

## 2018-2020 Balanced Financial Plan - Projected Changes and Assumptions

Unless otherwise noted, following is a general list of Townwide growth rates used in future years:

Category	2018 Budget	2019 Forecast	2020 Forecast	Notes
<b>Revenues</b>				
Taxes				
Property	5.5%	5.5%	5.5%	Based on 5.5% Property Tax increase limitation as defined in Town Code
Use	6.9%	-26.5%	3.6%	Based on number of residential permits and commercial valuation - 2018 includes 700 single family, 634 multi family and 397,300 sq. ft. of commercial development
Sales	6.2%	5.4%	5.2%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Motor Vehicle	6.0%	5.8%	5.5%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Franchise Fees	4.2%	4.1%	4.0%	Fees collected from electricity, natural gas and cable providers typically increase with Town growth
Licenses & Permits	0.0%	-1.4%	-3.2%	Includes fire, liquor and business permits, licenses, and building permits
Management Fees	7.5%	1.1%	3.8%	General Services revenue is received in the General Fund
Investment Earnings	1.6%	1.6%	1.6%	Average rate of interest earnings. Projections are based on actual 2016 earnings by fund
Residential Growth (Single Family/Multi family)	700/634	600/210	600/0	Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees
Non-Residential Growth	397,300 sq. ft.	165,000 sq. ft.	550,000 sq. ft.	Includes projected commercial, office, and industrial development for Impact Fees, System Development Fees, Tap Fees
<b>Expenditures</b>				
Personnel				
Wages (Regular, Part-Time, Seasonal)	4.5%	4.0%	4.0%	Based on performance review
Retirement Benefit Contrib.	7.0%	7.0%	7.0%	7% contribution is included in each year (except Police and Fire personnel)
Health Benefit Contribution	8.0%	8.0%	8.0%	Insurance costs for employer, an equal increase is anticipated for the employee portion of health insurance premiums as well
Services & Other	specific to each category	2.0%	2.0%	This is a general increase for 2019-2020, certain account categories have specific treatment
Supplies	specific to each category	1.0%	1.0%	This is a general increase for 2019-2020, certain account categories have specific treatment

# 2018-2020 Balanced Financial Plan

# Townwide Summary

Category	2017			2018 Budget	2019 Forecast	2020 Forecast
	2016 Audited Actual	Amended Budget	2017 Year-End Estimate			
<b>Beginning Funds Available</b>	<b>\$201,418,022</b>	<b>\$208,521,769</b>	<b>\$208,521,769</b>	<b>\$122,017,557</b>	<b>\$76,296,750</b>	<b>\$86,853,347</b>
<b>Revenues</b>						
Taxes						
Property	\$ 1,095,190	\$ 1,228,267	\$ 1,195,690	\$ 1,368,703	\$ 1,455,182	\$ 1,525,317
Use	7,992,290	6,925,229	7,211,718	7,710,923	5,664,174	5,870,169
Sales	43,742,353	47,146,597	48,070,991	51,054,216	53,813,607	56,614,286
Motor Vehicle	6,486,501	6,919,934	7,078,718	7,503,441	7,934,889	8,371,308
Other	322,691	379,501	337,674	351,385	365,655	380,507
Franchise Fees	2,225,683	2,413,335	2,344,469	2,442,480	2,542,967	2,643,664
Licenses & Permits	4,546,142	5,333,793	5,373,207	5,374,958	5,297,303	5,128,001
Intergovernmental	5,336,760	5,539,797	4,408,563	8,253,877	4,549,873	4,601,891
Charges for Service	53,982,243	58,445,579	54,486,412	58,808,970	61,600,957	64,738,599
Management Fees	2,886,561	3,274,465	3,274,465	3,519,368	3,557,438	3,693,940
Fines & Forfeitures	863,964	979,683	919,079	924,556	932,626	940,777
Investment Earnings	1,039,069	723,952	1,026,146	1,129,028	1,114,368	1,155,879
Impact Fees	7,607,698	6,591,468	6,426,035	12,648,190	8,848,958	7,925,313
System Development Fees	19,475,958	22,433,738	21,885,002	23,064,671	23,686,081	24,823,690
Contributions & Donations	2,726,734	2,644,271	2,975,753	4,337,523	1,950,168	2,005,745
Transfers In	10,029,444	11,606,549	11,661,582	3,438,645	3,027,662	2,962,439
Interfund Loan Revenue	1,889,681	3,383,745	3,921,090	2,635,072	2,375,374	670,705
Debt & Financing Revenue	69,398,923	-	-	-	9,634,135	-
Other Revenue	3,725,009	906,513	1,027,084	930,445	5,157,820	857,887
<b>Total Revenues</b>	<b>\$245,372,894</b>	<b>\$186,876,416</b>	<b>\$183,623,678</b>	<b>\$195,496,451</b>	<b>\$203,509,237</b>	<b>\$194,910,117</b>
<b>Expenditures</b>						
Personnel	\$ 47,828,912	\$ 53,312,691	\$ 52,615,886	\$ 58,955,838	\$ 62,797,013	\$ 66,694,643
Services & Other	43,925,750	49,111,690	48,335,847	53,657,871	57,113,302	58,804,246
Supplies	6,080,039	7,392,930	7,397,921	7,547,516	6,875,809	6,894,856
Capital	621,063	3,932,158	1,792,838	1,168,247	1,062,337	1,912,387
5 Year CIP	41,107,943	141,129,165	132,400,226	101,100,376	45,720,173	34,690,206
Debt & Financing	84,271,262	9,970,343	9,927,576	9,689,657	10,911,309	10,932,400
Interfund Loan	1,889,682	6,383,745	6,921,090	2,635,072	2,375,374	670,705
Transfers Out	12,544,496	10,780,135	10,736,506	6,462,681	6,097,323	6,121,593
<b>Total Expenditures</b>	<b>\$238,269,147</b>	<b>\$282,012,857</b>	<b>\$270,127,890</b>	<b>\$241,217,258</b>	<b>\$192,952,640</b>	<b>\$186,721,036</b>
<b>Contribution to (Use of) Fund Bal.</b>	<b>7,103,747</b>	<b>(95,136,441)</b>	<b>(86,504,212)</b>	<b>(45,720,807)</b>	<b>10,556,597</b>	<b>8,189,081</b>
<b>Ending Funds Available</b>	<b>\$208,521,769</b>	<b>\$113,385,328</b>	<b>\$122,017,557</b>	<b>\$76,296,750</b>	<b>\$86,853,347</b>	<b>\$95,042,428</b>

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# 2018-2020 Balanced Financial Plan

# Townwide Summary

Category	2017			2018 Budget	2019 Forecast	2020 Forecast
	2016 Audited Actual	Amended Budget	2017 Year-End Estimate			
<b>Ending Funds Available</b>	<b>\$208,521,769</b>	<b>\$113,385,328</b>	<b>\$122,017,557</b>	<b>\$ 76,296,750</b>	<b>\$ 86,853,347</b>	<b>\$ 95,042,428</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				5,650,379	6,273,904	7,081,749
Catastrophic Events Reserve				12,118,391	12,597,188	13,056,835
Capital Reserve				20,691,328	28,176,805	33,969,274
Operating Designations				4,691,349	4,966,587	5,245,392
Opportunity/Economic Dev. Reserve				1,210,000	1,331,000	1,464,100
TABOR Reserve				1,981,611	1,937,017	1,943,730
Future Incentive Obligation				2,000,000	1,500,000	1,000,000
Committed for Fund Purpose				11,443,317	14,266,830	16,622,362
Debt Service Reserve				825,070	818,104	1,041,976
Claims Reserve				1,482,862	1,601,116	1,728,816
Health Care Cost Reserve				274,292	444,252	695,007
<b>Total Reserves &amp; Internal Designations</b>				<b>62,668,599</b>	<b>74,212,802</b>	<b>84,149,241</b>
<b>Unobligated Reserves</b>				<b>\$ 13,628,151</b>	<b>\$ 12,640,544</b>	<b>\$ 10,893,187</b>

# 2018-2020 Balanced Financial Plan

# General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	<b>\$16,746,964</b>	<b>\$18,362,061</b>	<b>\$18,362,061</b>	<b>\$14,604,564</b>	<b>\$14,765,418</b>	<b>\$15,174,034</b>
<b>Revenues</b>						
Taxes						
Property	\$ 1,086,815	\$ 1,178,267	\$ 1,145,690	\$ 1,208,703	\$ 1,275,182	\$ 1,345,317
Sales	28,241,811	30,479,934	31,136,118	33,063,514	34,818,857	36,599,243
Motor Vehicle	3,678,299	3,924,060	4,014,127	4,254,975	4,499,636	4,747,116
Other	322,691	379,501	337,674	351,385	365,655	380,507
Franchise Fees	2,225,683	2,413,335	2,344,469	2,442,480	2,542,967	2,643,664
Licenses & Permits	109,951	91,588	103,002	106,117	109,354	112,722
Intergovernmental	382,882	318,284	349,386	1,355,557	362,177	368,973
Charges for Service	2,121,675	2,453,273	2,454,776	2,674,466	2,791,403	2,919,953
Management Fees	2,886,561	3,274,465	3,274,465	3,519,368	3,557,438	3,693,940
Fines & Forfeitures	440,519	545,683	545,683	548,606	554,676	560,827
Investment Earnings	78,392	92,975	92,975	101,272	104,622	105,838
Contributions & Donations	30,000	165,000	164,500	29,500	29,500	29,500
Transfers In	500,000	1,025,000	1,025,000	551,250	578,813	607,754
Interfund Loan Revenue	385,685	381,186	611,261	1,191,969	948,395	643,896
Other Revenue	355,658	269,257	273,816	206,891	208,691	210,545
<b>Total Revenues</b>	<b>\$42,846,622</b>	<b>\$46,991,808</b>	<b>\$47,872,942</b>	<b>\$51,606,053</b>	<b>\$52,747,366</b>	<b>\$54,969,795</b>
<b>Expenditures</b>						
Town Council	\$ 652,412	\$ 750,530	\$ 744,719	\$ 592,249	\$ 606,106	\$ 620,370
Town Manager	467,491	593,872	593,811	572,759	645,090	618,868
Deputy Town Manager	405,384	328,028	322,680	300,590	313,620	327,240
Human Resources	768,268	739,536	736,389	784,773	810,435	837,726
Community Relations	677,401	769,271	769,271	839,661	863,296	894,701
DoIT	2,372,416	3,382,924	3,301,298	3,709,131	3,972,471	4,168,903
Facilities	1,272,387	1,359,107	1,343,581	1,466,823	1,524,756	1,584,109
Town Attorney	595,127	754,644	701,205	871,025	902,178	935,374
Town Clerk	331,713	409,237	396,541	400,982	373,839	427,834
Municipal Court	339,939	417,925	415,913	437,017	439,047	458,259
Finance - Departmental	2,028,461	2,301,928	2,293,943	2,577,753	2,666,141	2,775,180
Police	11,532,222	12,924,621	12,828,015	14,025,109	15,605,635	16,639,893
Fire	12,273,895	13,475,617	13,400,819	16,110,102	16,869,822	17,770,784
Development Services	445,794	656,051	594,929	609,116	650,772	678,104
Parks	4,124,898	4,039,002	4,017,033	4,648,004	4,634,906	4,796,928
Finance Non-Departmental	2,119,087	1,395,897	1,360,244	1,209,105	1,095,572	1,114,852
Downtown Projects	486,168	-	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$40,893,063</b>	<b>\$44,298,190</b>	<b>\$43,820,391</b>	<b>\$49,154,199</b>	<b>\$51,973,686</b>	<b>\$54,649,125</b>
<b>Net Change Excluding One-Time Capital</b>	<b>1,953,559</b>	<b>2,693,618</b>	<b>4,052,551</b>	<b>2,451,854</b>	<b>773,680</b>	<b>320,670</b>
Interfund loan for Fire Station 152 Construction		3,000,000	3,000,000			
5 Year CIP (One-Time Expenditures)	338,462	4,810,048	4,810,048	2,291,000	365,064	692,754
<b>Contribution to or (Use of) Fund Balance</b>	<b>1,615,097</b>	<b>(5,116,430)</b>	<b>(3,757,497)</b>	<b>160,854</b>	<b>408,616</b>	<b>(372,084)</b>
<b>Ending Funds Available</b>	<b>\$18,362,061</b>	<b>\$13,245,631</b>	<b>\$14,604,564</b>	<b>\$14,765,418</b>	<b>\$15,174,034</b>	<b>\$14,801,950</b>

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# 2018-2020 Balanced Financial Plan

# General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Ending Funds Available</b>	<b>\$18,362,061</b>	<b>\$13,245,631</b>	<b>\$14,604,564</b>	<b>\$14,765,418</b>	<b>\$15,174,034</b>	<b>\$14,801,950</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,891,626	1,974,408	2,058,429
Catastrophic Events Reserve				1,050,000	1,102,500	1,157,625
Capital Reserve				2,141,754	2,248,842	2,361,284
Opportunity/Economic Dev. Reserve				1,210,000	1,331,000	1,464,100
TABOR Reserve				1,981,611	1,937,017	1,943,730
<b>Total Reserves &amp; Internal Designations</b>				<b>8,574,991</b>	<b>8,893,767</b>	<b>9,285,168</b>
<b>Unobligated Reserves</b>				<b>\$ 6,190,427</b>	<b>\$ 6,280,267</b>	<b>\$ 5,516,782</b>

<b>General Fund 5 Year CIP Projects</b>			
Fire & Rescue Department - Lifepak 15 Cardiac Monitors	\$ 61,000	\$ -	\$ -
Fire & Rescue Department - Powered Stair Chairs	30,000	-	-
Fire & Rescue Department - Auto Extrication Equipment	-	150,000	-
Parks & Recreation - Annual Trail Improvements	2,000,000	130,063	607,754
Division of Innovation & Technology - IT Governance	200,000	85,000	85,000
<b>Total General Fund CIP Projects</b>	<b>\$ 2,291,000</b>	<b>\$ 365,063</b>	<b>\$ 692,754</b>

## General Fund Expenditures by Division

<b>Town Council</b>						
Personnel	69,378	66,870	67,928	67,995	68,053	68,113
Services & Other	582,471	680,478	673,466	521,072	534,839	549,011
Supplies	563	3,182	3,325	3,182	3,214	3,246
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Council</b>	<b>\$ 652,412</b>	<b>\$ 750,530</b>	<b>\$ 744,719</b>	<b>\$ 592,249</b>	<b>\$ 606,106</b>	<b>\$ 620,370</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Requested service contract amounts are included, however actual amounts will be approved by Town Council. The service agreement with the Castle Rock EDC is requested to be moved to the Economic Development Fund beginning in 2018

#### 2019

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council

#### 2020

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council

## 2018-2020 Balanced Financial Plan

## General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Town Manager</b>						
Personnel	445,535	466,007	467,198	484,894	506,428	529,397
Services & Other	17,992	97,913	98,033	77,013	127,510	78,016
Supplies	3,964	29,952	28,580	10,852	11,152	11,455
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Manager</b>	<b>\$ 467,491</b>	<b>\$ 593,872</b>	<b>\$ 593,811</b>	<b>\$ 572,759</b>	<b>\$ 645,090</b>	<b>\$ 618,868</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Costs are proposed for community polling, community open house events and Your Town Academy

#### 2019

- Costs are proposed for the biennial community survey, community open house events and Your Town Academy

#### 2020

- Costs are proposed for community polling, community open house events and Your Town Academy

<b>Deputy Town Manager</b>						
Personnel	368,275	306,585	302,165	282,015	294,758	308,086
Services & Other	33,766	20,171	19,243	17,303	17,577	17,856
Supplies	3,343	1,272	1,272	1,272	1,285	1,298
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Deputy Town Manager</b>	<b>\$ 405,384</b>	<b>\$ 328,028</b>	<b>\$ 322,680</b>	<b>\$ 300,590</b>	<b>\$ 313,620</b>	<b>\$ 327,240</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Requested decrease in expenditures include personnel costs, cellular communications, travel, dues and subscriptions related to special events

#### 2019

- No significant changes are included at this time

#### 2020

- No significant changes are included at this time

## 2018-2020 Balanced Financial Plan

## General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Human Resources</b>						
Personnel	442,882	462,218	454,270	480,215	502,588	526,510
Services & Other	310,229	272,591	277,392	299,831	303,073	306,395
Supplies	15,157	4,727	4,727	4,727	4,774	4,821
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Human Resources</b>	<b>\$ 768,268</b>	<b>\$ 739,536</b>	<b>\$ 736,389</b>	<b>\$ 784,773</b>	<b>\$ 810,435</b>	<b>\$ 837,726</b>

### 2017-2019 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Requested expenditures include increases for position advertising, medical services, software maintenance, and employee recognition

#### 2019

- No significant changes are included at this time

#### 2020

- No significant changes are included at this time

### Community Relations

Personnel	367,622	380,390	383,938	404,453	423,572	444,205
Services & Other	285,645	367,908	364,360	421,594	425,975	436,609
Supplies	24,134	20,973	20,973	13,614	13,749	13,887
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Community Relations</b>	<b>\$ 677,401</b>	<b>\$ 769,271</b>	<b>\$ 769,271</b>	<b>\$ 839,661</b>	<b>\$ 863,296</b>	<b>\$ 894,701</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Requested expenditures include increases for other professional services, software maintenance and postage

#### 2019

- No significant changes are included at this time

#### 2020

- No significant changes are included at this time

# 2018-2020 Balanced Financial Plan

# General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>DoIT</b>						
Personnel	1,575,692	1,872,492	1,785,586	2,020,925	2,165,244	2,383,819
Services & Other	617,775	822,636	827,439	967,527	984,029	1,000,990
Supplies	174,863	356,532	357,009	354,855	411,734	400,731
Capital	-	327,094	327,094	340,000	385,640	357,539
Transfers Out	4,086	4,170	4,170	25,824	25,824	25,824
<b>Total DoIT</b>	<b>\$ 2,372,416</b>	<b>\$ 3,382,924</b>	<b>\$ 3,301,298</b>	<b>\$ 3,709,131</b>	<b>\$ 3,972,471</b>	<b>\$ 4,168,903</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Addition of quarter of the salary and benefits for the Technical Coordinator/Application Integration Specialist is requested. This existing position which is being split with Development Services in 2018 based on actual workload. Also, the addition of a Network Engineer to start July 1, 2018, is included
- Requested expenditures include increases in hardware and software maintenance, IT Governance and phone system
- Addition of 2 new vehicles in 2017 increased contribution costs

### 2019

- Requested expenditures include increases in hardware and software maintenance, IT Governance and phone system
- Addition of 2 new vehicles in 2017 increased contribution costs

### 2020

- Addition of salary and benefits for a Systems Administrator is requested
- Requested expenditures include increases in hardware and software maintenance, IT Governance and phone system
- Addition of 2 new vehicles in 2017 increased contribution costs

<b>Facilities</b>						
Personnel	694,920	712,740	722,807	788,269	824,315	862,745
Services & Other	418,622	514,895	489,822	528,662	547,236	566,878
Supplies	105,489	83,341	82,821	100,376	103,689	104,718
Capital	8,157	-	-	-	-	-
Transfers Out	45,199	48,131	48,131	49,516	49,516	49,768
<b>Total Facilities</b>	<b>\$ 1,272,387</b>	<b>\$ 1,359,107</b>	<b>\$ 1,343,581</b>	<b>\$ 1,466,823</b>	<b>\$ 1,524,756</b>	<b>\$ 1,584,109</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Addition of salary and benefits for a new Facilities Services 30+ position is requested for the Police building, plus the increase of two facilities services positions from 30+ to full-time due to the addition of the Town Hall expansion, and new Parks and Facilities Maintenance facility
- Requested expenditures include increases in operating services, supplies and non-capital equipment for additional scrubbers, floor burnishers, and vacuums related to the Town Hall expansion and new Parks and Facilities Maintenance facility

### 2019

- Addition of salary and benefits for two new 20+ floor care positions is requested

### 2020

- No significant changes are included at this time



## 2018-2020 Balanced Financial Plan

## General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Town Attorney</b>						
Personnel	512,479	562,497	544,058	711,928	742,608	775,325
Services & Other	77,838	186,775	151,775	153,325	153,744	154,169
Supplies	4,810	5,372	5,372	5,772	5,826	5,880
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Attorney</b>	<b>\$ 595,127</b>	<b>\$ 754,644</b>	<b>\$ 701,205</b>	<b>\$ 871,025</b>	<b>\$ 902,178</b>	<b>\$ 935,374</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- The addition of an Assistant Town Attorney is requested to assist with various legal needs and support of Town projects and priorities

#### 2019

- No significant changes are included at this time

#### 2020

- No significant changes are included at this time

<b>Town Clerk</b>						
Personnel	244,395	313,091	298,368	264,836	277,117	290,523
Services & Other	84,944	95,136	96,391	135,136	95,702	136,281
Supplies	2,374	1,010	1,782	1,010	1,020	1,030
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Clerk</b>	<b>\$ 331,713</b>	<b>\$ 409,237</b>	<b>\$ 396,541</b>	<b>\$ 400,982</b>	<b>\$ 373,839</b>	<b>\$ 427,834</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- One election and one potential coordinated election are included due to elections held in even numbered years

#### 2019

- One election is included with no other significant changes expected

#### 2020

- One election and one potential coordinated election are included due to elections held in even numbered years

## 2018-2020 Balanced Financial Plan

## General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Municipal Court</b>						
Personnel	305,459	354,421	352,282	367,428	382,574	400,884
Services & Other	24,789	42,057	42,184	57,057	43,868	44,697
Supplies	9,691	21,447	21,447	12,532	12,605	12,678
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Municipal Court</b>	<b>\$ 339,939</b>	<b>\$ 417,925</b>	<b>\$ 415,913</b>	<b>\$ 437,017</b>	<b>\$ 439,047</b>	<b>\$ 458,259</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Additional funds are requested for implementation of video arraignments and probation program startup costs
- Ongoing funds for court appointed council are requested

#### 2019

- Ongoing funds for court appointed council are requested with no other significant changes expected

#### 2020

- Ongoing funds for court appointed council are requested with no other significant changes expected

### Finance - Departmental

Personnel	1,646,260	1,840,722	1,847,185	2,081,788	2,179,740	2,282,951
Services & Other	363,001	432,551	417,160	442,291	457,442	462,981
Supplies	19,200	28,655	29,598	53,674	28,959	29,248
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Finance - Departmental</b>	<b>\$ 2,028,461</b>	<b>\$ 2,301,928</b>	<b>\$ 2,293,943</b>	<b>\$ 2,577,753</b>	<b>\$ 2,666,141</b>	<b>\$ 2,775,180</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Additional funds are requested to accommodate a new Accounting/Payroll position
- Funds are requested for additional accounting software needs and additional training

#### 2019

- No significant requests are included at this time

#### 2020

- No significant requests are included at this time

## 2018-2020 Balanced Financial Plan

## General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Police</b>						
Personnel	9,641,635	10,863,967	10,754,069	12,022,917	13,515,026	14,486,553
Services & Other	789,964	822,635	841,602	826,361	858,436	892,066
Supplies	545,062	730,057	724,382	714,985	745,499	713,542
Capital	20,985	-	-	-	-	-
Debt & Financing	102,661	102,661	102,661	-	-	-
Transfers Out	431,915	405,301	405,301	460,846	486,674	547,732
<b>Total Police</b>	<b>\$11,532,222</b>	<b>\$12,924,621</b>	<b>\$12,828,015</b>	<b>\$14,025,109</b>	<b>\$15,605,635</b>	<b>\$16,639,893</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Two Dispatchers, a Special Operations Sergeant, a Community Service Officer, a Public Information Officer and associated costs are requested. Requests also include a 1.6% increase to the Town's retirement contribution for sworn police officers

#### 2019

- One retail officer, a training officer, a detective, two patrol officers (COPPS), one co-responder position, two dispatchers and associated costs are requested

#### 2020

- One retail officer, one detective and associated costs are requested

## 2018-2020 Balanced Financial Plan

## General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Fire</b>						
Personnel	9,640,381	10,418,443	10,304,124	12,412,498	13,161,761	13,985,913
Services & Other	1,078,872	1,243,101	1,278,425	1,428,765	1,604,489	1,650,657
Supplies	465,593	648,983	653,180	856,917	686,296	699,468
Capital	16,940	-	-	-	-	-
Debt & Financing	210,139	210,141	210,141	-	-	-
Transfers Out	861,970	954,949	954,949	1,411,922	1,417,276	1,434,746
<b>Total Fire</b>	<b>\$12,273,895</b>	<b>\$13,475,617</b>	<b>\$13,400,819</b>	<b>\$16,110,102</b>	<b>\$16,869,822</b>	<b>\$17,770,784</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Twelve new personnel requested to begin in January and associated costs to staff the new Crystal Valley Fire Station are included for approximately \$2M
- Requested expenditures also include purchase of AEDs, equipment for reserve apparatus, special operations equipment and training, ongoing accreditation costs, costs related to the Colorado Firefighter Heart and Cancer Benefits Trust, purchase of cardiac monitors and powered stair chairs, and a transfer to the General Long-term Planning Fund for the planned purchase of SCBA equipment replacement in 2020

#### 2019

- One fire inspector position and associated costs is requested
- Requested expenditures also include funding for increased life safety division operating costs, ongoing accreditation costs, medical services costs for a department physician service, auto extrication equipment, continuation of costs related to the Colorado Firefighter Heart and Cancer Benefits Trust, and a transfer to the General Long-term Planning Fund for the planned purchase of SCBA equipment replacement in 2020

#### 2020

- One fire inspector position and associated costs is requested
- Requested expenditures include continuation of accreditation related costs, medical services for a department physician service, continuation of costs related to the Colorado Firefighter Heart and Cancer Benefits Trust, and a transfer to the General Long-term Planning Fund for the planned purchase of SCBA equipment replacement in 2020

## 2018-2020 Balanced Financial Plan

## General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Development Services</b>						
Personnel	400,051	538,085	475,575	526,218	550,513	575,953
Services & Other	38,765	74,915	76,303	68,574	85,096	86,906
Supplies	4,331	10,126	10,126	7,199	8,038	8,120
Capital	-	-	-	-	-	-
Transfers Out	2,647	32,925	32,925	7,125	7,125	7,125
<b>Total Development Services</b>	<b>\$ 445,794</b>	<b>\$ 656,051</b>	<b>\$ 594,929</b>	<b>\$ 609,116</b>	<b>\$ 650,772</b>	<b>\$ 678,104</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- No significant changes are included at this time

#### 2019

- Increased funding for Historic Preservation Grants is requested

#### 2020

- Continuation of increased funding for Historic Preservation Grants is requested

<b>Parks</b>						
Personnel	1,977,458	2,137,271	2,115,302	2,230,998	2,350,638	2,455,698
Services & Other	1,542,572	1,338,591	1,338,591	1,789,963	1,695,869	1,754,589
Supplies	378,001	340,362	340,362	347,524	342,662	337,499
Capital	-	-	-	5,000	5,100	5,202
Transfers Out	226,867	222,778	222,778	274,519	240,637	243,940
<b>Total Parks</b>	<b>\$ 4,124,898</b>	<b>\$ 4,039,002</b>	<b>\$ 4,017,033</b>	<b>\$ 4,648,004</b>	<b>\$ 4,634,906</b>	<b>\$ 4,796,928</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Reclassification of salary and benefits for a POST Partners Volunteer Coordinator
- Requested expenditures include increases to machinery and equipment for Vermeer Skid Steer, operating expenses for Festival Park, software maintenance, computer software, repairs and maintenance-grounds, travel and food and beverage for Gold Medal Award, and Misc Services for Rueter-Hess development
- Annual trail improvement funding relating to extending the East Plum Creek Trail to Crystal Valley Parkway
- Allocated \$50k for Parks Marketing initiatives in 2018

#### 2019

- Requested expenditures include increases in operating supplies for recycling containers and recycling services
- Annual trail improvement funding relating to extending the East Plum Creek Trail to Crystal Valley Parkway

#### 2020

- Requested expenditures include an increase to other professional services for rock scaling
- Annual trail improvement funding relating to extending the East Plum Creek Trail to Crystal Valley Parkway

# 2018-2020 Balanced Financial Plan

# General Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Finance Non-Departmental</b>						
Personnel	20,314	-	-	-	-	-
Services & Other	768,457	1,001,743	966,090	924,105	810,572	829,852
Supplies	15,104	320,651	320,651	135,000	135,000	135,000
Capital	12,492	-	-	-	-	-
Transfers Out	1,302,720	73,503	73,503	150,000	150,000	150,000
<b>Total Finance Non-Departmental</b>	<b>\$ 2,119,087</b>	<b>\$ 1,395,897</b>	<b>\$ 1,360,244</b>	<b>\$ 1,209,105</b>	<b>\$ 1,095,572</b>	<b>\$ 1,114,852</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Additional funds are requested for ongoing evaluation of internal control procedures
- Funds are requested to accommodate service level transparency software

#### 2019

- Additional funds are requested for ongoing evaluation of internal control procedures

#### 2020

- Additional funds are requested for ongoing evaluation of internal control procedures

### Downtown Projects

Personnel	-	-	-	-	-	-
Services & Other	4,340	-	-	-	-	-
Supplies	24,670	-	-	-	-	-
Capital	-	-	-	-	-	-
Transfers Out	457,158	-	-	-	-	-
<b>Total Downtown Projects</b>	<b>\$ 486,168</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018 - 2020

- This division is for the use of spending 2012-2014 Downtown Development Authority Tax Increment Financing funds (DDA TIF) - these funds are expected to be used in full in 2017 (Included in the 5 Year CIP section below), so no funds are included for use in this planning period

<b>Total Expenditures (Excluding One-Time)</b>	<b>\$40,893,063</b>	<b>\$44,298,190</b>	<b>\$43,820,391</b>	<b>\$49,154,199</b>	<b>\$51,973,686</b>	<b>\$54,649,125</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,953,559</b>	<b>\$ 2,693,618</b>	<b>\$ 4,052,551</b>	<b>\$ 2,451,854</b>	<b>\$ 773,680</b>	<b>\$ 320,670</b>
Interfund loan for Fire Station 152 Construction		\$ 3,000,000	\$ 3,000,000			
5 Year CIP (One-Time Expenditures)	338,462	4,810,048	4,810,048	2,291,000	365,064	692,754
<b>Contribution to or (Use of) Fund Balance</b>	<b>1,615,097</b>	<b>(5,116,430)</b>	<b>(3,757,497)</b>	<b>160,854</b>	<b>408,616</b>	<b>(372,084)</b>
<b>Ending Funds Available</b>	<b>\$18,362,061</b>	<b>\$13,245,631</b>	<b>\$14,604,564</b>	<b>\$14,765,418</b>	<b>\$15,174,034</b>	<b>\$14,801,950</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,891,626	1,974,408	2,058,429
Catastrophic Events Reserve				1,050,000	1,102,500	1,157,625
Capital Reserve				2,141,754	2,248,842	2,361,284
Opportunity/Economic Dev. Reserve				1,210,000	1,331,000	1,464,100
TABOR Reserve				1,981,611	1,937,017	1,943,730
<b>Total Reserves &amp; Internal Designations</b>				<b>8,574,991</b>	<b>8,893,767</b>	<b>9,285,168</b>
<b>Unobligated Reserves</b>				<b>\$ 6,190,427</b>	<b>\$ 6,280,267</b>	<b>\$ 5,516,782</b>

## 2018-2020 Balanced Financial Plan

## Economic Development Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	<b>\$ 2,670,491</b>	<b>\$ 4,287,087</b>	<b>\$ 4,287,087</b>	<b>\$ 3,813,342</b>	<b>\$ 3,272,307</b>	<b>\$ 1,942,819</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,710,379	\$ 1,436,067	\$ 721,727	\$ 821,458	\$ 441,696	\$ 1,258,134
Investment Earnings	32,459	42,906	39,015	58,763	46,371	31,977
Interfund Loan Revenue	-	-	307,270	309,045	309,045	-
<b>Total Revenues</b>	<b>\$ 1,742,838</b>	<b>\$ 1,478,973</b>	<b>\$ 1,068,012</b>	<b>\$ 1,189,266</b>	<b>\$ 797,112</b>	<b>\$ 1,290,111</b>
<b>Expenditures</b>						
Services & Other	\$ 126,242	\$ 1,715,379	\$ 641,757	\$ 1,730,301	\$ 2,126,600	\$ 2,132,930
Transfers Out	-	900,000	900,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 126,242</b>	<b>\$ 2,615,379</b>	<b>\$ 1,541,757</b>	<b>\$ 1,730,301</b>	<b>\$ 2,126,600</b>	<b>\$ 2,132,930</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>1,616,596</b>	<b>(1,136,406)</b>	<b>(473,745)</b>	<b>(541,035)</b>	<b>(1,329,488)</b>	<b>(842,819)</b>
<b>Ending Funds Available</b>	<b>\$ 4,287,087</b>	<b>\$ 3,150,681</b>	<b>\$ 3,813,342</b>	<b>\$ 3,272,307</b>	<b>\$ 1,942,819</b>	<b>\$ 1,100,000</b>
<b>Reserves &amp; Internal Designations</b>						
Future Incentive Obligation				2,000,000	1,500,000	1,000,000
Committed for Fund Purpose				1,272,307	442,819	100,000
<b>Total Reserves &amp; Internal Designations*</b>				<b>3,272,307</b>	<b>1,942,819</b>	<b>1,100,000</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Use Tax revenue is based on anticipated commercial development totaling 397,300 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority

#### 2019

- Use Tax revenue is based on anticipated commercial development totaling 165,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority
- Accommodation for half of the \$3 million Arapahoe Community College commitment is included in 2019

#### 2020

- Use Tax revenue is based on anticipated commercial development totaling 550,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority
- Accommodation for half of the \$3 million Arapahoe Community College commitment is included in 2020

# 2018-2020 Balanced Financial Plan

# Transportation Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	<b>\$ 4,393,333</b>	<b>\$ 5,264,249</b>	<b>\$ 5,264,249</b>	<b>\$ 5,745,648</b>	<b>\$ 5,100,749</b>	<b>\$ 3,018,440</b>
<b>Revenues</b>						
Taxes						
Use	\$ 2,558,823	\$ 2,234,089	\$ 2,355,218	\$ 2,500,187	\$ 1,895,237	\$ 1,673,707
Sales	12,148,474	13,099,443	13,385,161	14,214,140	14,971,373	15,739,510
Motor Vehicle	2,447,372	2,610,935	2,670,817	2,831,066	2,993,852	3,158,514
Intergovernmental	3,694,264	4,430,016	3,097,016	4,469,648	3,176,807	3,217,500
Charges for Service	9,860	3,000	6,690	7,000	7,000	7,000
Investment Earnings	17,077	20,135	21,996	27,321	20,767	12,991
Contributions & Donations	231,070	191,000	282,590	6,000	6,000	6,000
Debt & Financing Revenue	8,794,503	-	-	-	-	-
Other Revenue	100,598	1,200	2,274	1,200	1,200	1,200
<b>Total Revenues</b>	<b>\$30,002,041</b>	<b>\$22,589,818</b>	<b>\$21,821,762</b>	<b>\$24,056,562</b>	<b>\$23,072,236</b>	<b>\$23,816,422</b>
<b>Expenditures</b>						
Personnel	\$ 3,173,268	\$ 3,961,810	\$ 3,755,974	\$ 4,323,822	\$ 4,613,028	\$ 4,838,271
Services & Other	11,225,298	12,130,236	10,867,561	11,055,060	12,359,807	11,953,233
Supplies	614,651	676,415	677,619	643,898	606,600	608,638
Capital	31,598	69,955	69,955	32,000	-	-
Debt & Financing	10,281,485	296,700	296,700	395,700	880,775	902,325
Transfers Out	2,178,280	1,081,455	1,081,455	1,383,213	1,180,335	1,214,252
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$27,504,580</b>	<b>\$18,216,571</b>	<b>\$16,749,264</b>	<b>\$17,833,693</b>	<b>\$19,640,545</b>	<b>\$19,516,719</b>
<b>Net Change Excluding One-Time Capital</b>	<b>2,497,461</b>	<b>4,373,247</b>	<b>5,072,498</b>	<b>6,222,869</b>	<b>3,431,691</b>	<b>4,299,703</b>
5 Year CIP (One-Time Expenditures)	1,626,545	3,316,099	4,591,099	6,867,768	5,514,000	5,330,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>870,916</b>	<b>1,057,148</b>	<b>481,399</b>	<b>(644,899)</b>	<b>(2,082,309)</b>	<b>(1,030,297)</b>
<b>Ending Funds Available</b>	<b>\$ 5,264,249</b>	<b>\$ 6,321,397</b>	<b>\$ 5,745,648</b>	<b>\$ 5,100,749</b>	<b>\$ 3,018,440</b>	<b>\$ 1,988,143</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				319,663	311,092	314,151
Catastrophic Events Reserve				1,645,519	1,661,974	1,673,594
<b>Total Reserves &amp; Internal Designations</b>				<b>1,965,182</b>	<b>1,973,066</b>	<b>1,987,745</b>
<b>Unobligated Reserves</b>				<b>\$ 3,135,567</b>	<b>\$ 1,045,374</b>	<b>\$ 398</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Requests include \$6.9 million for the Pavement Maintenance Program, \$3.6 million for multiple street reconstructions, \$300,000 for an interchange feasibility study, \$120,000 for a downtown mobility study and \$146,000 for an additional CIP project inspector
- Significant capital project requests include \$500,000 for traffic signal system improvements and \$2.4 million for the reconstruction of Meadows Parkway (\$1.3 million federal grant reimbursement included in revenue)

### 2019

- Requests include \$8.7 million for the Pavement Maintenance Program and \$4.2 million for multiple street reconstructions
- Significant capital project requests include \$250,000 for traffic signal system improvements and \$800,000 for improvements in the historic Craig & Gould neighborhood

### 2020

- Requests include \$8.2 million for the Pavement Maintenance Program and \$1.7 million for multiple street reconstructions
- Significant capital project requests include \$250,000 for traffic signal system improvements and \$3.1 million for improvements in the historic Craig & Gould neighborhood



## 2018-2020 Balanced Financial Plan

## Conservation Trust Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 174,656	\$ 157,693	\$ 157,693	\$ 402,600	\$ 575,003	\$ 791,375
<b>Revenues</b>						
Licenses & Permits	\$ 122,589	\$ 150,000	\$ 150,000	\$ 154,500	\$ 159,135	\$ 163,909
Intergovernmental	1,149,614	417,497	417,497	856,672	860,889	865,418
Investment Earnings	1,087	4,244	4,244	3,487	4,922	6,554
Other Revenue	6	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,273,296</b>	<b>\$ 571,741</b>	<b>\$ 571,741</b>	<b>\$ 1,014,659</b>	<b>\$ 1,024,946</b>	<b>\$ 1,035,881</b>
<b>Expenditures</b>						
Personnel	\$ 58,345	\$ 85,334	\$ 85,334	\$ 89,756	\$ 94,074	\$ 98,737
Services & Other	162,764	-	-	45,000	7,000	7,000
Supplies	20,996	74,500	74,500	107,500	107,500	107,500
Capital	36,354	-	-	-	-	-
Transfers Out	962,100	-	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,240,559</b>	<b>\$ 159,834</b>	<b>\$ 159,834</b>	<b>\$ 242,256</b>	<b>\$ 208,574</b>	<b>\$ 213,237</b>
<b>Net Change Excluding One-Time Capital</b>	<b>32,737</b>	<b>411,907</b>	<b>411,907</b>	<b>772,403</b>	<b>816,372</b>	<b>822,644</b>
5 Year CIP (One-Time Expenditures)	49,700	167,000	167,000	600,000	600,000	600,000
<b>Ending Funds Available</b>	<b>\$ 157,693</b>	<b>\$ 402,600</b>	<b>\$ 402,600</b>	<b>\$ 575,003</b>	<b>\$ 791,375</b>	<b>\$ 1,014,019</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				575,003	791,375	1,014,019
<b>Total Reserves &amp; Internal Designations</b>				<b>575,003</b>	<b>791,375</b>	<b>1,014,019</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Requested expenditures include \$600,000 annually (Combined Douglas County Shareback and Colorado Lottery Distribution) through 2023 to complete design work, assessment, and capital improvements as necessary for each property as determined through the assessment process. Parks in the system that will be considered include but is not limited to: Mitchell Gulch, Plum Creek, Butterfield, Metzler Ranch, Paintbrush, Founders, Castle Highlands, Baldwin, Bison and Philip S. Miller parks.
- Requested expenditures include increases to repair and maintenance-ground for irrigation updates, and to operating supplies for Arbor Day Trees, POST Partners Program, playground fibar, site furniture and hazardous tree removal

#### 2019

- No significant changes are included at this time

#### 2020

- No significant changes are included at this time

# 2018-2020 Balanced Financial Plan

# Philip S. Miller Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 424,328	\$ 221,073	\$ 221,073	\$ 227,799	\$ 234,066	\$ 211,260
<b>Revenues</b>						
Charges for Service	\$ -	\$ -	\$ -	\$ 172,800	\$ 189,080	\$ 206,988
Investment Earnings	456	155	626	619	595	533
Contributions & Donations	275,000	275,000	270,000	270,000	270,000	270,000
Transfers In	-	-	-	178,420	150,000	150,000
Other Revenue	10	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 275,466</b>	<b>\$ 275,155</b>	<b>\$ 270,626</b>	<b>\$ 621,839</b>	<b>\$ 609,675</b>	<b>\$ 627,521</b>
<b>Expenditures</b>						
Personnel	\$ 26,551	\$ -	\$ -	\$ 106,578	\$ 111,017	\$ 115,628
Services & Other	251,000	265,900	263,900	496,891	508,998	521,468
Supplies	1,170	-	-	12,103	12,466	12,840
Transfers Out	200,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 478,721</b>	<b>\$ 265,900</b>	<b>\$ 263,900</b>	<b>\$ 615,572</b>	<b>\$ 632,481</b>	<b>\$ 649,936</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>(203,255)</b>	<b>9,255</b>	<b>6,726</b>	<b>6,267</b>	<b>(22,806)</b>	<b>(22,415)</b>
<b>Ending Funds Available</b>	<b>\$ 221,073</b>	<b>\$ 230,328</b>	<b>\$ 227,799</b>	<b>\$ 234,066</b>	<b>\$ 211,260</b>	<b>\$ 188,845</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				234,066	211,260	188,845
<b>Total Reserves &amp; Internal Designations</b>				<b>234,066</b>	<b>211,260</b>	<b>188,845</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Requested service contract amounts are included, however actual amounts will be approved by Town Council
- Special Events funding is requested to be transferred to the Philip S. Miller Trust Fund beginning in 2018. A transfer in of projected available funds from the Special Events Fund and funding from the General Fund is requested

### 2019

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council
- Special Events funding continues in the Philip S. Miller Trust Fund in 2019. A transfer in from the General Fund is requested in support of Special Event activities

### 2020

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council
- Special Events funding continues in the Philip S. Miller Trust Fund in 2020. A transfer in from the General Fund is requested in support of Special Event activities

# 2018-2020 Balanced Financial Plan

# Public Art Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 40,131	\$ 61,157	\$ 61,157	\$ 61,557	\$ 30,881	\$ 29,073
<b>Revenues</b>						
Investment Earnings	\$ 385	\$ 265	\$ 400	\$ 374	\$ 242	\$ 228
Contributions & Donations	25,000	25,000	25,000	25,000	25,000	25,000
<b>Total Revenues</b>	\$ 25,385	\$ 25,265	\$ 25,400	\$ 25,374	\$ 25,242	\$ 25,228
<b>Expenditures</b>						
Services & Other	\$ 4,359	\$ 25,000	\$ 25,000	\$ 56,050	\$ 27,050	\$ 27,050
<b>Total Expenditures</b>	\$ 4,359	\$ 25,000	\$ 25,000	\$ 56,050	\$ 27,050	\$ 27,050
<b>Contribution to or (Use of) Fund Balance</b>	<b>21,026</b>	<b>265</b>	<b>400</b>	<b>(30,676)</b>	<b>(1,808)</b>	<b>(1,822)</b>
<b>Ending Funds Available</b>	\$ 61,157	\$ 61,422	\$ 61,557	\$ 30,881	\$ 29,073	\$ 27,251
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				30,881	29,073	27,251
<b>Total Reserves &amp; Internal Designations</b>				<b>30,881</b>	<b>29,073</b>	<b>27,251</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Funds are included for annual public art initiatives including the annual Art Encounters project and a one-time public art project at Philip S. Miller Park that will utilize accumulated fund balance

### 2019

- Funds are included for annual public art initiatives including the annual Art Encounters project and public art projects in Downtown Castle Rock

### 2020

- Funds are included for annual public art initiatives including the annual Art Encounters project and public art projects in Downtown Castle Rock

# 2018-2020 Balanced Financial Plan

# Police Forfeiture Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 24,253	\$ 521	\$ 521	\$ 667	\$ 791	\$ 917
<b>Revenues</b>						
Intergovernmental	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Investment Earnings	96	8	146	124	126	130
<b>Total Revenues</b>	\$ 96	\$ 5,008	\$ 146	\$ 124	\$ 126	\$ 130
<b>Expenditures</b>						
Supplies	\$ 23,828	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	\$ 23,828	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Contribution to or (Use of) Fund Balance</b>	<b>(23,732)</b>	<b>5,008</b>	<b>146</b>	<b>124</b>	<b>126</b>	<b>130</b>
<b>Ending Funds Available</b>	\$ 521	\$ 5,529	\$ 667	\$ 791	\$ 917	\$ 1,047
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				791	917	1,047
<b>Total Reserves &amp; Internal Designations</b>				<b>791</b>	<b>917</b>	<b>1,047</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- The Police Forfeiture Fund is a Special Revenue Fund that accounts for funds received and expended as the result of State or Federal cooperative efforts. Expenditures occur only if revenues are received. Due to the unpredictable nature of revenue, no expenditures are requested in 2018

### 2019

- No significant changes are included at this time

### 2020

- No significant changes are included at this time

# 2018-2020 Balanced Financial Plan

# DDA TIF Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 963,810	\$ 1,655,964	\$ 1,655,964	\$ 753,223	\$ 324,255	\$ 317,289
<b>Revenues</b>						
Taxes						
Property	\$ 8,375	\$ 50,000	\$ 50,000	\$ 160,000	\$ 180,000	\$ 180,000
Sales	1,242,670	1,291,016	1,224,497	1,307,389	1,423,097	1,542,275
Investment Earnings	-	206	206	3,471	2,067	2,765
Transfers In	450,000	900,000	900,000	-	-	-
Other Revenue	2,500,000	9,000	9,000	9,000	9,000	78,695
<b>Total Revenues</b>	<b>\$ 4,201,045</b>	<b>\$ 2,250,222</b>	<b>\$ 2,183,703</b>	<b>\$ 1,479,860</b>	<b>\$ 1,614,164</b>	<b>\$ 1,803,735</b>
<b>Expenditures</b>						
Services & Other	\$ 30,775	\$ 958,512	\$ 1,217,026	\$ 700,928	\$ 808,928	\$ 808,928
Supplies	2,250	-	2,500	-	-	-
Capital	-	1,828,395	1,073,216	433,494	273,676	546,988
Debt & Financing	30,340	299,537	256,357	235,286	229,481	223,947
Interfund Loan	-	-	537,345	539,120	309,045	-
Transfers Out	3,445,526	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 3,508,891</b>	<b>\$ 3,086,444</b>	<b>\$ 3,086,444</b>	<b>\$ 1,908,828</b>	<b>\$ 1,621,130</b>	<b>\$ 1,579,863</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>692,154</b>	<b>(836,222)</b>	<b>(902,741)</b>	<b>(428,968)</b>	<b>(6,966)</b>	<b>223,872</b>
<b>Ending Funds Available</b>	<b>\$ 1,655,964</b>	<b>\$ 819,742</b>	<b>\$ 753,223</b>	<b>\$ 324,255</b>	<b>\$ 317,289</b>	<b>\$ 541,161</b>
<b>Reserves &amp; Internal Designations</b>						
Debt Service Reserve				324,255	317,289	541,161
<b>Total Reserves &amp; Internal Designations</b>				<b>324,255</b>	<b>317,289</b>	<b>541,161</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Capital expenditures are estimated for purposes of budget appropriation and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

### 2019

- Capital expenditures are estimated for purposes of budget appropriation and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

### 2020

- Capital expenditures are estimated for purposes of budget appropriation and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

# 2018-2020 Balanced Financial Plan

# Special Events Fund

Category	2016 Audited Actual	2017 Amended Budget	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
<b>Beginning Funds Available</b>	\$ -	\$ 117,978	\$ 117,978	\$ 28,420	\$ -	\$ -
<b>Revenues</b>						
Charges for Service	\$ 113,240	\$ 370,875	\$ 158,000	\$ -	\$ -	\$ -
Investment Earnings	-	1,707	-	-	-	-
Transfers In	200,000	-	73,500	-	-	-
Other Revenue	175	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 313,415</b>	<b>\$ 372,582</b>	<b>\$ 231,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
Personnel	\$ -	\$ 70,189	\$ 86,928	\$ -	\$ -	\$ -
Services & Other	184,660	201,815	222,380	-	-	-
Supplies	10,777	65,300	11,750	-	-	-
Transfers Out	-	-	-	28,420	-	-
<b>Total Expenditures</b>	<b>\$ 195,437</b>	<b>\$ 337,304</b>	<b>\$ 321,058</b>	<b>\$ 28,420</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>117,978</b>	<b>35,278</b>	<b>(89,558)</b>	<b>(28,420)</b>	<b>-</b>	<b>-</b>
<b>Ending Funds Available</b>	<b>117,978</b>	<b>153,256</b>	<b>28,420</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				-	-	-
<b>Total Reserves &amp; Internal Designations</b>				<b>-</b>	<b>-</b>	<b>-</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 201-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- The Special Events Fund functions are requested to be transitioned to the Philip S. Miller Trust Fund in 2018. Accordingly, a transfer out is included to reallocate remaining funds to the Philip S. Miller Trust Fund for ongoing support of the Special Events Division

### 2019

- Special Events Division activity will occur in the Philip S. Miller Trust Fund in 2019

### 2020

- Special Events Division activity will occur in the Philip S. Miller Trust Fund in 2020

## 2018-2020 Balanced Financial Plan      Parks and Recreation Capital Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	\$ 1,379,146	\$ 7,592,812	\$ 7,592,812	\$ 915,921	\$ 1,245,408	\$ 2,481,444
<b>Revenues</b>						
Investment Earnings	\$ 17,849	\$ 9,351	\$ 9,351	\$ 3,536	\$ 6,087	\$ 10,076
Impact Fees	2,938,505	2,379,800	2,383,065	3,941,813	2,742,262	2,221,300
Contributions & Donations	20,000	20,000	20,000	20,000	20,000	-
Transfers In	6,240,504	9,861	9,861	-	-	-
Other Revenue	29	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 9,216,887</b>	<b>\$ 2,419,012</b>	<b>\$ 2,422,277</b>	<b>\$ 3,965,349</b>	<b>\$ 2,768,349</b>	<b>\$ 2,231,376</b>
<b>Expenditures</b>						
Services & Other	\$ 16,814	\$ -	\$ -	\$ 207,000	\$ 109,750	\$ 109,750
Supplies	4,435	-	-	-	-	-
Debt & Financing	711,963	709,963	709,963	707,862	712,063	710,813
Interfund Loan	742,000	731,500	731,500	721,000	710,500	-
Transfers Out	-	1,470,000	1,470,000	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,475,212</b>	<b>\$ 2,911,463</b>	<b>\$ 2,911,463</b>	<b>\$ 1,635,862</b>	<b>\$ 1,532,313</b>	<b>\$ 820,563</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 7,741,675</b>	<b>\$ (492,451)</b>	<b>\$ (489,186)</b>	<b>\$ 2,329,487</b>	<b>\$ 1,236,036</b>	<b>\$ 1,410,813</b>
5 Year CIP (One-Time Expenditures)	1,528,009	6,187,705	6,187,705	2,000,000	-	200,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>6,213,666</b>	<b>(6,680,156)</b>	<b>(6,676,891)</b>	<b>329,487</b>	<b>1,236,036</b>	<b>1,210,813</b>
<b>Ending Funds Available</b>	<b>\$ 7,592,812</b>	<b>\$ 912,656</b>	<b>\$ 915,921</b>	<b>\$ 1,245,408</b>	<b>\$ 2,481,444</b>	<b>\$ 3,692,257</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,245,408	2,481,444	3,692,257
<b>Total Reserves &amp; Internal Designations</b>				<b>1,245,408</b>	<b>2,481,444</b>	<b>3,692,257</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Impact fees are projected using 700 new single family and 634 multi family units
- Capital funding is requested for the construction of a new neighborhood park
- Includes repayment of loan for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park
- Includes repayment of interfund loan to the General Fund for the Construction of the Philip S. Miller Park Amenities

#### 2019

- Impact fees are projected using 600 new single family and 210 multi family units
- Includes repayment of loan for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park
- Includes repayment of interfund loan to the General Fund for the Construction of the Philip S. Miller Park Amenities

#### 2020

- Impact fees are projected using 600 new single family and 0 multi family units
- Capital funding is requested for the design of a new neighborhood park
- Includes repayment of loan for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park

## 2018-2020 Balanced Financial Plan

## Facilities Capital Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 1,244,324	\$ 1,557,159	\$ 1,557,159	\$ 155,745	\$ 632,942	\$ 957,104
<b>Revenues</b>						
Investment Earnings	\$ 6,311	\$ 5,382	\$ 5,382	\$ 2,647	\$ 5,333	\$ 7,344
Impact Fees	390,984	321,142	312,115	499,724	342,201	293,249
Transfers In	-	2,611,455	2,611,455	-	-	-
Interfund Loan Revenue	7,246	26,809	26,809	26,808	26,809	26,809
<b>Total Revenues</b>	<b>\$ 404,541</b>	<b>\$ 2,964,788</b>	<b>\$ 2,955,761</b>	<b>\$ 529,179</b>	<b>\$ 374,343</b>	<b>\$ 327,402</b>
<b>Expenditures</b>						
Services & Other	\$ 91,706	\$ 106,887	\$ 106,887	\$ -	\$ -	\$ -
Interfund Loan	-	-	-	51,982	50,181	50,181
Transfers Out	-	497,378	497,378	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 91,706</b>	<b>\$ 604,265</b>	<b>\$ 604,265</b>	<b>\$ 51,982</b>	<b>\$ 50,181</b>	<b>\$ 50,181</b>
<b>Net Change Excluding One-Time Capital</b>	<b>312,835</b>	<b>2,360,523</b>	<b>2,351,496</b>	<b>477,197</b>	<b>324,162</b>	<b>277,221</b>
5 Year CIP (One-Time Expenditures)	-	3,752,910	3,752,910	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>312,835</b>	<b>(1,392,387)</b>	<b>(1,401,414)</b>	<b>477,197</b>	<b>324,162</b>	<b>277,221</b>
<b>Ending Funds Available</b>	<b>\$ 1,557,159</b>	<b>\$ 164,772</b>	<b>\$ 155,745</b>	<b>\$ 632,942</b>	<b>\$ 957,104</b>	<b>\$ 1,234,325</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				632,942	957,104	1,234,325
<b>Total Reserves &amp; Internal Designations</b>				<b>632,942</b>	<b>957,104</b>	<b>1,234,325</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Impact fees are projected using 700 new single family and 634 multi family units
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel

#### 2019

- Impact fees are projected using 600 new single family and 210 multi family units
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel

#### 2020

- Impact fees are projected using 600 new single family and 0 multi family units
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel



# 2018-2020 Balanced Financial Plan

# Fire Capital Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	\$ 2,919,725	\$ 3,348,931	\$ 3,348,931	\$ 294,786	\$ 249,005	\$ 422,545
<b>Revenues</b>						
Investment Earnings	\$ 13,971	\$ 12,237	\$ 14,806	\$ 2,032	\$ 2,502	\$ 3,824
Impact Fees	682,469	553,282	529,504	1,032,734	720,876	676,902
Transfers In	-	3,000,000	3,000,000	-	-	-
<b>Total Revenues</b>	\$ 696,440	\$ 3,565,519	\$ 3,544,310	\$ 1,034,766	\$ 723,378	\$ 680,726
<b>Expenditures</b>						
Services & Other	\$ 56,080	\$ 60,175	\$ 60,175	\$ 12,000	\$ -	\$ -
Supplies	-	-	-	289,282	-	-
Capital	-	-	-	-	-	-
Interfund Loan	-	-	-	429,265	425,665	425,666
Transfers Out	55,793	1,501,981	1,501,981	-	49,173	50,648
<b>Total Expenditures (Excluding One-Time)</b>	\$ 111,873	\$ 1,562,156	\$ 1,562,156	\$ 730,547	\$ 474,838	\$ 476,314
<b>Net Change Excluding One-Time Capital</b>	<b>584,567</b>	<b>2,003,363</b>	<b>1,982,154</b>	<b>304,219</b>	<b>248,540</b>	<b>204,412</b>
5 Year CIP (One-Time Expenditures)	\$ 155,361	\$ 5,036,299	\$ 5,036,299	\$ 350,000	\$ 75,000	\$ 20,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>429,206</b>	<b>(3,032,936)</b>	<b>(3,054,145)</b>	<b>(45,781)</b>	<b>173,540</b>	<b>184,412</b>
<b>Ending Funds Available</b>	<b>\$ 3,348,931</b>	<b>\$ 315,995</b>	<b>\$ 294,786</b>	<b>\$ 249,005</b>	<b>\$ 422,545</b>	<b>\$ 606,957</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				249,005	422,545	606,957
<b>Total Reserves &amp; Internal Designations</b>				<b>249,005</b>	<b>422,545</b>	<b>606,957</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Impact fees are projected using 700 new single family, 634 multi-family units, and 397,300 square feet of commercial development
- Apparatus equipment, furnishings, radios, fitness and office equipment associated with the new Crystal Valley Fire Station are included in 2018 as proposed. Requested expenditures include the planned utilization of existing fund balance to accommodate one-time expenditures for the Crystal Valley Fire Station
- Interfund loan payments to the General Fund are requested related to the construction of the new Crystal Valley Fire Station anticipated to open in the summer of 2018 and the purchase of a Public Safety Training Facility approved in 2017

### 2019

- Impact fees are projected using 600 new single family, 210 multi-family units, and 165,000 square feet of commercial development
- Continuation of interfund loan payments to the General Fund are included
- A vehicle purchase is planned related to the requested addition of one Fire Inspector position in 2019

### 2020

- Impact fees are projected using 600 new single family and 550,000 square feet of commercial development
- Continuation of interfund loan payments to the General Fund are included
- A vehicle purchase is planned related to the requested addition of one Fire Inspector position in 2020

# 2018-2020 Balanced Financial Plan

# Police Capital Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 211,786	\$ 118,491	\$ 118,491	\$ 216,956	\$ 388,760	\$ 231,979
<b>Revenues</b>						
Investment Earnings	\$ 1,302	\$ 616	\$ 1,332	\$ 4,441	\$ 4,496	\$ 3,492
Impact Fees	348,862	284,895	263,361	461,306	314,469	273,797
Other Revenue	18	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 350,182</b>	<b>\$ 285,511</b>	<b>\$ 264,693</b>	<b>\$ 465,747</b>	<b>\$ 318,965</b>	<b>\$ 277,289</b>
<b>Expenditures</b>						
Services & Other	\$ 22,572	\$ 20,895	\$ 20,895	\$ -	\$ -	\$ -
Interfund Loan	67,420	86,983	86,983	190,943	187,346	187,346
Transfers Out	157,685	58,350	58,350	103,000	288,400	62,593
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 247,677</b>	<b>\$ 166,228</b>	<b>\$ 166,228</b>	<b>\$ 293,943</b>	<b>\$ 475,746</b>	<b>\$ 249,939</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 102,505</b>	<b>\$ 119,283</b>	<b>\$ 98,465</b>	<b>\$ 171,804</b>	<b>\$ (156,781)</b>	<b>\$ 27,350</b>
5 Year CIP (One-Time Expenditures)	195,800	-	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(93,295)</b>	<b>119,283</b>	<b>98,465</b>	<b>171,804</b>	<b>(156,781)</b>	<b>27,350</b>
<b>Ending Funds Available</b>	<b>\$ 118,491</b>	<b>\$ 237,774</b>	<b>\$ 216,956</b>	<b>\$ 388,760</b>	<b>\$ 231,979</b>	<b>\$ 259,329</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				388,760	231,979	259,329
<b>Total Reserves &amp; Internal Designations</b>				<b>388,760</b>	<b>231,979</b>	<b>259,329</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Impact fees are projected using 700 new single family, 634 multi-family units, and 397,300 square feet of commercial development
- Interfund loan payments to the General Fund increase related to the purchase of a Public Safety Training Facility approved in 2017
- Vehicle purchases associated with new positions are requested

### 2019

- Impact fees are projected using 600 new single family, 210 multi-family units, and 165,000 square feet of commercial development
- Interfund loan payments and vehicle purchases associated with new positions are requested.
- Requested expenditures included the planned utilization of existing fund balance to accommodate one-time capital expenditures associated with vehicle purchases

### 2020

- Impact fees are projected using 600 new single family and 550,000 square feet of commercial development
- Interfund loan payments and vehicle purchases associated with new positions are requested

# 2018-2020 Balanced Financial Plan

# Transportation Capital Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	<b>\$14,784,596</b>	<b>\$ 5,021,489</b>	<b>\$ 5,021,489</b>	<b>\$ 3,306,874</b>	<b>\$ 1,449,375</b>	<b>\$ 2,745,904</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,912,655	\$ 1,672,548	\$ 2,122,876	\$ 2,253,544	\$ 1,708,273	\$ 1,508,597
Intergovernmental	-	269,000	269,000	1,447,000	-	-
Investment Earnings	116,460	22,377	22,377	82,362	70,019	116,044
Impact Fees	3,246,878	3,052,349	2,937,990	6,712,613	4,729,150	4,460,065
Contributions & Donations	578,344	577,333	827,333	2,459,333	-	-
Transfers In	1,143,555	423,517	423,517	200,000	-	-
Other Revenue	114	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 6,998,006</b>	<b>\$ 6,017,124</b>	<b>\$ 6,603,093</b>	<b>\$13,154,852</b>	<b>\$ 6,507,442</b>	<b>\$ 6,084,706</b>
<b>Expenditures</b>						
Personnel	\$ 115,938	\$ -	\$ 49,423	\$ -	\$ -	\$ -
Services & Other	35,040	-	-	-	-	-
Supplies	7,594	-	-	-	-	-
Debt & Financing	872,088	1,353,150	1,353,450	1,350,838	1,352,163	1,352,063
Interfund Loan	1,052,500	2,537,500	2,537,500	-	-	-
Transfers Out	-	176,968	176,968	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,083,160</b>	<b>\$ 4,067,618</b>	<b>\$ 4,117,341</b>	<b>\$ 1,350,838</b>	<b>\$ 1,352,163</b>	<b>\$ 1,352,063</b>
<b>Net Change Excluding One-Time Capital</b>	<b>4,914,846</b>	<b>1,949,506</b>	<b>2,485,752</b>	<b>11,804,014</b>	<b>5,155,279</b>	<b>4,732,643</b>
5 Year CIP (One-Time Expenditures)	14,677,953	5,818,494	4,200,367	13,661,513	3,858,750	3,225,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(9,763,107)</b>	<b>(3,868,988)</b>	<b>(1,714,615)</b>	<b>(1,857,499)</b>	<b>1,296,529</b>	<b>1,507,643</b>
<b>Ending Funds Available</b>	<b>\$ 5,021,489</b>	<b>\$ 1,152,501</b>	<b>\$ 3,306,874</b>	<b>\$ 1,449,375</b>	<b>\$ 2,745,904</b>	<b>\$ 4,253,547</b>
<b>Reserves &amp; Internal Designations*</b>						
Committed for Fund Purpose				199,375	745,904	1,503,547
Capital Reserve				1,250,000	2,000,000	2,750,000
<b>Total Reserves &amp; Internal Designations</b>				<b>1,449,375</b>	<b>2,745,904</b>	<b>4,253,547</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Five Year CIP requested projects include \$3.9 million for construction of the Service Center expansion, \$4.2 million for construction of improvements to Founders Parkway and Allen Way, \$3.4 million for construction of improvements at Founders Parkway and Crowfoot Valley Road and \$1.1 million for construction of a roundabout at Plum Creek Parkway and Wolfensberger Road
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included in 2018

### 2019

- Five Year CIP requested projects include \$1 million for construction of a roundabout at Plum Creek Parkway and Gilbert Street, \$2.4 million for a partial widening of Plum Creek Parkway east of Gilbert Street and \$393,750 for design of widening Plum Creek Parkway west of I-25
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included in 2019

### 2020

- Five Year CIP requested projects include \$2.4 million for widening Plum Creek Parkway west of I-25 and \$537,500 for design of widening 5th Street
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included in 2020

\* Capital Reserve Includes accumulation of funds for the North Meadows Drive Widening (\$250,000/year) and Crystal Valley Interchange (\$500,000/year)

## 2018-2020 Balanced Financial Plan      General Long Term Planning Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	\$ 1,907,442	\$ 1,598,425	\$ 1,598,425	\$ 706,067	\$ 1,552,259	\$ 2,276,128
<b>Revenues</b>						
Taxes						
Use	\$ 1,489,282	\$ 1,302,029	\$ 1,647,809	\$ 1,749,235	\$ 1,325,987	\$ 1,170,996
Investment Earnings	10,772	3,810	4,388	9,801	14,542	13,846
Transfers In	-	-	-	308,700	308,700	308,700
Other Revenue	560	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,500,614</b>	<b>\$ 1,305,839</b>	<b>\$ 1,652,197</b>	<b>\$ 2,067,736</b>	<b>\$ 1,649,229</b>	<b>\$ 1,493,542</b>
<b>Expenditures</b>						
Services & Other	\$ 610,606	\$ 520,000	\$ 530,085	\$ 721,825	\$ 573,500	\$ 346,325
Supplies	265,008	113,100	113,100	339,719	135,860	149,203
Capital	52,685	-	-	-	-	-
Transfers Out	500,000	1,141,455	1,141,455	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,428,299</b>	<b>\$ 1,774,555</b>	<b>\$ 1,784,640</b>	<b>\$ 1,061,544</b>	<b>\$ 709,360</b>	<b>\$ 495,528</b>
<b>Net Change Excluding One-Time Capital</b>	<b>72,315</b>	<b>(468,716)</b>	<b>(132,443)</b>	<b>1,006,192</b>	<b>939,869</b>	<b>998,014</b>
5 Year CIP (One-Time Expenditures)	381,332	770,000	759,915	160,000	216,000	1,221,100
<b>Contribution to or (Use of) Fund Balance</b>	<b>(309,017)</b>	<b>(1,238,716)</b>	<b>(892,358)</b>	<b>846,192</b>	<b>723,869</b>	<b>(223,086)</b>
<b>Ending Funds Available</b>	<b>\$ 1,598,425</b>	<b>\$ 359,709</b>	<b>\$ 706,067</b>	<b>\$ 1,552,259</b>	<b>\$ 2,276,128</b>	<b>\$ 2,053,042</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,552,259	2,276,128	2,053,042
<b>Total Reserves &amp; Internal Designations</b>				<b>1,552,259</b>	<b>2,276,128</b>	<b>2,053,042</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Use Tax revenue is projected using 700 new single family and 634 multi family units
- Requested expenditures include increases for repair and maintenance-buildings for Station 154, equipment for the phone system, and operating supplies
- Capital funding is requested for synthetic turf replacement, and Non-capital funding for parking lot improvements and concrete site improvements

#### 2019

- Use Tax revenue is projected using 600 new single family and 210 multi family units
- Capital funding is requested for synthetic turf replacement, and non-capital funding for parking lot improvements and concrete site improvements

#### 2020

- Use Tax revenue is projected using 600 new single family and 0 multi family units
- Capital funding is requested for synthetic turf replacement, and Non-capital funding for parking lot improvements and concrete site improvements
- Includes a transfer in from the General Fund Fire for the planned purchase of SCBA equipment replacement

# 2018-2020 Balanced Financial Plan

# Water Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	<b>\$19,762,952</b>	<b>\$24,504,642</b>	<b>\$24,504,642</b>	<b>\$12,435,771</b>	<b>\$12,371,744</b>	<b>\$15,097,356</b>
<b>Revenues</b>						
Intergovernmental	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 150,000	\$ 150,000
Charges for Service	13,679,726	14,114,336	13,573,490	14,160,843	14,709,759	15,177,205
Fines & Forfeitures	365,883	379,500	367,356	369,700	371,700	373,700
Investment Earnings	87,241	105,885	100,205	119,635	112,075	112,075
System Development Fees	2,411,793	2,825,581	2,676,359	2,746,300	2,798,800	3,047,400
Contributions & Donations	30,415	-	30,000	30,000	30,000	30,000
Transfers In	12,536	-	-	-	-	-
Interfund Loan Revenue	1,072,750	2,557,750	2,557,750	695,250	685,125	-
Other Revenue	214,151	72,550	189,989	193,160	194,671	196,228
<b>Total Revenues</b>	<b>\$17,974,495</b>	<b>\$20,155,602</b>	<b>\$19,595,149</b>	<b>\$18,439,888</b>	<b>\$19,052,130</b>	<b>\$19,086,608</b>
<b>Expenditures</b>						
Personnel	\$ 2,788,765	\$ 2,944,848	\$ 2,998,074	\$ 3,167,902	\$ 3,350,560	\$ 3,643,737
Services & Other	4,617,189	5,233,441	4,623,199	5,302,611	5,554,428	5,884,293
Supplies	1,099,898	1,220,833	1,228,922	1,321,297	1,294,976	1,291,884
Capital	310,560	626,742	195,701	226,482	281,532	811,602
Debt & Financing	1,733,271	1,740,767	1,740,767	1,746,879	1,752,251	1,734,394
Transfers Out	1,346,970	1,728,809	1,714,089	1,870,744	1,818,771	1,950,432
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$11,896,653</b>	<b>\$13,495,440</b>	<b>\$12,500,752</b>	<b>\$13,635,915</b>	<b>\$14,052,518</b>	<b>\$15,316,342</b>
<b>Net Change Excluding One-Time Capital</b>	<b>6,077,842</b>	<b>6,660,162</b>	<b>7,094,397</b>	<b>4,803,973</b>	<b>4,999,612</b>	<b>3,770,266</b>
5 Year CIP (One-Time Expenditures)	1,336,152	18,386,618	19,163,268	4,868,000	2,274,000	7,653,973
<b>Contribution to or (Use of) Fund Balance</b>	<b>4,741,690</b>	<b>(11,726,456)</b>	<b>(12,068,871)</b>	<b>(64,027)</b>	<b>2,725,612</b>	<b>(3,883,707)</b>
<b>Ending Funds Available</b>	<b>\$24,504,642</b>	<b>\$12,778,186</b>	<b>\$12,435,771</b>	<b>\$12,371,744</b>	<b>\$15,097,356</b>	<b>\$11,213,649</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				1,631,968	1,699,994	1,803,319
Catastrophic Events Reserve				5,346,135	5,533,250	5,726,913
Revenue Stabilization Reserve				1,590,000	1,685,400	1,786,524
Capital Reserve				2,803,641	5,178,712	896,893
Committed for Fund Purpose				1,000,000	1,000,000	1,000,000
<b>Total Reserves &amp; Internal Designations</b>				<b>12,371,744</b>	<b>15,097,356</b>	<b>11,213,649</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Significant capital project requests include \$3 million for new water supply wells, \$953,000 for waterline rehabilitation, \$460,000 for pumping and distribution system upgrades and \$460,000 for water storage tank projects

### 2019

- Significant capital project requests include \$1 million for new water supply wells, \$850,000 for pumping and distribution system upgrades and \$624,000 for waterline rehabilitation work

### 2020

- Significant capital project requests include \$3 million for new water supply wells, \$3.5 million for water storage tank projects, \$938,000 for waterline rehabilitation, \$480,000 for infrastructure improvements in the Craig and Gould neighborhood

## 2018-2020 Balanced Financial Plan

## Water Resources Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	<b>\$91,940,477</b>	<b>\$88,185,948</b>	<b>\$88,185,948</b>	<b>\$40,391,157</b>	<b>\$ 8,896,791</b>	<b>\$21,030,024</b>
<b>Revenues</b>						
Charges for Service	\$ 7,949,233	\$ 8,676,054	\$ 8,090,465	\$ 8,701,060	\$ 9,329,384	\$ 9,986,690
Fines & Forfeitures	57,337	51,500	5,832	6,000	6,000	6,000
Investment Earnings	464,188	235,257	523,586	523,586	523,586	523,586
System Development Fees	13,516,309	15,401,681	15,595,933	16,289,876	16,746,086	17,214,845
Transfers In	1,150,869	1,528,166	1,509,699	1,484,575	1,572,576	1,702,744
Debt & Financing Revenue	60,304,272	-	-	-	-	-
Other Revenue	131,350	129,240	131,412	130,202	4,397,952	1,202
<b>Total Revenues</b>	<b>\$83,573,558</b>	<b>\$26,021,898</b>	<b>\$25,856,927</b>	<b>\$27,135,299</b>	<b>\$32,575,584</b>	<b>\$29,435,067</b>
<b>Expenditures</b>						
Personnel	\$ 1,590,362	\$ 1,892,788	\$ 1,776,544	\$ 2,180,587	\$ 2,319,127	\$ 2,486,381
Services & Other	1,374,489	3,223,875	3,154,038	5,490,035	6,180,327	6,584,873
Supplies	311,869	326,722	345,161	357,116	360,375	365,175
Capital	2,232	36,405	30,705	36,521	36,639	36,749
Debt & Financing	69,311,961	4,269,928	4,270,041	4,265,747	4,288,247	4,315,247
Transfers Out	4,583	4,707	4,704	4,951	4,951	4,951
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$72,595,496</b>	<b>\$ 9,754,425</b>	<b>\$ 9,581,193</b>	<b>\$12,334,957</b>	<b>\$13,189,666</b>	<b>\$13,793,376</b>
<b>Net Change Excluding One-Time Capital</b>	<b>10,978,062</b>	<b>16,267,473</b>	<b>16,275,734</b>	<b>14,800,342</b>	<b>19,385,918</b>	<b>15,641,691</b>
5 Year CIP (One-Time Expenditures)	14,732,591	71,242,545	64,070,525	46,294,708	7,252,685	8,947,902
<b>Contribution to or (Use of) Fund Balance</b>	<b>(3,754,529)</b>	<b>(54,975,072)</b>	<b>(47,794,791)</b>	<b>(31,494,366)</b>	<b>12,133,233</b>	<b>6,693,789</b>
<b>Ending Funds Available</b>	<b>\$88,185,948</b>	<b>\$33,210,876</b>	<b>\$40,391,157</b>	<b>\$ 8,896,791</b>	<b>\$21,030,024</b>	<b>\$27,723,813</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				1,337,956	1,476,638	1,572,738
Catastrophic Events Reserve				2,429,715	2,514,755	2,602,771
Capital Reserve				4,629,120	16,538,631	23,048,304
Committed for Fund Purpose				500,000	500,000	500,000
<b>Total Reserves &amp; Internal Designations</b>				<b>8,896,791</b>	<b>21,030,024</b>	<b>27,723,813</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Significant capital project requests include \$18.6 million for the Plum Creek diversion and well fields, \$17.6 million for capacity expansion at Plum Creek Water Purification Facility, \$5.5 million for future pipelines and pump stations, \$3 million for the Alternative Source of Supply project and \$899,805 for Chatfield Reallocation

#### 2019

- Significant capital project requests include \$3.6 million for the WISE project, \$2.6 million for the Alternative Source of Supply project and \$906,018 for Chatfield Reallocation

#### 2020

- Significant capital project requests include \$4 million for the WISE project, \$2.6 million for the Alternative Source of Supply project, \$1.6 million for Chatfield Reallocation and \$500,000 for Aquifer Storage and Recovery Pilot Program

# 2018-2020 Balanced Financial Plan

# Stormwater Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	<b>\$ 6,027,252</b>	<b>\$ 7,091,072</b>	<b>\$ 7,091,072</b>	<b>\$ 5,303,942</b>	<b>\$ 4,867,947</b>	<b>\$ 2,480,057</b>
<b>Revenues</b>						
Intergovernmental	\$ -	\$ -	\$ 175,664	\$ -	\$ -	\$ -
Charges for Service	2,979,210	3,948,295	3,087,287	3,273,942	3,491,294	3,681,853
Fines & Forfeitures	127	1,500	92	150	150	150
Investment Earnings	27,850	20,615	29,759	29,759	29,759	29,759
System Development Fees	1,229,835	1,206,115	1,206,115	1,554,700	1,598,100	1,760,250
Contributions & Donations	257,415	2,315	2,315	2,315	2,315	2,315
Transfers In	12,500	-	-	-	-	-
Other Revenue	27,430	3,569	3,879	3,946	4,083	4,224
<b>Total Revenues</b>	<b>\$ 4,534,367</b>	<b>\$ 5,182,409</b>	<b>\$ 4,505,111</b>	<b>\$ 4,864,812</b>	<b>\$ 5,125,701</b>	<b>\$ 5,478,551</b>
<b>Expenditures</b>						
Personnel	\$ 1,435,431	\$ 1,483,474	\$ 1,517,215	\$ 1,649,029	\$ 1,726,203	\$ 1,826,554
Services & Other	943,643	680,643	609,894	649,235	665,945	683,250
Supplies	101,013	91,250	88,434	82,664	83,683	83,224
Capital	42,686	966,817	39,317	-	-	74,557
Interfund Loan	20,250	20,250	20,250	695,250	685,125	-
Transfers Out	96,260	98,510	98,508	252,894	111,361	111,729
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,639,283</b>	<b>\$ 3,340,944</b>	<b>\$ 2,373,618</b>	<b>\$ 3,329,072</b>	<b>\$ 3,272,317</b>	<b>\$ 2,779,314</b>
<b>Net Change Excluding One-Time Capital</b>	<b>1,895,084</b>	<b>1,841,465</b>	<b>2,131,493</b>	<b>1,535,740</b>	<b>1,853,384</b>	<b>2,699,237</b>
5 Year CIP (One-Time Expenditures)	831,264	3,106,504	3,918,623	1,971,735	4,241,274	2,219,798
<b>Contribution to or (Use of) Fund Balance</b>	<b>1,063,820</b>	<b>(1,265,039)</b>	<b>(1,787,130)</b>	<b>(435,995)</b>	<b>(2,387,890)</b>	<b>479,439</b>
<b>Ending Funds Available</b>	<b>\$ 7,091,072</b>	<b>\$ 5,826,033</b>	<b>\$ 5,303,942</b>	<b>\$ 4,867,947</b>	<b>\$ 2,480,057</b>	<b>\$ 2,959,496</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				396,821	412,639	432,171
Capital Reserve				3,971,126	1,567,418	2,027,325
Committed for Fund Purpose				500,000	500,000	500,000
<b>Total Reserves &amp; Internal Designations</b>				<b>4,867,947</b>	<b>2,480,057</b>	<b>2,959,496</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Significant capital project requests include \$1.2 million for various stream stabilization projects and \$456,000 for Young American storm sewer improvements

### 2019

- Significant capital project requests include \$3.8 million for various stream stabilization projects, including \$1.8 million for Industrial Tributary stabilization and \$1 million for East Plum Creek stabilization

### 2020

- Significant capital project requests include \$728,289 for various stream stabilization projects and \$1 million for infrastructure improvements in the Craig and Gould neighborhood

# 2018-2020 Balanced Financial Plan

# Wastewater Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	<b>\$20,022,468</b>	<b>\$24,005,548</b>	<b>\$24,005,548</b>	<b>\$23,415,782</b>	<b>\$ 9,272,776</b>	<b>\$ 4,188,216</b>
<b>Revenues</b>						
Charges for Service	\$ 9,558,130	\$10,335,752	\$ 9,565,062	\$ 9,956,973	\$10,350,912	\$10,705,812
Fines & Forfeitures	98	1,500	116	100	100	100
Investment Earnings	85,562	81,747	82,246	82,246	82,246	82,246
System Development Fees	2,318,021	3,000,361	2,406,595	2,473,795	2,543,095	2,801,195
Contributions & Donations	29,510	29,510	29,510	29,510	29,510	29,510
Debt & Financing Revenue	-	-	-	-	9,300,000	-
Other Revenue	130,383	136,240	131,257	132,240	132,240	132,240
<b>Total Revenues</b>	<b>\$12,121,704</b>	<b>\$13,585,110</b>	<b>\$12,214,786</b>	<b>\$12,674,864</b>	<b>\$22,438,103</b>	<b>\$13,751,103</b>
<b>Expenditures</b>						
Personnel	\$ 1,268,196	\$ 1,370,608	\$ 1,306,229	\$ 1,408,473	\$ 1,473,503	\$ 1,561,196
Services & Other	5,741,739	3,591,783	6,000,737	6,223,135	6,471,429	6,728,380
Supplies	249,833	294,446	318,694	316,018	318,963	333,406
Capital	74,849	76,750	56,850	94,750	79,750	79,750
Debt & Financing	331,746	333,258	333,258	333,546	1,043,737	1,038,119
Transfers Out	66,494	67,001	66,996	213,910	72,243	72,644
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 7,732,857</b>	<b>\$ 5,733,846</b>	<b>\$ 8,082,764</b>	<b>\$ 8,589,832</b>	<b>\$ 9,459,625</b>	<b>\$ 9,813,495</b>
<b>Net Change Excluding One-Time Capital</b>	<b>4,388,847</b>	<b>7,851,264</b>	<b>4,132,022</b>	<b>4,085,032</b>	<b>12,978,478</b>	<b>3,937,608</b>
5 Year CIP (One-Time Expenditures)	405,767	7,364,264	4,721,788	18,228,038	18,063,038	1,547,869
<b>Contribution to or (Use of) Fund Balance</b>	<b>3,983,080</b>	<b>487,000</b>	<b>(589,766)</b>	<b>(14,143,006)</b>	<b>(5,084,560)</b>	<b>2,389,739</b>
<b>Ending Funds Available</b>	<b>\$24,005,548</b>	<b>\$24,492,548</b>	<b>\$23,415,782</b>	<b>\$ 9,272,776</b>	<b>\$ 4,188,216</b>	<b>\$ 6,577,955</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				1,324,604	1,377,316	1,437,164
Catastrophic Events Reserve				1,647,022	1,784,709	1,895,931
Capital Reserve				5,301,150	26,191	2,244,860
Committed for Fund Purpose				1,000,000	1,000,000	1,000,000
<b>Total Reserves &amp; Internal Designations</b>				<b>9,272,776</b>	<b>4,188,216</b>	<b>6,577,955</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Significant capital project requests include \$19.6 million for capacity expansion and treatment for the PCWRA, \$740,000 for sewer line improvements and \$242,000 for lift station upgrades

### 2019

- Significant capital project requests include \$19.7 million for capacity expansion and treatment for the PCWRA, \$350,000 for sewer line rehabilitation and \$217,000 for lift station upgrades
- Estimated revenue for the expansion of PCWRA is included and will be supplemented from revenue bonds, interfund loans or state revolving fund loans through PCWRA, subject to further financial analysis and Council direction

### 2020

- Significant capital project requests include \$3.4 million for capacity expansion and treatment for the PCWRA, \$350,000 for sewer line rehabilitation and \$217,000 for lift station upgrades



# 2018-2020 Balanced Financial Plan

# Golf Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 2,109,534	\$ 1,723,566	\$ 1,723,566	\$ 1,363,381	\$ 1,454,066	\$ 1,453,971
<b>Revenues</b>						
Charges for Service	\$ 2,968,942	\$ 3,000,152	\$ 3,000,152	\$ 3,096,956	\$ 3,186,962	\$ 3,279,665
Investment Earnings	11,661	3,274	4,865	10,765	10,989	10,823
Transfers In	80,000	80,000	80,000	80,000	80,000	80,000
Debt & Financing Revenue	300,148	-	-	-	334,135	-
Other Revenue	2,904	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 3,363,655</b>	<b>\$ 3,083,426</b>	<b>\$ 3,085,017</b>	<b>\$ 3,187,721</b>	<b>\$ 3,612,086</b>	<b>\$ 3,370,488</b>
<b>Expenditures</b>						
Personnel	\$ 1,198,920	\$ 1,273,192	\$ 1,277,577	\$ 1,298,991	\$ 1,357,382	\$ 1,419,179
Services & Other	586,321	611,587	578,513	589,452	704,639	747,416
Supplies	548,785	543,800	541,170	544,743	553,382	562,213
Debt & Financing	624,104	654,238	654,238	653,799	652,592	655,492
Interfund Loan	7,512	7,512	7,512	7,512	7,512	7,512
Transfers Out	2,688	2,742	2,742	2,539	2,539	2,539
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,968,330</b>	<b>\$ 3,093,071</b>	<b>\$ 3,061,752</b>	<b>\$ 3,097,036</b>	<b>\$ 3,278,046</b>	<b>\$ 3,394,351</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 395,325</b>	<b>\$ (9,645)</b>	<b>\$ 23,265</b>	<b>\$ 90,685</b>	<b>\$ 334,040</b>	<b>\$ (23,863)</b>
5 Year CIP (One-Time Expenditures)	781,293	383,450	383,450	-	334,135	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(385,968)</b>	<b>(393,095)</b>	<b>(360,185)</b>	<b>90,685</b>	<b>(95)</b>	<b>(23,863)</b>
<b>Ending Funds Available</b>	<b>\$ 1,723,566</b>	<b>\$ 1,330,471</b>	<b>\$ 1,363,381</b>	<b>\$ 1,454,066</b>	<b>\$ 1,453,971</b>	<b>\$ 1,430,108</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				200,000	200,000	200,000
Capital Reserve				145,061	145,061	145,061
Debt Service Reserve				500,815	500,815	500,815
<b>Total Reserves &amp; Internal Designations</b>				<b>845,876</b>	<b>845,876</b>	<b>845,876</b>
<b>Unobligated Reserves</b>				<b>\$ 608,190</b>	<b>\$ 608,095</b>	<b>\$ 584,232</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Requested revenues reflect an increase based on a 3% increase in average rounds played per year, this is based on current trends in the golf industry and the projected population growth in Castle Rock.
- Requested expenditures include an increase for cleaning supplies
- Additional increase in personnel for the minimum wage increase is requested

### 2019

- Requested revenues reflect an increase based on a 3% increase in average rounds played per year, this is based on current trends in the golf industry and the projected population growth in Castle Rock.
- Requested expenditures include an increase for cleaning supplies, and \$90k for Red Hawk Club House parking lot maintenance
- Replacement of the current golf cart fleet is requested for an estimated total of \$334,
- Additional increase in personnel for the minimum wage increase is requested

### 2020

- Requested revenues reflect an increase based on a 3% increase in average rounds played per year, this is based on current trends in the golf industry and the projected population growth in Castle Rock.
- Requested expenditures include an increase for cleaning supplies, and \$106k for Red Hawk Club House parking lot and maintenance shop

## 2018-2020 Balanced Financial Plan

## Development Services Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 6,673,813	\$ 7,401,480	\$ 7,401,480	\$ 2,544,715	\$ 2,908,658	\$ 3,172,909
<b>Revenues</b>						
Licenses & Permits	\$ 4,313,602	\$ 5,092,205	\$ 5,120,205	\$ 5,114,341	\$ 5,028,814	\$ 4,851,370
Charges for Service	1,977,463	1,495,493	1,519,183	1,545,000	1,305,000	1,500,000
Investment Earnings	34,859	27,050	32,386	19,466	19,847	17,957
Other Revenue	1,025	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 6,326,949</b>	<b>\$ 6,614,748</b>	<b>\$ 6,671,774</b>	<b>\$ 6,678,807</b>	<b>\$ 6,353,661</b>	<b>\$ 6,369,327</b>
<b>Expenditures</b>						
Personnel	\$ 3,791,867	\$ 4,561,547	\$ 4,562,631	\$ 5,051,873	\$ 5,024,055	\$ 5,264,712
Services & Other	1,379,123	1,417,453	1,428,187	1,069,901	903,722	939,156
Supplies	61,206	594,818	603,141	81,812	81,115	81,528
Transfers Out	86,021	144,625	115,726	111,278	80,518	80,518
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 5,318,217</b>	<b>\$ 6,718,443</b>	<b>\$ 6,709,685</b>	<b>\$ 6,314,864</b>	<b>\$ 6,089,410</b>	<b>\$ 6,365,914</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,008,732</b>	<b>\$ (103,695)</b>	<b>\$ (37,911)</b>	<b>\$ 363,943</b>	<b>\$ 264,251</b>	<b>\$ 3,413</b>
5 Year CIP (One-Time Expenditures)	281,065	4,818,854	4,818,854	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>727,667</b>	<b>(4,922,549)</b>	<b>(4,856,765)</b>	<b>363,943</b>	<b>264,251</b>	<b>3,413</b>
<b>Ending Funds Available</b>	<b>\$ 7,401,480</b>	<b>\$ 2,478,931</b>	<b>\$ 2,544,715</b>	<b>\$ 2,908,658</b>	<b>\$ 3,172,909</b>	<b>\$ 3,176,322</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				1,550,898	2,002,964	2,618,915
<b>Total Reserves &amp; Internal Designations</b>				<b>1,550,898</b>	<b>1,287,946</b>	<b>2,618,915</b>
<b>Unobligated Reserves</b>				<b>\$ 1,357,760</b>	<b>\$ 1,884,963</b>	<b>\$ 557,407</b>

\* Net Revenues/Expenditures will be monitored and if estimated development does not materialize in outgoing years then expenditures will be reduced

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Requests include funding for a fee study related to the Development Services Admin. Fee, a reduction to contract labor, and the addition of GPS to inspector vehicles
- Personnel requests include the reclassification of an existing Permit Tech to an Account Tech position and allocation to hire a Building Inspector position in the event that development activity requires additional personnel
- Facility rental amounts have been removed beginning in 2018 in anticipation of Development Services relocation to the Town Hall addition

#### 2019

- Additional reduction of contract labor is planned for 2019 due to planned development activity
- Based on projected development activity personnel costs are expected to reduce in 2019

#### 2020

- No significant changes are included at this time
- Due to timing of new development activity combined with inspection activity from existing development, which can last 12 - 18 months from the time of permit, the fund is anticipating an operating deficit in 2020. Updated projections will be included in future budget planning as more information is known about anticipated development in future years

# 2018-2020 Balanced Financial Plan

# Community Center Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019 Forecast	2020 Forecast
	Audited Actual	Amended Budget				
<b>Beginning Funds Available</b>	\$ 1,493,791	\$ 911,250	\$ 911,250	\$ 1,591,676	\$ 2,609,583	\$ 3,664,602
<b>Revenues</b>						
Taxes						
Use	\$ 321,151	\$ 280,496	\$ 364,088	\$ 386,499	\$ 292,981	\$ 258,735
Sales	2,109,398	2,276,204	2,325,215	2,469,173	2,600,280	2,733,258
Motor Vehicle	360,830	384,939	393,774	417,400	441,401	465,678
Intergovernmental	10,000	-	-	-	-	-
Charges for Service	3,805,861	4,073,530	4,083,945	4,208,095	4,334,338	4,463,365
Investment Earnings	4,865	10,419	10,419	22,131	33,985	42,504
Interfund Loan Revenue	424,000	418,000	418,000	412,000	406,000	-
Other Revenue	36,213	46,200	46,200	47,587	49,015	50,486
<b>Total Revenues</b>	<b>\$ 7,072,318</b>	<b>\$ 7,489,788</b>	<b>\$ 7,641,641</b>	<b>\$ 7,962,885</b>	<b>\$ 8,158,000</b>	<b>\$ 8,014,026</b>
<b>Expenditures</b>						
Personnel	\$ 3,477,093	\$ 3,796,840	\$ 3,743,229	\$ 3,838,839	\$ 3,968,781	\$ 4,119,311
Services & Other	2,190,208	2,222,310	2,200,167	2,197,413	2,268,609	2,569,907
Supplies	594,095	507,387	509,571	524,865	496,730	501,910
Capital	11,525	-	-	-	-	-
Debt & Financing	61,504	-	-	-	-	-
Transfers Out	98,167	153,248	153,248	98,861	98,861	98,861
<b>Total Expenditures</b>	<b>\$ 6,432,592</b>	<b>\$ 6,679,785</b>	<b>\$ 6,606,215</b>	<b>\$ 6,659,978</b>	<b>\$ 6,832,981</b>	<b>\$ 7,289,989</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 639,726</b>	<b>\$ 810,003</b>	<b>\$ 1,035,426</b>	<b>\$ 1,302,907</b>	<b>\$ 1,325,019</b>	<b>\$ 724,037</b>
5 Year CIP (One-Time Expenditures)	1,222,267	355,000	355,000	285,000	270,000	250,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(582,541)</b>	<b>455,003</b>	<b>680,426</b>	<b>1,017,907</b>	<b>1,055,019</b>	<b>474,037</b>
<b>Ending Funds Available</b>	<b>\$ 911,250</b>	<b>\$ 1,366,253</b>	<b>\$ 1,591,676</b>	<b>\$ 2,609,583</b>	<b>\$ 3,664,602</b>	<b>\$ 4,138,639</b>
<b>Reserves &amp; Internal Designations</b>						
Capital Reserve				449,476	471,950	495,548
Revenue Stabilization Reserve				98,192	100,040	103,730
<b>Total Reserves &amp; Internal Designations</b>				<b>547,668</b>	<b>571,990</b>	<b>599,278</b>
<b>Unobligated Reserves</b>				<b>\$ 2,061,915</b>	<b>\$ 3,092,612</b>	<b>\$ 3,539,361</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Revenue includes loan repayment from the Parks & Recreation Capital Fund
- Requested expenditures include salary and benefits for an new Aquatics Specialist, increase in salary and benefits to reclassify a POST Partners Volunteer Coordinator to a Customer Relations Supervisor, contract labor due to the Taekwondo program shifting to a contracted program, and in part-time and contract labor for cultural arts division due to increased programming
- Capital increase of \$160k for Butterfield Pool Boiler, MAC Boarding System: North Field

### 2019

- Revenue includes repayment of a loan from the Parks & Recreation Capital Fund that will be completed in 2019
- Capital increase of \$270k for cardio equipment replacement

### 2020

- Capital increase of \$250k to replace the Rec Center HVAC System (Innovent)

## 2018-2020 Balanced Financial Plan

## Employee Benefits Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 2,930,393	\$ 2,592,611	\$ 2,592,611	\$ 1,765,176	\$ 2,031,446	\$ 2,489,619
<b>Revenues</b>						
Charges for Service	\$ 5,524,200	\$ 6,576,035	\$ 5,548,578	\$ 7,116,504	\$ 7,880,452	\$ 8,666,532
Investment Earnings	18,325	20,600	21,674	14,786	11,711	12,554
Contributions & Donations	1,249,980	1,359,113	1,324,505	1,465,865	1,537,843	1,613,420
Other Revenue	47	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 6,792,552</b>	<b>\$ 7,955,748</b>	<b>\$ 6,894,757</b>	<b>\$ 8,597,155</b>	<b>\$ 9,430,006</b>	<b>\$10,292,506</b>
<b>Expenditures</b>						
Personnel	\$ 56,949	\$ 59,147	\$ 57,960	\$ 62,104	\$ 64,949	\$ 68,010
Services & Other	7,071,180	7,950,401	7,662,232	8,266,781	8,904,884	9,593,285
Supplies	2,205	2,000	2,000	2,000	2,000	2,000
<b>Total Expenditures</b>	<b>\$ 7,130,334</b>	<b>\$ 8,011,548</b>	<b>\$ 7,722,192</b>	<b>\$ 8,330,885</b>	<b>\$ 8,971,833</b>	<b>\$ 9,663,295</b>
<b>Net Revenues/Expenditures</b>	<b>(337,782)</b>	<b>(55,800)</b>	<b>(827,435)</b>	<b>266,270</b>	<b>458,173</b>	<b>629,211</b>
<b>Ending Funds Available</b>	<b>\$ 2,592,611</b>	<b>\$ 2,536,811</b>	<b>\$ 1,765,176</b>	<b>\$ 2,031,446</b>	<b>\$ 2,489,619</b>	<b>\$ 3,118,830</b>
<b>Reserves &amp; Internal Designations</b>						
Claims Reserve				1,482,862	1,601,116	1,728,816
Health Care Cost Reserve				274,292	444,252	695,007
<b>Total Reserves &amp; Internal Designations</b>				<b>1,757,154</b>	<b>2,045,368</b>	<b>2,423,823</b>
<b>Unobligated Reserves</b>				<b>\$ 274,292</b>	<b>\$ 444,252</b>	<b>\$ 695,007</b>

### 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

#### 2018

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage
- New requested positions are included in estimates for healthcare plan costs

#### 2019

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage
- New requested positions are included in estimates for healthcare plan costs

#### 2020

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage
- New requested positions are included in estimates for healthcare plan costs

# 2018-2020 Balanced Financial Plan

# Fleet Services Fund

Category	2016	2017	2017 Year- End Estimate	2018 Budget	2019	2020
	Audited Actual	Amended Budget			Forecast	Forecast
<b>Beginning Funds Available</b>	\$ 2,572,357	\$ 2,740,562	\$ 2,740,562	\$ 1,971,788	\$ 2,062,520	\$ 2,676,282
<b>Revenues</b>						
Charges for Service	\$ 3,294,703	\$ 3,398,784	\$ 3,398,784	\$ 3,895,331	\$ 4,025,373	\$ 4,143,536
Investment Earnings	7,901	2,731	3,762	6,404	7,479	8,733
Transfers In	239,480	2,028,550	2,028,550	635,700	337,573	113,241
Other Revenue	224,338	239,257	239,257	206,219	160,968	183,067
<b>Total Revenues</b>	<b>\$ 3,766,422</b>	<b>\$ 5,669,322</b>	<b>\$ 5,670,353</b>	<b>\$ 4,743,654</b>	<b>\$ 4,531,393</b>	<b>\$ 4,448,577</b>
<b>Expenditures</b>						
Personnel	\$ 494,491	\$ 517,115	\$ 523,913	\$ 630,507	\$ 749,399	\$ 876,252
Services & Other	163,900	161,302	164,938	185,674	192,229	199,049
Supplies	364,077	275,717	275,752	301,008	306,657	312,714
Capital	-	-	-	-	-	-
Transfers Out	11,367	11,149	11,149	13,119	13,119	13,291
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,033,835</b>	<b>\$ 965,283</b>	<b>\$ 975,752</b>	<b>\$ 1,130,308</b>	<b>\$ 1,261,404</b>	<b>\$ 1,401,306</b>
<b>Net Change Excluding One-Time Capital</b>	<b>2,732,587</b>	<b>4,704,039</b>	<b>4,694,601</b>	<b>3,613,346</b>	<b>3,269,989</b>	<b>3,047,271</b>
5 Year CIP (One-Time Expenditures)	2,564,382	5,613,375	5,463,375	3,522,614	2,656,227	2,781,810
<b>Contribution to or (Use of) Fund Balance</b>	<b>168,205</b>	<b>(909,336)</b>	<b>(768,774)</b>	<b>90,732</b>	<b>613,762</b>	<b>265,461</b>
<b>Ending Funds Available</b>	<b>\$ 2,740,562</b>	<b>\$ 1,831,226</b>	<b>\$ 1,971,788</b>	<b>\$ 2,062,520</b>	<b>\$ 2,676,282</b>	<b>\$ 2,941,743</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				2,062,520	2,676,282	2,941,743
<b>Total Reserves &amp; Internal Designations</b>				<b>2,062,520</b>	<b>2,676,282</b>	<b>2,941,743</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

### 2018

- Personnel includes a requested additional Fleet Technician position
- Capital costs include a requested \$3,522,614 for 29 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

### 2019

- Personnel includes a requested additional Fleet Support Technician position
- Capital costs include a requested \$2,656,227 for 47 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

### 2020

- Personnel includes a requested additional Fleet Technician position
- Capital costs include a requested \$2,833,977 for 38 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions