevented 3 Sanitary Sewer Overflows from reaching State waters with quick and appropriate responses to the situation at hand (train depot, 32nd and 3rd ave, and Iron Horse).
4. Replaced 45 Feet of sanitary sewer main.
5. Continued preventative maintenance on a weekly, monthly, quarterly, and annual basis of all lift stations.
6. Provide the proper tools and training so the division can provide an unparalleled level of service to the citizens of Durango.
7. Cross training within the division to better prepare the operators for any situation.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 420,373	\$ 423,546	0.8%
Materials & Supplies	91,700	94,998	3.6%
Charges & Services	259,818	288,904	11.2%
Capital Outlay	37,500	75,000	100.0%
<b>Total</b>	<b>\$ 809,391</b>	<b>\$ 882,448</b>	<b>9.0%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Distribution and Collection Superintendent	(.4) \$ 29,120	(.4) \$ 29,120	
Chief D & C Operator	(.8) 42,449	(.8) 42,449	
Distribution/Collection Operator I/II	(5.2) 206,995	(5.2) 206,995	
<b>Total</b>	<b>(6.4) \$ 278,564</b>	<b>(6.4) \$ 278,564</b>	

<b>SEWER COLLECTIONS BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 93.8313	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 289,391	\$ 287,274	\$ 277,731	\$ 283,841	
12199 Overtime Regular	9,901	22,950	17,660	23,548	
14399 Insurance	63,453	70,906	57,992	77,272	
14599 Retirement Great West	33,492	34,745	33,084	34,428	
14799 Employer Portion Medicare	4,189	4,498	4,283	4,457	
	<u>400,426</u>	<u>420,373</u>	<u>390,750</u>	<u>423,546</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	-	-	-	500	
22199 Chemicals & Lab Supplies	-	-	50	2,500	
22599 Clothing & Uniforms	6,862	5,200	6,000	7,400	
23199 Fuel	6,934	13,000	6,500	6,500	
24199 Hand Tools	2,328	5,500	5,000	3,000	
25199 Repair Parts & Materials	30,090	44,500	43,500	57,500	
26399 Traffic Control Devices	861	14,500	2,000	2,000	
26999 Other Supplies	11,604	9,000	15,000	15,598	
	<u>58,679</u>	<u>91,700</u>	<u>78,050</u>	<u>94,998</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	4,016	10,000	15,000	7,000	
31599 Software Maintenance	4,083	4,134	8,504	8,504	
33599 Dues & Memberships	-	-	200	213	
33899 Professional Development	4,920	3,580	3,580	6,400	
34199 Utilities - Electric	23,964	23,000	23,000	25,000	
34599 Telephone & Data	10,995	14,492	10,032	13,694	
34699 Cell Phone Stipend	1,183	1,020	1,050	1,530	
35699 Vehicle Rent & Maintenance	244,369	157,592	157,592	170,563	
35799 Rentals-Other	1,327	1,000	3,000	5,000	
36199 Repair & Maintenance	19,129	45,000	42,000	51,000	
	<u>313,986</u>	<u>259,818</u>	<u>263,958</u>	<u>288,904</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	3,531	37,500	37,500	75,000	
	<u>3,531</u>	<u>37,500</u>	<u>37,500</u>	<u>75,000</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 776,623</b>	<b>\$ 809,391</b>	<b>\$ 770,258</b>	<b>\$ 882,448</b>	<b>\$ -</b>

# Sewer Collections

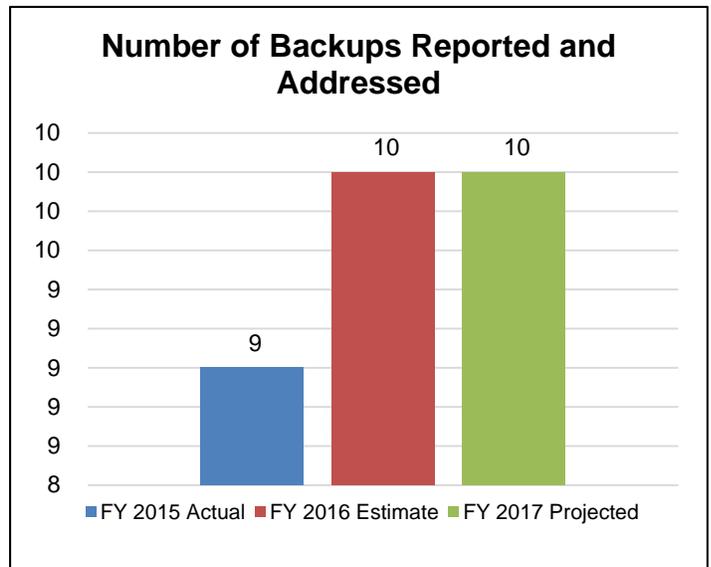
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Average Daily Total Flow in Million Gallons	2.2	2.5	2.5
<b>GP</b> Number of Backups Reported and Addressed	9	10	10
Collection Expenditures as Percent of Total Sewer Fees	7%	14%	12%

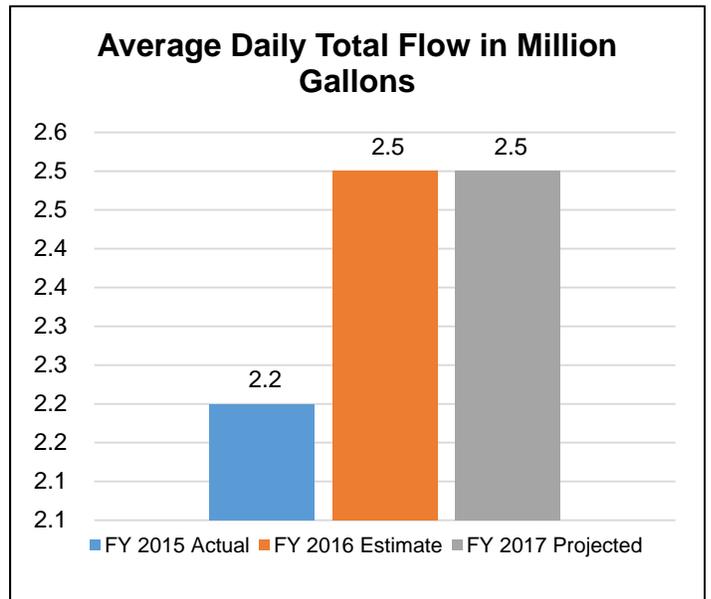
### Number of Backups Reported and Addressed

This performance measure provides the total number of backups that were reported to and addressed by the Utilities Department throughout the year.



### Average Daily Total Flow in Million Gallons

This performance measure provides the amount of the maximum daily flow in million gallons.



# Sewer Treatment

The City of Durango Wastewater Treatment Plant, constructed and placed online in 1985, treats raw sewage and septage delivered to the facility from La Plata County residents for removal of suspended solids and biologically degradable organics for subsequent release to the Animas River. Plant processes include: initial removal of grits and trash, primary clarification, secondary biological treatment, secondary clarification and UV disinfection. Sludge processes include: anaerobic sludge digestion to class "B" standards, land application of digested biosolids and use of methane gas to power a Cogeneration system producing on average 40 kW per day which is fed back through the facilities electrical gear for primary use at the facility. Functions of the current staff of 7, include process monitoring and control, essential lab testing for process control and State/EPA compliance with our NPDES permit, equipment operation and maintenance and biosolids handling.

## 2017 Goals & Objectives

1. **CS** Complete design of treatment plant improvements to meet 2017 biological nutrient removal (BNR) standards.
2. **CS** Continue with interim plant improvements including renovating primary clarifier 2 and inclosing both primary clarifiers with domes and odor control systems.
3. **CS** Continue with efforts to minimize energy consumption at the facility by looking at ways to maximize methane production for increase electrical production at the turbine and replacement of lighting fixtures with LED counter parts.
4. **GP** Work on further refinement of procedures and protocols at the facility to improve water quality and ensure the safety of the river corridor and the public health within budgeted funds.
5. **CS** Continue to improve staff training and certification in order to maintain the highest qualified staff possible to ensure water quality, infrastructure and equipment maintenance.
6. **CED** Continue with efforts to better educate the public on treatment processes and the eventual incorporation of reclaimed water use throughout the City of Durango for irrigation purposes.

## 2016 Results

1. Continued to maintain and improve operations strategies at the facility to ensure that the cleanest discharge is released to the Animas River within State compliance with our permit.
2. Work to improve preventative maintenance of the aging facilities infrastructure with the eventual move from preventative maintenance to predictive.
3. Continued with efforts to better educate the public by offering tours to students of all ages on treatment processes and the eventual incorporation of reclaimed water use throughout the City of Durango for irrigation purposes.



In 2016, Sewer Treatment continues with efforts to minimize energy consumption at the facility by looking at ways to maximize methane production for increase electrical production at the turbine and replacement of lighting fixtures with LED counter parts.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 603,819	\$630,978	4.5%
Materials & Supplies	177,300	181,300	2.3%
Charges & Services	648,337	649,378	0.2%
Capital Outlay	85,000	20,000	(76.5%)
<b>Total</b>	<b>\$ 1,514,456</b>	<b>\$ 1,481,656</b>	<b>(2.2%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Wastewater Plant Superintendent	(1) \$ 72,509	(1) \$ 72,509	
Chief Wastewater Operator	(1) 59,384	(1) 59,384	
Wastewater Facility Operator	(6) 306,157	(6) 306,157	
<b>Total</b>	<b>(8) \$ 438,050</b>	<b>(8) \$ 438,050</b>	

<b>SEWER TREATMENT BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 93.8314	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 425,265	\$ 452,758	\$ 442,609	\$ 457,550	
12199 Overtime Regular	17,176	7,500	7,500	20,000	
14399 Insurance	74,469	85,338	80,294	93,018	
14599 Retirement Great West	49,694	51,549	50,412	53,486	
14799 Employer Portion Medicare	6,342	6,674	6,527	6,924	
	<u>572,946</u>	<u>603,819</u>	<u>587,342</u>	<u>630,978</u>	-
<b>Materials &amp; Supplies</b>					
22199 Chemicals & Lab Supplies	48,040	60,800	49,500	60,800	
22399 Janitorial Supplies	202	1,500	1,000	1,500	
22599 Clothing & Uniforms	1,219	3,000	2,000	3,000	
23199 Fuel	1,548	2,000	1,000	2,000	
24199 Hand Tools	2,901	2,500	3,000	3,500	
24399 Painting Supplies	997	3,000	5,000	5,000	
25199 Repair Parts & Materials	99,105	99,500	85,000	99,500	
26999 Other Supplies	12,406	5,000	12,000	6,000	
	<u>166,418</u>	<u>177,300</u>	<u>158,500</u>	<u>181,300</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	335,393	308,000	293,000	308,000	
31599 Software Maintenance	2,396	7,134	7,134	7,004	
32299 Books, Newspapers & Periodicals	-	1,000	-	-	
32399 Postage & Freight	(3,706)	2,000	2,000	2,000	
33599 Dues & Memberships	245	1,000	1,000	973	
33899 Professional Development	3,330	8,000	3,000	8,000	
34199 Utilities - Electric	200,265	180,000	180,000	180,000	
34299 Utilities - Water, Sewer, Trash	3,364	2,990	2,000	2,990	
34399 Utilities - Gas	18,175	25,000	25,000	25,000	
34599 Telephone & Data	704	1,000	700	1,000	
34699 Cell Phone Stipend	1,615	2,050	2,050	2,050	
35699 Vehicle Rent & Maintenance	11,454	11,163	11,163	10,361	
35799 Rentals-Other	3,109	3,000	6,000	6,000	
36199 Repair & Maintenance	94,760	96,000	90,000	96,000	
	<u>671,104</u>	<u>648,337</u>	<u>623,047</u>	<u>649,378</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	27,198	85,000	40,000	20,000	
	<u>27,198</u>	<u>85,000</u>	<u>40,000</u>	<u>20,000</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,437,666</b>	<b>\$ 1,514,456</b>	<b>\$ 1,408,889</b>	<b>\$ 1,481,656</b>	<b>\$ -</b>

# Sewer Treatment

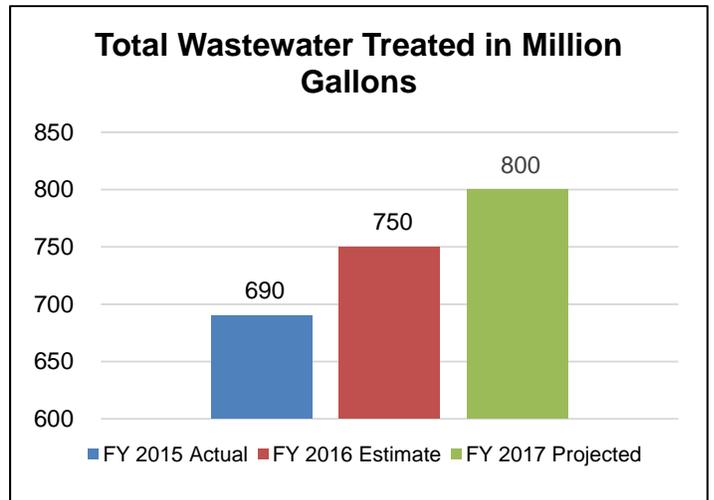
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total Wastewater Treated in Million Gallons	690	750	800
Average Daily Use in Million Gallons	1.9	2.5	2.0
<b>CS</b> Number of Days Effluent did not Meet Federal or State Standards	0	3	0
Number of Citizens Complaints Relative to Unacceptable Odors	0	0	0
Total Suspended Solids Violation	1	0	0
Treatment Costs as a Percent of Total Sewer Fees	12%	27%	13%

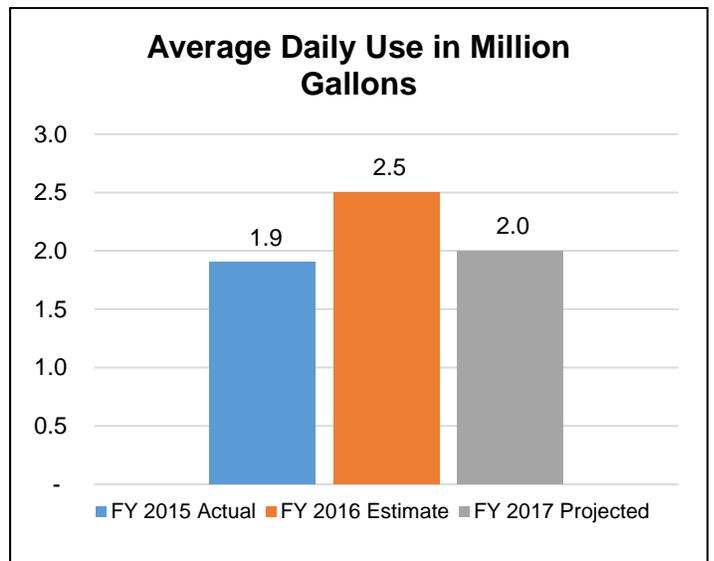
### Total Wastewater Treated in Million Gallons

This performance measure provides the total amount of wastewater in million gallons that was treated throughout the year.



### Average Daily Use in Million Gallons

This performance measure provides average daily use of wastewater in million gallons.



# Sewer Miscellaneous

All charges not directly related to operating divisions are accounted for under miscellaneous. Examples are general liability insurance, contingency, interfund transfers, and debt retirement.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 21,465	\$ 21,555	0.4%
Charges & Services	3,429,705	6,432,345	87.5%
<b>Total</b>	<b>\$ 3,451,170</b>	<b>\$ 6,453,900</b>	<b>87.1%</b>

SEWER MISCELLANEOUS BUDGET SUMMARY Expenditures					
FUND / DIVISION - 93.8399	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
15199 U.C. Insurance/Workers Comp	\$ 51,584	\$ 21,465	\$ 21,465	\$ 21,555	-
	51,584	21,465	21,465	21,555	-
Charges & Services					
31399 Insurance (Liability)	45,926	55,712	55,712	54,453	
39119 Salary Contingency	-	23,768	-	50,000	
39299 Debt Service	-	-	-	3,936,417	
39699 Interfund Transfer	316,475	310,225	310,225	286,475	(1)
39799 Transfer to Capital Fund	1,610,000	3,040,000	3,755,520	2,105,000	
	1,972,401	3,429,705	4,121,457	6,432,345	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,023,985</b>	<b>\$ 3,451,170</b>	<b>\$ 4,142,922</b>	<b>\$ 6,453,900</b>	<b>\$ -</b>
	(1) \$ 203,975	General Fund Administration Fee			
	82,500	Warehouse Fee			
	\$ 286,475				

***Airport Fund Summary  
Revenues  
And  
Expenditures***

# Airport Fund

**Divisions**

**Operations**

**Miscellaneous**



The Durango-La Plata County Airport (DRO) acts as the front door to Durango and the entire Four Corners region, serving nearly 400,000 passengers annually. With service on American and United Airlines to three hub airports in Dallas, Denver, and Phoenix, DRO is responsible for over \$160 million in annual economic activity in the City of Durango and La Plata County.

## 2016 Highlights

1. Total passenger traffic is projected to decrease by 3.2% as compared to 2015.
2. \$5.1 million in federal grant funds were used for airfield pavement infrastructure projects.
3. Seasonal service to Los Angeles was launched on American Airlines.
4. Rental car gross revenues are projected to increase by 4% as compared to 2015.
5. Aviation fuel sales are projected to increase by 11% as compared to 2015.

## 2017 Personnel

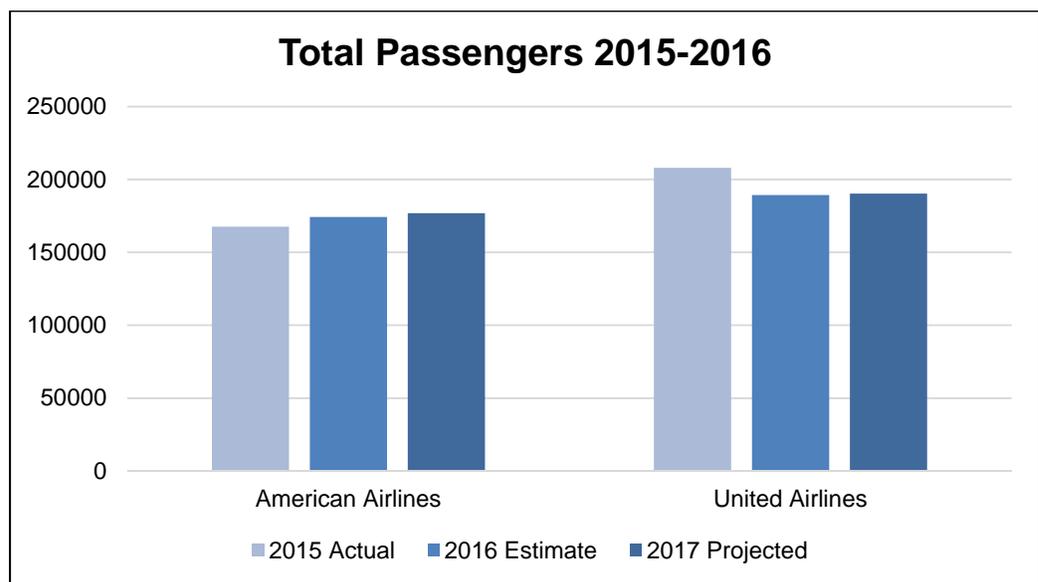
1. Reclassification of Environmental Specialist Position.

## 2017 Capital

1. \$25,000 for terminal improvements.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 1,355,801	\$ 1,545,833	11.8%
Materials & Supplies	579,700	497,515	(14.2%)
Charges & Services	1,043,847	1,115,175	6.8%
Capital Outlay	71,000	25,000	(64.8%)
<b>Total</b>	<b>\$3,100,348</b>	<b>\$ 3,258,523</b>	<b>5.1%</b>

Authorized Personnel	FY 2015	FY 2016	FY 2017
		21	23
<b>Total</b>	<b>21</b>	<b>23</b>	<b>23</b>



<b>AIRPORT FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Revenues:					
Intergovernmental	\$ 93,204	\$ 90,000	\$ 83,000	\$ 78,800	
Charges for Services	3,064,515	2,838,400	2,997,700	3,008,060	
Fines & Forfeits	200	-	250	250	
Miscellaneous	289,861	258,780	268,280	270,880	
<b>TOTAL REVENUES</b>	<b>\$ 3,447,780</b>	<b>\$ 3,187,180</b>	<b>\$ 3,349,230</b>	<b>\$ 3,357,990</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>1,114,640</u>	<u>2,508,714</u>	<u>2,023,359</u>	<u>2,474,017</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 4,562,420</b>	<b>\$ 5,695,894</b>	<b>\$ 5,372,589</b>	<b>\$ 5,832,007</b>	<b>\$ -</b>
Expenditures:					
Operations	<u>\$ 2,539,061</u>	<u>\$ 3,100,348</u>	<u>\$ 2,898,572</u>	<u>\$ 3,258,523</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,539,061</b>	<b>\$ 3,100,348</b>	<b>\$ 2,898,572</b>	<b>\$ 3,258,523</b>	<b>\$ -</b>
Carryover Working Capital/Reserve	<u>\$ 2,023,359</u>	<u>\$ 2,595,546</u>	<u>\$ 2,474,017</u>	<u>\$ 2,573,484</u>	<u>\$ -</u>

AIRPORT FUND REVENUES					
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>95.1000.63 INTERGOVERNMENTAL</b>					
469 State Fuel Tax Rebates	\$ 93,204	\$ 90,000	\$ 83,000	\$ 78,800	
<b>TOTAL INTERGOVERNMENTAL</b>	<b>\$ 93,204</b>	<b>\$ 90,000</b>	<b>\$ 83,000</b>	<b>\$ 78,800</b>	<b>\$ -</b>
<b>95.1000.64 CHARGES FOR SERVICES</b>					
320 Parking Lot	\$ 1,360,377	\$ 1,325,000	\$ 1,319,400	\$ 1,319,400	
710 Terminal Rentals Airlines	251,714	225,000	230,000	230,000	
712 Terminal Rentals Other	50,255	44,400	54,000	54,000	
713 Landing Fees Signatory Airlines	294,144	255,000	267,000	267,000	
715 Landing Fees Air Taxi/Freight	11,854	12,000	10,800	10,900	
720 Concession Fees Rental Cars	755,478	615,000	755,000	760,000	
721 Concession Fees Terminal	62,232	51,000	57,200	57,700	
722 Concession Fees Advertising	30,413	33,000	33,000	33,000	
725 Concession Fees Ground Trans	2,445	3,000	6,000	6,060	
727 Airport Utilities	25,172	25,000	30,300	24,000	
729 Auto Fuel Sales	220,433	250,000	235,000	246,000	
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 3,064,515</b>	<b>\$ 2,838,400</b>	<b>\$ 2,997,700</b>	<b>\$ 3,008,060</b>	<b>\$ -</b>
<b>95.1000.65 FINES &amp; FORFEITS</b>					
139 Parking Fines	\$ 200	\$ -	\$ 250	\$ 250	\$ -
<b>TOTAL FINES &amp; FORFEITS</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ 250</b>	<b>\$ 250</b>	<b>\$ -</b>
<b>95.1000.66 MISCELLANEOUS</b>					
119 Interest on Investments	\$ 16,196	\$ 10,000	\$ 26,000	\$ 26,000	
219 Land Rentals Hangars	64,110	46,000	64,000	64,000	
259 FBO Rents	26,326	26,780	26,320	26,320	
269 FBO Fuel Flowage	37,812	35,000	32,700	32,300	
279 Rental Car Lease Fees	82,270	96,000	82,260	82,260	
559 Other Revenue	63,147	45,000	37,000	40,000	
667 Sale of Fixed Assets	-	-	-	-	
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 289,861</b>	<b>\$ 258,780</b>	<b>\$ 268,280</b>	<b>\$ 270,880</b>	<b>\$ -</b>
<b>TOTAL AIRPORT REVENUES</b>	<b>\$ 3,447,780</b>	<b>\$ 3,187,180</b>	<b>\$ 3,349,230</b>	<b>\$ 3,357,990</b>	<b>\$ -</b>

# Airport Operations

The Durango-La Plata County Airport is a hub of activity 365 days a year, servicing commercial airline traffic, charter and private aircraft, air cargo operations, military aviation training, emergency medical aircraft, and wildland firefighting tanker aircraft. The Airport also supports other associated services such as aviation fueling and rental car sales, as well as restaurant and gift shop operations. It is the Airport's responsibility to ensure safe travel for all passengers through its facilities and to certify compliance with all applicable federal, state, and local regulations.

## 2017 Goals & Objectives

1. **CS** Continue to pursue increased and varied air service in order to promote a competitive airline environment in which airfares are minimized and service levels are maximized.
2. **GP** Strategically replace outdated and poorly functioning airport facilities and equipment. Emphasis has been placed on technological upgrades that will improve the efficiency and productivity of all airport staff.
3. **CE** Encourage citizen and youth participation throughout the Environmental Assessment process. Continue to hold public outreach initiatives including open houses and airport tours.
4. **SOP** Support public interaction with the aviation community by hosting a third annual Aviation Celebration.



DRO has seen a dramatic increase in enplanements over the past decade and a half, averaging 7.2% annual growth from 2000-2015. Passenger traffic has more than doubled during this period, representing growth in business, tourism, and local population.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,382,669	\$ 1,522,315	10.1%
Materials & Supplies	579,700	497,515	(14.2%)
Charges & Services	1,043,847	1,115,175	6.8%
Capital Outlay	71,000	25,000	(64.8%)
<b>Total</b>	<b>\$3,100,348</b>	<b>\$ 3,235,005</b>	<b>4.3%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Director of Aviation	(0)	\$ -	(0)	\$ -	
Interim Airport Director	(1)	100,000	(1)	100,000	
Operations Manager	(1)	70,824	(1)	70,824	
Airport Fire Chief Public Safety Manager	(1)	84,822	(1)	84,822	
AARF Captain	(1)	53,854	(1)	53,854	
AARF/Operations I/II	(8)	341,840	(8)	341,840	
Environmental Manager/Projects Coordinator	(1)	60,908	(1)	60,908	
Environmental Specialist	(1)	36,150	(1)	39,728	
Administrative Assistant III	(1)	37,981	(1)	37,971	
Facility Maintenance Supervisor	(1)	54,117	(1)	54,117	
Building/Grounds Maintenance I/II	(3)	104,645	(3)	104,641	
Custodian	(4)	107,619	(4)	108,045	
<b>Total</b>	<b>(23)</b>	<b>\$ 1,052,760</b>	<b>(23)</b>	<b>\$ 1,056,750</b>	

<b>AIRPORT OPERATIONS BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 95.8611	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 873,558	\$ 957,412	\$ 922,401	\$ 1,056,750	
11299 Salaries Part Time	2,369	43,000	32,000	38,000	
12199 Overtime Regular	53,785	30,000	66,000	35,000	
12299 Overtime Part Time	-	500	500	500	
14299 FICA	136	2,697	2,015	2,387	
14399 Insurance	164,119	197,265	188,379	247,611	
14599 Retirement	102,783	110,590	110,701	122,276	
14799 Medicare	12,941	14,948	14,803	16,389	
15199 Unemployment	33,100	26,257	26,257	26,920	
	<u>1,242,789</u>	<u>1,382,669</u>	<u>1,363,056</u>	<u>1,545,833</u>	<u>-</u>
Materials & Supplies					
21199 Office Supplies	3,480	4,500	3,700	4,550	
22199 Chemicals & Lab Supplies	18,088	15,000	14,500	16,500	
22399 Janitorial Supplies	40,682	39,800	38,200	40,200	
22599 Clothing & Uniforms	3,483	3,600	4,400	4,500	
23199 Fuel	208,933	315,000	235,000	275,000	
23299 Vehicle Parts	8,021	12,000	18,500	12,800	
24199 Hand Tools	5,305	1,000	1,454	1,400	
24299 Signs & Parts	1,470	1,000	1,519	1,000	
24399 Painting Supplies	10,860	9,000	3,600	16,000	
25199 Repair Parts & Materials	33,632	45,200	55,630	47,350	
26299 Fire & Rescue Supplies	7,163	14,400	22,400	15,355	
26699 Office Equiplent < 5K	4,547	4,000	4,460	4,800	
26899 Security Supplies	4,740	4,550	15,956	5,460	
26999 Other Supplies	33,134	110,650	52,134	52,600	
	<u>\$ 383,537</u>	<u>\$ 579,700</u>	<u>\$ 471,453</u>	<u>\$ 497,515</u>	<u>\$ -</u>
Continued on next page					

<b>AIRPORT OPERATIONS BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 95.8611	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Charges &amp; Services</b>					
31299 Professional Services	\$ 69,986	\$ 80,800	\$ 64,950	\$ 88,500	
31399 Liability Insurance	70,965	83,397	83,397	82,160	
31499 Other Contracted Services	60,596	132,200	64,535	145,650	
31799 Radio Services	1,577	10,000	-	-	
32299 Books, Newspapers & Periodicals	90	1,000	590	500	
32399 Postage	1,409	1,200	1,000	1,200	
32499 Publication & Legal Notices	-	500	500	500	
32599 Ad Placement	20,689	60,000	15,150	45,150	
32799 Credit Card Fees	50,710	-	51,000	56,000	
33299 Special Events	5,299	55,000	41,000	55,000	
33499 Relocation Expenses	-	-	-	5,000	
33599 Dues & Memberships	9,066	3,300	3,155	3,055	
33699 Recruitment	-	-	-	2,500	
33899 Professional Development	27,507	35,000	20,000	25,000	
33999 Training	31,022	28,000	22,100	30,950	
34199 Utilities - Electric	228,498	240,000	239,350	252,850	
34299 Utilities - Water, Sewer, Trash	7,401	8,000	8,000	8,500	
34399 Utilities - Gas	23,024	34,000	27,100	34,000	
34499 Utilities - Television	-	750	950	1,000	
34599 Telephone & Data	4,576	5,140	5,000	8,300	
34699 Cell Phone Stipend	5,900	7,320	7,520	7,920	
35699 Vehicle Rent & Maintenance	17,200	17,200	17,200	17,200	
35799 Rentals	3,469	1,000	1,000	1,200	
36199 Repair & Maintenance	5,815	10,000	13,026	13,000	
39199 Contingency	-	10,000	10,000	10,000	
39699 Interfund Transfer	221,790	220,040	220,040	220,040	(1)
39799 Transfer to Capital Fund	-	-	-	-	
	<u>866,589</u>	<u>1,043,847</u>	<u>916,563</u>	<u>1,115,175</u>	<u>-</u>
<b>Capital Outlay</b>					
44299 Vehicles and Equipment	-	6,000	37,500	-	
49199 Other Capital	46,146	65,000	110,000	25,000	
	<u>46,146</u>	<u>71,000</u>	<u>147,500</u>	<u>25,000</u>	<u>-</u>
<b>FUND / DIVISION - 95.8699</b>					
<b>Charges &amp; Services</b>					
39199 Salary Contingency	-	23,132	-	75,000	
	<u>-</u>	<u>23,132</u>	<u>-</u>	<u>75,000</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,539,061</b>	<b>\$ 3,100,348</b>	<b>\$ 2,898,572</b>	<b>\$ 3,258,523</b>	
	(1) \$ 220,040	General Fund Administration Fee			

# Airport Operations

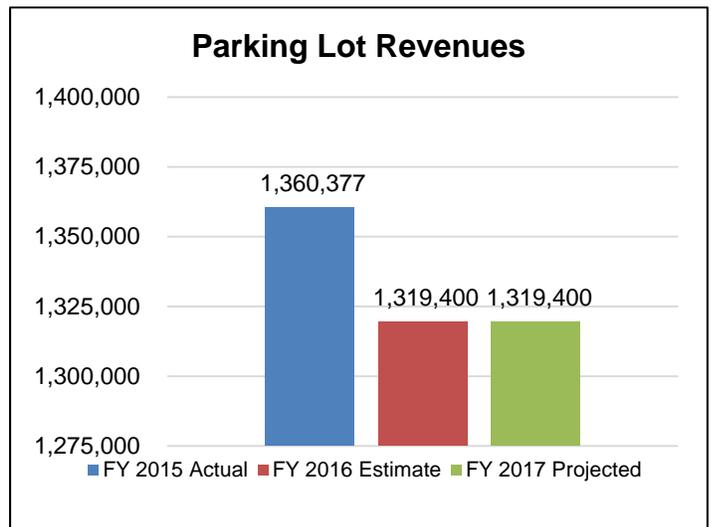
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total Passengers	370,292	363,479	367,114
Parking Lot Revenues	\$1,360,377	\$1,319,400	\$1,319,400
<b>CS</b> Rental Car Concession Revenues	\$755,478	\$755,000	\$760,000
<b>CS</b> Total Commercial Landing Fee Revenues	\$294,144	\$267,000	\$267,000

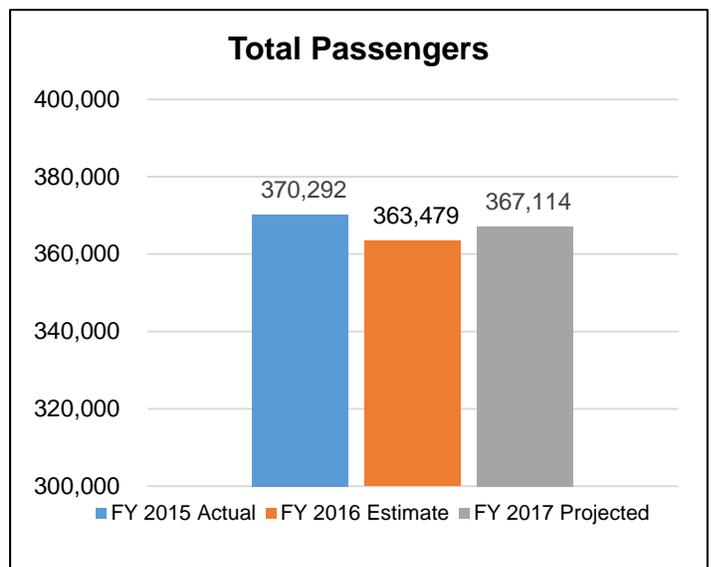
### Parking Lot Revenues

This performance measure provides the total amount of revenues generated by the parking lot at the airport.



### Total Passengers

This performance measure provides the total number of passengers flying in and out of the airport for the year.



***Sustainable Services  
Fund Summary  
Revenues  
And  
Expenditures***

# Sustainable Services Fund

**Divisions**

Solid Waste

Recycling

Collections

Recycling Center

Sustainability

Programs

Miscellaneous



Successful implementation of the single stream recycling program produced a 280% increase in residential recycling participation with approximately 84% of City residents having curbside recycling containers.

## 2017 Goals & Objectives

1. **CS** Continue to cultivate commercial business.
2. **CS & GP** Continue to explore opportunities to reduce costs through collection route efficiencies and public outreach.
3. **CS & GP** Continue to improve recycling services for City of Durango residents and businesses.
4. **CS** Begin implementation of Sustainability Action Plan, including metrics.
5. **CS** Promote water conservation methods.
6. **CS** Evaluate findings from the SWCOG waste audit and pursue zero waste opportunities.
7. **CS & GP** Apply a 9% increase to all residential and commercial solid waste and recycling rates to maintain sustainability and provide for future Capital Improvements to the Recycle Center.

## 2016 Results

1. This Division currently has 5 recycle routes that operate 6 days a week
2. Collect recycle material from 4,392 residential customers and 521 commercial customers
3. Diverted 4,212,000 pounds of material from the landfill.
4. Collected and shipped 43 tons of E-waste to a certified E- Waste recycle facility.
5. Began audit on all municipal water accounts.

## 2017 Personnel

1. No requests for personnel changes.

## 2017 Capital

1. \$55,000 for Route Software.
2. \$39,150 for truck.

## Expenditures

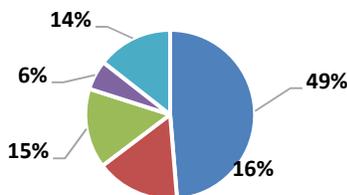
	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 933,748	\$ 915,148	(2.0%)
Materials & Supplies	240,775	257,285	6.9%
Charges & Services	1,325,832	1,374,137	3.6%
Capital Outlay	-	94,150	100.0%
<b>Total</b>	<b>\$ 2,500,355</b>	<b>\$ 2,640,720</b>	<b>5.6%</b>

## Authorized Personnel

	FY 2015	FY 2016	FY 2017
	12.34	13.34	13.34
<b>Total</b>	<b>12.34</b>	<b>13.34</b>	<b>13.34</b>

Sustainable Services Fund 2017 Budget

Total Budget \$2,640,720



■ Solid Waste                      ■ Recycling  
■ Recycle Center                      ■ Sustainability Programs  
■ Non-Departmental

<b>SUSTAINABLE SERVICES FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Intergovernmental	\$ 852	\$ -	\$ -	\$ -	
Charges for Services	2,072,074	2,140,902	2,179,000	2,365,500	
Miscellaneous	<u>110,061</u>	<u>203,000</u>	<u>115,000</u>	<u>115,000</u>	
<b>TOTAL REVENUES</b>	<b>\$ 2,182,987</b>	<b>\$ 2,343,902</b>	<b>\$ 2,294,000</b>	<b>\$ 2,480,500</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>423,678</u>	<u>526,888</u>	<u>610,036</u>	<u>658,325</u>	
<b>TOTAL AVAILABLE</b>	<b>\$ 2,606,665</b>	<b>\$ 2,870,790</b>	<b>\$ 2,904,036</b>	<b>\$ 3,138,825</b>	<b>\$ -</b>
<b>Expenditures:</b>					
Collections	\$ 874,389	\$ 1,129,644	\$ 1,053,806	\$ 1,164,462	
Recycling	540,336	465,950	436,337	589,756	
Recycle Center	189,046	406,436	318,173	350,910	
Sustainability Programs	72,464	143,907	126,406	137,451	
Non-departmental	<u>320,394</u>	<u>354,418</u>	<u>310,989</u>	<u>398,141</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,996,629</b>	<b>\$ 2,500,355</b>	<b>\$ 2,245,711</b>	<b>\$ 2,640,720</b>	<b>\$ -</b>
Carryover Working Capital/Reserve	<u>\$ 610,036</u>	<u>\$ 370,435</u>	<u>\$ 658,325</u>	<u>\$ 498,105</u>	<u>\$ -</u>

<b>SUSTAINABLE SERVICES FUND REVENUES</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>96.1000.63 INTERGOVERNMENTAL</b>					
349 State Grants	\$ 852	\$ -	\$ -	\$ -	
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 852</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>96.1000.64 CHARGES FOR SERVICES</b>					
469 Refuse Charges - Residential	\$ 919,235	\$ 950,250	\$ 980,000	\$ 1,067,500	
489 Refuse Charges - Commercial	616,415	647,304	650,000	707,000	
496 Collection Charges - Recycling	449,980	472,948	478,000	520,000	
499 Recycling Revenue	86,444	70,400	71,000	71,000	
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 2,072,074</b>	<b>\$ 2,140,902</b>	<b>\$ 2,179,000</b>	<b>\$ 2,365,500</b>	<b>\$ -</b>
<b>96.1000.66 MISCELLANEOUS</b>					
119 Interest on Investments	\$ 3,170	\$ 5,000	\$ 5,000	\$ 5,000	
559 Other Revenue	106,791	198,000	110,000	110,000	
719 Sale of Fixed Assets	100	-	-	-	
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 110,061</b>	<b>\$ 203,000</b>	<b>\$ 115,000</b>	<b>\$ 115,000</b>	<b>\$ -</b>
<b>TOTAL REVENUES</b>	<b>\$ 2,182,987</b>	<b>\$ 2,343,902</b>	<b>\$ 2,294,000</b>	<b>\$ 2,480,500</b>	<b>\$ -</b>

# Solid Waste



During 2016, approximately 4,212,000 pounds of material was diverted from the landfill.

The Solid Waste Division is an enterprise fund responsible for the collection and disposal of residential and commercial trash within the city limits. Revenues from the Solid Waste collections historically have supported the Recycling Program and staff. Residential recycle fees, in conjunction with the Single Stream Recycle Program, improvements to the Recycle Center, and rate structure modeling have allowed the Solid Waste & Recycle program to move forward with a cost neutral operation. Rates structures are designed to fund anticipated capital improvements projects, and add additional routes as the City of Durango continues to grow.

## 2017 Goals & Objectives

1. **CS** Continue to cultivate commercial business.
2. **GP** Continue to pursue opportunities to improve efficiencies and reduce costs of collection.
3. **GP** Continue standardization of collection vehicles until the fleet is completely upgraded.

## 2016 Results

1. FY 2016 The City is projected to add 20 new commercial trash accounts.
2. In FY 2016 the City is projected to divert 8,424,000 pounds of material from the landfill.
3. S FY 2016 the City will save approximately \$84,600.00 in landfill tipping fees.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 379,263	\$ 344,107	(9.3%)
Materials & Supplies	150,711	150,721	0.01%
Charges & Services	599,670	614,634	2.5%
Capital Outlay	-	55,000	100.0%
<b>Total</b>	<b>\$ 1,129,644</b>	<b>\$ 1,164,462</b>	<b>3.1%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
City Operations Director	(.34) \$ 34,666	(.34) \$ 35,716	
Recycle/Solid Waste Manager	(.33) 20,910	(.33) 20,910	
Equipment Operator II/III	(4) 151,986	(4) 155,888	
Administrative Assistant II	(.5) 17,399	(.5) 17,396	
<b>Total</b>	<b>(5.17) \$ 224,961</b>	<b>(5.17) \$ 229,910</b>	

<b>SOLID WASTE BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 96.8411	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 166,618	\$ 241,428	\$ 239,722	\$ 229,910	
11299 Salaries Part Time	13,958	14,400	8,000	-	
12199 Overtime Regular	7,819	8,978	9,000	8,978	
12299 Overtime Part Time	286	-	-	-	
14299 FICA	915	893	496	-	
14399 Insurance	48,643	81,679	70,082	75,000	
14599 Retirement Great West	19,086	28,045	27,857	26,755	
14799 Employer Portion Medicare	2,578	3,840	3,722	3,464	
	<u>259,904</u>	<u>379,263</u>	<u>358,879</u>	<u>344,107</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	224	366	200	366	
22599 Clothing & Uniforms	8,043	11,000	8,000	11,000	
23199 Fuel	53,712	65,000	60,000	65,000	
26999 Other Supplies	54,479	74,345	74,345	74,355	
	<u>116,457</u>	<u>150,711</u>	<u>142,545</u>	<u>150,721</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	175,673	240,340	178,000	198,800	
32199 Printing, Copying & Microfilming	-	1,000	500	1,000	
32399 Postage & Freight	11,729	9,470	9,470	9,470	
32799 Credit Card Fees	14,371	-	15,000	15,000	
33599 Dues & Memberships	844	1,675	1,700	1,700	
33799 Auto Allowance & Mileage	-	-	1,200	-	
33899 Professional Development	1,249	1,500	1,500	1,500	
34599 Telephone & Data	491	900	500	650	
34699 Cell Phone Stipends	1,295	1,593	1,320	1,320	
35699 Vehicle Rent & Maintenance	292,376	343,192	343,192	385,194	
	<u>498,028</u>	<u>599,670</u>	<u>552,382</u>	<u>614,634</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	-	-	-	55,000	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>55,000</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 874,389</b>	<b>\$ 1,129,644</b>	<b>\$ 1,053,806</b>	<b>\$ 1,164,462</b>	<b>\$ -</b>

# Solid Waste

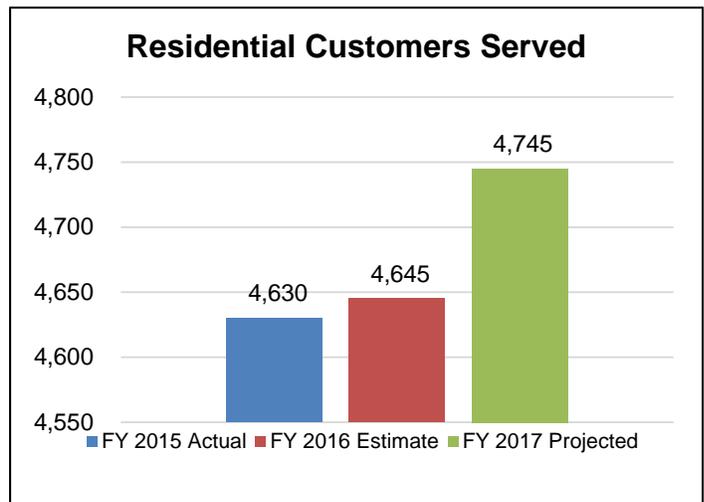
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Customers Served (residential)	4,630	4,645	4,745
Cubic Yards of Waste Collected	24,000	24,100	24,220
<b>CS</b> Customers Served (commercial)	544	555	575
Number of Special Pickups	590	595	605
Residential Revenue	865,000	875,000	885,000
Commercial Revenue	555,000	560,000	570,00

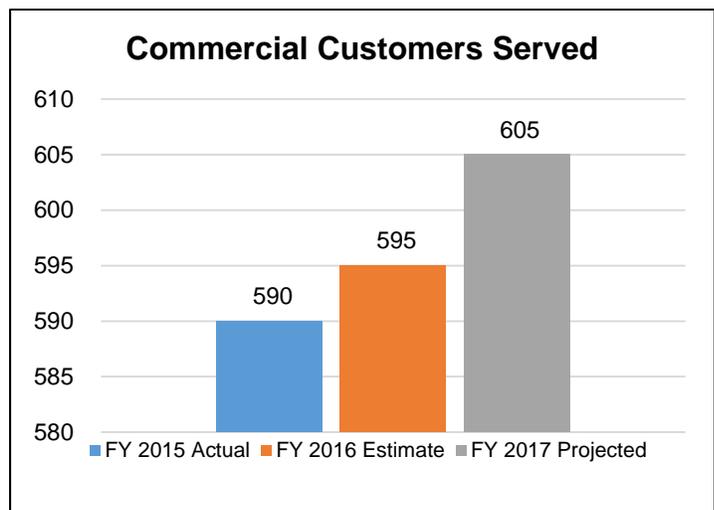
### Residential Customers Served

This performance measure provides the total number of residential customers served within the City of Durango.



### Commercial Customers Served

This performance measure provides the total number of commercial customers served within the City of Durango.



# Recycling Collections

The Recycling Collection Division is an enterprise fund responsible for collecting residential, commercial and drop-off recyclables within the City limits, and delivering the recyclable material to the Recycle Center for processing. The Single Stream Recycling Program began early 2013. Each residential dwelling that signed up for the new program received a 60 or 90 gallon recycle container similar in size and construction to our existing solid waste containers. All recyclable material is mixed in this container; source sorting is no longer a requirement. Glass is only collected at the Durango Recycle Center. The Single Stream Program allows the City to collect a range of recyclable products.



In 2016, the City of Durango currently has 4,392 residential customers and 521 commercial customers participating in the single stream program.

## 2017 Goals & Objectives

1. **CS & GP** Continue to market and cultivate residential and commercial customers for the Single Stream program.
2. **CS & GP** Continue to explore opportunities to reduce costs through collection route efficiencies and public outreach.

## 2016 Results

1. This Division currently has 5 recycle routes that operate 6 days a week.
2. Collect recycle material from 4,392 residential customers and 521 commercial customers.
3. On an average the residential collection truck services 755 cans per shift.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 258,556	\$ 319,955	23.8%
Materials & Supplies	63,015	80,015	27.0%
Charges & Services	144,379	150,636	4.3%
Capital Outlay	-	39,150	100.0%
<b>Total</b>	<b>\$ 465,950</b>	<b>\$ 589,756</b>	<b>26.6%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Recycle/Solid Waste Manager	(.33)	\$ 20,910	(.33)	\$ 20,910	
Crew Leader	(1)	49,889	(1)	49,889	
Equipment Operator II	(3)	106,330	(3)	113,864	
Administrative Assistant II	(.5)	17,396	(.5)	17,396	
<b>Total</b>	<b>(4.83)</b>	<b>\$ 194,525</b>	<b>(4.83)</b>	<b>\$ 202,059</b>	

<b>RECYCLING COLLECTIONS</b> <b>BUDGET SUMMARY</b> <b>Expenditures</b>					
FUND / DIVISION - 96.8412	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 223,981	\$ 168,635	\$ 149,778	\$ 202,059	
11299 Salaries Part Time	15,874	-	12,000	-	
12199 Overtime Regular	12,747	13,169	10,000	13,169	
14299 FICA	986	-	744	-	
14399 Insurance	68,086	53,754	42,789	77,501	
14599 Retirement Great West	26,985	20,362	17,895	24,106	
14799 Employer Portion Medicare	3,604	2,636	2,491	3,120	
	<u>352,262</u>	<u>258,556</u>	<u>235,697</u>	<u>319,955</u>	-
<b>Materials &amp; Supplies</b>					
23199 Fuel	18,240	23,000	23,000	40,000	
26999 Other Supplies	37,572	40,015	40,015	40,015	
	<u>55,812</u>	<u>63,015</u>	<u>63,015</u>	<u>80,015</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	5,720	1,000	1,000	-	
32199 Printing & Copying	2,408	8,000	2,500	8,000	
32299 Books, Newspapers & Periodicals	-	126	125	126	
32399 Postage	-	180	180	180	
32499 Publication & Legal Notice	118	360	200	360	
33899 Professional Development	-	1,500	1,500	1,500	
34299 Utilities - Water, Sewer, Trash	3,046	2,893	1,800	2,893	
35699 Vehicle Rent & Maintenance	120,946	130,320	130,320	137,577	
36199 Repair & Maintenance	25	-	-	-	
	<u>132,262</u>	<u>144,379</u>	<u>137,625</u>	<u>150,636</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	-	-	-	39,150	
	<u>-</u>	<u>-</u>	<u>-</u>	<u>39,150</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 540,336</b>	<b>\$ 465,950</b>	<b>\$ 436,337</b>	<b>\$ 589,756</b>	<b>\$ -</b>

# Recycle Collections

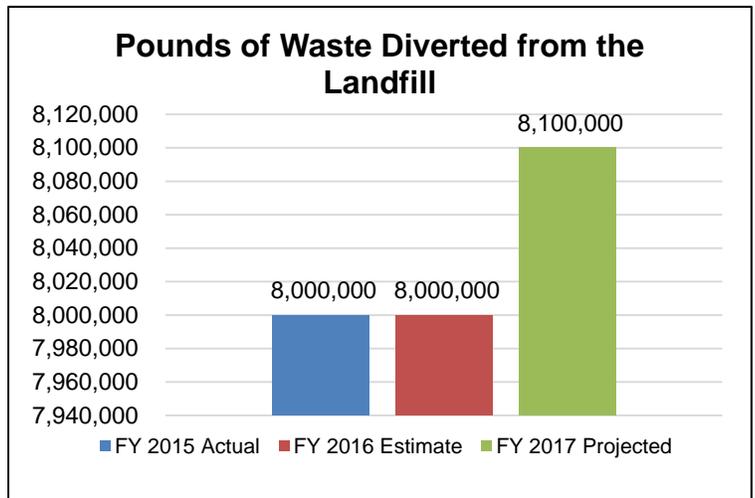
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CS &amp; GP</b> Number of Residential Customers	3,735	3,800	3,900
<b>CS &amp; GP</b> Number of Commercial Customers	469	480	495
Pounds of Waste Diverted from the Landfill	8,000,000	8,000,000	8,100,000
Bales of Recycle Material Processed	4,600	4,660	4,750
Revenue as Percent of Expenses	55%	56%	56%

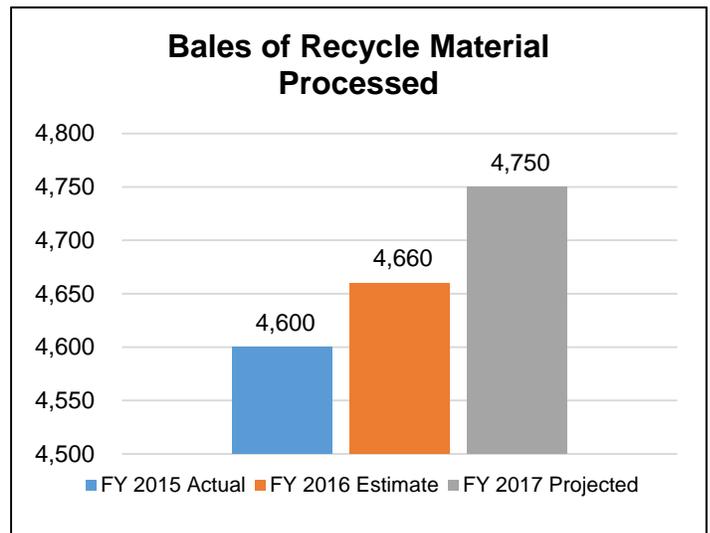
### Pounds of Waste Diverted from the Landfill

This performance measure provides the total number of pounds of waste that was diverted from the landfill.



### Bales of Recycle Material Processed

This performance measure provides the number of bales of recycle material processed.



# Recycling Center



In 2015, the volume of electronic recycling collected from residential and commercial customers was approximately 181,000 pounds.

The Recycle Center is responsible for processing, marketing and selling the recyclables that are delivered to the improved processing center. The Recycle program requires two employees, one forklift and loader for processing the collected material. Staff collects and processes household recyclable materials, electronic waste, and batteries six days per week; in addition, the Division markets the recycle commodities to maximize revenue.

## 2017 Goals & Objectives

1. **CS & GP** Continue to reduce the amount of material that is sent to the landfill.
2. **CS & GP** Continue to improve recycling services for City of Durango residents and businesses.
3. **CS & GP** Make the public drop off area cost neutral.
4. **CS & GP** Continue to explore new options to help recover revenue lost due to market downfall.

## 2016 Results

1. FY 2016 the Recycle Center is projected to process and ship approximately 5,220 bales of recycled material.
2. FY 2016 the Recycle Center will divert approximately 508 tons of glass from the landfill.
3. In FY 2016 The Recycle Center will collect and ship 86 tons of E-waste to a certified E-waste recycle facility.
4. The Recycle Center continues to generate new business in 2016 from private haulers which helps increase our diversion rate from the landfill.

## Expenditures

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 188,360	\$ 138,304	(26.8%)
Materials & Supplies	24,649	24,149	(2.0%)
Charges & Services	193,427	188,457	(2.6%)
<b>Total</b>	<b>\$ 406,436</b>	<b>\$ 350,910</b>	<b>(13.7%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Recycle/Solid Waste Manager	(.34) \$ 21,543	(.34) \$ 21,543	
Equipment Operator II	(1) 37,595	(1) 35,443	
Equipment Operator I	(1) 30,597	(1) 30,597	
<b>Total</b>	<b>(2.34) \$ 89,735</b>	<b>(2.34) \$ 87,583</b>	

<b>RECYCLING CENTER BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 96.8413	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 12,260	\$ 115,261	\$ 91,541	\$ 87,583	
11299 Salaries Part Time	-	14,400	7,000	-	
12199 Overtime Regular	400	8,485	3,346	8,485	
12299 Overtime Part Time	-	1,500	750	-	
14299 FICA	-	986	481	986	
14399 Insurance	5,762	31,843	28,237	29,097	
14599 Retirement Great West	1,183	13,860	10,627	10,760	
14799 Employer Portion Medicare	144	2,025	1,488	1,393	
	<u>19,748</u>	<u>188,360</u>	<u>143,470</u>	<u>138,304</u>	-
Materials & Supplies					
23199 Fuel	1,826	2,500	2,000	2,000	
26999 Other Supplies	12,462	22,149	11,500	22,149	
	<u>14,288</u>	<u>24,649</u>	<u>13,500</u>	<u>24,149</u>	-
Charges & Services					
31499 Other Contracted Services	72,019	107,594	75,000	107,060	
34199 Utilities - Electric	13,605	14,380	14,750	15,000	
34299 Utilities - Water, Sewer, Trash	-	996	996	996	
34399 Utilities - Gas	2,382	9,374	9,374	9,374	
34599 Telephone & Data	-	480	480	480	
35699 Vehicle Rent & Maintenance	58,337	57,103	57,103	51,547	
36199 Repair & Maintenance	8,667	3,500	3,500	4,000	
	<u>155,010</u>	<u>193,427</u>	<u>161,203</u>	<u>188,457</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 189,046</b>	<b>\$ 406,436</b>	<b>\$ 318,173</b>	<b>\$ 350,910</b>	<b>\$ -</b>

# Recycling Center

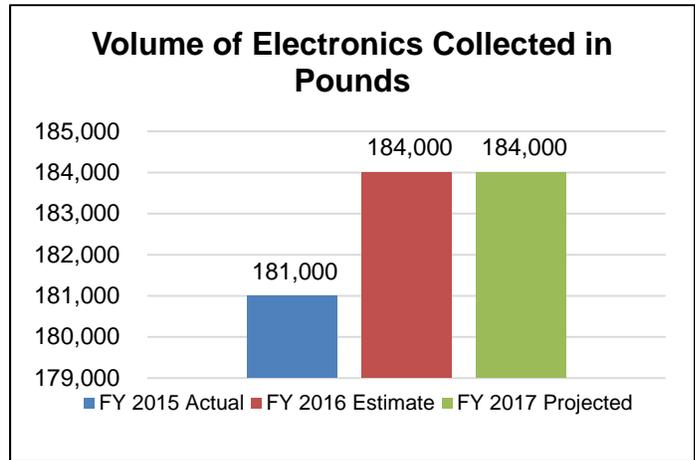
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Cubic Yards of Material Processed from Commercial Haulers	3,600	3,660	3,660
<b>CS &amp; GP</b> Number of Commercial Hauler/Commercial Customers that utilize the Recycle Center	36	38	36
Revenue from Commercial Hauler/Commercial Customers that utilize the Recycle Center	\$23,300	\$25,000	\$24,000
<b>CS &amp; GP</b> Volume of Electronics Collected (in lbs)	181,000	184,000	184,000
<b>CS &amp; GP</b> Number of transactions from non-city residential recycling drop-offs	38,114	38,114	38,114

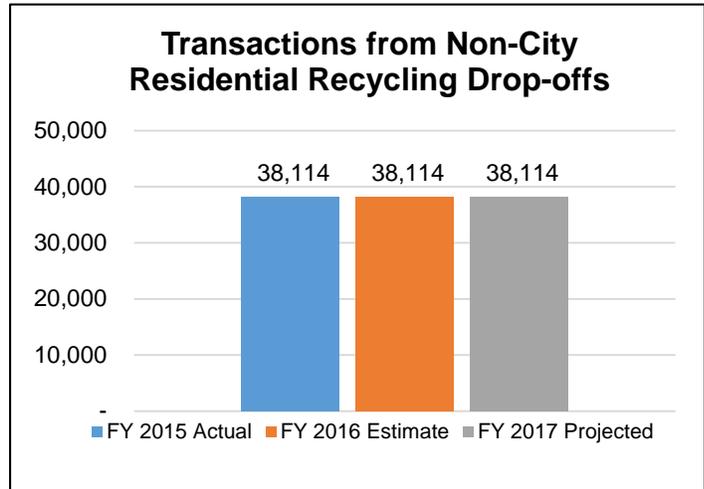
### Volume of Electronics Collected in Pounds

This performance measure provides the total amount of electronics recycling collected in pounds.



### Number of Transactions from Non-City Residential Recycling Drop-offs

This performance measure provides the total number of transactions processed from non-city residential recycling drop-offs



# Sustainability Programs

The Sustainability Division provides analysis, coordination, and management of programs and events designed to enhance the City's energy efficiency and waste reduction efforts, and serves as the point of contact for the community on sustainability initiatives. The Division organizes and participates in annual events such as the household hazardous waste collection event and other community sustainability events and activities. In addition, the Division provides technical assistance to City programs on sustainability initiatives.

## 2017 Goals & Objectives

1. **CS** Provide internal and external education relative to the City's Sustainability Action Plan.
2. **CS** Begin implementation of Sustainability Action Plan, including metrics.
3. **CS** Achieve 3 Star certification with STAR Communities.
4. **CS** Enhance access to solar power – pursue remote net metering, solar gardens, and other aggregate power purchasing mechanisms.
5. **CS** Promote water conservation methods.
6. **CS** Evaluate findings from the SWCOG waste audit and pursue zero waste opportunities.
7. **CS** Promote the recycling program.

## 2016 Results

1. Maintained City's green power purchases at 100% in 2016.
2. Continued the development on two on-site renewable energy generation facilities at the Water Treatment Plant, Parks / Cemetery facilities and the Recycle Center.
3. Began implementation of the City's Sustainability Action Plan.
4. Applied to STAR Communities for a 3 Star Designation.
5. Awarded EPEAT E-Purchasing Award.
6. Monitored use of the three dual-cord Electric Vehicle Charging Stations at the Durango Transit Center providing alternative-fuel transportation and advancing fleet sustainability.
7. In coordination with other departments and divisions and ATMOS conducted an organization-wide natural gas audit identifying efficiencies, and improvements for all the metered accounts for the municipality.
8. Began audit on all municipal water accounts.
9. Conducted bimonthly recycling campaigns to encourage community members and businesses to recycle.
10. Monitored the usage of all electric and gas accounts (211 accounts total) associated with the Municipal Operations.
11. Bolstered education and outreach to City Staff on SAP (9 presentations given).
12. Organized and Coordinated with La Plata County to facilitate the Household Hazardous Waste Collection event.



During 2016, the City's green power purchases were increased to 100%.

## Expenditures

	FY 2016		FY 2017	
	Adopted Budget		Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 78,087		\$ 79,271	1.5%
Materials & Supplies	2,400		2,400	0.0%
Charges & Services	63,420		55,780	(12.1%)
<b>Total</b>	<b>\$ 143,907</b>		<b>\$ 137,451</b>	<b>(4.5%)</b>
Authorized Personnel	2016 Current		2017 Proposed	
Sustainability Coordinator	(1) \$	56,264	(1) \$	56,264
<b>Total</b>	<b>(1) \$</b>	<b>56,264</b>	<b>(1) \$</b>	<b>56,264</b>

<b>SUSTAINABILITY PROGRAMS BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 96.8414	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 37,309	\$ 56,264	\$ 55,503	\$ 56,264	
12199 Overtime Regular	315	-	-	-	
14399 Insurance	12,709	14,705	14,702	15,889	
14599 Retirement Great West	4,066	6,302	6,216	6,302	
14799 Employer Portion Medicare	510	816	805	816	
	<u>54,908</u>	<u>78,087</u>	<u>77,226</u>	<u>79,271</u>	-
Materials & Supplies					
21199 Office Supplies	241	200	200	200	
26999 Other Supplies	251	2,200	1,500	2,200	
	<u>493</u>	<u>2,400</u>	<u>1,700</u>	<u>2,400</u>	-
Charges & Services					
31499 Other Contracted Services	6,784	49,300	37,000	42,000	
32199 Printing & Copying	1,896	6,250	6,000	6,000	
32299 Books, News, & Periodicals	368	250	100	250	
33599 Dues & Memberships	3,001	1,600	1,600	1,750	
33899 Professional Development	4,115	5,000	2,000	5,000	
34599 Telephone & Data	120	240	-	-	
34699 Cell Phone Stipend	780	780	780	780	
	<u>17,063</u>	<u>63,420</u>	<u>47,480</u>	<u>55,780</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 72,464</b>	<b>\$ 143,907</b>	<b>\$ 126,406</b>	<b>\$ 137,451</b>	<b>\$ -</b>

# Sustainability Programs

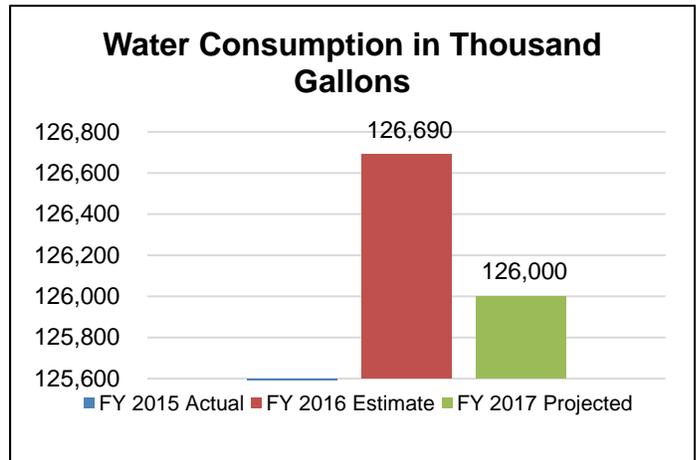
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CS</b> Electricity for Municipal Operations in kWh	9,619,970	9,600,000	9,400,000
<b>CS</b> Natural Gas Use for Municipal Operations in ccf	273,962	278,000	270,000
<b>CS</b> Water Consumption for Municipal Operations in gallons	N/A	126,690,000	126,000,000
<b>CS</b> Sustainability Outreach			
Recycle Tour Participants	140	160	180
Internal Presentation Participants	50	70	100
Community Presentation Participants	50	150	200

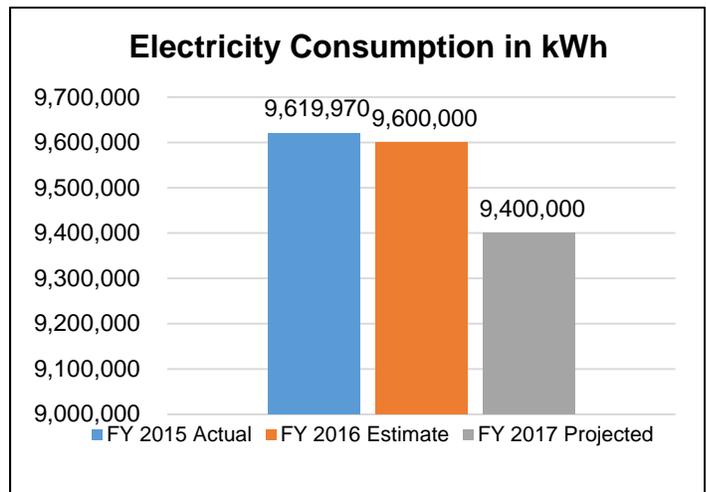
### Water Consumption for Municipal Operations

This performance measure provides the total water consumption for all municipal operations in thousand gallons.



### Electricity Use for Municipal Operations

This performance measure provides the total electricity use for municipal operations in kWh.



# Sustainability Miscellaneous

All Sustainable Services charges not directly related to operating divisions are accounted for under this section. Examples are general liability insurance, contingency, interfund transfers, and debt retirement.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 29,482	\$ 33,511	13.7%
Charges & Services	324,936	364,630	12.2%
<b>Total</b>	<b>\$ 354,418</b>	<b>\$ 398,141</b>	<b>12.3%</b>

SUSTAINABILITY MISCELLANEOUS BUDGET SUMMARY Expenditures					
FUND / DIVISION - 96.8499	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
Expenditures					
Personnel Services					
15199 U.C. Insurance/Workers Comp	\$ 48,950	\$ 29,482	\$ 29,482	\$ 33,511	-
	48,950	29,482	29,482	33,511	-
Charges & Services					
31399 Insurance (Liability)	48,339	60,152	60,152	55,025	
39119 Salary Contingency	-	43,429	-	40,000	
39699 Interfund Transfer	223,105	221,355	221,355	224,605	(1)
39799 Transfer to Capital Projects Fund	-	-	-	45,000	
	<u>271,444</u>	<u>324,936</u>	<u>281,507</u>	<u>364,630</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 320,394</b>	<b>\$ 354,418</b>	<b>\$ 310,989</b>	<b>\$ 398,141</b>	<b>\$ -</b>
	(1) \$ 191,605	General Fund Administration Fee			
	<u>33,000</u>	Warehouse Transfer			
	<b>\$ 224,605</b>				



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***Transportation Services Fund Summary  
Revenues  
And  
Expenditures***

# Transportation Services Fund

**Divisions**

- Parking
  - Operations
- Parking
  - Miscellaneous
- Transit
  - Administration
- Transit Operations
- Multi-Modal
- Capital Grants

**2016 Highlights**

1. Implementation of Automated License Plate Recognition System which has improved efficiencies in identifying scofflaws.
2. Applied for over \$5.5 Million dollars in Grants.
3. Purchased 6 new replacement buses for transit fleet. Moved the Ft Lewis stops to Skyhawk Ave. New shelters include: one Southbound and one Northbound to improve efficiency.
4. Completed the Needham Connect I Safe Routes to School infrastructure project.
5. Held 30 ongoing community events to support public engagement, including Farmers Market presence during Clean Commute Week.
6. Completed update to Multi Modal Transportation Plan.

**2017 Personnel**

1. Reclassification of Part time Parking Officer to Full time Parking Officer/Transit Cashier.
2. Request for an Administrative Assistant III position.

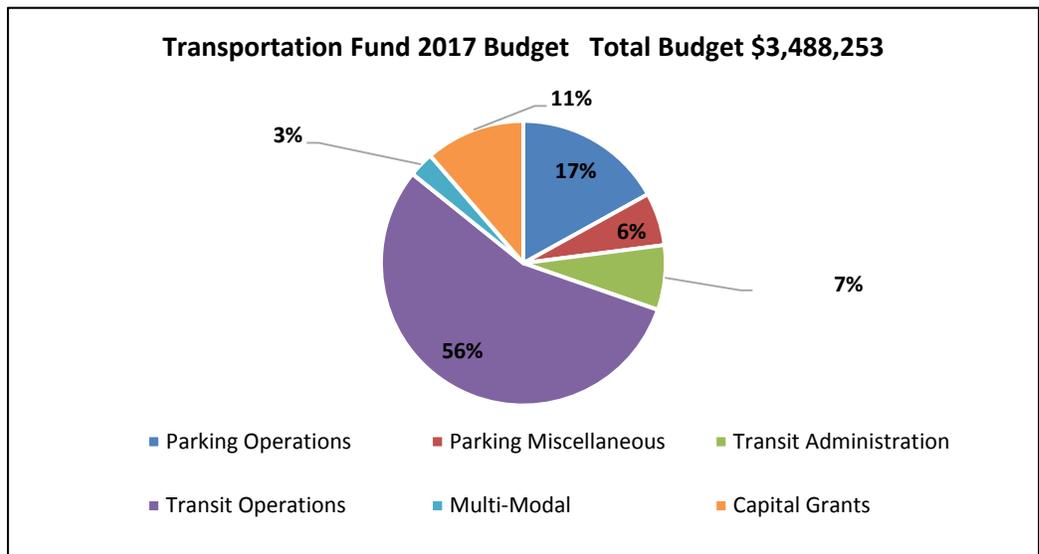
**2017 Other Capital**

1. \$25,000 for bus shelter maintenance.



Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 2,125,750	\$ 2,360,547	11.0%
Materials & Supplies	388,543	266,050	(31.5%)
Charges & Services	961,926	836,656	(13.0%)
Capital Outlay	473,000	25,000	(94.7%)
<b>Total</b>	<b>\$ 3,949,219</b>	<b>\$ 3,488,253</b>	<b>(11.7%)</b>

Authorized Personnel	FY 2015	FY 2016	FY 2017
	30	32	34
<b>Total</b>	<b>30</b>	<b>32</b>	<b>34</b>



<b>TRANSPORTATION SERVICES FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Intergovernmental	\$ 968,155	\$ 1,428,700	\$ 1,453,193	\$ 985,700	
Charges for Services	1,371,565	1,308,463	1,234,060	1,306,790	
Fines & Forfeits	531,792	525,000	525,000	570,000	
Miscellaneous	<u>397,328</u>	<u>421,000</u>	<u>465,500</u>	<u>459,600</u>	
<b>TOTAL REVENUES</b>	<b>\$ 3,268,840</b>	<b>\$ 3,683,163</b>	<b>\$ 3,677,753</b>	<b>\$ 3,322,090</b>	<b>\$ -</b>
Estimated Working Capital/Reserve	<u>1,626,243</u>	<u>1,503,119</u>	<u>1,784,290</u>	<u>1,598,945</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 4,895,083</b>	<b>\$ 5,186,282</b>	<b>\$ 5,462,043</b>	<b>\$ 4,921,035</b>	<b>\$ -</b>
<b>Expenditures:</b>					
Parking Operations	\$ 563,135	\$ 682,076	\$ 670,112	\$ 754,152	
Parking Miscellaneous	140,528	224,069	222,095	143,227	
Transit Administration	230,613	271,936	279,048	189,686	
Transit Operations	2,013,532	2,208,969	2,112,001	2,286,898	
Multi-Modal	119,518	114,169	107,349	109,290	
Capital Grants	<u>43,467</u>	<u>448,000</u>	<u>472,493</u>	<u>5,000</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,110,793</b>	<b>\$ 3,949,219</b>	<b>\$ 3,863,098</b>	<b>\$ 3,488,253</b>	<b>\$ -</b>
Carryover Working Capital/Reserve	<u>\$ 1,784,290</u>	<u>\$ 1,237,063</u>	<u>\$ 1,598,945</u>	<u>\$ 1,432,782</u>	<u>\$ -</u>

<b>TRANSPORTATION SERVICES FUND REVENUES</b>					
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>97.1000.63 INTERGOVERNMENTAL</b>					
159 FTA Operating Grants	\$ 918,713	\$ 980,700	\$ 980,700	\$ 980,700	
349 State Grants	49,442	448,000	448,000	5,000	
189 Other Federal Grants	-	-	24,493	-	
<b>TOTAL INTERGOVERNMENTAL</b>	<b>\$ 968,155</b>	<b>\$ 1,428,700</b>	<b>\$ 1,453,193</b>	<b>\$ 985,700</b>	<b>\$ -</b>
<b>97.1000.64 CHARGES FOR SERVICES</b>					
319 Parking Meters	\$ 938,889	\$ 940,000	\$ 860,000	\$ 925,000	
329 Cash Card Revenue	110,067	70,000	70,000	75,000	
369 Boot Removal Fee	195	2,500	600	600	
841 Trolley Fares	77,060	75,000	75,000	75,000	
829 Opportunity Bus Fares	13,727	12,000	12,000	12,000	
839 Loop - Fixed Route Fares	135,823	112,000	122,000	122,000	
849 Free Days	10,300	11,000	10,000	11,000	
919 FLC - Student Fees	84,304	85,963	83,460	85,990	
979 Miscellaneous Contracts	1,200	-	1,000	200	
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 1,371,565</b>	<b>\$ 1,308,463</b>	<b>\$ 1,234,060</b>	<b>\$ 1,306,790</b>	<b>\$ -</b>
<b>97.1000.65 FINES &amp; FORFEITS</b>					
139 Parking Fines	\$ 531,792	\$ 525,000	\$ 525,000	\$ 570,000	
<b>TOTAL FINES &amp; FORFEITS</b>	<b>\$ 531,792</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 570,000</b>	<b>\$ -</b>
<b>97.1000.66 MISCELLANEOUS</b>					
119 Interest on Investments	\$ 22,277	\$ 1,000	\$ 24,000	\$ 24,000	
219 Parking Permit Revenue	172,455	150,000	150,000	160,000	
229 Rental on Buildings	6,768	-	8,600	8,600	
429 Other Contributions	21,468	20,000	17,000	17,000	
559 Other Revenue	1,060	-	900	-	
629 Transfer from Durango Tourism Fund	135,000	250,000	250,000	250,000	
719 Sale of Fixed Assets	38,301	-	15,000	-	
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 397,328</b>	<b>\$ 421,000</b>	<b>\$ 465,500</b>	<b>\$ 459,600</b>	<b>\$ -</b>
<b>TOTAL REVENUES</b>	<b>\$ 3,268,840</b>	<b>\$ 3,683,163</b>	<b>\$ 3,677,753</b>	<b>\$ 3,322,090</b>	<b>\$ -</b>

# Parking Operations



Did you know you can purchase a monthly parking pass for the municipal lots for only \$30 a month?

The Parking Division is a division within the Transportation Services enterprise fund that includes costs associated with the operation and maintenance of City-owned parking lots and parking equipment, such as meters. Parking personnel are responsible for the issuance of parking citations, and the collection of parking meter monies, as well as the replacement of, repair of, and snow removal around; parking meters. This program finances the construction and continued operations of off-street parking facilities in the Central Business District through the collection of user charges for parking meters, citations, boot removal fees and permits. This program allocates revenue over it's costs to support Transit operations.

## 2017 Goals & Objectives

1. **CS** Maintain fiscal position by reviewing parking fund subsidy of transit.
2. **CED** Continue to look at needs for potential residential parking programs, continue to utilize integrated parking solution to enable visitors and citizens options for parking payments and locations.
3. **CED** Transportation and Sustainability staff has excellent working relationships with FLC, the School District, the Chamber of Commerce, the SW COG, Region 9, CDOT Region 5, and CDOT – DTR, La Plata County, and the many human service agencies in the region, DATO, and local businesses. We strive to expand and strengthen these relationships.
4. **GP** Maintain efficient parking operations, and expand online information and service.
5. **GP** Continue to examine the effects of parking options on managing parking behavior to reduce the number of vehicle miles travelled on our local streets, particularly in the CBD. Reducing VMT will extending the useful life of the asphalt and reducing the greenhouse gas emissions into our air, and promote walking in the CBD which may have a positive effect on sales tax revenue.
6. **GP** Continue analysis of parking lots and evaluate the efficacy of a parking garage. Continue collecting parking data at both the meters and the lots to analyze parking behavior and the need for additional parking facilities.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 453,809	\$519,915	14.6%
Materials & Supplies	62,399	26,250	(57.9%)
Charges & Services	165,868	207,987	25.4%
<b>Total</b>	<b>\$ 682,076</b>	<b>\$ 754,152</b>	<b>10.6%</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Transportation & Sustainability Director	(0.34)	\$ 34,401	(0.34)	\$ 34,401	
Parking Operations Manager	(1)	62,276	(1)	62,276	
Lead Parking Enforcement Officer	(1)	43,175	(1)	43,175	
Parking Enforcement Officer/Cashier	(5)	170,638	(6)	203,460	
Administrative Assistant III	(0)	-	(0.34)	12,305	
<b>Total</b>	<b>(7.34)</b>	<b>\$ 310,490</b>	<b>(8.68)</b>	<b>\$ 355,617</b>	

<b>PARKING OPERATIONS BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 97.8211	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 252,952	\$ 310,896	\$ 305,948	\$ 355,617	
11299 Salaries Part Time	31,549	35,000	30,000	17,500	
12199 Overtime Regular	1,136	2,000	10,000	2,000	
14299 FICA	1,998	2,170	1,860	1,085	
14399 Insurance	49,694	63,654	71,414	98,221	
14599 Retirement Great West	28,154	35,044	35,386	40,053	
14799 Employer Portion Medicare	3,936	5,045	5,016	5,439	
	<u>369,419</u>	<u>453,809</u>	<u>459,624</u>	<u>519,915</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	527	2,266	1,500	2,000	
22599 Clothing & Uniforms	4,243	6,916	6,000	6,000	
23199 Fuel	1,272	2,250	1,000	2,000	
24299 Signs & Parts	135	1,000	1,000	1,000	
25199 Repair Parts & Materials	108	1,000	1,000	1,000	
26999 Other Supplies	9,868	48,967	13,700	14,250	
	<u>16,153</u>	<u>62,399</u>	<u>24,200</u>	<u>26,250</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	1,377	3,184	3,000	3,184	
31599 Software Maintenance	109,567	100,240	105,000	110,250	
32199 Printing, Copying & Microfilming	1,746	3,000	2,500	3,000	
32399 Postage & Freight	944	2,000	1,500	1,500	
32799 Credit Card Fees	36,678	-	40,000	50,000	
33599 Dues & Memberships	595	900	900	900	
33799 Auto Allowance & Mileage	-	-	1,224	1,224	
33899 Professional Development	3,168	7,000	3,500	5,000	
34599 Telephone & Data	2,302	4,000	-	-	
34699 Cell Phone Stipend	780	780	1,100	1,200	
35699 Vehicle Rent & Maintenance	9,563	10,264	10,264	9,229	
35799 Rentals	2,251	2,500	2,300	2,500	
36199 Repair & Maintenance	8,593	32,000	15,000	20,000	
	<u>177,562</u>	<u>165,868</u>	<u>186,288</u>	<u>207,987</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 563,135</b>	<b>\$ 682,076</b>	<b>\$ 670,112</b>	<b>\$ 754,152</b>	<b>\$ -</b>

# Parking Operations

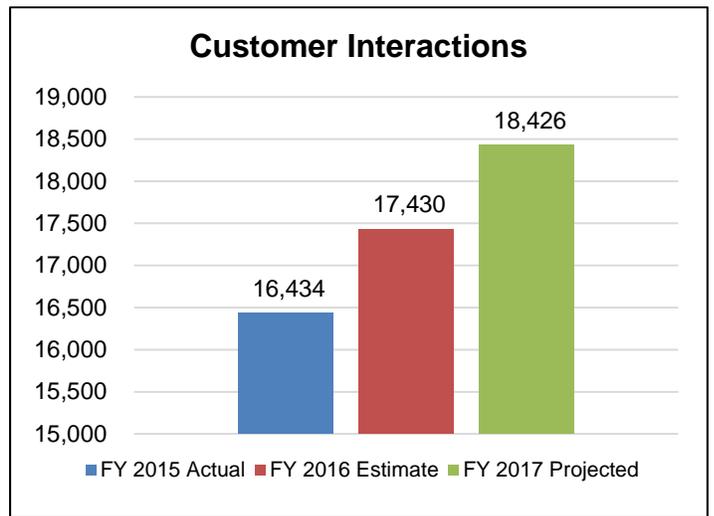
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Customer Interactions at Parking Window	16,434	17,430	18,426
Narrow Gauge Parking Permits Sold	0	100	135
Parking Meter Revenues	944,000	860,000	900,000

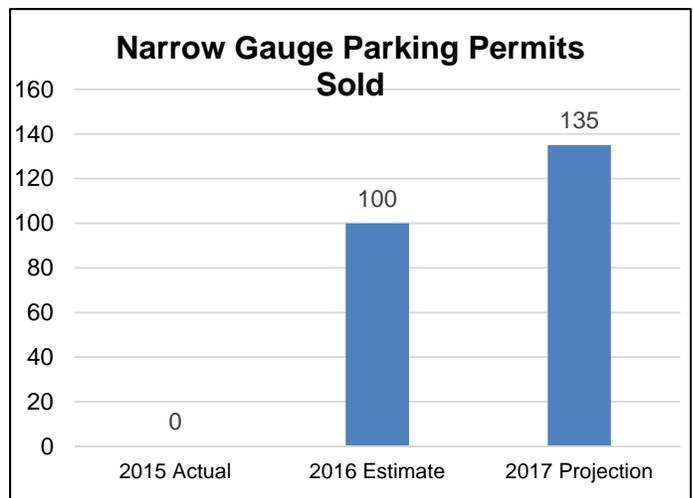
### Customer Interactions at Parking Window

This performance measure provides the number of customer interactions on an annual basis at the parking window.



### Narrow Gauge Parking Permits Sold

This performance measure provides the total number of permits sold for the parking spaces along Narrow Gauge.



# Parking Miscellaneous

All Parking charges not directly related to the operating division are accounted for under this section.



Did you know  
Parking Revenues  
assist with funding  
transit?

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 3,274	\$ 3,286	0.4%
Charges & Services	220,795	139,941	(36.6%)
<b>Total</b>	<b>\$ 224,069</b>	<b>\$ 143,227</b>	<b>(36.1%)</b>

PARKING MISCELLANEOUS BUDGET SUMMARY Expenditures					
FUND / DIVISION - 97.8299	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
15199 U.C. Insurance/Workers Comp	\$ 5,650	\$ 3,274	\$ 3,274	\$ 3,286	-
	5,650	3,274	3,274	3,286	-
Charges & Services					
31399 Insurance (Liability)	36,472	16,465	16,465	16,035	
39119 Salary Contingency	-	1,974	-	15,000	
39699 Interfund Transfer	98,406	66,906	66,906	66,906 <sup>(1)</sup>	
39799 Transfer to Capital Projects Fund	-	135,450	135,450	42,000	
	134,878	220,795	218,821	139,941	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 140,528</b>	<b>\$ 224,069</b>	<b>\$ 222,095</b>	<b>\$ 143,227</b>	<b>\$ -</b>
	(1) \$ 66,906	General Fund Administration Fee			

# Transit Administration

Administration includes the management and planning of disabled/elderly transportation (Para-Transit) and general public transit, grants, contracts, personnel, equipment, Transit Center, Snow removal and service.

## 2017 Goals & Objectives

1. **CS** Maintain Fiscal Position through grant awards, review of parking subsidy to Transit.
2. **CED** Maintain and grow relationships with CASTA, Southwest Transit Association, other state transit agencies, local businesses, and our riders. Continue holding seat on CASTA and SWTA board of Directors.
3. **GP** Maintain existing Transit Services, and expand online information and service. The Transit/Multi Modal Division is successful due to the reliable, safe, efficient service it provides. The consistency and high level of the service are the cornerstone to our ridership increases and strong relationships. Our web services are increasing and our outreach to the public improves each year.

## 2016 Results

1. **CS** Applied for over \$5.5 Million dollars in Grants.
2. **CS** Conducted Nexus Study for Transit and Housing Impact Fees.
3. **CED** Continued public engagement, strengthened relationship with businesses, provided education and coordination on transportation demand management concerns and interests. Strengthened relationships with Fort Lewis College, 9-R School District, and held numerous successful events.
4. **GP** Implemented new map and schedule format, increased social media outreach and web communications and implemented Ride Systems real-time transit tracking web services.



During 2016, Administration implemented new map and schedule format, increased social media outreach and web communications and implemented Ride Systems real-time transit tracking web services.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 160,276	\$ 189,686	18.4%
Materials & Supplies	11,500	-	(100.0%)
Charges & Services	100,160	-	(100.0%)
<b>Total</b>	<b>\$ 271,936</b>	<b>\$ 189,686</b>	<b>(30.3%)</b>

Authorized Personnel	2016 Current		2017 Proposed		2017 Adopted
Transportation Services					
Director	(0.66)	\$ 66,778	(0.66)	\$ 66,778	
Multi-Modal Manager	(1)	60,757	(1)	60,757	
Administrative Assistant III	(0)	-	(0.33)	11,943	
<b>Total</b>	<b>(1.66)</b>	<b>\$ 127,535</b>	<b>(1.99)</b>	<b>\$ 139,478</b>	

TRANSIT ADMINISTRATION BUDGET SUMMARY Expenditures					
FUND / DIVISION - 97.8510	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Personnel Services					
11199 Salaries Regular	\$ 131,228	\$ 127,535	\$ 127,535	\$ 139,478	
14399 Insurance	16,800	16,608	24,480	32,564	
14599 Retirement Great West	14,678	14,284	14,284	15,622	
14799 Employer Portion Medicare	1,845	1,849	1,849	2,022	
	<u>164,550</u>	<u>160,276</u>	<u>168,148</u>	<u>189,686</u>	<u>-</u>
Materials & Supplies					
21199 Office Supplies	2,034	2,000	1,900	-	
22599 Clothing & Uniforms	4,216	3,000	3,000	-	
26999 Other Supplies	10,532	6,500	6,000	-	
	<u>16,782</u>	<u>11,500</u>	<u>10,900</u>	<u>-</u>	<u>-</u>
Charges & Services					
31299 Professional Services	18,867	21,500	21,500	-	
32199 Printing, Copying & Microfilming	1,356	11,000	7,000	-	
32299 Books, News & Periodicals	147	250	150	-	
32399 Postage & Freight	239	500	500	-	
33599 Dues & Memberships	5,099	5,800	5,800	-	
33799 Auto Allowance & Mileage	-	-	2,300	-	
33899 Professional Development	3,828	7,180	7,180	-	
34599 Telephone & Data	3,601	2,140	2,120	-	
34699 Cell Phone Stipend	780	1,540	2,100	-	
35799 Rentals	1,822	2,500	3,600	-	
36199 Repair & Maintenance	13,541	18,000	18,000	-	
39699 Interfund Transfer	-	29,750	29,750	-	
	<u>49,281</u>	<u>100,160</u>	<u>100,000</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	\$ 230,613	\$ 271,936	\$ 279,048	\$ 189,686	\$ -

# Transit Administration

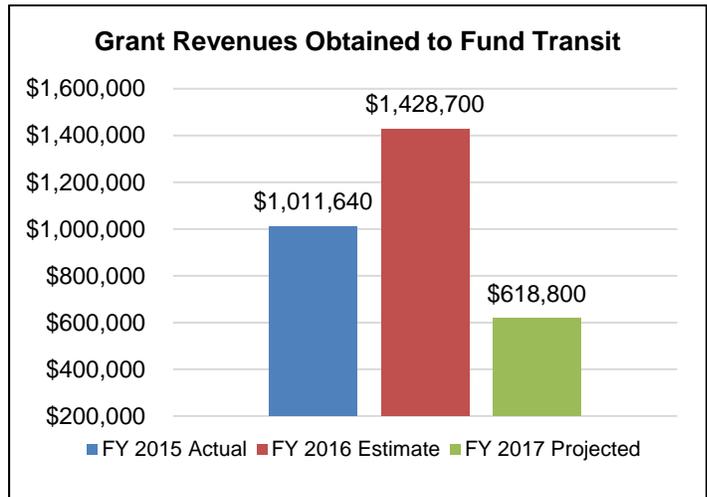
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CS</b> Grant Revenue Obtained	\$1,011,640	\$1,428,700	\$618,800
Non-Grant Revenue	\$1,411,891	\$2,197,560	\$2,202,590

### Grant Revenue Obtained to Fund Transit

This performance measure provides the total amount of grant revenues obtained each year to help fund transit.



# Transit Operations



During 2016, Transit successfully implemented a \$30 annual veterans transit pass, coordinated pass purchases at a reduced rate for a number of human service organizations, reduced pass programs remained steady with a slight increase in pass sales for students, low income, and free and reduced lunch students.

The operations budget for Transit includes all of transit operations. Supervision, coordination and support of drivers; maintenance personnel, equipment and materials related to transportation services provided to the general public, door-to-door service for disabled/elderly. Durango Transit operates the following services: Fixed route neighborhood loop buses; fixed route Trolley service on Main Avenue; Para-transit services (Dial-A-Ride and Opportunity Bus); an Evening bus on Friday/Saturday evenings; and the operation and maintenance of the Transit Center, a GOLD LEED-certified facility specifically designed as a regional transportation hub for public and private transit provider.

## 2017 Goals & Objectives

1. **CS** Develop sustainable Transit Budget.
2. **CED** Demonstrate Leadership: the City of Durango is looked to locally, regionally and statewide as a leader in transit services, mobility management, and multi modal initiatives.
3. **CED** Develop ADA Transition Plan.
4. **GP** Continue to provide safe efficient transit services. Evaluate route efficiencies, and counting processes.
5. **GP** Develop policy for advertising on transit system.

## 2016 Results

1. Maintained grant funding for transit. Successfully implemented a \$30 annual veterans transit pass, coordinated pass purchases at a reduced rate for a number of human service organizations, reduced pass programs remained steady with a slight increase in pass sales for students, low income, and free and reduced lunch students.
2. Continued public engagement, strengthened relationship with businesses, provided education and coordination on transportation demand management concerns and interests. Strengthened relationships with Fort Lewis College, 9-R School District, and held numerous successful events.
3. Purchased 6 new replacement buses for transit fleet. Moved the Ft Lewis stops to Skyhawk Ave, new shelters include, one Southbound and one Northbound to reduce confusion for the students. These stops are now safer and fully ADA compliant.

Expenditures	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Percent Change
Salaries/Wages/Benefits	\$ 1,454,252	\$ 1,573,542	8.2%
Materials & Supplies	301,594	225,000	(25.4%)
Charges & Services	428,123	463,356	8.2%
Capital Outlay	25,000	25,000	0.0%
<b>Total</b>	<b>\$ 2,208,969</b>	<b>\$ 2,286,898</b>	<b>3.5%</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Transit Operations Manager	(1) \$ 71,464	(1) \$ 71,464	
Transit Operators/Lead Operators	(19) 717,994	(19) 717,994	
Transit Lead Dispatcher	(1) 40,629	(1) 40,629	
Building Grounds Maintenance	(1) 36,816	(1) 36,816	
<b>Total</b>	<b>(22) \$ 866,903</b>	<b>(22) \$ 866,903</b>	

<b>TRANSIT OPERATIONS BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 97.8511	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 589,686	\$ 798,507	\$ 793,031	\$ 866,903	
11299 Salaries Part Time	209,119	224,286	220,000	224,286	
12199 Overtime Regular	27,298	26,445	26,400	26,445	
12299 Overtime Part Time	457	-	50	-	
14299 FICA	13,031	13,906	13,643	13,906	
14399 Insurance	167,814	228,571	227,657	271,782	
14599 Retirement Great West	68,281	92,395	91,776	100,055	
14799 Employer Portion Medicare	11,495	15,214	15,072	16,206	
15199 U.C. Insurance/Workers Comp	67,255	54,928	54,928	53,959	
	<u>1,154,436</u>	<u>1,454,252</u>	<u>1,442,557</u>	<u>1,573,542</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	-	-	-	2,000	
22599 Clothing & Uniforms	-	-	-	3,000	
23199 Fuel	145,181	280,000	200,000	200,000	
26999 Other Supplies	21,272	21,594	20,000	20,000	
	<u>166,453</u>	<u>301,594</u>	<u>220,000</u>	<u>225,000</u>	-
<b>Charges &amp; Services</b>					
31299 Professional Services	-	-	-	21,500	
31399 Insurance (Liability)	65,868	65,645	65,645	64,057	
31499 Other Contracted Services	5,061	3,604	3,600	3,600	
32199 Printing & Copying	7,462	5,000	4,000	10,000	
32299 Books, News, & Periodicals	-	-	-	650	
32399 Postage	-	-	-	500	
32799 Credit Card Fees	1,730	-	2,000	2,000	
33599 Dues & Memberships	-	-	-	5,800	
33799 Auto Allowance & Mileage	-	-	2,400	2,400	
33899 Professional Development	-	-	-	7,180	
34199 Utilities - Electric	17,317	16,500	14,000	16,500	
34299 Utilities - Water, Sewer, Trash	17,746	16,575	16,000	16,575	
34399 Utilities - Gas	2,102	4,000	2,000	4,000	
34599 Telephone & Data	14,360	19,000	19,000	19,000	
34699 Cell Phone Stipend	-	-	-	2,340	
35699 Vehicle Rent & Maintenance	259,552	267,049	267,049	219,604	
35799 Rentals	1,195	-	-	3,900	
36199 Repair & Maintenance	39,337	30,750	28,750	30,750	
36999 Interfund Transfer	-	-	-	33,000	
	<u>431,730</u>	<u>428,123</u>	<u>424,444</u>	<u>463,356</u>	-
<b>Capital Outlay</b>					
49199 Other Capital	55,723	25,000	25,000	25,000	
	<u>55,723</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,808,341</b>	<b>\$ 2,208,969</b>	<b>\$ 2,112,001</b>	<b>\$ 2,286,898</b>	<b>\$ -</b>

# Transit Operations

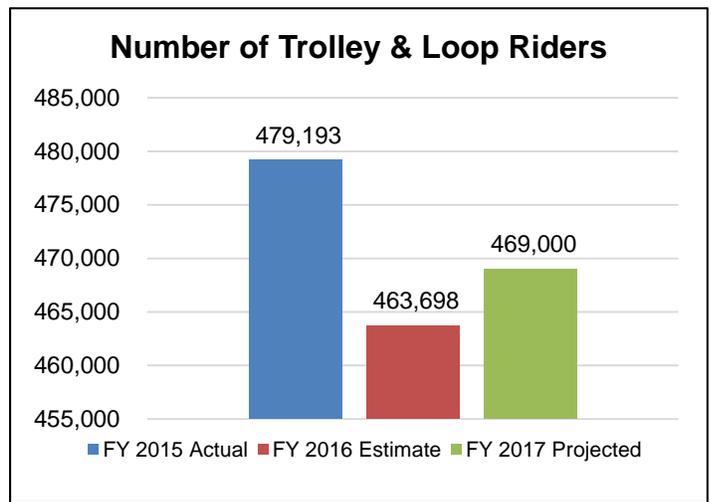
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CS</b> Trolley Ridership	197,031	187,179	189,000
<b>CS</b> Loop Ridership	282,162	276,519	280,000
Combined Trolley & Loop Ridership	479,193	463,698	469,000

### Total Combined Number of Trolley & Loop Riders

This performance measure provides the total combined number of trolley & loop riders throughout the year.



# Multi-Modal



In 2016, there were over 600 individual and 17 business participants in Clean Commute Week.

Clean Commute Week also had 52 awesome sponsors in 2016.

Thank you!

The Multi Modal Division directly impacts the local infrastructure by providing improved connectivity, enhanced safety, accessible routes for mobility, transition first- and last-mile connections, and bicycle and pedestrian routes for all users. Improvements to pedestrian, ADA-accessible routes, transit and bicycle facility conditions, including Safe Routes to School infrastructure and non-infrastructure projects, are included in the Multi Modal Transportation Master Plan. The public transportation, bicycle and pedestrian components of this Plan are focused to help achieve the City Council goals of environmental sustainability and infrastructure improvements.

Multi Modal programs provide education and outreach to the community on Transportation Demand Management to enhance use of City roads and trails by bicyclists, pedestrians, public transit, carpooling, electric vehicles or other modes of transportation. This program also funds: The Way to Go! Club, Clean Commute Week activities, safety enhancements to Multi Modal transportation facilities, the development and implementation of a Multi Modal Master Plan. This budget is forecasted at 18% below projected for non-personnel expenditures.

## 2017 Goals & Objectives

1. **CS** Continue to review and seek funding for multi modal projects and programs.
2. **CE** Provide opportunities for civic engagement through clean commute week, community forums, the Way to Go Club. Continue outreach and education through Momentum, Social Media, public meetings, and relationships.
3. **GP** Continue to build and expand the multi modal infrastructure in Durango, including the Needham Connect II Project design, Camino del Rio Feasibility Study, and College Drive and 8th Avenue Road Diet design and engineering.
4. **SOP** Ongoing community events to support public engagement, including Farmers Market presence during Clean Commute Week.

## 2016 Results

1. Received two Safe Routes to School Grant Awards totaling more than \$500,000.
2. ADA Transition Plan completed in 2016 for transit pad and 0.20 miles of sidewalk improvement along Durango Transit routes.
3. Completed application for gold level status during Fall 2016 application cycle.
4. Provided opportunities for civic engagement through Clean Commute Week, community forums, the Way to Go Club. Continued outreach and education through Momentum, social media, public meetings, and strengthened existing and built new relationships with citizens, business owners, and other agencies.

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Salaries/Wages/Benefits	\$ 54,139	\$ 74,118	36.9%
Materials & Supplies	13,050	9,800	(24.9%)
Charges & Services	46,980	25,372	(46.0%)
<b>Total</b>	<b>\$ 114,169</b>	<b>\$ 109,290</b>	<b>(4.3%)</b>

Authorized Personnel	2016 Current	2017 Proposed	2017 Adopted
Multi-Modal Specialist	(1) \$ 42,203	(1) \$ 42,203	
Administrative Assistant III	(0) \$ -	(0.33) \$ 11,943	
<b>Total</b>	<b>(1) \$ 42,203</b>	<b>(1.33) \$ 54,146</b>	

<b>MULTI-MODAL BUDGET SUMMARY Expenditures</b>					
FUND / DIVISION - 97.8516	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Expenditures</b>					
<b>Personnel Services</b>					
11199 Salaries Regular	\$ 36,937	\$ 42,203	\$ 42,203	\$ 54,146	
12199 Overtime Regular	794	-	10	-	
14399 Insurance	6,128	6,597	6,597	13,123	
14599 Retirement Great West	4,209	4,727	4,727	6,064	
14799 Employer Portion Medicare	542	612	612	785	
	<u>48,610</u>	<u>54,139</u>	<u>54,149</u>	<u>74,118</u>	-
<b>Materials &amp; Supplies</b>					
21199 Office Supplies	-	500	500	500	
22599 Clothing & Uniforms	-	550	500	300	
23199 Fuel	325	-	500	-	
26999 Other Supplies	10,211	12,000	12,000	9,000	
	<u>10,536</u>	<u>13,050</u>	<u>13,500</u>	<u>9,800</u>	-
<b>Charges &amp; Services</b>					
31499 Other Contracted Services	26,627	15,400	15,000	7,900	
32199 Printing & Copying	6,331	5,500	5,500	2,900	
32299 Newspapers, Books & Periodicals	150	100	100	100	
32399 Postage	382	500	200	200	
33599 Dues & Memberships	176	900	900	900	
33799 Auto Allowance & Mileage	3,400	-	-	-	
33899 Professional Development	4,161	7,500	3,500	4,000	
34599 Telephone & Data	-	1,800	-	-	
34699 Cell Phone Stipend	1,800	1,780	1,000	1,560	
36199 Repair & Maintenance	17,344	13,500	13,500	7,812	
	<u>60,372</u>	<u>46,980</u>	<u>39,700</u>	<u>25,372</u>	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 119,518</b>	<b>\$ 114,169</b>	<b>\$ 107,349</b>	<b>\$ 109,290</b>	<b>\$ -</b>

# Multi-Modal

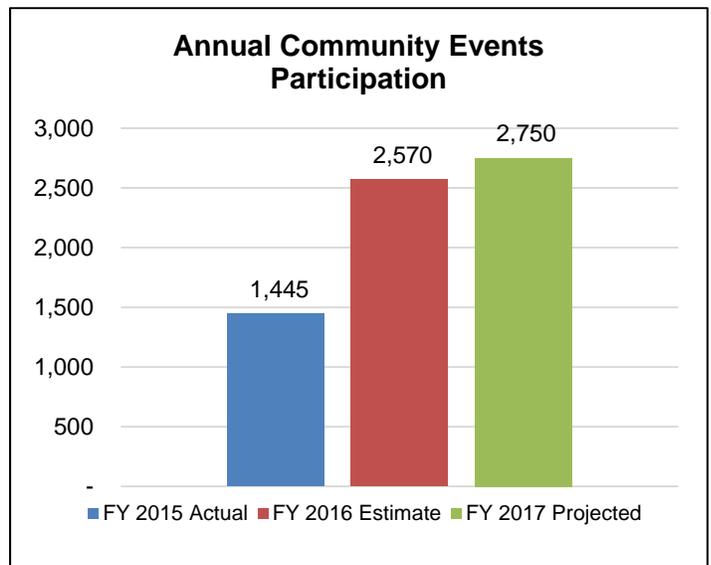
## PERFORMANCE MEASURES

These Performance Measures are strategic benchmarking devices that demonstrate that department's efforts in achieving its Goals & Objectives.

Performance Measure	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
<b>CED</b> Annual Community Events Participation	1,445	2,570	2,750
<b>GP</b> Way to Go! Club Members	548	742	830
<b>CS</b> Tracked Sustainable Trips (in miles)	57,839	1,180,000	1,380,000
<b>CED</b> Total Newsletter Subscribers and Social Media Followers	2,544	3,875	3,900

### Total Annual Community Events Participants

This performance measure provides the total number of community event participants for the year.



# Capital Grants

Tracking of Federal and State Grants

Expenditures	FY 2016	FY 2017	Percent Change
	Adopted Budget	Proposed Budget	
Materials & Supplies	\$ -	\$ 5,000	100.0%
Capital Outlay	448,000	-	(100.0%)
<b>Total</b>	<b>\$448,000</b>	<b>\$ 5,000</b>	<b>(99.0%)</b>

CAPITAL GRANTS BUDGET SUMMARY Expenditures					
FUND / DIVISION - 97.8518	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Expenditures					
Materials & Supplies					
26999 Other Supplies	\$ -	\$ -	\$ -	\$ 5,000	-
	-	-	-	5,000	-
Capital Outlay					
49199 Federal Grants	43,467	448,000	472,493	-	-
	43,467	448,000	472,493	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 43,467</b>	<b>\$ 448,000</b>	<b>\$ 472,493</b>	<b>\$ 5,000</b>	<b>\$ -</b>

***Special Revenue Funds***

<b>2015 SALES TAX FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund / Division 21.5999	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
City Sales Tax	\$ 3,755,414	\$ 3,874,015	\$ 3,875,587	\$ 4,013,480	
City Use Tax - Returns	45,849	75,000	75,000	75,000	
Use Tax - Building Permits	106,891	138,000	138,000	138,000	
Use Tax - Motor Vehicles	88,926	88,000	88,000	88,000	
Interest Earned	<u>42,052</u>	<u>40,000</u>	<u>30,000</u>	<u>30,000</u>	
<b>TOTAL REVENUES</b>	<b>\$ 4,039,132</b>	<b>\$ 4,215,015</b>	<b>\$ 4,206,587</b>	<b>\$ 4,344,480</b>	<b>\$ -</b>
Unallocated Fund Balance	<u>1,792,993</u>	<u>2,185,502</u>	<u>308,869</u>	<u>2,792,218</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 5,832,125</b>	<b>\$ 6,400,517</b>	<b>\$ 4,515,456</b>	<b>\$ 7,136,698</b>	<b>\$ -</b>
<b>Expenditures:</b>					
314 Other Contracted Services	\$ 12,751	\$ -	\$ -	\$ -	
396 Interfund Transfer	1,178,005	1,423,238	1,423,238	1,444,438	(1)
397 Transfer to Capital Fund	<u>4,332,500</u>	<u>300,000</u>	<u>300,000</u>	<u>5,445,000</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,523,256</b>	<b>\$ 1,723,238</b>	<b>\$ 1,723,238</b>	<b>\$ 6,889,438</b>	<b>\$ -</b>
Fund Balance Carryover	<u>\$ 308,869</u>	<u>\$ 4,677,279</u>	<u>\$ 2,792,218</u>	<u>\$ 247,260</u>	<u>\$ -</u>
<b>(1) Transfers to:</b>					
Debt Service	\$ 1,176,638				
Recreation Center Subsidy	<u>267,800</u>				
	<b>\$ 1,444,438</b>				

<b>ROAD IMPACT FEE FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund / Division 22.5999	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Road Impact Fees	\$ 398,181	\$ 450,000	\$ 450,000	\$ 450,000	
Interest Income	<u>3,339</u>	<u>5,000</u>	<u>2,500</u>	<u>3,000</u>	
<b>TOTAL REVENUES</b>	<b>\$ 401,520</b>	<b>\$ 455,000</b>	<b>\$ 452,500</b>	<b>\$ 453,000</b>	<b>\$ -</b>
Unallocated Fund Balance	<u>51,258</u>	<u>106,258</u>	<u>52,778</u>	<u>5,278</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 452,778</b>	<b>\$ 561,258</b>	<b>\$ 505,278</b>	<b>\$ 458,278</b>	<b>\$ -</b>
<b>Expenditures:</b>					
397 Transfer to Capital Fund	<u>\$ 400,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 400,000</u>	<u>(1)</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 400,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 400,000</b>	<b>\$ -</b>
Fund Balance Carryover	<u>\$ 52,778</u>	<u>\$ 61,258</u>	<u>\$ 5,278</u>	<u>\$ 58,278</u>	<u>\$ -</u>
<b>(1) Transfer to:</b>					
Florida Road Debt Service	<u>\$ 400,000</u>				
	<u>\$ 400,000</u>				

<b>DURANGO TOURISM FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund / Division 23.4815	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Lodgers Tax	\$ 974,572	\$ 978,500	\$ 990,000	\$ 1,014,250	
State Grant	28,500	-	-	-	
Other Contributions	<u>37,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>TOTAL REVENUES</b>	<b>\$ 1,040,572</b>	<b>\$ 978,500</b>	<b>\$ 990,000</b>	<b>\$ 1,014,250</b>	<b>\$ -</b>
Unallocated Fund Balance	<u>81,571</u>	<u>136,455</u>	<u>163,368</u>	<u>97,368</u>	
<b>TOTAL AVAILABLE</b>	<b>\$ 1,122,143</b>	<b>\$ 1,114,955</b>	<b>\$ 1,153,368</b>	<b>\$ 1,111,618</b>	<b>\$ -</b>
<b>Expenditures:</b>					
314 Other Contracted Services	\$ 95,355	\$ 89,000	\$ 89,000	\$ 65,000	
330 Other Contracted Services- DATO	644,000	664,000	697,000	683,920	
396 Interfund Transfer	<u>219,420</u>	<u>270,000</u>	<u>270,000</u>	<u>270,000</u>	(1)
<b>TOTAL EXPENDITURES</b>	<b>\$ 958,775</b>	<b>\$ 1,023,000</b>	<b>\$ 1,056,000</b>	<b>\$ 1,018,920</b>	<b>\$ -</b>
Fund Balance Carryover	<u>\$ 163,368</u>	<u>\$ 91,955</u>	<u>\$ 97,368</u>	<u>\$ 92,698</u>	<u>\$ -</u>
<b>(1) Transfers to:</b>					
General Fund Admin Fee	\$ 20,000				
Transit	<u>250,000</u>				
	<b>\$ 270,000</b>				

<b>CONSERVATION TRUST FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund / Division 25.5999	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
State Lottery Proceeds	\$ 170,200	\$ 185,000	\$ 185,000	\$ 185,000	
Interest Income	<u>5,754</u>	<u>6,000</u>	<u>8,000</u>	<u>8,000</u>	
<b>TOTAL REVENUES</b>	<b>\$ 175,954</b>	<b>\$ 191,000</b>	<b>\$ 193,000</b>	<b>\$ 193,000</b>	<b>\$ -</b>
Unallocated Fund Balance	<u>433,815</u>	<u>624,816</u>	<u>609,769</u>	<u>216,899</u>	<u>-</u>
<b>TOTAL AVAILABLE</b>	<b>\$ 609,769</b>	<b>\$ 815,816</b>	<b>\$ 802,769</b>	<b>\$ 409,899</b>	<b>\$ -</b>
<b>Expenditures:</b>					
397 Transfer to Capital Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 585,870</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 585,870</b>	<b>\$ -</b>	<b>\$ -</b>
Fund Balance Carryover	<u>\$ 609,769</u>	<u>\$ 815,816</u>	<u>\$ 216,899</u>	<u>\$ 409,899</u>	<u>\$ -</u>

<b>PARK DEVELOPMENT FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund / Division 26.5999	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues:</b>					
Rafting Fees	\$ 11,300	\$ 2,500	\$ 5,000	\$ 5,000	
Park/Landscape Fee	19,614	15,000	15,000	15,000	
Interest Income	1,220	1,200	1,600	1,600	
<b>TOTAL REVENUES</b>	<b>\$ 32,134</b>	<b>\$ 18,700</b>	<b>\$ 21,600</b>	<b>\$ 21,600</b>	<b>\$ -</b>
Unallocated Fund Balance	91,848	110,548	123,982	145,582	
<b>TOTAL AVAILABLE</b>	<b>\$ 123,982</b>	<b>\$ 129,248</b>	<b>\$ 145,582</b>	<b>\$ 167,182</b>	<b>\$ -</b>
<b>Expenditures:</b>					
397 Transfer to Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Fund Balance Carryover	\$ 123,982	\$ 129,248	\$ 145,582	\$ 167,182	\$ -

<b>STORM DRAINAGE FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund / Division 28.5999	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
Storm Drainage Fees	\$ 250	\$ 1,000	\$ 1,000	\$ 1,000	
Interest Income	<u>88</u>	<u>500</u>	<u>500</u>	<u>500</u>	
<b>TOTAL REVENUES</b>	<b>\$ 338</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ -</b>
Unallocated Fund Balance	<u>7,370</u>	<u>8,869</u>	<u>7,708</u>	<u>9,208</u>	
<b>TOTAL AVAILABLE</b>	<b>\$ 7,708</b>	<b>\$ 10,369</b>	<b>\$ 9,208</b>	<b>\$ 10,708</b>	<b>\$ -</b>
<b>Expenditures:</b>					
397 Transfer to Capital Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Fund Balance Carryover	<u>\$ 7,708</u>	<u>\$ 10,369</u>	<u>\$ 9,208</u>	<u>\$ 10,708</u>	<u>\$ -</u>



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***Capital Improvement Program***

<b>AIRPORT CAPITAL CONSTRUCTION FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund 41	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>PROPOSED</u>	2017 <u>ADOPTED</u>
<b>Revenues:</b>					
FAA	\$ 604,639	\$ 1,922,093	\$ 3,985,506	\$ 2,782,273	
Passenger Facility Charges	731,039	864,000	830,000	835,000	
State Grant	119,369	92,463	166,136	122,944	
Interest Income	42,571	70,000	70,000	80,000	
Rental Car Surcharge	<u>425,627</u>	<u>400,000</u>	<u>450,000</u>	<u>450,000</u>	
<b>TOTAL REVENUES</b>	<b>\$ 1,923,245</b>	<b>\$ 3,348,556</b>	<b>\$ 5,501,642</b>	<b>\$ 4,270,217</b>	<b>\$ -</b>
<b>Expenditures:</b>					
Capital Projects	<u>\$ 38,893</u>	<u>\$ 2,114,000</u>	<u>\$ 7,830,487</u>	<u>\$ -</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 38,893</b>	<b>\$ 2,114,000</b>	<b>\$ 7,830,487</b>	<b>\$ -</b>	<b>\$ -</b>

<b>CAPITAL PROJECTS FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Funds 42, 43, 44, 45, 46	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
<b>Revenues:</b>					
Grants	\$ 5,086,425	\$ -	\$ 5,116,502	\$ 4,173,970	
Transfer from General Fund	3,097,832	2,645,000	2,645,000	2,175,000	
Transfer from 2015 Sales Tax Fund	4,332,500	300,000	300,000	5,445,000	
Transfer from Transportation Services Fund	-	135,450	135,450	42,000	
Transfer from Water Fund	2,895,000	4,069,653	4,069,653	3,435,000	
Transfer from Sewer Fund	1,610,000	3,040,000	3,040,000	2,105,000	
Transfer from Sustainable Services Fund	-	-	-	45,000	
Loan Proceeds	-	-	62,200,000	-	
Other	1,369,064	-	-	-	
Interest Income	35,635	65,000	65,000	75,000	
<b>TOTAL REVENUES</b>	<b>\$ 18,426,456</b>	<b>\$ 10,255,103</b>	<b>\$ 77,571,605</b>	<b>\$ 17,495,970</b>	<b>\$ -</b>
<b>Expenditures:</b>					
Capital Projects	<b>\$ 10,672,147</b>	<b>\$ 10,490,103</b>	<b>\$ 33,162,920</b>	<b>\$ 66,725,245</b>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,672,147</b>	<b>\$ 10,490,103</b>	<b>\$ 33,162,920</b>	<b>\$ 66,725,245</b>	<b>\$ -</b>

OPEN SPACE, PARKS, & TRAILS FUND					
Summary of Revenues and Expenditures					
Fund 48	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Revenues:					
City Sales Tax	\$ 1,876,581	\$ 1,886,905	\$ 1,936,632	\$ 1,954,835	
City Use Tax	120,761	155,000	155,000	155,000	
Grants	81,371	-	2,775,500	-	
Interest Earned	21,096	30,000	25,000	30,000	
Interfund Transfer	-	-	1,385,870	-	
Other Contributions	112,450	254,800	278,930	-	
<b>TOTAL REVENUES</b>	<b>\$ 2,212,259</b>	<b>\$ 2,326,705</b>	<b>\$ 6,556,932</b>	<b>\$ 2,139,835</b>	<b>\$ -</b>
Unallocated Fund Balance	1,681,756	2,852,668	1,662,343	(18,466)	
<b>TOTAL AVAILABLE</b>	<b>\$ 3,894,015</b>	<b>\$ 5,179,373</b>	<b>\$ 8,219,275</b>	<b>\$ 2,121,369</b>	<b>\$ -</b>
Expenditures:					
Interfund Transfers	\$ 318,118	\$ 318,490	\$ 318,490	\$ 385,238	
Capital Projects	1,913,554	3,513,000	7,919,251	1,600,000	
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,231,672</b>	<b>\$ 3,831,490</b>	<b>\$ 8,237,741</b>	<b>\$ 1,985,238</b>	<b>\$ -</b>
Fund Balance Carryover	\$ 1,662,343	\$ 1,347,883	\$ (18,466)	\$ 136,131	\$ -

<b>CAPITAL IMPROVEMENTS FUND</b>					
<b>Summary of Revenues and Expenditures</b>					
Fund 49	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 PROPOSED	2017 ADOPTED
Revenues:					
City Sales Tax	\$ 1,876,581	\$ 1,886,905	\$ 1,936,632	\$ 1,954,835	
City Use Tax	120,761	155,000	155,000	155,000	
Interfund Transfers	900,000	800,000	800,000	650,000	
Interest Earned	10,846	10,000	5,000	5,000	
<b>TOTAL REVENUES</b>	<b>\$ 2,908,188</b>	<b>\$ 2,851,905</b>	<b>\$ 2,896,632</b>	<b>\$ 2,764,835</b>	<b>\$ -</b>
Unallocated Fund Balance	(675,402)	(219,574)	(356,873)	(43,358)	
<b>TOTAL AVAILABLE</b>	<b>\$ 2,232,786</b>	<b>\$ 2,632,331</b>	<b>\$ 2,539,759</b>	<b>\$ 2,721,477</b>	<b>\$ -</b>
Expenditures:					
396 Interfund Transfer	\$ 2,589,659	\$ 2,583,117	\$ 2,583,117	\$ 2,584,129	
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,589,659</b>	<b>\$ 2,583,117</b>	<b>\$ 2,583,117</b>	<b>\$ 2,584,129</b>	<b>\$ -</b>
Fund Balance Carryover	\$ (356,873)	\$ 49,214	\$ (43,358)	\$ 137,348	\$ -

<b>General Fund</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b><u>STREETS AND ASSOCIATED IMPROVEMENTS</u></b>						
Street Overlays	\$ 1,945,000	\$ 325,000	\$ 325,000	\$ 425,000	\$ 430,000	\$ 440,000
Pavement maintenance and chipseals	1,140,000	150,000	150,000	270,000	280,000	290,000
Street Reconstruction	2,450,000	425,000	425,000	525,000	525,000	550,000
Utility Slip line	250,000	-	125,000	125,000	-	-
Complete Street Reconstruction	1,800,000	-	-	600,000	600,000	600,000
Complete Street Reconstruction design	120,000	-	60,000	60,000	-	-
ADA Accessibility Improvements	675,000	175,000	175,000	125,000	100,000	100,000
Alley Paving Program	500,000	-	125,000	125,000	125,000	125,000
CDOT - 32nd Street	117,000	-	117,000	-	-	-
CDOT - 17th Street	38,550	-	38,550	-	-	-
CDOT - 12th Street	15,400	-	15,400	-	-	-
50-50 Sidewalk Program	250,000	50,000	50,000	50,000	50,000	50,000
Thomas Dr Reconstruction	795,000	-	795,000	-	-	-
Escalante Dr Dominguez to River Rd	150,000	150,000	-	-	-	-
<b>Subtotal Streets and Associated Improvements</b>	<b>\$ 10,245,950</b>	<b>\$ 1,275,000</b>	<b>\$ 2,400,950</b>	<b>\$ 2,305,000</b>	<b>\$ 2,110,000</b>	<b>\$ 2,155,000</b>

General Fund	2017	2018	2019	2020	2021
<b>STORM SEWER IMPROVEMENTS</b>					
Storm Drainage Master Plan - Phase 2	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
Storm Drainage Master Plan - Phase 3	150,000	150,000	-	-	-
13th Street Storm Drain Reconstruction	572,000	-	572,000	-	-
<b>Subtotal Storm Sewer Improvements</b>	<b>\$ 872,000</b>	<b>\$ 150,000</b>	<b>\$ 572,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FACILITY IMPROVEMENTS</b>					
City Hall Security/Access Control Chambers remodel	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
Access Control Video	250,000	50,000	50,000	50,000	50,000
Public Art	100,000	25,000	25,000	25,000	25,000
Gun Range	225,000	225,000	-	-	-
Carnegie Building Improvements	150,000	150,000	-	-	-
<b>Subtotal Facility Improvements</b>	<b>\$ 825,000</b>	<b>\$ 550,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>
<b>SYSTEM IMPROVEMENTS</b>					
Cisco Network Upgrade/VMWare Upgrade	\$ 613,000	\$ 238,000	\$ 50,000	\$ 50,000	\$ 50,000
Cisco VOIP Upgrade	100,000	-	-	100,000	-
Fiber Optic Infrastructure	260,000	50,000	50,000	50,000	50,000
Microsoft Office Upgrade	75,000	75,000	-	-	-
Storage	752,000	152,000	150,000	100,000	150,000
<b>Subtotal System Improvements</b>	<b>\$ 1,800,000</b>	<b>\$ 450,000</b>	<b>\$ 250,000</b>	<b>\$ 300,000</b>	<b>\$ 250,000</b>
<b>Total General Fund</b>	<b>\$ 13,742,950</b>	<b>\$ 1,925,000</b>	<b>\$ 3,650,950</b>	<b>\$ 2,485,000</b>	<b>\$ 2,480,000</b>

<b><u>PARKS AND RECREATION IMPROVEMENTS</u></b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	\$	\$	\$	\$	\$
Recreation Center Improvements	1,700,000	200,000	500,000	200,000	200,000
ACP to Oxbow Park Trail	2,700,000	1,000,000	-	-	-
Park Maintenance Shop	2,300,000	-	-	-	-
Recreation Facility Feasibility Study	75,000	-	-	-	-
Needham Connect II MM Design & Construction	506,140	436,140	-	-	-
Downtown Across Camino Del Rio to ART MM	450,000	-	-	350,000	-
8th Avenue & College Avenue Road Diet MM Design	200,000	-	-	-	-
Natural Lands Preservation	2,500,000	500,000	500,000	500,000	500,000
Open Space Maintenance	250,000	50,000	50,000	50,000	50,000
Cundiff Park	950,000	500,000	-	-	-
Rotary Park Restrooms	400,000	400,000	-	-	-
Escalante Drive Underpass	400,000	-	-	-	-
Park Trail & Rec Improvements	1,000,000	200,000	200,000	200,000	200,000
Sand Volleyball Courts	500,000	-	-	500,000	-
31st St. ART Bridge	1,170,000	-	1,170,000	-	-
32nd Street Overpass	1,005,000	-	1,005,000	-	-
Demon Bridge to 29th Street Trail	1,500,000	-	-	1,500,000	-
Santa Rita Park to Hwy 160 Trail	1,125,000	-	-	1,125,000	-
Hwy 160 to Albertsons' Trail	370,000	-	-	370,000	-
RCH to Swinging Bridge Trail	400,000	400,000	-	-	-
Rank Park to Demon Bridge Trail with Rec Center Spur	1,300,000	-	-	1,300,000	-
Recreation Center Expansion	2,130,000	-	-	130,000	2,000,000
Community Forest Plan	400,000	100,000	100,000	100,000	100,000
Roosa 160 - El Paso MM Construction	700,000	-	700,000	-	-
8th Avenue & College Avenue Road Diet MM Constructic	800,000	800,000	-	-	-
Chapman Ski Hill	1,450,000	-	-	-	1,450,000
Oxbow Park River Access	1,700,000	-	1,700,000	-	-
<b>Total Parks and Receptions</b>	<b>\$ 27,981,140</b>	<b>\$ 4,186,140</b>	<b>\$ 5,925,000</b>	<b>\$ 6,325,000</b>	<b>\$ 4,500,000</b>

	2017	2018	2019	2020	2021
<b>WATER SYSTEM IMPROVEMENTS</b>					
Florida River Intake @ Rainbow Ranch-1081	200,000				-
Florida Raw Water Line Replacement (engineering)	950,000				450,000
Terminal Reservoir Expansion	140,000	60,000			-
CMWTP Filter effluent to waste system-1069/1073	100,000				-
CMWTP Office Expansion-1048	150,000				-
CMWTP Site Pipe / Valve Replacement	80,000	80,000	80,000	80,000	80,000
Santa Rita Variable Frequency Drives/MCC-1098	400,000				-
Ball Lane Pump Station Upgrades-1100	200,000				-
Grandview Pump Station Bldg & Site Improvements	100,000				-
College Drive Waterline Upsize to 16 inch	100,000				-
New RBWTP 14.0 MGD WTP	55,180,000	13,500,000	21,280,000	20,000,000	-
Storage Tank Cleaning Refurbishing	900,000		300,000		300,000
Storage Tanks Control Panel Systems-1104	200,000		100,000		-
Valve Replacements-1077	475,000	100,000	100,000	100,000	100,000
Water System Telemetry-1042	50,000				-
AMR Upgrades-1106	600,000				-
ALP Scada/Outfall Improvements-1066	100,000				100,000
CMWTP Fencing	50,000			50,000	-
CMWTP Fiber Redundancy	300,000	100,000		100,000	100,000
CMWTP 7 MG Tank Rehab	750,000	300,000	450,000		-
CMWTP 2nd Reservoir Outlet Tower	500,000				500,000
CMWTP Coagulant Pumps	75,000	75,000			-
CMWTP Replace/upgrade polymer blending chemical feed pl	75,000				75,000
CMWTP Sediment Basins Replacement	500,000		500,000		-
CMWTP Process Piping Rehab-1084	150,000	50,000		50,000	50,000
CMWTP Paving Roads & Parking Areas	250,000	150,000	100,000		-
River Crossing to Plant	2,300,000				2,300,000
Santa Rita Pump Station Pump Replace/Rehab-1082	100,000			50,000	50,000
Pumping Station- PRV's, Pumps, Motors-1097	200,000	100,000		100,000	-
Lake Nighthorse to RBWTP Pipeline	920,000	920,000			-
Ridges Basin High Pressure Waterline/Booster Station	400,000			400,000	-
Storage Tank Painting Exterior-1103	660,000	330,000		330,000	-
Meter Replacement Program-1079	472,000	118,000	118,000	118,000	118,000
<b>Total Water System Improvements</b>	<b>\$ 67,947,000</b>	<b>\$ 15,883,000</b>	<b>\$ 23,028,000</b>	<b>\$ 21,378,000</b>	<b>\$ 4,223,000</b>

	2017	2018	2019	2020	2021
<b>SEWER SYSTEM IMPROVEMENTS</b>					
Fiber upgrade and expansion	\$ 150,000	\$ 50,000	\$ -	\$ 50,000	\$ -
Collection System Flow Monitoring and Control System (Flow Mete	500,000	100,000	100,000	100,000	100,000
Sewer Inflow Study	125,000	50,000	-	-	-
SRWWTP Process Revisions and Expansion -- Construction	58,923,245	-	-	-	-
SRWWTP Flood Plain Study	50,000	-	-	-	-
Lift Station Replacement 10 remaining	1,740,000	-	580,000	-	580,000
Limited Storage Liftstation/Emergency Vaults	1,200,000	-	400,000	-	400,000
160West Sewer Line Capacity Assurance (To handle Twin Buttes)	1,000,000	400,000	200,000	-	-
River Crossings	1,350,000	-	450,000	-	450,000
SRWWTP System Improvements	3,276,755	3,276,755	-	-	-
Lift Station Generators 6 Generators remaining at \$175,000 each	350,000	175,000	-	175,000	-
Main Avenue Sewer Main Rehabilitation Design and Construction	2,850,000	-	-	350,000	2,500,000
In-Situ Sewer Line Replacement & MH Rehabilitation	400,000	200,000	-	200,000	-
<b>Total Sewer System Improvements</b>	<b>\$ 71,915,000</b>	<b>\$ 61,028,245</b>	<b>\$ 1,730,000</b>	<b>\$ 875,000</b>	<b>\$ 4,030,000</b>
<b>SUSTAINABLE SERVICES IMPROVEMENTS</b>					
Stem Wall Construction	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -
Wildlife Containers	600,000	-	200,000	200,000	200,000
Service Expansion Automated Truck	300,000	300,000	-	-	-
<b>Total Sustainable Services Improvements</b>	<b>\$ 945,000</b>	<b>\$ 45,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>TRANSPORTATION SERVICES FUND IMPROVEMENTS</b>					
Parking meter poles/sleeves	\$ 84,000	\$ 42,000	\$ -	\$ -	\$ -
Replace Existing Duncan CC meters	278,000	-	278,000	-	-
Parking Meter Housing - Yoke	70,000	70,000	-	-	-
Parking Enforcement Software and Handheld Replacement	100,000	-	100,000	-	-
Parking Garage	14,000,000	-	-	-	14,000,000
5 Year Replacement of Meters	305,000	-	-	305,000	-
<b>Total Transportation Services Fund Improvements</b>	<b>\$ 14,837,000</b>	<b>\$ 42,000</b>	<b>\$ 378,000</b>	<b>\$ 305,000</b>	<b>\$ 14,000,000</b>
<b>TOTAL FIVE YEAR CAPITAL IMPROVEMENT PLAN</b>	<b>\$ 196,568,090</b>	<b>\$ 73,520,245</b>	<b>\$ 34,263,000</b>	<b>\$ 31,368,000</b>	<b>\$ 29,233,000</b>

### Capital Improvement Plan – Street & Associated Improvements:

These projects are non-recurring capital improvement projects funded by the General Fund and federal and state grants.

Project Title	Department	Project Funds
Street Overlays; Pavement Maintenance & Chipseals; & Street Reconstruction	Streets	General Fund

**Street Improvements** - This project provides for the continuation of the City's effort to bring all paved streets throughout the City up to an acceptable standard of safety and serviceability, via asphalt overlays, surface treatments and reconstruction.

- **Estimated 5 Year Total Project Costs:** \$5,395,000
- **2017 Estimated Expenditures:** \$900,000
- **Estimated 2017 Completion Date:** November 2017
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$15,000 per year are projected for maintenance and operational costs of these improvements.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$900,000	\$900,000	\$1,080,000	\$1,235,000	\$1,280,000	\$5,395,000
Ongoing Costs	-	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

Project Title	Department	Project Funds
ADA Accessibility Improvements	Streets	General Fund

**ADA Accessibility Improvements** – ADA ramp improvements are being made in conjunction with the City of Durango Street Department capital improvements plan. When street surfaces are improved ADA ramps are upgraded and brought up to current ADA compliance standards.

- **Estimated 5 Year Total Project Cost:** \$600,000
- **2017 Estimated Expenditures:** \$175,000
- **Estimated 2017 Completion Date:** September 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$175,000	\$100,000	\$125,000	\$100,000	\$100,000	\$600,000
Ongoing Costs	-	-	-	-	-	-

### Capital Improvement Plan – Engineering Projects:

These projects are non-recurring capital improvement projects funded by the General Fund.

Project Title	Department	Project Funds
50/50 Sidewalk Program	Community Development	General Fund

**50/50 Sidewalk Program** - In 2017 the City of Durango proposes to cost share with residential property owners in the replacement of damaged or misaligned public sidewalks through the 50/50 Cost Share Sidewalk Replacement Program. To participate in the program, a residential property owner should contact the City Engineering Division and requests an evaluation of their public sidewalk. If the sidewalk is determined in disrepair and in need of replacement, the Engineering Division will obtain three quotes from licensed contractors to replace the sidewalk. These costs will be shared with the property owner and if they agree with the price, the City and the property owner will enter into an agreement to share the cost of the sidewalk replacement, 50% each. The City will then contract with contractor and have the sidewalk replaced. When the construction is complete, the City will invoice the property owner for their 50% cost share. The property owner can pay the amount in full or make 5 yearly payments.

- **Estimated 5 Year Total Project Cost:** \$250,000
- **2017 Estimated Expenditures:** \$50,000
- **Estimated 2017 Completion Date:** October 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project. The sidewalk maintenance is the responsibility of the adjacent property owner.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Ongoing Costs	-	-	-	-	-	-

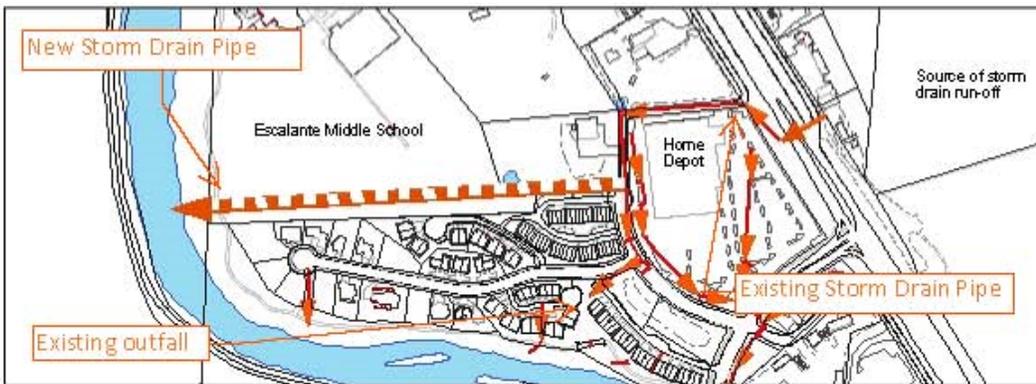
### Capital Improvement Plan – Storm Drainage Projects:

These projects are non-recurring capital improvement projects funded by the General Fund.

Project Title	Department	Project Funds
Escalante Drive Dominguez to Animas River Storm Drain	Community Development	General Fund

**Escalante Drive Dominguez to Animas River Storm Drain** – The City of Durango currently maintains a 36-inch storm drain piping network that conveys run-off from the east side of US Highway 550/160, under the roadway, past Home Depot, and discharges the water in an arroyo within the Escalante Crossing developments. The arroyo is very difficult to access and maintenance is one of the Street Departments greater challenges. With the construction of Escalante Drive in the immediate future, an opportunity to cost effectively reroute the storm drainage has become obtainable. A new storm drain pipeline is being proposed beginning at Escalante Drive that would flow west in easements across the Escalante Middle School property and discharge at the bank of the Animas River. Access to the pipe would be from Escalante Drive, Villa Escalante Court, and the Animas River Trail. Maintenance of the new pipeline would be by conventional pipe cleaning methods.

- **Estimated Total Project Cost:** \$150,000
- **2017 Estimated Expenditures:** \$150,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$150,000	-	-	-	-	\$150,000
Ongoing Costs	-	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000

Project Title	Department	Project Funds
Storm Drainage Master Plan – Phase 2	Community Development	General Fund

**Storm Drainage Master Plan** – This project involves contracting with a consulting team to update the City’s long term goals in managing storm water run-off and its treatment before being released in the Animas River. The new Storm Drainage Master Plan will be used in coordination with Article 4-3 ENVIRONMENTAL QUALITY of the recently adopted Land Use and Development Code. The last time the Storm Drain Master Plan was updated was 1982.

- **Estimated Total Project Cost:** \$300,000
- **2017 Estimated Expenditures:** \$150,000
- **Estimated Completion Date:** January 2019
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$150,000	\$150,000	-	-	-	\$300,000
Ongoing Costs	-	-	-	-	-	-

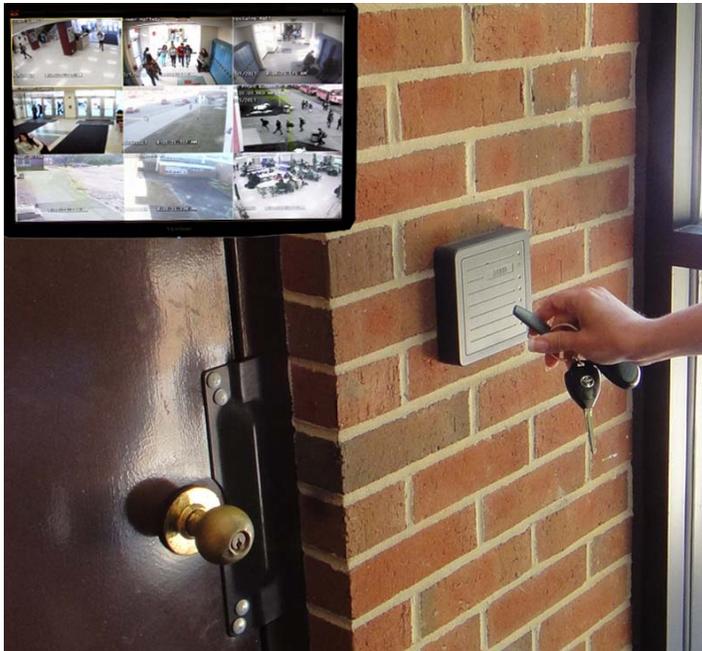
### Capital Improvement Plan – Facility Improvements Projects:

These projects are non-recurring capital improvement projects funded the General Fund.

Project Title	Department	Project Funds
Access Control Video	Finance – Information Systems	General Fund

**Access Control Video** – Security Vulnerability Assessments completed during the summer of 2016 for IS and Utilities listed city facility physical security as High priority items for access control and video management. The City of Durango will retrofit external and internal doors with card reading devices and pin pads, and assign ID cards to personnel needing access to facilities with access control as well as install various types of IP-based video cameras externally and internally, with some cameras aimed at doors so that access control and video surveillance can be synchronized.

- **Estimated 5 Year Total Project Costs:** \$250,000
- **2017 Estimated Expenditures:** \$50,000
- **Estimated 2017 Completion Date:** December 2021
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

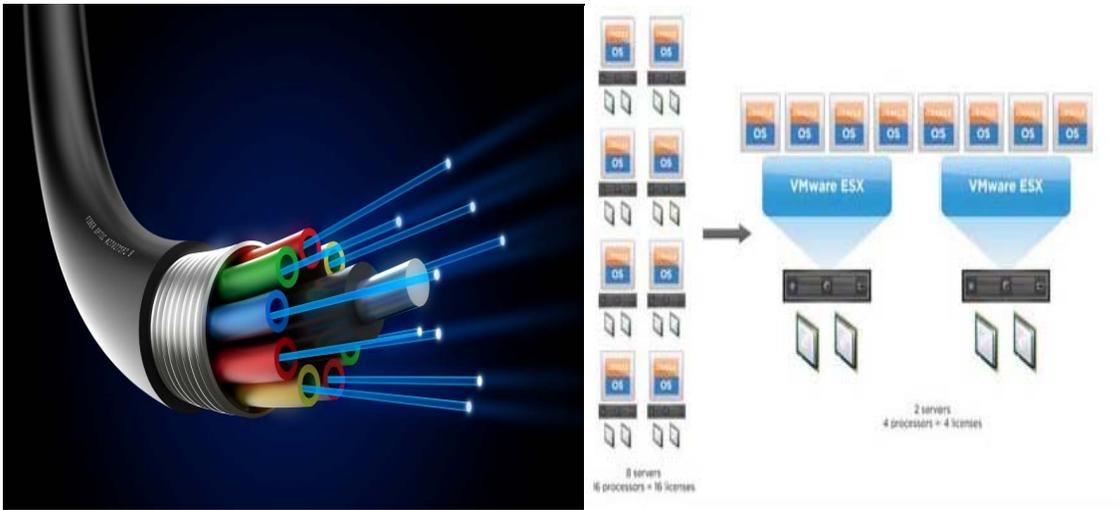
### Capital Improvement Plan – System Improvements Projects:

These projects are non-recurring capital improvement projects funded the General Fund.

Project Title	Department	Project Funds
Cisco Network Upgrade, VMWare Upgrade & Fiber Optic Infrastructure	Finance	General Fund

**Cisco Network Upgrade VMWare Upgrade & Fiber Infrastructure** – This project involves installing fiber throughout the City’s network. This project involves ongoing replacement and upgrades to the host virtual server including VDI. The servers should be replaced on 3-year intervals and increased cost accounts for higher capacity servers.

- **Estimated 5 Year Total Project Costs:** \$873,000
- **2017 Estimated Expenditures:** \$298,000
- **Estimated 2017 Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$298,000	\$50,000	\$100,000	\$325,000	\$100,000	\$873,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

Project Title	Department	Project Funds
Storage	Finance	General Fund

**Storage** - This project involves the purchase of storage due to anticipated usage and needs. This is for additional spinning disk and flash storage. This projects continues as need arises through the five year plan.

- **Estimated 5 Year Total Project Cost:** \$752,000
- **2017 Estimated Expenditures:** \$152,000
- **Estimated 2017 Completion Date:** July 2017
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs associated with the storage.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$152,000	\$200,000	\$150,000	\$100,000	\$150,000	\$752,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

### Capital Improvement Plan – Parks & Recreation Projects:

These projects are non-recurring capital improvement projects funded by special revenue funds and state and federal grants.

Project Title	Department	Project Funds
Recreation Facility Improvements	Parks and Recreation	Special Revenue Funds

**Recreation Center Improvements** – Capital project improvements at the Durango Community Recreation Center include enhancements in the aquatics area with the replacement of the heating and air conditioning (HVAC) rooftop units and refurbishing the Leisure Pool underwater surface with Diamond Brite.

- **Estimated 5 Year Total Project Cost:** \$1,700,000
- **2017 Estimated Expenditures:** \$600,000
- **Estimated 2017 Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$1,000 is projected for maintenance and operational costs of this new equipment.

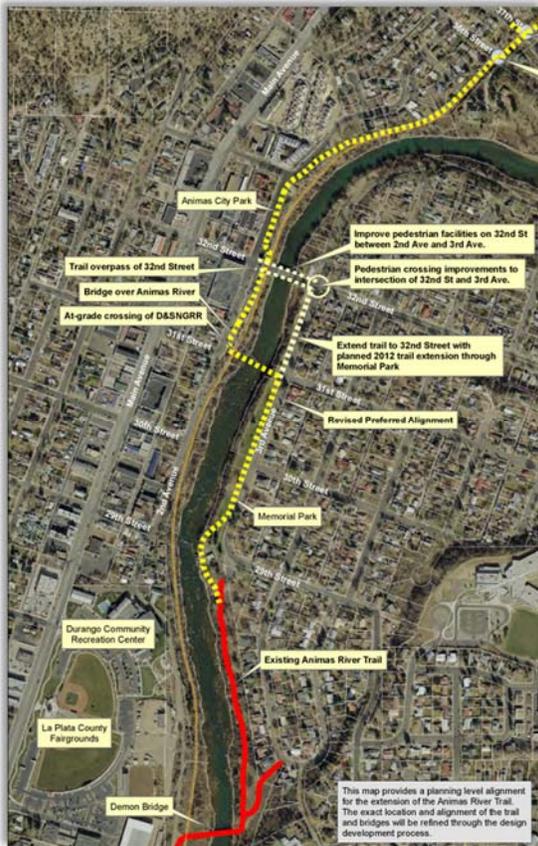


Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$600,000	\$200,000	\$500,000	\$200,000	\$200,000	\$1,700,000
Ongoing Costs	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000

Project Title	Department	Project Funds
ACP to Oxbow Park Trail	Parks and Recreation	Special Revenue Funds

**ACP to Oxbow Park Trail** - The project involves the construction of a portion of the one mile section of the Animas River Trail from Animas City Park (ACP) to Oxbow Park located within the railroad right-of-way.

- **Estimated Total Project Cost:** \$2,700,000
- **2017 Estimated Expenditures:** \$1,700,000
- **Estimated Completion Date:** May 2018
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$15,000 is projected for maintenance and operational costs of this completed section of trail.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$1,700,000	\$1,000,000	-	-	-	\$2,700,000
Ongoing Costs	-	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

Project Title	Department	Project Funds
Park Maintenance Shop	Parks and Recreation	Special Revenue Funds

**Park Maintenance Shop** – The project involves the removal of the existing parks maintenance facilities located at Greenmount Cemetery and replacement with a 9,460 square foot facility for Parks Division personnel, shop, equipment storage and site improvements.

- **Estimated Total Project Cost:** \$2,300,000
- **2017 Estimated Expenditures:** \$2,300,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$2,300,000	-	-	-	-	\$2,300,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Recreation Facility Feasibility Study	Parks and Recreation	Special Revenue Funds

**Recreation Facility Feasibility Study** – The Feasibility Study will evaluate existing recreation facilities at the Recreation Center, Chapman Hill, and the Mason Center and provide an analysis and cost estimates for future recreation facilities.

- **Estimated Total Project Cost:** \$75,000
- **2017 Estimated Expenditures:** \$75,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to complete this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$75,000	-	-	-	-	\$75,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Needham Connect II MM Design & Construction	Multi Modal	Special Revenue Funds

**Needham Connect II Safe Routes to School MM Design & Construction** – Design and engineering of Complete Street cross section including sidewalks, and bicycle facilities. This Safe Routes to School Project will include design and engineering for the Complete Street from Cottonwood Dr to Clovis. This project will fund construction from Cottonwood Drive to Needham Dr.

- **Estimated Total Project Cost:** \$506,140
- **2017 Estimated Expenditures:** \$70,000
- **Estimated Completion Date:** Design and Engineering to be completed by December 2017, Construction to be completed by December 2018
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$70,000	\$436,140	-	-	-	\$506,140
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Feasibility and Traffic Study for Crossings of Camino Del Rio MM	Multi Modal	Special Revenue Funds

**Feasibility and Traffic Study for Crossings of Camino Del Rio, connectivity to Downtown and improved mobility MM** – This project is to conduct a feasibility analysis and traffic study to examine mobility and movement in and across the Camino del Rio Corridor from 15<sup>th</sup> Street to 8<sup>th</sup> Street. Vehicular, bicycle, and pedestrian movement and connections from East 3<sup>rd</sup>/Florida Road/to 14<sup>th</sup> and from Camino del Rio and 15<sup>th</sup> to East 3<sup>rd</sup> Avenue and 14<sup>th</sup> will be studied for connectivity, flow, and safety. Items to be looked at include separated crossing of Camino del Rio

- **Estimated Total Project Cost:** \$450,000
- **2017 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.

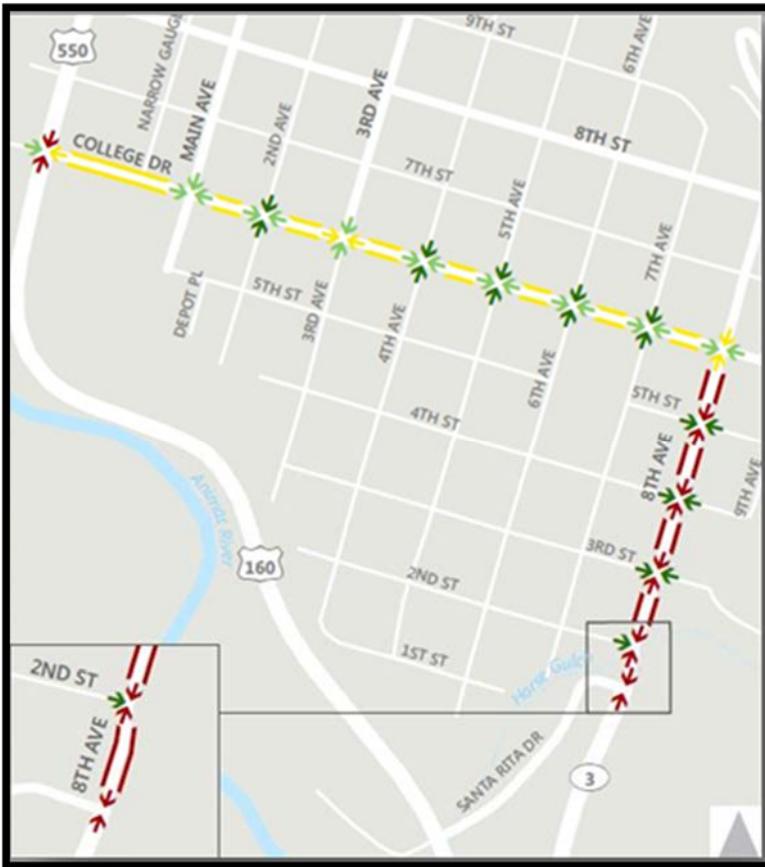


Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$100,000	-	-	\$350,000	-	\$450,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
E 8 <sup>th</sup> Ave & College Ave Road Diet MM Design	Multi Modal	Special Revenue Funds

**E 8<sup>th</sup> Ave & College Ave Road Diet MM Design** - This project will include the design and engineering of a road diet (4 lanes to 3 lanes) for College Drive from Main Avenue to 8<sup>th</sup> Avenue and for East 8<sup>th</sup> Avenue from Highway 3 to College Drive.

- **Estimated Total Project Cost:** \$200,000
- **2017 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$200,000	-	-	-	-	\$200,000
Ongoing Costs	-	-	-	-	-	-

### Capital Improvement Plan – Parks, Open Space, & Trails Projects:

These projects are non-recurring capital improvement projects funded by special revenue funds and state and federal grants.

Project Title	Department	Project Funds
Natural Lands Preservation	Parks and Recreation	Special Revenue Funds

**Natural Lands Preservation** – Acquisition of open space in accordance with adopted Master Plan. Each acquisition is reviewed and recommended for purchase by the Natural Lands Preservation Advisory Board.

- **Estimated 5 Year Total Project Cost:** \$2,500,000
- **2017 Estimated Expenditures:** \$500,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs of these open space parcels.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Ongoing Costs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000

Project Title	Department	Project Funds
Open Space Maintenance	Parks and Recreation	Special Revenue Funds

**Open Space Maintenance** - Stewardship of open space including trail signage, trailheads, erosion control and fire mitigation.

- **Estimated 5 Year Total Project Cost:** \$250,000
- **2017 Estimated Expenditures:** \$50,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs of maintaining open space.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

Project Title	Department	Project Funds
Cundiff Park	Parks and Recreation	Special Revenue Funds

**Cundiff Park** – This project involves the final design and preparation of the Phase I construction documents for improvements to Cundiff Park.

- **Estimated Total Project Cost:** \$950,000
- **2017 Estimated Expenditures:** \$450,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally for the design of this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$450,000	\$500,000	-	-	-	\$950,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Rotary Park Restrooms	Parks and Recreation	Special Revenue Funds

**Rotary Park Restrooms** – This project involves the removal of the existing restrooms and construction of new restrooms at Rotary Park.

- **Estimated Total Project Cost:** \$400,000
- **2017 Estimated Expenditures:** \$400,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$400,000	-	-	-	-	\$400,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Escalante Drive Underpass	Parks and Recreation	Special Revenue Funds

**Escalante Drive Underpass** - Escalante Drive is scheduled for construction in 2017 by a private developer. The connection of the Animas River Trail to the SMART 160 Trail is designed to be constructed with an underpass at Escalante Drive. The project involves the construction of an underpass at the intersection of Escalante Drive and Baker Lane.

- **Estimated Total Project Cost:** \$400,000
- **2017 Estimated Expenditures:** \$400,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$400,000	-	-	-	-	\$400,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Park Trail & Rec Improvements	Parks and Recreation	Special Revenue Funds

**Park Trail & Rec Improvements** - This project involves park system upgrades including playground equipment, park amenities, and signage.

- **Estimated 5 Year Total Project Cost:** \$1,000,000
- **2017 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs of these park improvements.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Ongoing Costs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000

### Capital Improvement Plan – Utilities – Water Projects:

These projects are non-recurring capital improvement projects funded by enterprise funds.

Project Title	Department	Project Funds
Florida River Intake at Rainbow Ranch	Utilities – Water	Enterprise Funds

**Florida River Intake at Rainbow Ranch** – Florida River pipeline intake structure replacement and improvements, including remote flow control. Florida River water used at the CMWTP is withdrawn from the Florida through a variety of structures, some almost 100 years old. Improvements will allow for an adequate and reliable Florida water supply to the CMWTP and will allow cost-efficient control, monitoring and alarming of the intake infrastructure, which is over 9 miles from the staffed CMWTP.

- **Estimated Total Project Cost:** \$200,000
- **2017 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$200,000	-	-	-	-	\$200,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Florida Raw Waterline Replacement - Engineering	Utilities – Water	Enterprise Funds

**Florida Raw Waterline Replacement - Engineering** – The pipeline is over 80 years old with 3-4 waterline breaks occurring annually. The pipeline runs through high density housing areas close to town. Water breaks will cause a lot of property damage.

- **Estimated 5 Year Total Project Cost:** \$950,000
- **2017 Estimated Expenditures:** \$500,000
- **Estimated Completion Date:** December 2022
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$500,000	-	-	-	\$450,000	\$950,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Terminal Reservoir Expansion	Utilities – Water	Enterprise Funds

**Terminal Reservoir Expansion** – Continue increasing usable reservoir capacity to 96 million gallons to maintain 6 days of storage at peak plant capacity.

- **Estimated Total Project Cost:** \$140,000
- **2017 Estimated Expenditures:** \$80,000
- **Estimated Completion Date:** July 2018
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$80,000	\$60,000	-	-	-	\$140,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
CMWTP Filter Effluent to Waste System	Utilities – Water	Enterprise Funds

**CMWTP Filter Effluent to Waste System** – Install valves and piping to allow backwash process flushing of filters, to the reclaim system, before return to service. Backwashing of filters is a process performed routinely to maintain compliance with State water quality standards.

- **Estimated 5 Year Total Project Cost:** \$100,000
- **2017 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.

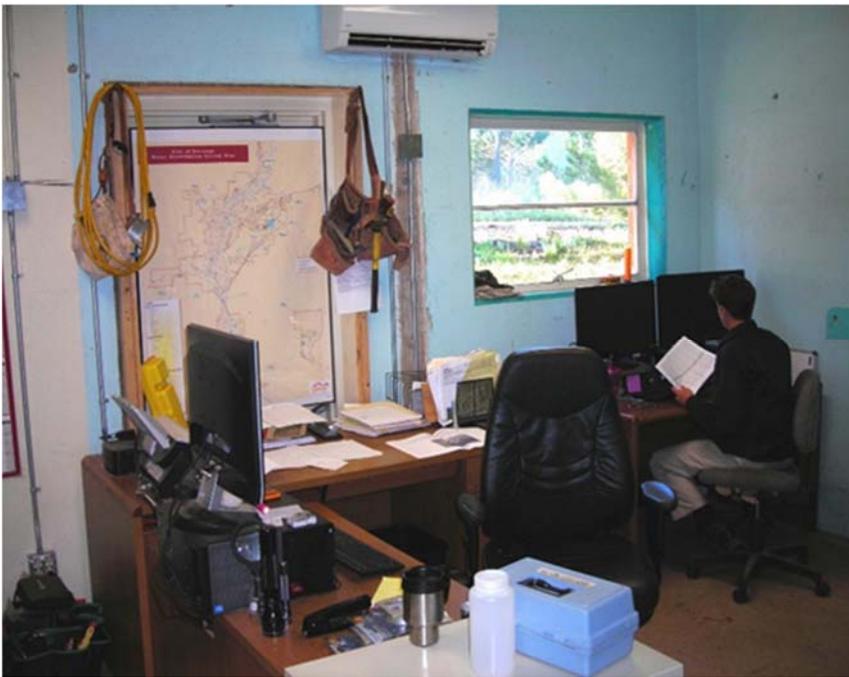


Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$100,000	-	-	-	-	\$100,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
WTP Office Expansion	Utilities – Water	Enterprise Funds

**Water Treatment Plant Office Expansion Description** – Expansion and improvements to existing admin and laboratory facilities. Included are dedicated office space/work stations, Op station/Lab facility, conference/ lunch room, server clean room, and gender specific changing/bath/restroom facilities.

- **Estimated Total Project Cost:** \$150,000
- **2017 Estimated Expenditures:** \$150,000
- **Estimated Completion Date:** June 2017
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$1,500 is projected for maintenance and operational costs of these park improvements.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$150,000	-	-	-	-	\$150,000
Ongoing Costs	-	\$1,500	\$1,500	\$1,500	\$1,500	\$6,000

Project Title	Department	Project Funds
WTP Site Pipe/Valve Replacement	Utilities – Water	Enterprise Funds

**Water Treatment Plant Site Pipe/Valve Replacement Description** – Replacement of piping and valves that connect / isolate Water Treatment Plant appurtenances.

- **Estimated Total Project Cost:** \$400,000
- **2017 Estimated Expenditures:** \$80,000
- **Estimated Completion Date:** December 2021
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$500 is projected for maintenance and operational costs of these park improvements.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
Ongoing Costs	-	\$500	\$500	\$500	\$500	\$2,000

Project Title	Department	Project Funds
Santa Rita Pump Station Variable Frequency Drives/Motor Control Center (MCC)	Utilities – Water	Enterprise Funds

**Santa Rita Pump Station Variable Frequency Drives/Motor Control Center (MCC)** – Variable Frequency Drives for Santa Rita 500 HP raw water pumps (3) and integration into SCADA. Installation will dramatically reduce demand power costs of turning the pumps on (30% costs) and limit wear and tear on pumps and motors.

- **Estimated 5 Year Total Project Cost:** \$400,000
- **2017 Estimated Expenditures:** \$400,000
- **Estimated Completion Date:** March 2017
- **Estimated Increase to Operating Expenditures** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$400,000	-	-	-	-	\$400,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Ball Lane Pump Station Upgrades	Utilities – Water	Enterprise Funds

**Ball Lane Pump Station Upgrades** – Pump, motor, control valve, control panel, and SCADA integration improvements. Pumps are 15 years old and have never been rebuilt. Pump station cannot be operated remotely and is not visible in SCADA. These improvements are necessary to successfully utilize Hillcrest pump station as an emergency back up as source of supply to Timberline pressure zone.

- **Estimated 5 Year Total Project Cost:** \$200,000
- **2017 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$200,000	-	-	-	-	\$200,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Grandview Pump Station Building and Site Improvements	Utilities – Water	Enterprise Funds

**Grandview Pump Station Building and Site Improvements** – The pump station is 12 years old and the siding has started to crack and peel away from the building. The site was never landscaped, as a result any heavy rains causes mud and debris to collect around the building making it difficult to access.

- **Estimated Total Project Cost:** \$100,000
- **2017 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** July 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$100,000	-	-	-	-	\$100,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
College Drive Waterline Upsize	Utilities – Water	Enterprise Funds

**College Drive Waterline Upsize** – The existing 16” pipeline has had a number of failures and likely has a number of compromised joints and water leaks. A new pipeline will reliably and efficiently distribute required quantity of water to main part of town center and South to Bodo, Grandview and other south and eastern areas. Provide required water quantity north of town center in the event of another main pipeline failure via the system loop design.

- **Estimated 5 Year Total Project Cost:** \$100,000
- **2017 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$100,000	-	-	-	-	\$100,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Ridges Basin Water Treatment Plant	Utilities – Water	Enterprise Funds

**Ridges Basin Water Treatment Plant** – City participation in the ALP water storage project was approved in 2011 by the voters. The stored water must be conveyed from the dam and then treated to allow beneficial use of the water storage. The CMWTP was constructed in 1957 and will shortly require major infrastructural work that in order to complete will likely require multi-week plant shutdowns. A second WTP is required to maintain adequate water flow to the City.

- **Estimated 5 Year Total Project Cost:** \$55,180,000
- **2017 Estimated Expenditures:** \$400,000
- **Estimated Completion Date:** December 2020
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$400,000	\$13,500,000	\$21,280,000	\$20,000,000	-	\$55,180,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Water Storage Tanks Cleaning & Refurbishing	Utilities – Water	Enterprise Funds

**Water Storage Tanks Cleaning & Refurbishing** – Clean, inspect, and refurbish interior/exterior surfaces of water tank. Update any security/safety measures. On-going program to ensure water quality in storage facilities. Perform preventive maintenance. The State of Colorado Department of Health & Environmental mandates that all water storage tanks are cleaned and refurbished every 3 – 5 years.

- **Estimated Total Project Cost:** \$900,000
- **2017 Estimated Expenditures:** \$300,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$300,000	-	\$300,000	-	\$300,000	\$900,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Water Storage Tanks Control Panel System	Utilities – Water	Enterprise Funds

**Water Storage Tanks Control Panel System** – Installation of Control Panels. Programmable Logic Controls (PLC’s) at tank sites are required for collection of data (water levels), transmission into network, and integration into SCADA. Required for remote visibility, high/low tank level alarming, and troubleshooting in the distribution system. Proper tank control panels and connectivity are essential, especially when pumping operations are involved.

- **Estimated Total Project Cost:** \$200,000
- **2015 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** June 2019
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs of these park improvements.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$100,000	-	\$100,000	-	-	\$200,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

Project Title	Department	Project Funds
Valve Replacement	Utilities – Water	Enterprise Funds

**Valve Replacement** – On-going Program to replace inoperable water valves that are broken or stuck open and can't be turned off during emergencies.

- **Estimated Total Project Cost:** \$475,000
- **2017 Estimated Expenditures:** \$75,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs of these park improvements.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$475,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

Project Title	Department	Project Funds
Water System Telemetry	Utilities – Water	Enterprise Funds

**Water System Telemetry** – Expand SCADA system to ALP and Wildcat, Rockridge, Timberline, and Tanque Verde tanks and systems. Replace control systems for Rockridge and Timberline pump stations/tanks. Provide monitoring capability for these systems, City ALP pumping plant equipment, and Wildcat and Tanque Verde Tanks. Integrate all systems into Utilities SCADA system for efficient system-wide operational control and analysis.

- **Estimated 5 Year Total Project Cost:** \$50,000
- **2017 Estimated Expenditures:** \$50,000
- **Estimated Completion Date:** July 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.

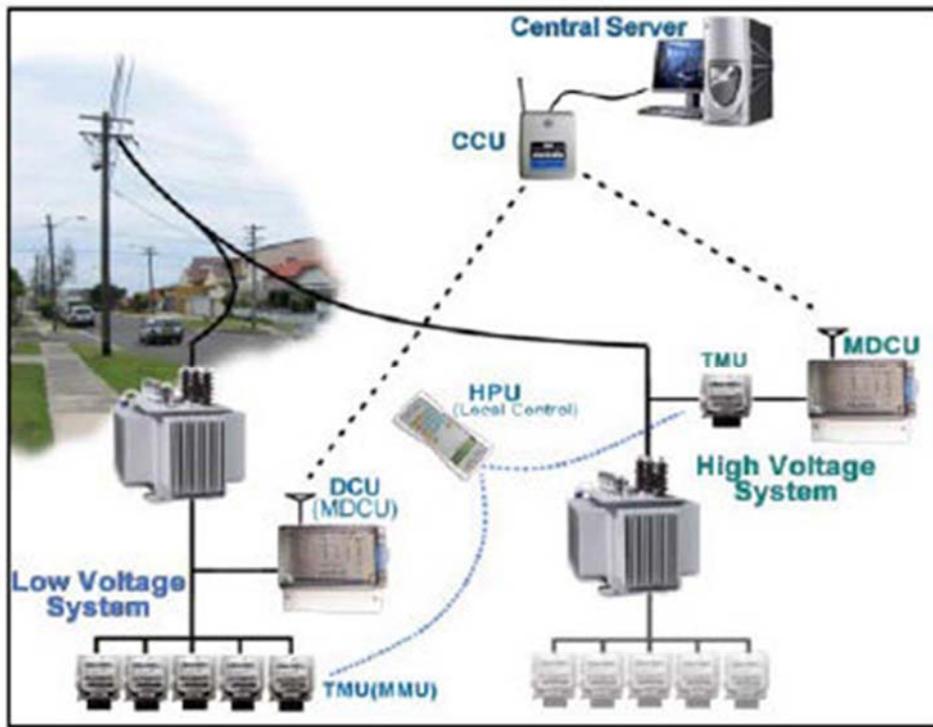


Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$50,000	-	-	-	-	\$50,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Automatic Meter Reading Upgrades	Utilities – Water	Enterprise Funds

**Automatic Meter Reading Upgrades** – The City of Durango is experiencing Technical obsolescence with our current AMR system. This results in Lack of support, Integration with current billing system, Lack of Compatibility with existing system, ease of installation and maintenance, poor integration with current billing system, Industry standards, and meter battery life.

- **Estimated 5 Year Total Project Cost:** \$600,000
- **2017 Estimated Expenditures:** \$600,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$600,000	-	-	-	-	\$600,000
Ongoing Costs	-	-	-	-	-	-

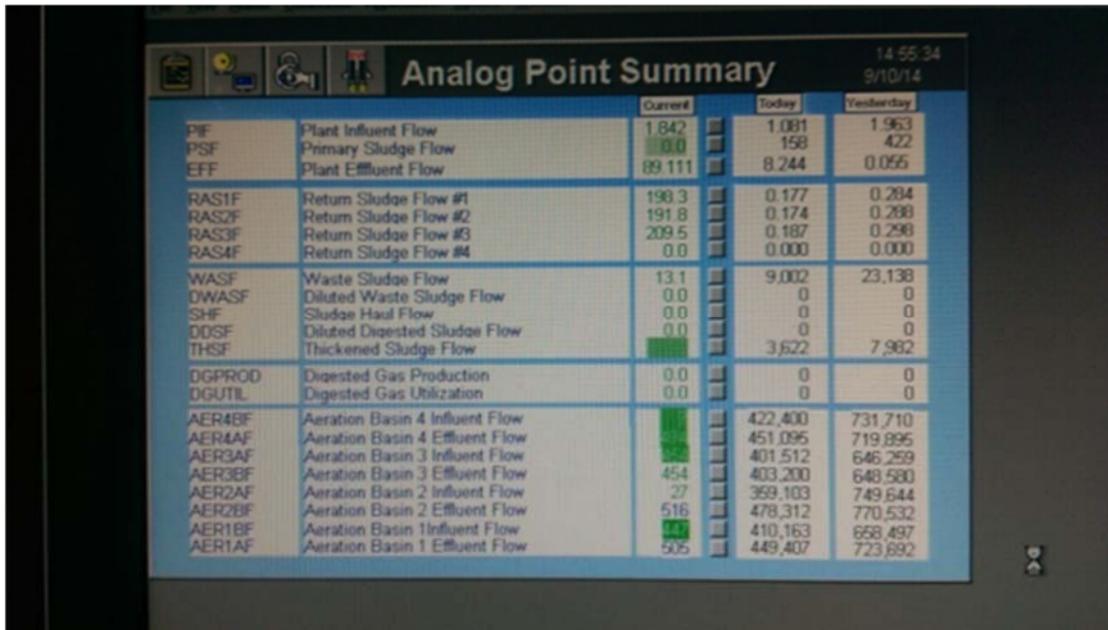
### Capital Improvement Plan – Utilities – Sewer Projects:

These projects are non-recurring capital improvement projects funded by enterprise.

Project Title	Department	Project Funds
Fiber Upgrade and Expansion	Utilities – Sewer	Enterprise Funds

**Fiber Upgrade and Expansion** – Fiber to Smelter radio telemetry equipment and fiber connections for closely located Sewer assets Utilities has a shared SCADA base radio system located on a City tower on top of Smelter Mountain. The system provides data communication for remote facilities in the Water and Sewer systems. Communication to the tower is currently achieved by use of a portion of a commercial fiber. As data demands grow, a dedicated City fiber infrastructure is needed.

- **Estimated 5 Year Total Project Cost:** \$150,000
- **2017 Estimated Expenditures:** \$50,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$50,000	\$50,000	-	\$50,000	-	\$150,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Collection System Flow Monitoring and Control System (Flow Meters)	Utilities – Sewer	Enterprise Funds

**Collection System Flow Monitoring and Control System (Flow Meters)** – Install flowmeters at strategic locations in the sewer collection system to include SCADA integration. Flowmeters will provide system operational data and will alarm conditions indicating excessive or lower flows. Higher flows are indicative of infiltration into the collection system which can interfere with pipeline operation and result in excessive flows to the sewer treatment facility. Lower flows are indicative of pipeline blockages, failures, or other system malfunctions.

- **Estimated 5 Year Total Project Cost:** \$500,000
- **2017 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Sewer Inflow Study	Utilities – Sewer	Enterprise Funds

**Sewer Inflow Study** – Install flowmeters at strategic locations in the sewer collection system to include SCADA integration.

Flowmeters will provide system operational data and will alarm conditions indicating excessive or lower flows. Higher flows are indicative of infiltration into the collection system which can interfere with pipeline operation and result in excessive flows to the sewer treatment facility. Lower flows are indicative of pipeline blockages, failures, or other system malfunctions.

- **Estimated 5 Year Total Project Cost:** \$125,000
- **2017 Estimated Expenditures:** \$75,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.

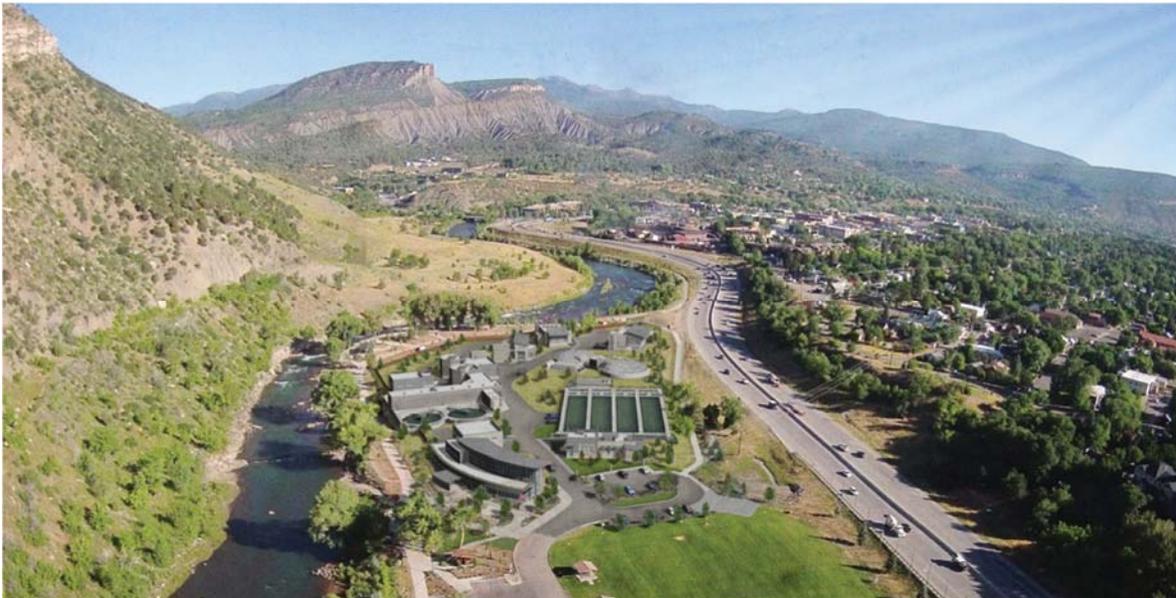


Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$75,000	\$50,000	-	-	-	\$125,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
<b>SRWWTP – Process Revisions &amp; Expansion – Construction</b>	<b>Utilities – Sewer</b>	<b>Enterprise Funds</b>

**SRWWTP – Process Revisions & Expansion – Construction** – The Santa Rita Wastewater Treatment Plant is nearing capacity, difficult to maintain, and not equipped to meet future water quality standards. The City is in the process of designing the necessary improvements to address these issues. Construction is scheduled to begin in mid-2017 and continue through mid-2019.

- **Estimated 5 Year Total Project Cost:** \$58,923,245
- **2017 Estimated Expenditures:** \$58,923,245
- **Estimated Completion Date:** June 2019
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$58,923,245	-	-	-	-	\$58,923,245
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
SRWWTP Flood Plain Study	Utilities – Sewer	Enterprise Funds

**SRWWTP Flood Plain Study** – A preliminary floodplain investigation suggests that existing elevations do not correspond with the current Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map floodplain boundary. A more detailed study and Letter of Map Revision (LOMR) is required to officially update the map and is expected to remove areas of the WWTP site from the floodplain. A more accurate floodplain boundary may eliminate unnecessary flood insurance premiums and may remove corresponding development restrictions allowing for more effective long term planning for this area.

- **Estimated Total Project Cost:** \$50,000
- **2017 Estimated Expenditures:** \$50,000
- **Estimated Completion Date:** July 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.

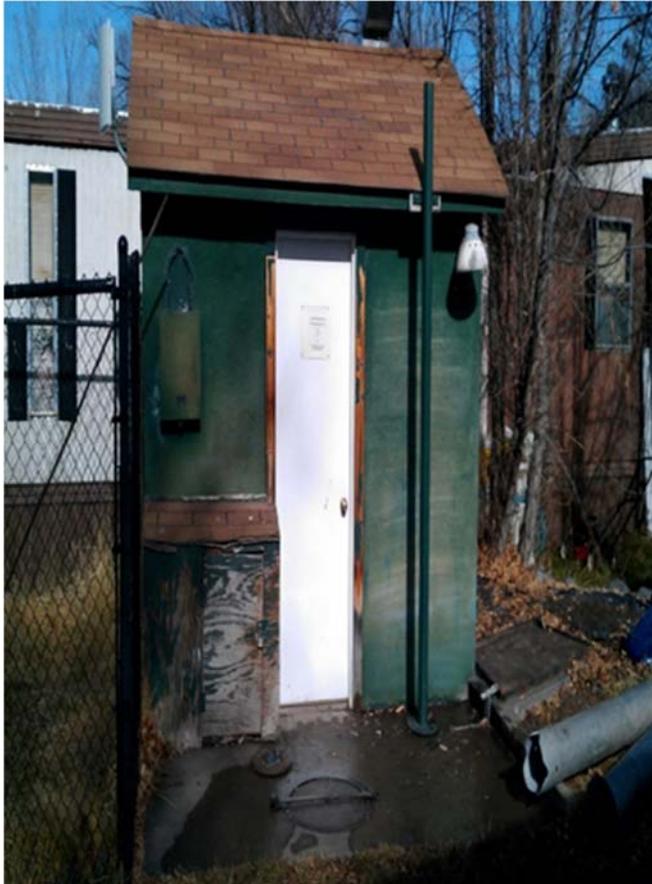


Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$50,000	-	-	-	-	\$50,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Lift Station Replacement	Utilities – Sewer	Enterprise Funds

**Lift Station Replacement** – This is an on-going program to replace old, end of life lift stations. Sewer lift stations are used in locations where sewage cannot flow to the water treatment plant entirely by gravity. The City sewer collection system includes 17 lift stations that were generally standardized in the early to mid-1980's. Two were replaced in 2012. Many of the remaining lift stations are now at, or nearing end-of-life and require replacement to assure reliability.

- **Estimated 5 Year Total Project Cost:** \$1,740,000
- **2017 Estimated Expenditures:** \$580,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$580,000	-	\$580,000	-	\$580,000	\$1,740,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Limited Storage/Emergency Vaults	Utilities – Sewer	Enterprise Funds

**Limited Storage/Emergency Vaults** – Sewer lift stations are used in locations where sewage cannot flow to the water treatment plant entirely by gravity. The City sewer collection system includes 17 lift stations. A significant failure at many of the lift stations would result in a SSO (sanitary sewer overflow) into State Waters. Emergency vaults will allow enough time for the utilities team to mobilize and respond to a lift station failure and thus facilitate prevention of SSO’s. Emergency Vaults will be installed in conjunction with the Replacement of Lift stations.

- **Estimated 5 Year Total Project Cost:** \$1,200,000
- **2017 Estimated Expenditures:** \$400,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$5,000 is projected for maintenance and operational costs of these park improvements.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$400,000	-	\$400,000	-	\$400,000	\$1,200,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

Project Title	Department	Project Funds
160 West Sewer Line Capacity Assurance	Utilities – Sewer	Enterprise Funds

**160 West Sewer Line Capacity Assurance** – Development of Twin Buttes is the driving force for upgrading/upsizing of existing sewer mains.

- **Estimated 5 Year Total Project Cost:** \$1,000,000
- **2017 Estimated Expenditures:** \$400,000
- **Estimated Completion Date:** December 2019
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$400,000	\$400,000	\$200,000	-	-	\$1,000,000
Ongoing Costs	-	-	-	-	-	-

Project Title	Department	Project Funds
Sewer Mains, River Crossing Replacements	Utilities – Sewer	Enterprise Funds

**Sewer Mains, River Crossing Replacements** – Sewer pipelines cross the Animas River at several locations. Most of the pipelines are beneath the riverbed and were installed decades ago. Several are believed to be over 50 years old. Condition of many of the pipelines is unknown. In order to thoroughly maintain the pipelines, alternative lines are needed to transport the sewage, while the existing lines are out of service. Diversion structures are also required on both ends of the pipelines to allow use of one or both pipelines.

- **Estimated 5 Year Total Project Cost:** \$1,350,000
- **2017 Estimated Expenditures:** \$450,000
- **Estimated Completion Date:** Ongoing
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$450,000	-	\$450,000	-	\$450,000	\$1,350,000
Ongoing Costs	-	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

### Capital Improvement Plan – Sustainable Services:

These projects are non-recurring capital improvement projects funded by enterprise.

Project Title	Department	Project Funds
Stem Wall Construction	Sustainable Services	Enterprise Funds

**Stem Wall Construction** – The stem walls are necessary in the commercial drop off area to help with line of sight from one bay to another during processing, intake of more material at one time, and to keep OCC separated from SS for processing.

- **Estimated Total Project Cost:** \$45,000
- **2017 Estimated Expenditures:** \$45,000
- **Estimated Completion Date:** June 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$45,000	-	-	-	-	\$45,000
Ongoing Costs	-	-	-	-	-	-

### Capital Improvement Plan – Transportation Services:

These projects are non-recurring capital improvement projects funded by enterprise.

Project Title	Department	Project Funds
Parking Meter Poles/Sleeves Replacement	Transportation Services	Enterprise Funds

**Parking Meter Poles/Sleeves Replacement** – Maintenance and replacement of damaged meter poles in the Central Business District, this includes meter poles, and housings.

- **Estimated Total Project Cost:** \$84,000
- **2017 Estimated Expenditures:** \$42,000
- **Estimated Completion Date:** December 2017
- **Estimated Increase to Operating Expenditures:** There are no increased costs operationally to install this project.



Projected Costs						
	2017	2018	2019	2020	2021	Total
Project Amount	\$42,000	\$42,000	-	-	-	\$84,000
Ongoing Costs	-	-	-	-	-	-

## APPENDIX

**Accrual Basis of Accounting:** Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

**ADU:** Accessory Dwelling Unit

**AMI:** Advanced Metering Infrastructure

**AMR:** Automated Meter Reading

**Appropriation:** Money set aside by formal action for a specific use.

**Balanced Budget:** A budget which expenditures and ending fund balance are equal to net available resources (beginning fund balance plus revenues).

**Basis of Accounting:** As per Generally Accepted Accounting Principles (GAAP), the modified accrual basis of accounting is used by all governmental fund types and agency funds (General Fund, special revenue funds, capital projects funds, and trust funds). Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, such as amounts measurable and available to finance the City's operations. "Available" means collectible within the current period or soon thereafter to be used to pay liabilities of the current period.

The accrual basis of accounting is utilized by proprietary fund types (enterprise funds and internal service funds), pension trust funds and non-expendable trust funds. Under this basis of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred. The City's fiscal year ends on December 31st.

**Basis of Budgeting:** Budgets for the General, Special Revenue and Capital Projects funds are prepared and adopted on a basis consistent with GAAP. Budgeting in the Enterprise and Internal Service funds are prepared and adopted on a basis consistent with GAAP, except the bond principal payments and capital improvements are treated as expenses. Budgetary considerations for Enterprise and Internal Service funds in this report are on this non-GAAP budgetary basis.

**Budget:** A financial plan that estimates proposed expenditures for the following year along with proposed methods of financing them. The budget is considered in balance if available resources are equal to or greater than total appropriated expenditures. The budgetary legal level of control is at the fund level.

**CBD:** Central Business District

**COPS:** Community Oriented Policing Services

**CERF:** Capital Equipment Replacement Fund

**Capital Expenditure:** Expenditures in excess of \$5,000.00 for equipment or construction with a useful life greater than one year, which results in an addition to the City of Durango's fixed assets.

**Capital Improvement Plan (CIP):** A plan of proposed capital outlays and the means of financing them for the next 15-year period.

**Carryover Working Capital/Reserve:** Also known as "cash surplus." This is the amount of money in a particular fund that is not reserved for designated expenditures and is available for spending in the following fiscal year.

**Charter:** The City Charter is the basic underlying legal document for the City of Durango, and functions much like the Constitution does for the federal government. The Charter provides the basic rules of operation that govern the City of Durango, and provision within can only be changed by a vote of the citizenry.

**Contingency:** A reserve for unanticipated expenditures. Appropriations during the year for contingencies must be provided by ordinance. Included is the 3% emergency reserve (required under the State's TABOR amendment) that can only be spent in accordance with the Colorado Constitution.

**EN:** Established Neighborhood

**Enterprise Fund:** A fund established to account for operations financed and operated in a manner similar to private business enterprises, where the governing body intends that the cost of providing goods and/or services to the general public on a continuing basis will be primarily financed or recovered through user charges.

Under the State's TABOR Amendment, Enterprise Funds are only those which receive 90% of their operating revenues from user fees and that have the authority to issue debt. These funds according to the TABOR amendment are not subject to its provisions. In addition, the Colorado Supreme Court has determined that the Conservation Trust Fund is exempt from TABOR.

**Expenditures:** Decrease in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays.

**Expenses:** Asset outflows or liability occurrences from goods delivery/production and/or services rendered.

**FTA:** Federal Transit Administration – Compiles statistics and makes recommendations for U.S. mass transit.

**Fund:** Liabilities are segregated in a fund to carry out specific activities in accordance with special regulations, restrictions and/or limitations.

**Fund Balance:** The difference between fund assets and fund liabilities are similar to net worth in a private sector entity.

**Fund Type:** Any one of seven categories in which all funds are classified in governmental accounting. The seven fund types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

- GAAP:** Generally Accepted Accounting Procedures – a collection of rules and procedures and conventions that define accepted accounting practices; includes broad guidelines as well as detailed procedures.
- GFOA:** Government Finance Officers Association – The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking and leadership.
- General Fund:** The fund used to account for financial resources (except those required to be accounted for in another fund or those that are accounted for in another fund) for management and control purposes. The General Fund is the basic operating fund of the government and includes Administration, Finance, Community Development, Parks and Recreation, Public Safety, Public Works, and General Building Maintenance.
- HUTF:** Highway Users Tax Fund – In 1935, the Colorado Constitution was amended, providing that revenue generated with respect to the operation of vehicles on Colorado public highways be “used exclusively for the construction, maintenance, and supervision of the public highways of this state.” The provision specifically applies to revenue generated by license fees, registration fees, and fuel taxes.
- Home Rule:** Limited autonomy in the organization or management of local affairs granted by the state to a county or municipality. Home Rule entities are exempt from some forms of state supervision, mainly in the area of finance.
- LUDC:** Land Use and Development Code is City law about such things as: how land may be used and may not be used, how much can be built, what resources have to be protected and how, how projects should be designed, and how approvals are granted for new development, expansions of existing buildings, or redevelopment.
- Levy:** The total amount of taxes, special assessments or service charges imposed by a government.
- Mill:** A rate of tax. Results in \$1 of revenue for every \$1,000 of assessed valuation. 1/1000th's of \$1 of assessed value.
- MM:** Multi Modal
- MMTMP:** Multi Modal Transit Master Plan
- Modified Accrual Accounting:** An accounting method where revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable.
- Net Available Resources:** Beginning fund balance plus revenues.
- POST:** Parks, Open Space & Trails.

**Proprietary Funds:** Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**Revenues:** Increases in the net current assets from other than expenditure refunds and residual equity transfers.

Revenues as defined under the State's TABOR Amendment; different than revenues considered for accounting purposes.

Revenues under TABOR are all those actually received in cash during a fiscal year.

**SAP:** Sustainability Action Plan

**Supplemental Appropriation:** If during the fiscal year the manager certifies that there are available for appropriation revenues in excess of those estimated in the Budget, the City Council by resolution may make supplemental appropriations for the year up to the amount of such excess, which would amend the Adopted Budget.

**SWCCOG:** South West Colorado Council of Governments

**TABOR:** The Taxpayers Bill of Rights. Nickname of TABOR for a citizen-initiated amendment to the Colorado Constitution that severely limits governments' ability to collect increase in tax revenue. The citizens of Durango voted to exercise the amendment provision to "opt-out" of most of TABOR's restrictions.

**Working Capital:** Net available resources.

## 1-L. Fall back Policy

### ADMINISTRATIVE POLICY DIRECTIVE

April 22, 1986

Revised March 2002

### "FALLBACK" POSITION POLICY

Re: The City's Financial Condition

This policy was originally developed in 1986 and discussed with the City Council on April 22, 1986 at the Council Study Session. Dollars have been revised and updated to reflect current conditions as of March 2002. The impetus for the policy was Council's concern over the apparent economic "slump" that was impacting the City in 1986 and its potential ramifications on the City's budget and operations. The most telling indication of potential adverse fiscal impact has or will manifest itself in a decline in the growth of sales and use taxes on which the City's General Fund operations are heavily dependent.

The Council had asked that a “fallback” position be prepared by the City Manager and the Finance Director outlining the process and procedures to be followed to ensure continued financial solvency, and at the same time operational integrity, were declining revenues to reach a critical point. The following is an outline of the graduated process that would be followed were the City’s financial condition to deteriorate:

**INITIAL PREMISES:**

The degree of action taken should be directly proportional to the degree of severity identified in the City’s financial condition.

The overriding criterion for proposing budget reductions is the relative value of specific programs or services to the entire community.

**LEVEL I RESPONSE:**

Triggering Circumstances: Whenever the percentage of General Fund projected revenues collected in the current fiscal year falls below the percentage of actual revenues collected for the same period in the preceding two fiscal years.

Degree of Disparity: 1 to 2 percentage points (\$208,000 -\$416,000) for two consecutive months. For example:

<u>% Actual Revenues Thru March 2000</u>	<u>% Actual Revenues Thru March 2001</u>	<u>% Actual Revenues Thru March 2002</u>
21.7%	21.5%	21.5%

In the above case, the percentage of projected revenues collected through the first three months of fiscal 2002 illustrates that current revenues are right on target when compared to the corresponding period for the two previous fiscal years. Had the percentage of projected revenues collected through March 2002 been say, 20%, and this trend continued for the succeeding month of April, a Level I Response would be triggered.

Action Steps:

- Apprise department/agency heads of circumstances and further direct that all non-essential expenditures be curtailed.

Enforcing agency: Finance Department

Non-essential expenditures include such items as periodicals, travel, training, capital outlay, dues, memberships, etc.

- Conduct an intensive review of overtime utilization.

**LEVEL II RESPONSE:**

Triggering Circumstances: Same as Level I.

Degree of Disparity: Increased to 3 to 5 percentage points (\$624,000 to \$1,040,000)

Action Steps:

- In addition to Level I Response, review departmental staffing patterns with primary focus directed to part-time and temporary employees. City Manager would determine which position would be filled on a case by case basis.
- Conduct a review of all budgeted City programs and services and essentially categorize each into the following levels of service: (see exhibit "A" for further definition)

Service Level I – Essential Services

Service Level II – Highly Desirable Services

Service Level III – "Nice But-Not-Necessary" Services

- Per City Manager's recommendation and City Council approval initiate budget cuts or expenditure freezes in programs and services identified in the Service Level III category using the dictate set forth in Premise #2 as a guide.

## LEVEL III RESPONSE:

Triggering Circumstances: Same as Level I.

Degree of Disparity: The degree of disparity now is 6% or higher.

Action Steps:

- Further review and possible action on Service Level III programs/services.
- Initiate budget cuts or expenditure freezes in programs or services identified in the Service Level II Category, again using the dictate set further in Premise #2 as a guide.
- Review and possible defer or abandon Capital Projects financed via General Fund revenues.
- Imposition of significantly higher user, license and permit fees where applicable.
- Consider "contracting out" certain City services.
- Consider using "volunteers" for some City programs (e.g. crossing guards, police reserves).

While the foregoing is general in nature, it nevertheless provides an adequate framework upon which to chart a course of action if and when future financial conditions so warrant.