2020-2024 Balanced Financial Plan - Projected Changes and Assumptions

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

Category	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Revenues					
Taxes					
Property	5.5%	5.5%	5.5%	5.5%	5.5%
Based on 5.5% Property Tax increase limitation as defined in Town Code					
Use	11.8%	0.8%	0.8%	0.8%	0.8%
Based on number of residential permits and commercial valuation - 2020 includes 700 single family, 128 multi family and 295,968 sq. ft. of commercial development					
Sales Tax	4.0%	3.0%	3.0%	3.0%	3.0%
Projections are based on recent trending and projected Town growth. No change to fund distribution					
Motor Vehicle	4.0%	4.0%	4.0%	4.0%	4.0%
Projections are based on recent trending and projected Town growth. No change to fund distribution					
Franchise Fees	0.4%	2.8%	2.8%	2.8%	2.8%
Fees collected from electricity, natural gas and cable providers typically increase with Town growth					
Licenses & Permits	3.2%	0.1%	0.1%	1.0%	0.1%
Includes fire, liquor and business permits, licenses, and building permits					
Management Fees	21.2%	1.5%	3.0%	3.0%	3.0%
General Services revenue is received in the General Fund					
Residential Development (Single Family/Multi family)	700/128	700/128	700/128	700/128	700/128
Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees					
Non-Residential Development	295,968 Sq. Ft.	295,968 Sq. Ft.	295,968 Sq. Ft.	295,968 Sq. Ft.	295,968 Sq. Ft.
Includes projected commercial, office, and industrial development for Impact Fees, System Development Fees, Tap Fees					
Expenditures					
Personnel					
Wages-General Pay Table	3.5%	3.5%	3.5%	3.5%	3.5%
Based on performance review					
Wages-Public Safety Pay Table	4.0%	4.0%	4.0%	4.0%	4.0%
Based on performance review					
Retirement Contrib.-General	7.0%	7.0%	7.0%	7.0%	7.0%
7% contribution is included in each year for employees in the general pay table with an employee contribution of 4%					
Retirement Contrib.-Police	8.6%	8.6%	8.6%	8.6%	8.6%
8.6% contribution is included in each year for sworn police officers with an employee contribution of 4%					
Retirement Contrib.-Fire	8.0%	8.0%	8.0%	8.0%	8.0%
8% contribution to the Fire and Police Pension Association (FPPA) is included in each year for fire line employees with an employee contribution of 10.5%; the Town also contributes 3% to an FPPA 457 Deferred Contribution Plan for eligible employees					
Health Benefit Contribution	13.0%	8.0%	8.0%	8.0%	8.0%
Insurance costs for employer, an equal increase is also planned for the employee portion of insurance premium					
Services & Other	Varies	2.0%	2.0%	2.0%	2.0%
This is a general increase for 2020-2024, certain account categories have specific treatment					
Supplies	Varies	1.0%	1.0%	1.0%	1.0%
This is a general increase for 2020-2024, certain account categories have specific treatment					

2020-2024 Balanced Financial Plan — Townwide Summary

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 174,341,257**	**$ 192,517,462**	**$ 192,517,462**	**$ 96,909,796**
Revenues				
Town Taxes				
Property	$ 1,197,053	$ 1,260,697	$ 1,262,251	$ 1,331,675
Use	9,282,553	6,317,030	6,599,092	7,379,895
Sales	46,775,888	48,024,839	49,271,656	51,207,754
Motor Vehicle	6,706,818	7,276,006	6,975,090	7,254,094
Other	364,691	378,361	387,781	403,517
Tax Increment Financing				
Property Tax TIF	134,133	180,000	180,000	180,000
Sales Tax TIF	1,658,755	1,329,029	1,211,146	1,297,641
Franchise Fees	2,420,603	2,568,749	2,486,253	2,497,241
Licenses & Permits	4,975,002	5,568,436	5,572,179	5,749,735
Intergovernmental	9,784,409	14,296,055	14,433,285	10,250,254
Charges for Service	60,017,313	60,019,185	62,314,654	66,290,809
Management Fees	3,434,368	3,556,034	3,556,034	4,308,918
Fines & Forfeitures	889,112	839,513	853,819	869,498
Investment Earnings	3,002,114	1,298,653	1,863,822	1,137,266
Impact Fees	11,921,883	10,873,909	9,512,417	14,025,445
System Development Fees	24,685,473	22,104,591	22,760,602	25,756,786
Contributions & Donations	2,956,720	4,409,623	4,643,123	2,580,276
Transfers In	9,324,670	9,096,125	9,396,915	10,046,285
Interfund Loan Revenue	2,661,284	2,489,044	2,726,473	1,218,103
Debt & Financing Revenue	1,974,846	2,326,209	2,355,889	2,202,699
Other Revenue	1,624,151	5,248,694	5,216,073	584,627
Total Revenues	**$ 205,791,839**	**$ 209,460,782**	**$ 213,578,554**	**$ 216,572,518**
Expenditures				
Personnel	$ 56,553,938	$ 61,739,943	$ 60,564,726	$ 65,297,661
Services & Other	54,020,079	93,085,955	68,108,471	51,711,904
Supplies	7,277,134	7,620,726	7,636,009	8,250,564
Capital	215,647	825,270	725,270	259,984
Five Year CIP (One-Time Expenditures)	36,622,334	125,950,331	129,302,823	66,674,607
Annual Pavement Maintenance Program	8,822,195	15,736,667	15,736,667	10,586,000
One Time Capital Transfers Out	403,089	679,723	679,723	1,388,337
One-Time Downtown Project Funding	-	2,089,725	143,866	603,099
Debt & Financing	9,094,317	11,783,914	11,768,023	9,442,525
Interfund Loan	2,661,284	2,489,044	2,726,474	1,218,103
Transfers Out	11,945,617	11,585,595	11,794,168	12,583,671
Total Expenditures	**$ 187,615,634**	**$ 333,586,893**	**$ 309,186,220**	**$ 228,016,455**
Contribution to (Use of) Fund Bal.	**18,176,205**	**(124,126,111)**	**(95,607,666)**	**(11,443,937)**
Ending Funds Available	**$ 192,517,462**	**$ 68,391,351**	**$ 96,909,796**	**$ 85,465,859**

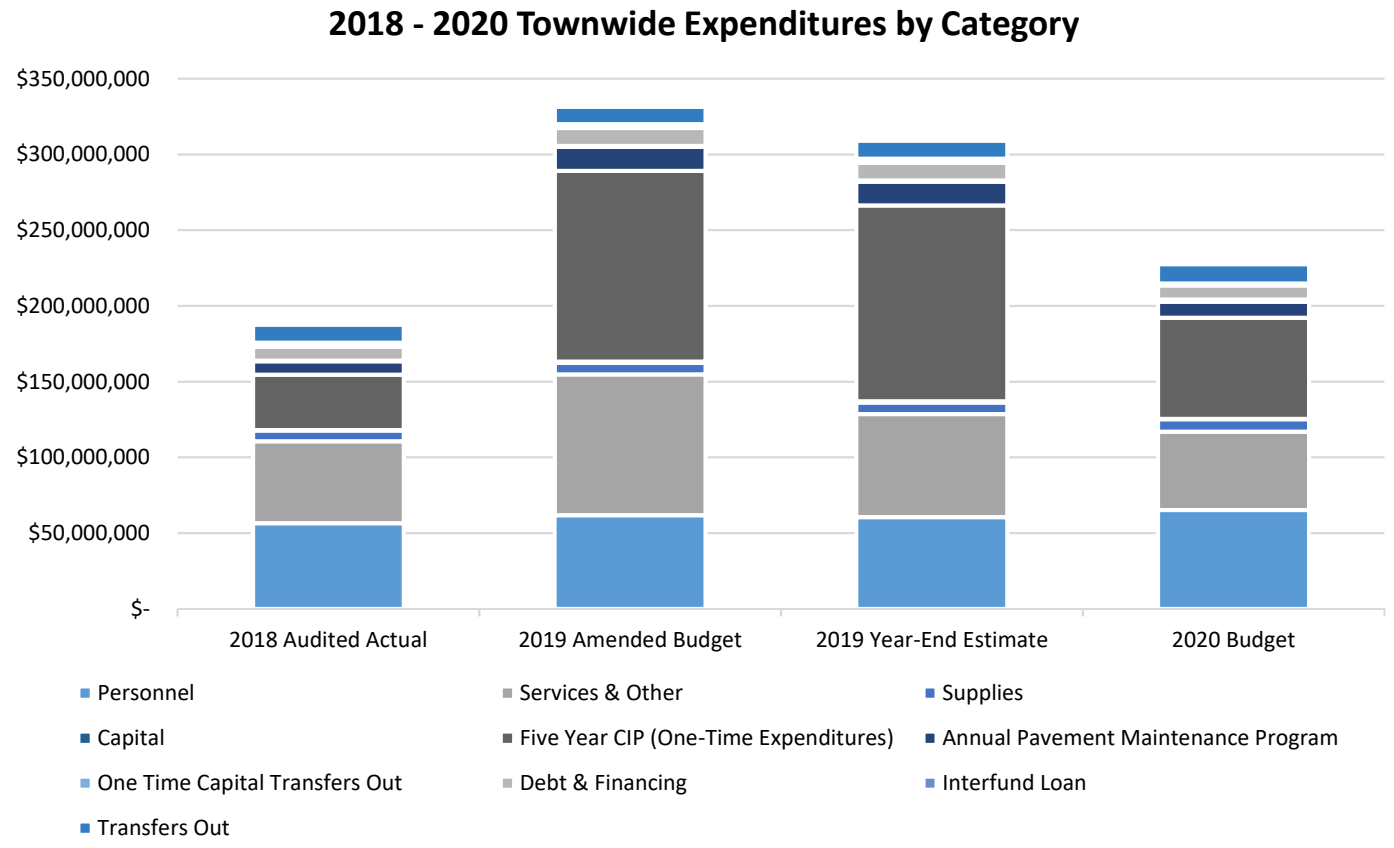
2020-2024 Balanced Financial Plan — Townwide Summary

Category	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Beginning Funds Available	**$ 85,465,859**	**$ 97,060,039**	**$ 103,396,123**	**$ 116,182,280**
Revenues				
Town Taxes				
Property	$ 1,404,917	$ 1,482,187	$ 1,563,707	$ 1,649,711
Use	7,436,289	7,493,581	7,551,330	7,609,560
Sales	52,804,356	54,449,204	56,148,652	58,026,357
Motor Vehicle	7,544,258	7,846,028	8,159,870	8,486,264
Other	419,895	436,939	454,677	473,138
Tax Increment Financing				
Property Tax TIF	200,000	200,000	200,000	200,000
Sales Tax TIF	1,386,126	1,476,646	1,569,248	1,663,980
Franchise Fees	2,565,920	2,636,930	2,710,357	2,786,290
Licenses & Permits	5,757,399	5,765,331	5,823,540	5,832,039
Intergovernmental	9,516,940	13,011,458	9,522,570	9,455,455
Charges for Service	69,614,532	72,828,643	76,483,303	80,142,728
Management Fees	4,373,808	4,505,021	4,640,169	4,779,377
Fines & Forfeitures	873,976	878,508	883,085	887,716
Investment Earnings	1,281,867	1,478,577	1,566,146	1,604,220
Impact Fees	14,557,634	14,705,306	14,851,289	14,999,025
System Development Fees	24,796,929	24,729,284	25,395,875	25,259,668
Contributions & Donations	2,568,098	3,722,923	2,890,179	3,070,787
Transfers In	8,046,247	6,890,455	5,580,413	11,702,004
Interfund Loan Revenue	921,440	921,443	757,602	1,742,238
Debt & Financing Revenue	2,856,501	959,247	986,077	501,449
Other Revenue	715,902	698,286	713,404	632,983
Total Revenues	**$ 219,643,034**	**$ 227,115,997**	**$ 228,451,493**	**$ 241,504,989**
Expenditures				
Personnel	$ 68,597,026	$ 71,574,390	$ 74,536,429	$ 77,678,007
Services & Other	52,248,329	53,572,197	55,964,574	57,721,047
Supplies	8,546,034	8,360,058	8,511,249	8,465,014
Capital	117,788	120,412	120,520	115,000
Five Year CIP (One-Time Expenditures)	47,082,584	55,011,670	42,901,609	49,321,356
Annual Pavement Maintenance Program	8,296,000	9,980,000	7,237,000	11,466,000
One Time Capital Transfers Out	587,144	587,144	359,098	359,098
One-Time Downtown Project Funding	714,349	807,537	915,994	1,048,677
Debt & Financing	9,510,027	9,527,804	15,066,879	8,511,629
Interfund Loan	921,440	921,443	757,602	722,103
Transfers Out	11,428,133	10,317,258	9,294,382	15,488,356
Total Expenditures	**$ 208,048,854**	**$ 220,779,913**	**$ 215,665,336**	**$ 230,896,287**
Contribution to (Use of) Fund Bal.	**11,594,180**	**6,336,084**	**12,786,157**	**10,608,702**
Ending Funds Available	**$ 97,060,039**	**$ 103,396,123**	**$ 116,182,280**	**$ 126,790,982**

continued on next page…

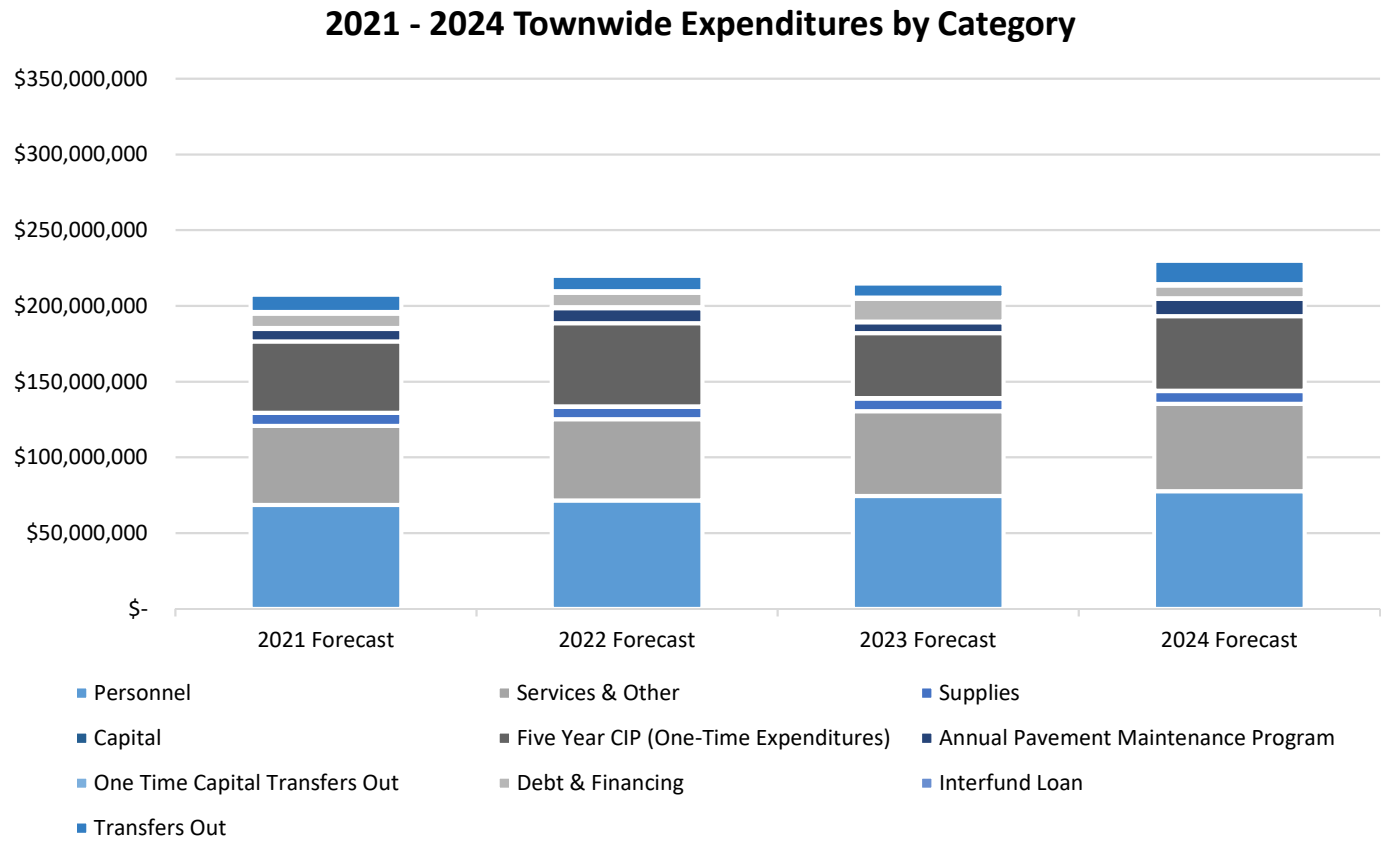
2020-2024 Balanced Financial Plan — Townwide Summary

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Ending Funds Available	**$ 192,517,462**	**$ 68,391,351**	**$ 96,909,796**	**$ 85,465,859**
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				7,924,608
Catastrophic Events Reserve				14,588,512
Capital Reserve				26,502,026
Operating Designations				5,372,598
Opportunity/Economic Dev. Reserve				1,258,400
TABOR Reserve				2,080,138
Future Incentive Obligation				1,000,000
Committed for Fund Purpose				9,909,255
Debt Service Reserve				1,367,120
Claims Reserve				1,813,575
Healthcare Cost Reserve				131,460
Park Reserve				500,000
Recreation Facility Reserve				250,000
Total Reserves & Internal Designations				**$ 72,997,692**
Unobligated Reserves				**$ 12,468,167**



2020-2024 Balanced Financial Plan — Townwide Summary

Category	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Ending Funds Available	**$ 97,060,039**	**$ 103,396,123**	**$ 116,182,280**	**$ 126,790,982**
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	8,115,957	8,252,572	8,388,095	8,520,811
Catastrophic Events Reserve	15,388,605	15,923,424	16,516,093	17,139,714
Capital Reserve	30,901,706	34,944,944	40,782,528	49,266,892
Operating Designations	5,708,607	5,853,357	6,071,909	6,208,490
Opportunity/Economic Dev. Reserve	1,296,152	1,335,037	1,375,088	1,416,341
TABOR Reserve	2,135,132	2,227,166	2,259,838	2,324,702
Future Incentive Obligation	1,000,000	1,000,000	1,000,000	1,000,000
Committed for Fund Purpose	15,795,257	17,870,092	18,576,845	24,813,379
Debt Service Reserve	1,333,307	1,299,494	1,265,681	1,231,868
Claims Reserve	1,951,166	2,115,355	2,284,580	2,467,342
Healthcare Cost Reserve	232,262	360,623	538,621	739,969
Park Reserve	750,000	1,000,000	1,250,000	1,500,000
Recreation Facility Reserve	375,000	500,000	625,000	750,000
Total Reserves & Internal Designations	**$ 85,283,152**	**$ 92,982,064**	**$ 101,234,278**	**$ 117,679,508**
Unobligated Reserves	**$ 11,776,888**	**$ 10,414,059**	**$ 14,948,002**	**$ 9,111,474**



2020-2024 Balanced Financial Plan — General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 17,607,776**	**$ 22,100,128**	**$ 22,100,128**	**$ 16,205,485**
Revenues				
Town Taxes				
Property	$ 1,197,053	$ 1,260,697	$ 1,262,251	$ 1,331,675
Sales	32,878,772	33,758,712	34,635,099	35,995,983
Motor Vehicle	4,088,476	4,435,453	4,252,015	4,422,096
Other	364,691	378,361	387,781	403,517
Franchise Fees	2,420,603	2,568,749	2,486,253	2,497,241
Licenses & Permits	106,766	109,301	100,329	102,535
Intergovernmental	363,516	1,389,174	1,383,242	421,139
Charges for Service	2,619,960	2,660,485	2,751,378	2,800,609
Management Fees	3,434,368	3,556,034	3,556,034	4,308,918
Fines & Forfeitures	412,374	415,563	417,619	422,048
Investment Earnings	316,920	175,334	186,750	238,391
Contributions & Donations	32,630	29,500	28,000	28,000
Transfers In	2,655,750	1,399,859	1,399,859	607,754
Interfund Loan Revenue	1,218,181	1,235,495	1,235,495	1,127,294
Other Revenue	195,159	481,007	463,901	200,850
Total Revenues	**$ 52,305,219**	**$ 53,853,724**	**$ 54,546,006**	**$ 54,908,050**
Expenditures				
Town Council	$ 521,903	$ 619,286	$ 609,170	$ 612,586
Town Manager	828,926	1,004,662	868,786	929,547
Human Resources	730,991	805,775	798,506	808,261
Community Relations	795,551	987,418	903,289	858,324
DoIT	3,350,757	3,457,471	3,594,537	3,923,982
Facilities	1,299,001	1,440,429	1,458,601	1,519,146
Town Attorney	738,882	912,280	879,705	910,939
Town Clerk	407,954	385,675	381,252	435,722
Municipal Court	368,037	414,811	415,090	435,439
Finance - Departmental	2,618,213	2,773,833	2,759,303	2,848,906
Police	13,952,297	14,986,931	14,954,040	16,272,178
Fire	14,799,151	16,202,683	15,669,950	16,731,244
Development Services	574,934	627,535	639,815	647,968
Parks	4,325,623	4,964,557	4,938,865	4,975,872
Finance Non-Departmental	985,017	3,467,531	3,407,136	1,230,244
Downtown Projects	16,216	-	-	-
Total Expenditures (Excluding One-Time)	**$ 46,313,453**	**$ 53,050,877**	**$ 52,278,045**	**$ 53,140,358**
Net Change Excluding One-Time Capital	**5,991,766**	**802,847**	**2,267,961**	**1,767,692**
Five Year CIP (One-Time Expenditures)	1,190,714	7,853,904	7,853,904	285,000
One Time Capital Transfers Out	308,700	308,700	308,700	1,003,744
Contribution to or (Use of) Fund Balance	**4,492,352**	**(7,359,757)**	**(5,894,643)**	**478,948**
Ending Funds Available	**$ 22,100,128**	**$ 14,740,371**	**$ 16,205,485**	**$ 16,684,433**

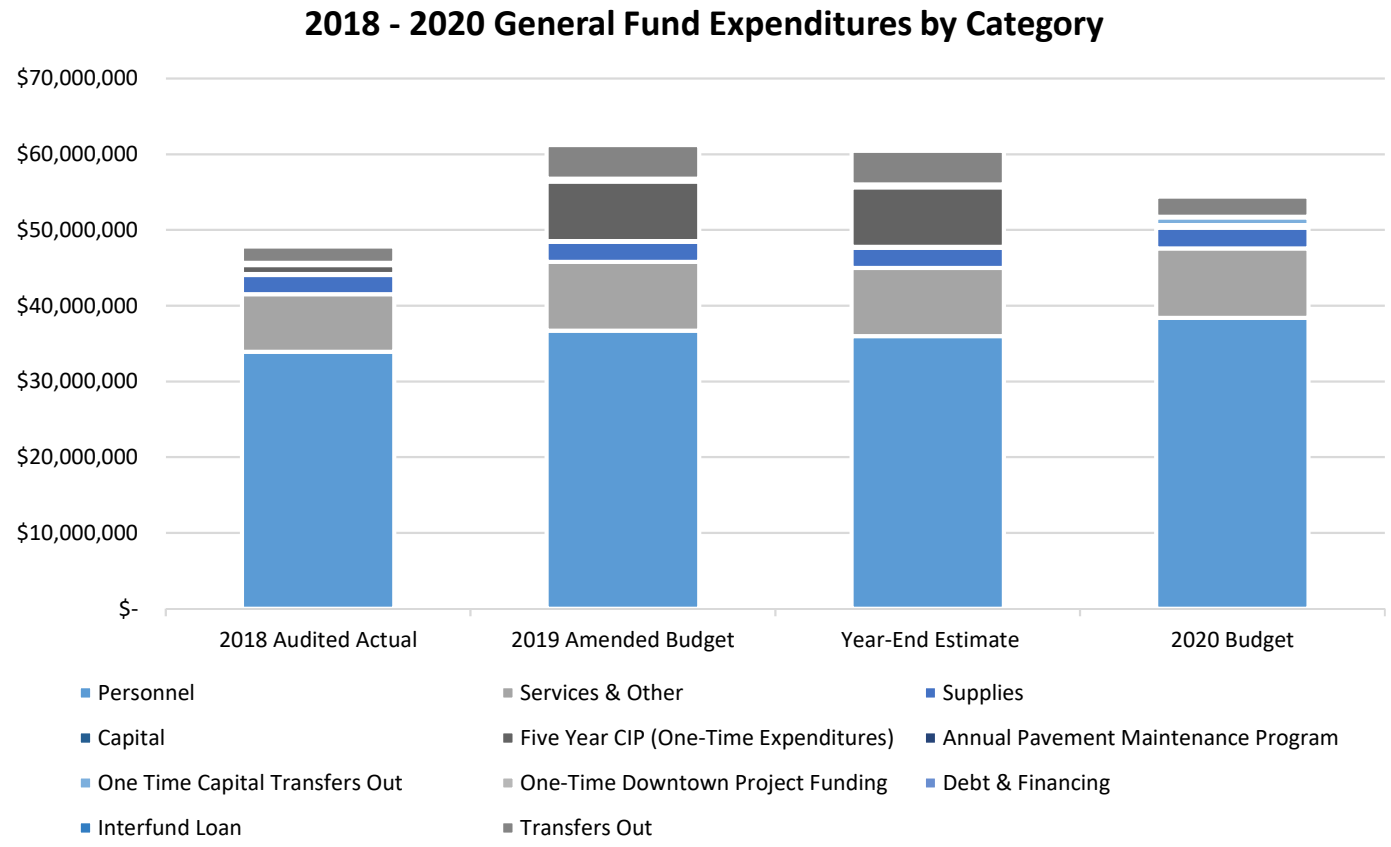
2020-2024 Balanced Financial Plan — General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 16,684,433**	**$ 16,170,804**	**$ 16,012,963**	**$ 15,956,322**
Revenues				
Taxes				
Property	$ 1,404,917	$ 1,482,187	$ 1,563,707	$ 1,649,711
Sales	37,118,235	38,274,398	39,468,940	40,788,779
Motor Vehicle	4,598,980	4,782,939	4,974,257	5,173,227
Other	419,895	436,939	454,677	473,138
Franchise Fees	2,565,920	2,636,930	2,710,357	2,786,290
Licenses & Permits	104,791	107,099	109,459	111,875
Intergovernmental	428,554	436,185	444,040	452,126
Charges for Service	2,855,916	2,904,025	2,948,063	3,006,961
Management Fees	4,373,808	4,505,021	4,640,169	4,779,377
Fines & Forfeitures	426,526	431,058	435,635	440,266
Investment Earnings	226,345	212,567	201,687	181,501
Contributions & Donations	28,000	28,000	28,000	28,000
Transfers In	638,142	670,049	703,551	738,729
Interfund Loan Revenue	830,631	830,634	666,793	631,294
Other Revenue	203,550	206,303	209,111	211,974
Total Revenues	**$ 56,224,210**	**$ 57,944,334**	**$ 59,558,446**	**$ 61,453,248**
Expenditures				
Town Council	$ 624,194	$ 635,846	$ 649,293	$ 664,402
Town Manager	1,008,039	994,971	1,082,830	1,069,554
Human Resources	826,657	853,702	874,952	893,909
Community Relations	886,230	912,777	940,839	937,081
DoIT	3,968,578	4,092,235	4,235,241	4,365,909
Facilities	1,561,177	1,611,878	1,657,327	1,710,809
Town Attorney	937,760	965,578	998,374	1,032,539
Town Clerk	407,915	460,281	433,588	488,856
Municipal Court	449,484	463,170	481,051	498,886
Finance - Departmental	3,147,741	3,175,335	3,286,181	3,534,489
Police	16,849,871	17,389,157	18,094,973	18,850,416
Fire	17,460,243	17,994,427	18,651,589	19,351,045
Development Services	670,475	697,039	721,754	750,764
Parks	5,115,505	5,285,514	5,435,781	5,603,291
Finance Non-Departmental	1,206,826	1,233,121	1,262,216	1,290,624
Downtown Projects	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 55,120,695**	**$ 56,765,031**	**$ 58,805,989**	**$ 61,042,574**
Net Change Excluding One-Time Capital	**1,103,515**	**1,179,303**	**752,457**	**410,674**
Five Year CIP (One-Time Expenditures)	1,030,000	750,000	450,000	900,000
One Time Capital Transfers Out	587,144	587,144	359,098	359,098
Contribution to or (Use of) Fund Balance	**(513,629)**	**(157,841)**	**(56,641)**	**(848,424)**
Ending Funds Available	**$ 16,170,804**	**$ 16,012,963**	**$ 15,956,322**	**$ 15,107,898**

continued on next page…

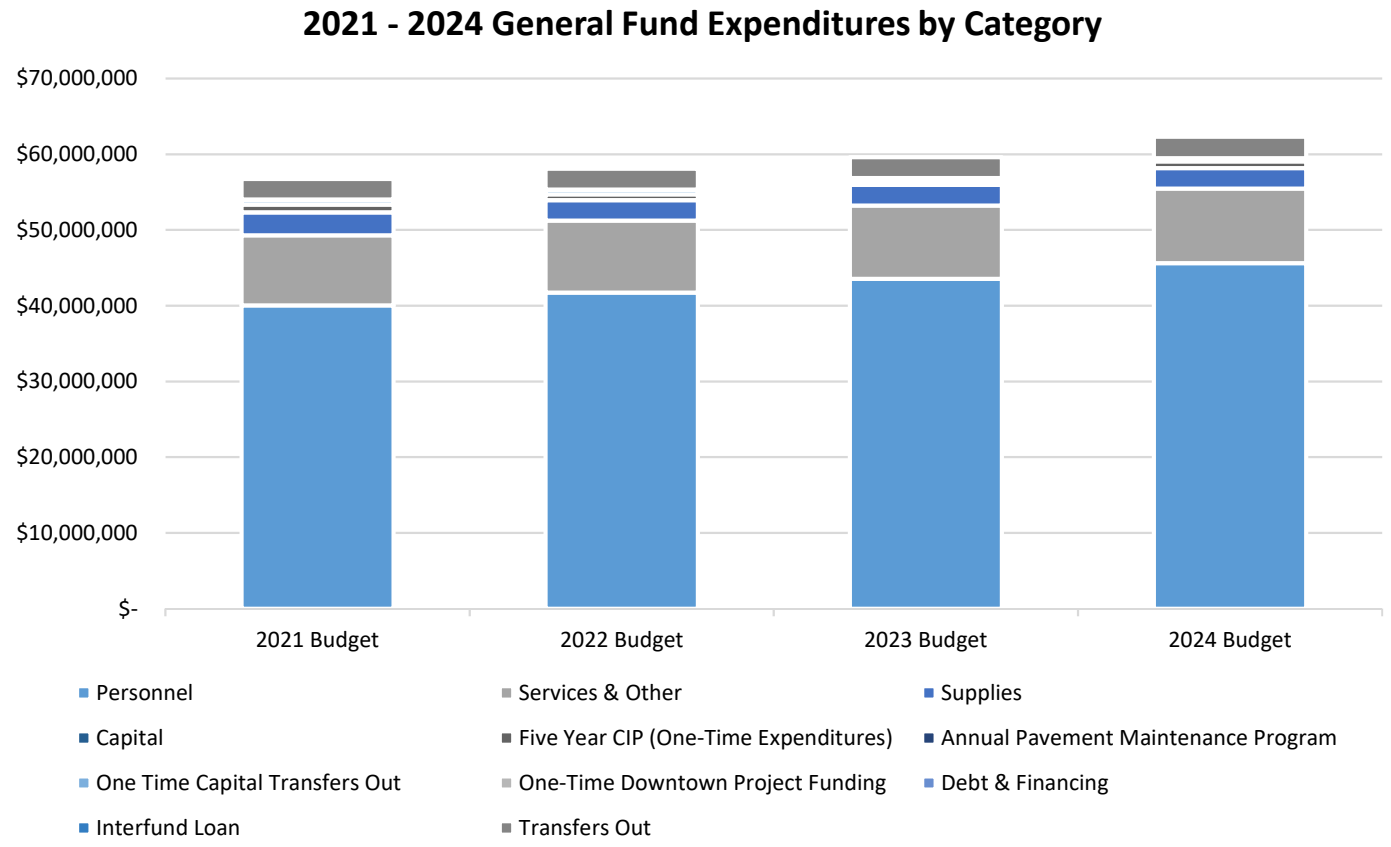
2020-2024 Balanced Financial Plan — General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Ending Funds Available	**$ 22,100,128**	**$ 14,740,371**	**$ 16,205,485**	**$ 16,684,433**
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				1,934,038
Catastrophic Events Reserve				1,102,500
Capital Reserve				1,910,493
Opportunity/Economic Dev. Reserve				1,258,400
TABOR Reserve				2,080,138
Total Reserves & Internal Designations				**8,585,569**
Unobligated Reserves				**$ 8,098,864**



2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Ending Funds Available	**$ 16,170,804**	**$ 16,012,963**	**$ 15,956,322**	**$ 15,107,898**
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	1,953,378	1,972,912	1,992,641	2,012,567
Catastrophic Events Reserve	1,157,625	1,215,506	1,276,281	1,340,095
Capital Reserve	1,948,703	1,987,677	2,027,431	2,067,980
Opportunity/Economic Dev. Reserve	1,296,152	1,335,037	1,375,088	1,416,341
TABOR Reserve	2,135,132	2,227,166	2,259,838	2,324,702
Total Reserves & Internal Designations	**8,790,990**	**9,038,298**	**9,231,279**	**9,461,685**
Unobligated Reserves	**$ 7,379,814**	**$ 6,974,665**	**$ 6,725,043**	**$ 5,646,213**



2020-2024 Balanced Financial Plan — General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
General Fund Expenditures by Division				
Town Council				
Personnel	67,945	67,865	67,832	66,879
Services & Other	450,525	548,239	538,156	540,037
Supplies	3,433	3,182	3,182	5,670
Total Town Council	**$ 521,903**	**$ 619,286**	**$ 609,170**	**$ 612,586**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Service contracts are included at the prior year funding amount

Town Manager				
Personnel	791,322	841,168	721,760	828,416
Services & Other	33,053	146,977	136,174	87,101
Supplies	4,551	16,517	10,852	14,030
Total Town Manager	**$ 828,926**	**$ 1,004,662**	**$ 868,786**	**$ 929,547**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• No significant changes at this time

2020-2024 Balanced Financial Plan — General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
General Fund Expenditures by Division				
Town Council				
Personnel	66,737	66,775	66,814	67,032
Services & Other	552,934	565,831	579,219	592,807
Supplies	4,523	3,240	3,260	4,563
Total Town Council	**$ 624,194**	**$ 635,846**	**$ 649,293**	**$ 664,402**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

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

2022

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

2023

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

2024

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

Town Manager				
Personnel	858,899	892,443	927,519	966,050
Services & Other	138,208	89,581	140,981	92,172
Supplies	10,932	12,947	14,330	11,332
Total Town Manager	**$ 1,008,039**	**$ 994,971**	**$ 1,082,830**	**$ 1,069,554**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Funding is included for the community survey conducted every other year

2022

• No significant changes at this time

2023

• Funding is included for the community survey conducted every other year

2024

• No significant changes at this time

2020-2024 Balanced Financial Plan General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Human Resources				
Personnel	492,345	495,483	488,214	514,632
Services & Other	222,736	299,690	299,690	275,236
Supplies	15,910	10,602	10,602	18,393
Total Human Resources	**$ 730,991**	**$ 805,775**	**$ 798,506**	**$ 808,261**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

Community Relations				
Personnel	358,195	422,731	363,602	401,974
Services & Other	421,526	541,039	516,039	451,261
Supplies	15,830	23,648	23,648	5,089
Five Year CIP (One-Time Expenditures)	-	50,000	50,000	-
Total Community Relations	**$ 795,551**	**$ 1,037,418**	**$ 953,289**	**$ 858,324**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Human Resources				
Personnel	533,148	553,408	574,601	597,787
Services & Other	278,112	281,419	284,425	287,442
Supplies	15,397	18,875	15,926	8,680
Total Human Resources	**$ 826,657**	**$ 853,702**	**$ 874,952**	**$ 893,909**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• No significant changes at this time

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• No significant changes at this time

Community Relations				
Personnel	420,055	439,157	459,206	480,391
Services & Other	458,990	467,057	476,134	449,195
Supplies	7,185	6,563	5,499	7,495
Five Year CIP (One-Time Expenditures)	-	50,000	-	-
Total Community Relations	**$ 886,230**	**$ 962,777**	**$ 940,839**	**$ 937,081**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• No significant changes at this time

2022

• Expenditures include funds to update and improve the Town's website

2023

• No significant changes at this time

2024

• No significant changes at this time

2020-2024 Balanced Financial Plan General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
DoIT				
Personnel	2,059,944	2,079,636	2,233,287	2,486,062
Services & Other	914,564	1,064,417	1,047,832	1,061,775
Supplies	261,133	300,932	300,932	362,184
Capital	89,292	-	-	-
Five Year CIP (One-Time Expenditures)	318,560	405,239	405,239	-
Transfers Out	25,824	12,486	12,486	13,961
Total DoIT	**$ 3,669,317**	**$ 3,862,710**	**$ 3,999,776**	**$ 3,923,982**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Town wide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Salary and benefits for one Security and Access Control Coordinator and associated costs are included
- Capital Improvement projects for Server Replacement and Cisco Devices were moved to the General Long Term Planning Fund

Facilities				
Personnel	710,254	748,226	776,398	813,941
Services & Other	450,079	537,838	527,838	538,533
Supplies	89,152	101,543	101,543	105,971
Transfers Out	49,516	52,822	52,822	60,701
Total Facilities	**$ 1,299,001**	**$ 1,440,429**	**$ 1,458,601**	**$ 1,519,146**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
DoIT				
Personnel	2,576,029	2,675,720	2,780,124	2,895,462
Services & Other	1,035,584	1,054,135	1,073,542	1,093,543
Supplies	342,761	348,176	367,371	362,700
Capital	-	-	-	-
Five Year CIP (One-Time Expenditures)	-	-	-	-
Transfers Out	14,204	14,204	14,204	14,204
Total DoIT	**$ 3,968,578**	**$ 4,092,235**	**$ 4,235,241**	**$ 4,365,909**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Town wide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

Facilities				
Personnel	846,202	882,027	919,572	960,902
Services & Other	547,286	556,442	565,746	574,983
Supplies	106,988	111,212	109,008	110,055
Transfers Out	60,701	62,197	63,001	64,869
Total Facilities	**$ 1,561,177**	**$ 1,611,878**	**$ 1,657,327**	**$ 1,710,809**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2020-2024 Balanced Financial Plan General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Town Attorney				
Personnel	643,928	753,072	720,497	748,644
Services & Other	74,480	153,436	153,436	154,580
Supplies	20,474	5,772	5,772	7,715
Total Town Attorney	**$ 738,882**	**$ 912,280**	**$ 879,705**	**$ 910,939**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

Town Clerk				
Personnel	258,245	273,000	268,577	282,173
Services & Other	144,939	111,665	111,665	152,549
Supplies	4,770	1,010	1,010	1,000
Total Town Clerk	**$ 407,954**	**$ 385,675**	**$ 381,252**	**$ 435,722**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Increased funding for a general election is included

2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Town Attorney				
Personnel	774,979	804,028	834,302	867,877
Services & Other	155,085	155,650	156,157	156,766
Supplies	7,696	5,900	7,915	7,896
Total Town Attorney	**$ 937,760**	**$ 965,578**	**$ 998,374**	**$ 1,032,539**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• No significant changes at this time

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• No significant changes at this time

Town Clerk				
Personnel	293,118	305,295	318,086	332,235
Services & Other	113,165	153,986	114,502	154,889
Supplies	1,632	1,000	1,000	1,732
Total Town Clerk	**$ 407,915**	**$ 460,281**	**$ 433,588**	**$ 488,856**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• No significant changes at this time

2022

• Increased funding for a general election is included

2023

• No significant changes at this time

2024

• Increased funding for a general election is included

2020-2024 Balanced Financial Plan General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Municipal Court				
Personnel	336,795	356,734	357,013	373,829
Services & Other	18,123	45,545	45,545	47,130
Supplies	13,119	12,532	12,532	14,480
Total Municipal Court	**$ 368,037**	**$ 414,811**	**$ 415,090**	**$ 435,439**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- A funding increase for software maintenance related to a new collections module is included

Finance - Departmental				
Personnel	2,049,831	2,214,365	2,199,835	2,352,340
Services & Other	386,734	468,856	468,856	455,241
Supplies	181,648	90,612	90,612	41,325
Total Finance - Departmental	**$ 2,618,213**	**$ 2,773,833**	**$ 2,759,303**	**$ 2,848,906**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Municipal Court				
Personnel	386,876	401,401	416,609	433,477
Services & Other	48,083	49,146	49,810	50,745
Supplies	14,525	12,623	14,632	14,664
Total Municipal Court	**$ 449,484**	**$ 463,170**	**$ 481,051**	**$ 498,886**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• No significant changes at this time

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• No significant changes at this time

Finance - Departmental				
Personnel	2,548,917	2,656,681	2,769,675	3,011,272
Services & Other	460,957	468,119	474,295	479,809
Supplies	137,867	50,535	42,211	43,408
Total Finance - Departmental	**$ 3,147,741**	**$ 3,175,335**	**$ 3,286,181**	**$ 3,534,489**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Salary and benefits for one Sales Tax Auditor and associated costs are included

• Expenditures include a one time expense to update the Town's financial system

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• Salary and benefits for one Sales Tax Auditor and associated costs are included

2020-2024 Balanced Financial Plan General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Police				
Personnel	11,810,637	12,867,014	12,752,187	13,712,769
Services & Other	923,948	819,320	901,256	1,090,234
Supplies	740,491	749,005	749,005	821,083
Capital	-	20,000	20,000	80,000
Transfers Out	477,221	531,592	531,592	568,092
Total Police	**$ 13,952,297**	**$ 14,986,931**	**$ 14,954,040**	**$ 16,272,178**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Salary, benefits, and equipment costs for two additional patrol officer positions are included
- Salary, benefits, and equipment costs for one school resource officer is included as requested in a 2019 budget amendment
- New equipment purchases including license plate readers and a crime scene scanning system are included
- Increased funding for software maintenance, training, and the creation of an officer wellness program are included

Fire				
Personnel	11,707,102	12,710,556	12,177,823	12,836,578
Services & Other	1,132,213	1,512,884	1,512,884	1,478,585
Supplies	856,614	828,196	828,196	876,891
Capital	-	59,100	59,100	-
Five Year CIP (One-Time Expenditures)	108,311	-	-	-
One Time Capital Transfers Out	308,700	308,700	308,700	1,003,744
Transfers Out	1,103,222	1,091,947	1,091,947	1,539,190
Total Fire	**$ 15,216,162**	**$ 16,511,383**	**$ 15,978,650**	**$ 17,734,988**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Transfers Out to the General Long Term Planning Fund for equipment replacement in future years is included
- Funding for a dedicated Fire Department medical director and for additional personal protective equipment is included

2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Police				
Personnel	14,267,524	14,882,949	15,528,714	16,240,916
Services & Other	1,116,188	1,148,040	1,175,282	1,202,899
Supplies	879,789	759,372	782,591	778,674
Capital	-	-	-	-
Transfers Out	586,370	598,796	608,386	627,927
Total Police	**$ 16,849,871**	**$ 17,389,157**	**$ 18,094,973**	**$ 18,850,416**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• An upgrade of the Police Department records software is included

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• No significant changes at this time

Fire				
Personnel	13,354,782	13,945,137	14,564,818	15,245,300
Services & Other	1,519,142	1,595,616	1,632,376	1,672,568
Supplies	1,041,932	898,372	879,640	845,605
Capital	-	-	-	-
Five Year CIP (One-Time Expenditures)	30,000	-	-	-
One Time Capital Transfers Out	587,144	587,144	359,098	359,098
Transfers Out	1,544,387	1,555,302	1,574,755	1,587,572
Total Fire	**$ 18,077,387**	**$ 18,581,571**	**$ 19,010,687**	**$ 19,710,143**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Funding for replacement of ballistic vests and fire training center equipment is included

• The purchase of one additional unmanned aerial vehicle is included

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• No significant changes at this time

2020-2024 Balanced Financial Plan General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Development Services				
Personnel	518,096	543,539	555,819	580,281
Services & Other	46,351	70,864	70,864	55,300
Supplies	3,362	9,240	9,240	8,478
Transfers Out	7,125	3,892	3,892	3,909
Total Development Services	**$ 574,934**	**$ 627,535**	**$ 639,815**	**$ 647,968**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• No significant changes at this time

Parks				
Personnel	2,133,447	2,316,567	2,305,426	2,412,910
Services & Other	1,587,374	1,804,489	1,709,803	1,828,959
Supplies	329,814	362,573	378,708	334,651
Capital	-	30,100	30,100	5,202
Five Year CIP (One-Time Expenditures)	574,389	3,956,796	3,956,796	285,000
Interfund Loan	-	-	64,000	64,000
Transfers Out	274,988	450,828	450,828	330,150
Total Parks	**$ 4,900,012**	**$ 8,921,353**	**$ 8,895,661**	**$ 5,260,872**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Annual trail improvement funding includes Front Range Trail design development

• Requested expenditures include an increase in other professional services for rock scaling at Rock Park and services and supplies for CAPRA (Commission for Accreditation of Parks and Recreation Agencies) accreditation

2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Development Services				
Personnel	601,717	625,589	650,506	678,140
Services & Other	56,284	57,672	58,673	59,867
Supplies	8,565	9,869	8,666	8,848
Transfers Out	3,909	3,909	3,909	3,909
Total Development Services	**$ 670,475**	**$ 697,039**	**$ 721,754**	**$ 750,764**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• No significant changes at this time

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• No significant changes at this time

Parks				
Personnel	2,510,249	2,616,112	2,727,167	2,847,469
Services & Other	1,868,167	1,911,681	1,954,641	1,999,746
Supplies	334,363	350,170	355,261	355,414
Capital	5,306	5,412	5,520	-
Five Year CIP (One-Time Expenditures)	1,000,000	700,000	450,000	900,000
Interfund Loan	64,000	64,000	64,000	64,000
Transfers Out	333,420	338,139	329,192	336,662
Total Parks	**$ 6,115,505**	**$ 5,985,514**	**$ 5,885,781**	**$ 6,503,291**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Annual trail improvement funding includes phase one of the Front Range Trail construction

2022

• Annual trail improvement funding includes phase two fo the Front Range Trail construction and Industrial Tributary Crossing design

2023

• Annual trail improvement funding includes phase one of the Industrial Tributary Crossing construction

2024

• Annual trail improvement funding is includes phase two of the Industrial Tributary Crossing construction

2020-2024 Balanced Financial Plan General Fund

	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Finance Non-Departmental				
Services & Other	760,167	970,775	970,775	918,980
Supplies	16,089	136,361	136,361	136,264
Capital	14,876	-	-	-
Five Year CIP (One-Time Expenditures)	189,454	3,441,869	3,441,869	-
Interfund Loan	-	60,395	-	-
Transfers Out	193,885	2,300,000	2,300,000	175,000
Total Finance Non-Departmental	**$ 1,174,471**	**$ 6,909,400**	**$ 6,849,005**	**$ 1,230,244**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• No significant changes at this time

Downtown Projects				
Capital	16,216	-	-	-
Total Downtown Projects	**$ 16,216**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• This division was for the use of spending 2012-2014 Downtown Development Authority Tax Increment Financing funds (DDA TIF) - these funds were used in full in 2018, so no funds are included in this planning period

Total Expenditures (Excluding One-Time)	**$ 46,313,453**	**$ 53,050,877**	**$ 52,278,045**	**$ 53,140,358**
Net Change Excluding One-Time Capital	**$ 5,991,766**	**$ 802,847**	**$ 2,267,961**	**$ 1,767,692**
Five Year CIP (One-Time Expenditures)	1,190,714	7,853,904	7,853,904	285,000
One Time Capital Transfers Out	308,700	308,700	308,700	1,003,744
Contribution to or (Use of) Fund Balance	**4,492,352**	**(7,359,757)**	**(5,894,643)**	**478,948**
Ending Funds Available	**$ 22,100,128**	**$ 14,740,371**	**$ 16,205,485**	**$ 16,684,433**
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				1,934,038
Catastrophic Events Reserve				1,102,500
Capital Reserve				1,910,493
Opportunity/Economic Dev. Reserve				1,258,400
TABOR Reserve				2,080,138
Total Reserves & Internal Designations				**8,585,569**
Unobligated Reserves				**$ 8,098,864**

2020-2024 Balanced Financial Plan General Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Finance Non-Departmental				
Services & Other	896,826	923,121	950,952	980,624
Supplies	135,000	135,000	136,264	135,000
Capital	-	-	-	-
Five Year CIP (One-Time Expenditures)	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	175,000	175,000	175,000	175,000
Total Finance Non-Departmental	**$ 1,206,826**	**$ 1,233,121**	**$ 1,262,216**	**$ 1,290,624**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• No significant changes at this time

2022

• No significant changes at this time

2023

• No significant changes at this time

2024

• No significant changes at this time

Downtown Projects				
Capital	-	-	-	-
Total Total Finance Non-Departmental	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021 - 2024

• This division was for the use of spending 2012-2014 Downtown Development Authority Tax Increment Financing funds (DDA TIF) - these funds were used in full in 2018, so no funds are included in this planning period

Total Expenditures (Excluding One-Time)	**$ 55,120,695**	**$ 56,765,031**	**$ 58,805,989**	**$ 61,042,574**
Net Change Excluding One-Time Capital	**$ 1,103,515**	**$ 1,179,303**	**$ 752,457**	**$ 410,674**
Five Year CIP (One-Time Expenditures)	1,030,000	750,000	450,000	900,000
One Time Capital Transfers Out	587,144	587,144	359,098	359,098
Contribution to or (Use of) Fund Balance	**(513,629)**	**(157,841)**	**(56,641)**	**(848,424)**
Ending Funds Available	**$ 16,170,804**	**$ 16,012,963**	**$ 15,956,322**	**$ 15,107,898**
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	1,953,378	1,972,912	1,992,641	2,012,567
Catastrophic Events Reserve	1,157,625	1,215,506	1,276,281	1,340,095
Capital Reserve	1,948,703	1,987,677	2,027,431	2,067,980
Opportunity/Economic Dev. Reserve	1,296,152	1,335,037	1,375,088	1,416,341
TABOR Reserve	2,135,132	2,227,166	2,259,838	2,324,702
Total Reserves & Internal Designations	**8,790,990**	**9,038,298**	**9,231,279**	**9,461,685**
Unobligated Reserves	**$ 7,379,814**	**$ 6,974,665**	**$ 6,725,043**	**$ 5,646,213**

2020-2024 Balanced Financial Plan Economic Development Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 4,545,886**	**$ 5,657,224**	**$ 5,657,224**	**$ 2,143,731**
Revenues				
Town Taxes				
Use	$ 1,024,722	$ 545,336	$ 669,370	$ 676,238
Investment Earnings	97,385	28,844	32,811	28,279
Interfund Loan Revenue	309,045	75,220	309,044	-
Total Revenues	**$ 1,431,152**	**$ 649,400**	**$ 1,011,225**	**$ 704,517**
Expenditures				
Services & Other	$ 319,814	$ 4,524,718	$ 4,524,718	$ 1,848,248
Total Expenditures (Excluding One-Time)	**$ 319,814**	**$ 4,524,718**	**$ 4,524,718**	**$ 1,848,248**
Net Change Excluding One-Time Captial	**$ 1,111,338**	**$ (3,875,318)**	**$ (3,513,493)**	**$ (1,143,731)**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**1,111,338**	**(3,875,318)**	**(3,513,493)**	**(1,143,731)**
Ending Funds Available	**$ 5,657,224**	**$ 1,781,906**	**$ 2,143,731**	**$ 1,000,000**
Reserves & Internal Designations				
Future Incentive Obligation				1,000,000
Total Reserves & Internal Designations				**1,000,000**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Use Tax revenue is based on anticipated commercial development totaling 295,968 square feet of retail, industrial, and office space

2020-2024 Balanced Financial Plan Economic Development Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**
Revenues				
Taxes				
Use	$ 681,408	$ 686,637	$ 691,904	$ 697,231
Investment Earnings	17,941	17,941	17,941	17,941
Interfund Loan Revenue	-	-	-	-
Total Revenues	**$ 699,349**	**$ 704,578**	**$ 709,845**	**$ 715,172**
Expenditures				
Services & Other	$ 699,349	$ 704,578	$ 709,845	$ 715,172
Total Expenditures (Excluding One-Time)	**$ 699,349**	**$ 704,578**	**$ 709,845**	**$ 715,172**
Net Change Excluding One-Time Captial	**$ -**	**$ -**	**$ -**	**$ -**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**-**	**-**	**-**	**-**
Ending Funds Available	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**
Reserves & Internal Designations				
Future Incentive Obligation	1,000,000	1,000,000	1,000,000	1,000,000
Total Reserves & Internal Designations	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Use Tax revenue is based on anticipated commercial development totaling 295,968 square feet of retail, industrial, and office space

2022

• Use Tax revenue is based on anticipated commercial development totaling 295,968 square feet of retail, industrial, and office space

2023

• Use Tax revenue is based on anticipated commercial development totaling 295,968 square feet of retail, industrial, and office space

2024

• Use Tax revenue is based on anticipated commercial development totaling 295,968 square feet of retail, industrial, and office space

2020-2024 Balanced Financial Plan — Transportation Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 9,231,411**	**$ 11,938,055**	**$ 11,938,055**	**$ 5,707,922**
Revenues				
Town Taxes				
Use	$ 3,377,101	$ 2,094,548	$ 2,151,896	$ 2,432,757
Sales	11,441,383	11,745,029	12,050,001	12,523,570
Motor Vehicle	2,217,274	2,405,447	2,305,965	2,398,204
Intergovernmental	8,307,441	8,140,355	8,276,819	7,590,947
Investment Earnings	197,359	32,016	217,156	73,378
Contributions & Donations	289,388	251,000	251,000	155,550
Other Revenue	109,052	1,200	1,500	1,500
Total Revenues	**$ 25,938,998**	**$ 24,669,595**	**$ 25,254,337**	**$ 25,175,906**
Expenditures				
Personnel	$ 3,980,568	$ 4,570,769	$ 4,356,421	$ 4,697,157
Services & Other	3,655,927	4,145,692	4,204,076	4,688,808
Supplies	604,181	680,027	680,027	660,738
Capital	36,984	9,000	9,000	6,300
Debt & Financing	396,104	880,775	880,775	902,325
Transfers Out	2,480,360	3,195,276	3,195,276	2,855,014
Total Expenditures (Excluding One-Time)	**$ 11,154,124**	**$ 13,481,539**	**$ 13,325,575**	**$ 13,810,342**
Net Change Excluding One-Time Capital	**$ 14,784,874**	**$ 11,188,056**	**$ 11,928,762**	**$ 11,365,564**
Annual Pavement Maintenance Program	8,822,195	15,736,667	15,736,667	10,586,000
Five Year CIP (One-Time Expenditures)	3,256,035	2,759,994	2,422,228	4,351,000
Contribution to or (Use of) Fund Balance	**2,706,644**	**(7,308,605)**	**(6,230,133)**	**(3,571,436)**
Ending Funds Available	**$ 11,938,055**	**$ 4,629,450**	**$ 5,707,922**	**$ 2,136,486**
Reserves & Internal Designations				
Revenue Stabilization Reserve				356,336
Catastrophic Events Reserve				1,731,891
Total Reserves & Internal Designations				**2,088,227**
Unobligated Reserves				**$ 48,259**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Requests include $6.7 million for the Pavement Maintenance Program, $3.8 million for multiple street reconstructions, $200,000 for a downtown alley master plan, $140,000 for guardrail repairs, and $125,000 for traffic signal detection system replacement

• Significant capital projects include $3.1 million for improvements in the Craig and Gould neighborhood, $640,000 for construction of two new traffic signals, and $315,000 for downtown alley improvements

2020-2024 Balanced Financial Plan — Transportation Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 2,136,486**	**$ 2,277,246**	**$ 2,323,626**	**$ 7,181,514**
Revenues				
Taxes				
Use	$ 2,451,346	$ 2,470,240	$ 2,489,286	$ 2,508,484
Sales	12,914,099	13,316,429	13,732,114	14,191,401
Motor Vehicle	2,494,132	2,593,897	2,697,653	2,805,559
Intergovernmental	7,687,687	7,932,355	8,185,349	8,446,966
Investment Earnings	48,074	44,937	95,995	102,047
Contributions & Donations	-	-	-	-
Other Revenue	1,500	1,500	1,500	1,500
Total Revenues	**$ 25,596,838**	**$ 26,359,358**	**$ 27,201,897**	**$ 28,055,957**
Expenditures				
Personnel	$ 4,874,966	$ 5,071,472	$ 5,277,619	$ 5,503,863
Services & Other	4,390,798	4,579,228	4,689,768	4,680,103
Supplies	654,853	667,800	672,835	698,857
Capital	-	-	-	-
Debt & Financing	909,500	907,400	903,838	904,038
Transfers Out	5,387,961	4,129,078	2,977,949	9,034,056
Total Expenditures (Excluding One-Time)	**$ 16,218,078**	**$ 15,354,978**	**$ 14,522,009**	**$ 20,820,917**
Net Change Excluding One-Time Capital	**$ 9,378,760**	**$ 11,004,380**	**$ 12,679,888**	**$ 7,235,040**
Annual Pavement Maintenance Program	8,296,000	9,980,000	7,237,000	11,466,000
Five Year CIP (One-Time Expenditures)	942,000	978,000	585,000	650,000
Contribution to or (Use of) Fund Balance	**140,760**	**46,380**	**4,857,888**	**(4,880,960)**
Ending Funds Available	**$ 2,277,246**	**$ 2,323,626**	**$ 7,181,514**	**$ 2,300,554**
Reserves & Internal Designations				
Revenue Stabilization Reserve	362,020	372,241	382,809	393,736
Catastrophic Events Reserve	1,766,529	1,801,860	1,837,897	1,874,655
Total Reserves & Internal Designations	**2,128,549**	**2,174,101**	**2,220,706**	**2,268,391**
Unobligated Reserves	**$ 148,697**	**$ 149,525**	**$ 4,960,808**	**$ 32,163**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- Requests include $6.5 million for the Pavement Maintenance Program, $1.8 million for multiple street reconstructions
- Significant capital projects include $315,000 for construction of a new traffic signals, and $330,000 for downtown alley improvements

2022

- Requests include $7.6 million for the Pavement Maintenance Program, $2.3 million for multiple street reconstructions
- Significant capital projects include $330,000 for construction of a new traffic signals, and $350,000 for downtown alley improvements

2023

- Requests include $5.5 million for the Pavement Maintenance Program, $1.6 million for multiple street reconstructions
- Significant capital projects include $345,000 for construction of a new traffic signals

2024

- Requests include $9.4 million for the Pavement Maintenance Program, $2 million for multiple street reconstructions
- Significant capital projects include $360,000 for construction of a new traffic signals

2020-2024 Balanced Financial Plan — Conservation Trust Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 527,344**	**$ 308,328**	**$ 308,328**	**$ 395,282**
Revenues				
Licenses & Permits	$ 130,138	$ 159,135	$ 159,135	$ 135,200
Intergovernmental	468,551	860,889	860,889	1,264,168
Investment Earnings	3,018	1,910	3,194	2,086
Other Revenue	11	-	-	-
Total Revenues	**$ 601,718**	**$ 1,021,934**	**$ 1,023,218**	**$ 1,401,454**
Expenditures				
Personnel	$ 90,230	$ 94,312	$ 94,086	$ 98,999
Services & Other	62,072	36,880	36,880	7,000
Supplies	25,185	107,500	107,500	107,500
Transfers Out	600,000	-	-	-
Total Expenditures (Excluding One-Time)	**$ 777,487**	**$ 238,692**	**$ 238,466**	**$ 213,499**
Net Change Excluding One-Time Capital	**$ (175,769)**	**$ 783,242**	**$ 784,752**	**$ 1,187,955**
Five Year CIP (One-Time Expenditures)	43,247	697,798	697,798	1,150,000
Contribution to or (Use of) Fund Balance	**(219,016)**	**85,444**	**86,954**	**37,955**
Ending Funds Available	**$ 308,328**	**$ 393,772**	**$ 395,282**	**$ 433,237**
Reserves & Internal Designations				
Committed for Fund Purpose				433,237
Total Reserves & Internal Designations				**433,237**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Requested expenditures include maintenance and replacement of playground equipment, park amenities, and other general park improvements at Butterfield Park and Bison Park. These projects are funded by State Lottery and County Open Space Shareback funding

2020-2024 Balanced Financial Plan — Conservation Trust Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 433,237**	**$ 557,224**	**$ 749,248**	**$ 970,557**
Revenues				
Licenses & Permits	$ 140,608	$ 146,232	$ 152,081	$ 158,164
Intergovernmental	1,050,699	891,918	893,181	556,363
Investment Earnings	158	760	2,553	6,806
Other Revenue	-	-	-	-
Total Revenues	**$ 1,191,465**	**$ 1,038,910**	**$ 1,047,815**	**$ 721,333**
Expenditures				
Personnel	$ 102,978	$ 107,386	$ 112,006	$ 117,120
Services & Other	7,000	7,000	7,000	7,000
Supplies	107,500	107,500	107,500	107,500
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 217,478**	**$ 221,886**	**$ 226,506**	**$ 231,620**
Net Change Excluding One-Time Capital	**$ 973,987**	**$ 817,024**	**$ 821,309**	**$ 489,713**
Five Year CIP (One-Time Expenditures)	850,000	625,000	600,000	150,000
Contribution to or (Use of) Fund Balance	**123,987**	**192,024**	**221,309**	**339,713**
Ending Funds Available	**$ 557,224**	**$ 749,248**	**$ 970,557**	**$ 1,310,270**
Reserves & Internal Designations				
Committed for Fund Purpose	557,224	749,248	970,557	1,310,270
Total Reserves & Internal Designations	**557,224**	**749,248**	**970,557**	**1,310,270**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Requested expenditures include design development for a 2022 project yet to be determined and miscellaneous improvements. These projects are funded by State Lottery and County Open Space Shareback funding

2022

• Requested expenditures include replacing playground and court surface at Castle Highlands park, replacing Recreation Center playground, and pavilion and restroom improvements at Founders Park. These projects are funded by State Lottery and County Open Space Shareback funding

2023

• Requested expenditures include renovating tennis and basketball courts at Centennial Park, replace playground at Baldwin Park, and construct restrooms at the ampitheater. These projects are funded by State Lottery and County Open Space Shareback funding

2024

• Requested expenditures include maintenance and replacement of playground equipment, park amenities, and other general park improvements are funded by State Lottery and County Open Space Shareback funding

2020-2024 Balanced Financial Plan — Philip S. Miller Trust Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 237,352**	**$ 210,688**	**$ 210,688**	**$ 210,798**
Revenues				
Charges for Service	$ 136,392	$ 201,080	$ 201,080	$ 218,988
Investment Earnings	1,977	1,045	1,789	1,917
Contributions & Donations	291,000	270,000	255,000	255,000
Transfers In	151,758	175,000	175,000	175,000
Other Revenue	270	-	-	-
Total Revenues	**$ 581,397**	**$ 647,125**	**$ 632,869**	**$ 650,905**
Expenditures				
Personnel	$ 101,321	$ 109,481	$ 98,825	$ 103,095
Services & Other	499,885	524,331	521,831	529,515
Supplies	6,855	12,103	12,103	12,181
Total Expenditures (Excluding One-Time)	**$ 608,061**	**$ 645,915**	**$ 632,759**	**$ 644,791**
Net Change Excluding One-Time Capital	**$ (26,664)**	**$ 1,210**	**$ 110**	**$ 6,114**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**(26,664)**	**1,210**	**110**	**6,114**
Ending Funds Available	**$ 210,688**	**$ 211,898**	**$ 210,798**	**$ 216,912**
Reserves & Internal Designations				
Committed for Fund Purpose				216,912
Total Reserves & Internal Designations				**216,912**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

2020-2024 Balanced Financial Plan — Philip S. Miller Trust Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 216,912**	**$ 230,164**	**$ 256,273**	**$ 296,437**
Revenues				
Charges for Service	$ 238,808	$ 260,534	$ 284,353	$ 310,467
Investment Earnings	1,972	2,117	2,381	2,783
Contributions & Donations	255,000	255,000	255,000	255,000
Transfers In	175,000	175,000	175,000	175,000
Other Revenue	-	-	-	-
Total Revenues	**$ 670,780**	**$ 692,651**	**$ 716,734**	**$ 743,250**
Expenditures				
Personnel	$ 110,161	$ 114,813	$ 119,708	$ 124,888
Services & Other	534,451	539,232	544,252	549,418
Supplies	12,916	12,497	12,610	13,355
Total Expenditures (Excluding One-Time)	**$ 657,528**	**$ 666,542**	**$ 676,570**	**$ 687,661**
Net Change Excluding One-Time Capital	**$ 13,252**	**$ 26,109**	**$ 40,164**	**$ 55,589**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**13,252**	**26,109**	**40,164**	**55,589**
Ending Funds Available	**$ 230,164**	**$ 256,273**	**$ 296,437**	**$ 352,026**
Reserves & Internal Designations				
Committed for Fund Purpose	230,164	256,273	296,437	352,026
Total Reserves & Internal Designations	**230,164**	**256,273**	**296,437**	**352,026**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2020-2024 Balanced Financial Plan — Public Art Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 65,188**	**$ 75,879**	**$ 75,879**	**$ 22,166**
Revenues				
Investment Earnings	$ 1,463	$ 401	$ 1,287	$ 1,431
Contributions & Donations	25,000	25,000	25,000	25,000
Other Revenue	2	-	-	-
Total Revenues	**$ 26,465**	**$ 25,401**	**$ 26,287**	**$ 26,431**
Expenditures				
Services & Other	$ 15,599	$ 25,000	$ 25,000	$ 25,000
Supplies	175	-	-	-
Total Expenditures (Excluding One-Time)	**$ 15,774**	**$ 25,000**	**$ 25,000**	**$ 25,000**
Net Change Excluding One-Time Capital	**$ 10,691**	**$ 401**	**$ 1,287**	**$ 1,431**
Five Year CIP (One-Time Expenditures)	-	55,000	55,000	-
Contribution to or (Use of) Fund Balance	**10,691**	**(54,599)**	**(53,713)**	**1,431**
Ending Funds Available	**$ 75,879**	**$ 21,280**	**$ 22,166**	**$ 23,597**
Reserves & Internal Designations				
Committed for Fund Purpose				23,597
Total Reserves & Internal Designations				**23,597**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

2020-2024 Balanced Financial Plan — Public Art Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 23,597**	**$ 25,035**	**$ 26,480**	**$ 27,932**
Revenues				
Investment Earnings	$ 1,438	$ 1,445	$ 1,452	$ 1,459
Contributions & Donations	25,000	25,000	25,000	25,000
Other Revenue	-	-	-	-
Total Revenues	**$ 26,438**	**$ 26,445**	**$ 26,452**	**$ 26,459**
Expenditures				
Services & Other	$ 25,000	$ 25,000	$ 25,000	$ 25,000
Supplies	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**
Net Change Excluding One-Time Capital	**$ 1,438**	**$ 1,445**	**$ 1,452**	**$ 1,459**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**1,438**	**1,445**	**1,452**	**1,459**
Ending Funds Available	**$ 25,035**	**$ 26,480**	**$ 27,932**	**$ 29,391**
Reserves & Internal Designations				
Committed for Fund Purpose	25,035	26,480	27,932	29,391
Total Reserves & Internal Designations	**25,035**	**26,480**	**27,932**	**29,391**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2020-2024 Balanced Financial Plan — Police Forfeiture Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 21,601**	**$ 21,601**	**$ 21,601**	**$ 21,601**
Revenues				
Investment Earnings	$ -	$ 135	$ -	$ 108
Total Revenues	**$ -**	**$ 135**	**$ -**	**$ 108**
Expenditures				
Net Change Excluding One-Time Capital	**$ -**	**$ 135**	**$ -**	**$ 108**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**-**	**135**	**-**	**108**
Ending Funds Available	**$ 21,601**	**$ 21,736**	**$ 21,601**	**$ 21,709**
Reserves & Internal Designations				
Committed for Fund Purpose				21,709
Total Reserves & Internal Designations				**21,709**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- No significant changes at this time

2020-2024 Balanced Financial Plan — Police Forfeiture Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 21,709**	**$ 21,818**	**$ 21,927**	**$ 22,037**
Revenues				
Investment Earnings	$ 109	$ 109	$ 110	$ 111
Total Revenues	**$ 109**	**$ 109**	**$ 110**	**$ 111**
Expenditures				
Net Change Excluding One-Time Capital	**$ 109**	**$ 109**	**$ 110**	**$ 111**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**109**	**109**	**110**	**111**
Ending Funds Available	**$ 21,818**	**$ 21,927**	**$ 22,037**	**$ 22,148**
Reserves & Internal Designations				
Committed for Fund Purpose	21,818	21,927	22,037	22,148
Total Reserves & Internal Designations	**21,818**	**21,927**	**22,037**	**22,148**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2020-2024 Balanced Financial Plan DDA TIF Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 1,909,014**	**$ 2,241,340**	**$ 2,241,340**	**$ 900,000**
Revenues				
Tax Increment Financing				
Property Tax TIF	$ 134,133	$ 180,000	$ 180,000	$ 180,000
Sales Tax TIF	1,658,755	1,329,029	1,211,146	1,297,641
Investment Earnings	-	2,067	-	-
Transfers In	200,741	2,125,000	2,125,000	-
Other Revenue	9,000	9,000	9,000	45,000
Total Revenues	**$ 2,002,629**	**$ 3,645,096**	**$ 3,525,146**	**$ 1,522,641**
Expenditures				
Services & Other	$ 869,085	$ 177,844	$ 1,771,994	$ 516,137
Supplies	-	-	-	150,000
Debt & Financing	235,889	2,354,481	2,354,481	-
Interfund Loan	565,329	362,320	596,145	287,100
Total Expenditures (Excluding One-Time)	**$ 1,670,303**	**$ 2,894,645**	**$ 4,722,620**	**$ 953,237**
Net Change Excluding One-Time Capital	**$ 332,326**	**$ 750,451**	**$ (1,197,474)**	**$ 569,404**
One-Time Downtown Project Funding	-	2,089,725	143,866	603,099
Contribution to or (Use of) Fund Balance	**332,326**	**(1,339,274)**	**(1,341,340)**	**(33,695)**
Ending Funds Available	**$ 2,241,340**	**$ 902,066**	**$ 900,000**	**$ 866,305**
Reserves & Internal Designations				
Debt Service Reserve				866,305
Total Reserves & Internal Designations				**866,305**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Expenditures are estimated for purposes of 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

2020-2024 Balanced Financial Plan DDA TIF Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 866,305**	**$ 832,492**	**$ 798,679**	**$ 764,866**
Revenues				
Taxes				
Property	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Sales	1,386,126	1,476,646	1,569,248	1,663,980
Investment Earnings	-	-	-	-
Transfers In	-	-	-	-
Other Revenue	47,647	50,316	52,876	55,326
Total Revenues	**$ 1,633,773**	**$ 1,726,962**	**$ 1,822,124**	**$ 1,919,306**
Expenditures				
Services & Other	$ 516,137	$ 516,137	$ 516,137	$ 516,137
Supplies	150,000	150,000	150,000	150,000
Debt & Financing	-	-	-	-
Interfund Loan	287,100	287,101	273,806	238,305
Total Expenditures (Excluding One-Time)	**$ 953,237**	**$ 953,238**	**$ 939,943**	**$ 904,442**
Net Change Excluding One-Time Capital	**$ 680,536**	**$ 773,724**	**$ 882,181**	**$ 1,014,864**
One-Time Downtown Project Funding	714,349	807,537	915,994	1,048,677
Contribution to or (Use of) Fund Balance	**(33,813)**	**(33,813)**	**(33,813)**	**(33,813)**
Ending Funds Available	**$ 832,492**	**$ 798,679**	**$ 764,866**	**$ 731,053**
Reserves & Internal Designations				
Debt Service Reserve	832,492	798,679	764,866	731,053
Total Reserves & Internal Designations	**832,492**	**798,679**	**764,866**	**731,053**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Expenditures are estimated for purposes of 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

2022

• Expenditures are estimated for purposes of 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

2023

• Expenditures are estimated for purposes of 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

2024

• Expenditures are estimated for purposes of 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

2020-2024 Balanced Financial Plan — Special Events Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 1,758**	**$ -**	**$ -**	**$ -**
Revenues				
Expenditures				
Transfers Out	$ 1,758	$ -	$ -	$ -
Total Expenditures (Excluding One-Time)	**$ 1,758**	**$ -**	**$ -**	**$ -**
Net Change Excluding One-Time Capital	**$ (1,758)**	**$ -**	**$ -**	**$ -**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**(1,758)**	**-**	**-**	**-**
Total Reserves & Internal Designations				**-**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Special Events financial activity was transitioned to the Philip S. Miller Trust Fund in 2018 and is planned to continue in that fund for future years

2020-2024 Balanced Financial Plan — Special Events Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Revenues				
Expenditures				
Transfers Out	$ -	$ -	$ -	$ -
Total Expenditures (Excluding One-Time)	**$ -**	**$ -**	**$ -**	**$ -**
Net Change Excluding One-Time Capital	**$ -**	**$ -**	**$ -**	**$ -**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**-**	**-**	**-**	**-**
Total Reserves & Internal Designations	**-**	**-**	**-**	**-**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2020-2024 Balanced Financial Plan — Parks Recreation Capital Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 2,114,988**	**$ 3,266,903**	**$ 3,266,903**	**$ 1,031,762**
Revenues				
Investment Earnings	$ 52,758	$ 17,245	$ 29,816	$ 25,805
Impact Fees	3,822,797	3,294,520	2,657,656	5,349,031
Contributions & Donations	20,000	20,000	20,000	-
Transfers In	600,000	177,809	177,809	-
Other Revenue	48	-	-	-
Total Revenues	**$ 4,495,603**	**$ 3,509,574**	**$ 2,885,281**	**$ 5,374,836**
Expenditures				
Services & Other	$ 254,875	$ 159,750	$ 159,750	$ 109,800
Debt & Financing	707,578	712,063	712,063	710,813
Interfund Loan	721,000	710,500	710,500	-
Transfers Out	935,078	245,895	245,895	-
Total Expenditures (Excluding One-Time)	**$ 2,618,531**	**$ 1,828,208**	**$ 1,828,208**	**$ 820,613**
Net Change Excluding One-Time Capital	**$ 1,877,072**	**$ 1,681,366**	**$ 1,057,073**	**$ 4,554,223**
Five Year CIP (One-Time Expenditures)	725,157	3,292,214	3,292,214	4,000,000
COP Prepayment	-	-	-	-
Contribution to or (Use of) Fund Balance	**1,151,915**	**(1,610,848)**	**(2,235,141)**	**554,223**
Ending Funds Available	**$ 3,266,903**	**$ 1,656,055**	**$ 1,031,762**	**$ 1,585,985**
Reserves & Internal Designations				
Park Reserve				500,000
Recreation Facility Reserve				250,000
Committed for Fund Purpose				835,985
Total Reserves & Internal Designations				**1,585,985**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Residential Impact Fees increase to the maximum allowable fee according to the impact fee study conducted in 2018. Impact fees are based on 700 single family units, 128 multi family units, and 295,968 sq. ft of commercial development

• Capital funding is requested for the construction of a new neighborhood park in the Cobblestone Ranch community

2020-2024 Balanced Financial Plan — Parks Recreation Capital Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 1,585,985**	**$ 5,893,200**	**$ 6,249,214**	**$ 5,158,969**
Revenues				
Investment Earnings	$ 69,317	$ 114,814	$ 111,953	$ 134,123
Impact Fees	5,508,111	5,562,413	5,617,415	5,673,235
Contributions & Donations	-	-	-	-
Transfers In	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	**$ 5,577,428**	**$ 5,677,227**	**$ 5,729,368**	**$ 5,807,358**
Expenditures				
Services & Other	$ 109,800	$ 109,800	$ 109,800	$ 109,800
Debt & Financing	710,413	711,413	709,813	-
Interfund Loan	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 820,213**	**$ 821,213**	**$ 819,613**	**$ 109,800**
Net Change Excluding One-Time Capital	**$ 4,757,215**	**$ 4,856,014**	**$ 4,909,755**	**$ 5,697,558**
Five Year CIP (One-Time Expenditures)	450,000	4,500,000	500,000	2,000,000
COP Prepayment	-	-	5,500,000	-
Contribution to or (Use of) Fund Balance	**4,307,215**	**356,014**	**(1,090,245)**	**3,697,558**
Ending Funds Available	**$ 5,893,200**	**$ 6,249,214**	**$ 5,158,969**	**$ 8,856,527**
Reserves & Internal Designations				
Park Reserve	750,000	1,000,000	1,250,000	1,500,000
Recreation Facility Reserve	375,000	500,000	625,000	750,000
Committed for Fund Purpose	4,768,200	4,749,214	3,283,969	6,606,527
Total Reserves & Internal Designations	**5,893,200**	**6,249,214**	**5,158,969**	**8,856,527**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Capital funding is requested for the design of a new neighborhood park, at a site yet to be determined

2022

• Capital funding is requested for the construction of a new neighborhood park, at a site yet to be determined

2023

• Early payoff of a Certificates of Participation (COP's) for construction of the Miller Activity Complex (MAC) at the Philip S. Miller Park is planned, original term of the COP was through 2033

2024

• No significant changes at this time

2020-2024 Balanced Financial Plan Municipal Facilities Capital Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 3,865,566**	**$ 1,170,269**	**$ 1,170,269**	**$ 380,382**
Revenues				
Investment Earnings	$ 45,680	$ 1,277	$ 28,822	$ 23,438
Impact Fees	437,767	312,288	269,272	302,811
Transfers In	1,189,111	-	-	-
Interfund Loan Revenue	26,808	26,809	26,809	26,809
Other Revenue	64	-	-	-
Total Revenues	**$ 1,699,430**	**$ 340,374**	**$ 324,903**	**$ 353,058**
Expenditures				
Services & Other	$ 48,817	$ -	$ -	$ -
Supplies	10,395	-	-	-
Interfund Loan	51,982	50,181	50,181	50,181
Transfers Out	-	107,386	107,386	-
Total Expenditures (Excluding One-Time)	**$ 111,194**	**$ 157,567**	**$ 157,567**	**$ 50,181**
Net Change Excluding One-Time Capital	**$ 1,588,236**	**$ 182,807**	**$ 167,336**	**$ 302,877**
Five Year CIP (One-Time Expenditures)	4,283,533	903,767	903,767	-
One Time Capital Transfers Out	-	53,456	53,456	322,596
Contribution to or (Use of) Fund Balance	**(2,695,297)**	**(774,416)**	**(789,887)**	**(19,719)**
Ending Funds Available	**$ 1,170,269**	**$ 395,853**	**$ 380,382**	**$ 360,663**
Reserves & Internal Designations				
Committed for Fund Purpose				360,663
Total Reserves & Internal Designations				**360,663**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Residential Impact Fees increase to the maximum allowable fee according to the impact fee study conducted in 2018. Impact fees are based on 700 single family units, 128 multi family units, and 295,968 sq. ft of commercial development

• Transfers Out includes a transfer to the Police Capital Fund to help fund parking lot improvements at the police station and the continuation of interfund loan payments to the General Fund for a loan that partially funded the purchase of the Public Safety Training Facility

2020-2024 Balanced Financial Plan Municipal Facilities Capital Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 360,663**	**$ 686,136**	**$ 1,025,699**	**$ 1,430,790**
Revenues				
Investment Earnings	$ 34,227	$ 45,288	$ 57,447	$ 70,709
Impact Fees	314,618	317,648	320,835	324,140
Transfers In	-	-	-	-
Interfund Loan Revenue	26,809	26,809	26,809	26,809
Other Revenue	-	-	-	-
Total Revenues	**$ 375,654**	**$ 389,745**	**$ 405,091**	**$ 421,658**
Expenditures				
Services & Other	$ -	$ -	$ -	$ -
Supplies	-	-	-	-
Interfund Loan	50,181	50,182	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 50,181**	**$ 50,182**	**$ -**	**$ -**
Net Change Excluding One-Time Capital	**$ 325,473**	**$ 339,563**	**$ 405,091**	**$ 421,658**
Five Year CIP (One-Time Expenditures)	-	-	-	-
One Time Capital Transfers Out	-	-	-	-
Contribution to or (Use of) Fund Balance	**325,473**	**339,563**	**405,091**	**421,658**
Ending Funds Available	**$ 686,136**	**$ 1,025,699**	**$ 1,430,790**	**$ 1,852,448**
Reserves & Internal Designations				
Committed for Fund Purpose	686,136	1,025,699	1,430,790	1,852,448
Total Reserves & Internal Designations	**686,136**	**1,025,699**	**1,430,790**	**1,852,448**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes included at this time

2022

- No significant changes included at this time

2023

- No significant changes included at this time

2024

- No significant changes included at this time

2020-2024 Balanced Financial Plan — Fire Capital Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 4,662,055**	**$ 1,120,626**	**$ 1,120,626**	**$ 1,014,406**
Revenues				
Investment Earnings	$ 44,612	$ 2,424	$ 10,472	$ 51,455
Impact Fees	943,464	974,332	828,421	932,960
Other Revenue	1,423	-	-	-
Total Revenues	**$ 989,499**	**$ 976,756**	**$ 838,893**	**$ 984,415**
Expenditures				
Services & Other	$ 78,361	$ -	$ -	$ -
Supplies	171,745	-	-	-
Interfund Loan	429,266	425,665	425,665	621,964
Transfers Out	317,138	364,448	364,448	-
Total Expenditures (Excluding One-Time)	**$ 996,510**	**$ 790,113**	**$ 790,113**	**$ 621,964**
Net Change Excluding One-Time Capital	**$ (7,011)**	**$ 186,643**	**$ 48,780**	**$ 362,451**
Five Year CIP (One-Time Expenditures)	3,534,418	155,000	155,000	20,000
Contribution to or (Use of) Fund Balance	**(3,541,429)**	**31,643**	**(106,220)**	**342,451**
Ending Funds Available	**$ 1,120,626**	**$ 1,152,269**	**$ 1,014,406**	**$ 1,356,857**
Reserves & Internal Designations				
Committed for Fund Purpose				1,356,857
Total Reserves & Internal Designations				**1,356,857**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Payoff of an interfund loan from the General Fund that partially funded a portion of the Public Safety Training Facility purchase and construction is requested

• Continuation of interfund loan payments to the General Fund for a loan that partially funded construction of Station 152 are included

• Residential Impact Fees increase to the maximum allowable fee according to the impact fee study conducted in 2018. Impact fees are based on 700 single family units, 128 multi family units, and 295,968 sq. ft of commercial development

2020-2024 Balanced Financial Plan — Fire Capital Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 1,356,857**	**$ 2,058,130**	**$ 2,786,766**	**$ 3,546,448**
Revenues				
Investment Earnings	$ 69,483	$ 88,412	$ 109,521	$ 132,990
Impact Fees	967,092	975,527	985,463	995,399
Other Revenue	-	-	-	-
Total Revenues	**$ 1,036,575**	**$ 1,063,939**	**$ 1,094,984**	**$ 1,128,389**
Expenditures				
Services & Other	$ -	$ -	$ -	$ -
Supplies	-	-	-	-
Interfund Loan	325,302	325,303	325,302	325,303
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 325,302**	**$ 325,303**	**$ 325,302**	**$ 325,303**
Net Change Excluding One-Time Capital	**$ 711,273**	**$ 738,636**	**$ 769,682**	**$ 803,086**
Five Year CIP (One-Time Expenditures)	10,000	10,000	10,000	-
Contribution to or (Use of) Fund Balance	**701,273**	**728,636**	**759,682**	**803,086**
Ending Funds Available	**$ 2,058,130**	**$ 2,786,766**	**$ 3,546,448**	**$ 4,349,534**
Reserves & Internal Designations				
Committed for Fund Purpose	2,058,130	2,786,766	3,546,448	4,349,534
Total Reserves & Internal Designations	**2,058,130**	**2,786,766**	**3,546,448**	**4,349,534**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Continuation of interfund loan payments to the General Fund for a loan that partially funded construction of Station 152 are included

2022

• Continuation of interfund loan payments to the General Fund for a loan that partially funded construction of Station 152 are included

2023

• Continuation of interfund loan payments to the General Fund for a loan that partially funded construction of Station 152 are included

2024

• Continuation of interfund loan payments to the General Fund for a loan that partially funded construction of Station 152 are included

2020-2024 Balanced Financial Plan — Police Capital Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 282,824**	**$ 380,415**	**$ 380,415**	**$ 12,200**
Revenues				
Investment Earnings	$ 2,375	$ 1,886	$ 1,178	$ 2,213
Impact Fees	405,532	479,672	407,792	456,858
Transfers In	-	-	-	322,596
Total Revenues	**$ 407,907**	**$ 481,558**	**$ 408,970**	**$ 781,667**
Expenditures				
Services & Other	$ 24,982	$ -	$ -	$ -
Interfund Loan	190,945	187,346	187,346	187,346
Transfers Out	-	272,272	272,272	-
Total Expenditures (Excluding One-Time)	**$ 215,927**	**$ 459,618**	**$ 459,618**	**$ 187,346**
Net Change Excluding One-Time Captial	**$ 191,980**	**$ 21,940**	**$ (50,648)**	**$ 594,321**
Five Year CIP (One-Time Expenditures)	-	-	-	430,128
One Time Capital Transfers Out	94,389	317,567	317,567	61,997
Contribution to or (Use of) Fund Balance	**97,591**	**(295,627)**	**(368,215)**	**102,196**
Ending Funds Available	**$ 380,415**	**$ 84,788**	**$ 12,200**	**$ 114,396**
Reserves & Internal Designations				
Committed for Fund Purpose				114,396
Total Reserves & Internal Designations				**114,396**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Transfers out to the Fleet Fund for the purchase of a patrol vehicle related the requested addition of two Patrol Officer positions is included
- Interfund loan payments for construction of the Police Station and purchase of the Public Safety Training Facility are included
- Funding in the amount of $430,128 is included for parking lot expansion at the Police Department
- Residential Impact Fees increase to the maximum allowable fee according to the impact fee study conducted in 2018. Impact fees are based on 700 single family units, 128 multi family units, and 295,968 sq. ft of commercial development

2020-2024 Balanced Financial Plan — Police Capital Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 114,396**	**$ 406,755**	**$ 404,295**	**$ 808,263**
Revenues				
Investment Earnings	$ 3,639	$ 4,444	$ 5,562	$ 7,844
Impact Fees	476,065	480,441	485,388	490,335
Transfers In	-	-	-	-
Total Revenues	**$ 479,704**	**$ 484,885**	**$ 490,950**	**$ 498,179**
Expenditures				
Services & Other	$ -	$ -	$ -	$ -
Interfund Loan	187,345	187,345	86,982	86,983
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 187,345**	**$ 187,345**	**$ 86,982**	**$ 86,983**
Net Change Excluding One-Time Capital	**$ 292,359**	**$ 297,540**	**$ 403,968**	**$ 411,196**
Five Year CIP (One-Time Expenditures)	-	300,000	-	-
One Time Capital Transfers Out	-	-	-	-
Contribution to or (Use of) Fund Balance	**292,359**	**(2,460)**	**403,968**	**411,196**
Ending Funds Available	**$ 406,755**	**$ 404,295**	**$ 808,263**	**$ 1,219,459**
Reserves & Internal Designations				
Committed for Fund Purpose	406,755	404,295	808,263	1,219,459
Total Reserves & Internal Designations	**406,755**	**404,295**	**808,263**	**1,219,459**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- Interfund loan payments for construction of the Police Station and purchase of the Public Safety Training Facility are included

2022

- Funding in the amount of $300,000 is included to remodel the Police Department basement
- Interfund loan payments for construction of the Police Station and purchase of the Public Safety Training Facility are included

2023

- Interfund loan payments for construction of the Police Station and purchase of the Public Safety Training Facility are included

2024

- Interfund loan payments for construction of the Police Station and purchase of the Public Safety Training Facility are included

2020-2024 Balanced Financial Plan — Transportation Capital Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 6,509,114**	**$ 12,637,254**	**$ 12,637,254**	**$ 1,817,661**
Revenues				
Town Taxes				
Use	$ 2,507,352	$ 1,887,921	$ 1,939,612	$ 2,192,766
Intergovernmental	191,362	1,255,637	1,255,637	624,000
Investment Earnings	135,134	34,871	89,787	27,293
Impact Fees	6,312,323	5,813,097	5,349,276	6,983,785
Contributions & Donations	-	2,132,000	2,132,000	-
Transfers In	1,200,000	3,086,960	3,086,960	1,500,000
Total Revenues	**$ 10,346,171**	**$ 14,210,486**	**$ 13,853,272**	**$ 11,327,844**
Expenditures				
Services & Other	$ 36,385	$ -	$ -	$ -
Debt & Financing	1,351,138	1,352,163	1,352,163	1,352,063
Transfers Out	149,204	60,000	60,000	-
Total Expenditures (Excluding One-Time)	**$ 1,536,727**	**$ 1,412,163**	**$ 1,412,163**	**$ 1,352,063**
Net Change Excluding One-Time Capital	**$ 8,809,444**	**$ 12,798,323**	**$ 12,441,109**	**$ 9,975,781**
Five Year CIP (One-Time Expenditures)	2,681,304	23,260,702	23,260,702	10,060,000
Contribution to or (Use of) Fund Balance	**6,128,140**	**(10,462,379)**	**(10,819,593)**	**(84,219)**
Ending Funds Available	**$ 12,637,254**	**$ 2,174,875**	**$ 1,817,661**	**$ 1,733,442**
Reserves & Internal Designations				
Capital Reserve				1,650,000
Committed for Fund Purpose				83,442
Total Reserves & Internal Designations				**1,733,442**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Residential Impact Fees increase to the maximum allowable fee according to the impact fee study conducted in 2018. Impact fees are based on 700 single family units, 128 multi family units, and 295,968 sq. ft of commercial development

• Five Year CIP requested projects include $5.1 million for Crystal Valley Interchange planning, $3.6 million for Plum Creek Parkway widening construction, and $1.2 million for design of Highway 86 and Ridge Road improvements

• Principal and interest payments of $1,352,063 for the 2013 TAP Bonds are included

2020-2024 Balanced Financial Plan — Transportation Capital Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 1,733,442**	**$ 7,296,694**	**$ 1,032,444**	**$ 1,335,088**
Revenues				
Taxes				
Use	$ 2,209,522	$ 2,226,551	$ 2,243,718	$ 2,261,023
Intergovernmental	-	3,601,000	-	-
Investment Earnings	58,151	55,735	26,988	36,679
Impact Fees	7,291,748	7,369,277	7,442,188	7,515,916
Contributions & Donations	-	1,000,000	-	-
Transfers In	4,000,000	2,700,000	1,500,000	7,500,000
Total Revenues	**$ 13,559,421**	**$ 16,952,563**	**$ 11,212,894**	**$ 17,313,618**
Expenditures				
Services & Other	$ -	$ -	$ -	$ -
Debt & Financing	1,346,169	1,343,813	1,351,250	1,348,850
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 1,346,169**	**$ 1,343,813**	**$ 1,351,250**	**$ 1,348,850**
Net Change Excluding One-Time Capital	**$ 12,213,252**	**$ 15,608,750**	**$ 9,861,644**	**$ 15,964,768**
Five Year CIP (One-Time Expenditures)	6,650,000	21,873,000	9,559,000	15,775,000
Contribution to or (Use of) Fund Balance	**5,563,252**	**(6,264,250)**	**302,644**	**189,768**
Ending Funds Available	**$ 7,296,694**	**$ 1,032,444**	**$ 1,335,088**	**$ 1,524,856**
Reserves & Internal Designations				
Capital Reserve	7,250,000	1,000,000	1,250,000	1,500,000
Committed for Fund Purpose	46,694	32,444	85,088	24,856
Total Reserves & Internal Designations	**7,296,694**	**1,032,444**	**1,335,088**	**1,524,856**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Five Year CIP requested projects include $8.1 million for Crystal Valley Interchange planning and $4 million for Plum Creek Parkway widening construction phase two

• Principal and interest payments of $1,346,169 for the 2013 TAP Bonds are included

2022

• Five Year CIP requested projects include $12.8 million for Crystal Valley Interchange construction contribution, $5.3 million for Highway 86 and Ridge Road improvements, $2.4 million for desing of Wolfensberger Road widening, and $1.3 million for design of 5th Street widening

• Principal and interest payments of $1,343,813 for the 2013 TAP Bonds are included

2023

• Five Year CIP requested projects include $4.5 million for Ridge Road widening construction, $2.2 million for Crowfoot Valley Road and Timber Canyon roundabout construction, and $1.1 million for Wolfensberger Widening planning

• Principal and interest payments of $1,351,250 for the 2013 TAP Bonds are included

2024

• Five Year CIP requested projects include $11.7 million for Wolfensberger widening construction, $2.8 million for Prairie Hawk Drive widening construction, and $1.2 million for 5th Street widening construction

• Principal and interest payments of $1,348,850 for the 2013 TAP Bonds are included

2020-2024 Balanced Financial Plan General Long Term Planning Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 993,515**	**$ 1,727,984**	**$ 1,727,984**	**$ 1,744,914**
Revenues				
Town Taxes				
Use	$ 1,952,294	$ 1,465,433	$ 1,505,557	$ 1,702,059
Investment Earnings	20,028	26,282	10,107	25,846
Transfers In	308,700	308,700	308,700	1,003,743
Other Revenue	141	-	-	-
Total Revenues	**$ 2,281,163**	**$ 1,800,415**	**$ 1,824,364**	**$ 2,731,648**
Expenditures				
Services & Other	$ 640,876	$ 777,752	$ 777,752	$ 515,700
Supplies	84,268	187,035	187,035	253,326
Transfers Out	410,889	223,721	223,721	-
Total Expenditures (Excluding One-Time)	**$ 1,136,033**	**$ 1,188,508**	**$ 1,188,508**	**$ 769,026**
Net Change Excluding One-Time Capital	**$ 1,145,130**	**$ 611,907**	**$ 635,856**	**$ 1,962,622**
Five Year CIP (One-Time Expenditures)	410,661	618,926	618,926	1,898,500
Contribution to or (Use of) Fund Balance	**734,469**	**(7,019)**	**16,930**	**64,122**
Ending Funds Available	**$ 1,727,984**	**$ 1,720,965**	**$ 1,744,914**	**$ 1,809,036**
Reserves & Internal Designations				
Capital Reserve				587,143
Committed for Fund Purpose				1,221,893
Total Reserves & Internal Designations				**1,809,036**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Funding for parking lot improvements and concrete site improvements is included

• Expenditures include computer hardware, computer storage, camera replacement, PD road fangs, replacing a K9 unit, rifle case replacement, and replacing AED pads and batteries

• Capital funding is requested for synthetic turf replacement at Butterfield Park, Self Contained Breathing Apparatus (SCBA's), and Fire Station 154 and 155 bay remodels

• Capital improvement projects for server and Cisco devices replacement have been moved here from the General Fund for 2020 and future years

2020-2024 Balanced Financial Plan General Long Term Planning Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 1,809,036**	**$ 2,457,701**	**$ 2,524,115**	**$ 2,644,833**
Revenues				
Taxes				
Use	$ 1,715,064	$ 1,728,283	$ 1,741,608	$ 1,755,040
Investment Earnings	33,562	41,473	46,987	49,843
Transfers In	587,143	587,143	359,098	359,098
Other Revenue	-	-	-	-
Total Revenues	**$ 2,335,769**	**$ 2,356,899**	**$ 2,147,693**	**$ 2,163,981**
Expenditures				
Services & Other	$ 677,693	$ 458,900	$ 609,000	$ 1,039,434
Supplies	292,436	414,226	463,691	373,881
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	**$ 970,129**	**$ 873,126**	**$ 1,072,691**	**$ 1,413,315**
Net Change Excluding One-Time Capital	**$ 1,365,640**	**$ 1,483,773**	**$ 1,075,002**	**$ 750,666**
Five Year CIP (One-Time Expenditures)	716,975	1,417,359	954,284	2,761,689
Contribution to or (Use of) Fund Balance	**648,665**	**66,414**	**120,718**	**(2,011,023)**
Ending Funds Available	**$ 2,457,701**	**$ 2,524,115**	**$ 2,644,833**	**$ 633,810**
Reserves & Internal Designations				
Capital Reserve	1,174,286	1,077,294	1,436,392	-
Committed for Fund Purpose	1,283,415	1,446,821	1,208,441	633,810
Total Reserves & Internal Designations	**2,457,701**	**2,524,115**	**2,644,833**	**633,810**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- Funding for parking lot improvements and concrete site improvements is included
- Expenditure include computer hardware, storage, and camera replacement
- Capital funding is requested for synthetic turf replacement at Gemstone Park

2022

- Expenditure include computer hardware, storage, camera replacement, and replacing AED pads and batteries
- Capital funding is requested for synthetic turf replacement at Matney Park, and LifePak Cardiac Monitors replacement

2023

- Expenditure include computer hardware, storage, camera replacement, and replacement of Stop The Bleed Kits (STBK)
- Capital funding is requested for synthetic turf replacement at Rhyolite Park

2024

- Funding for parking lot improvements and concrete site improvements is included
- Expenditure include computer hardware, storage, camera replacement, and replacing AED pads and batteries
- Capital funding is requested for Fire Department radio replacement and replacements for ambulance prams and stair chairs

2020-2024 Balanced Financial Plan — Water Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 20,888,774**	**$ 21,276,145**	**$ 21,276,145**	**$ 16,245,769**
Revenues				
Intergovernmental	$ 325,000	$ 2,650,000	$ 2,650,000	$ 350,000
Charges for Service	15,289,810	14,035,477	15,268,218	16,267,308
Fines & Forfeitures	351,929	357,700	349,046	356,700
Investment Earnings	333,044	182,742	182,310	133,719
System Development Fees	2,961,498	3,261,320	3,225,264	3,358,168
Transfers In	-	-	-	3,850,000
Interfund Loan Revenue	695,250	685,125	685,125	-
Other Revenue	214,436	106,049	112,046	116,207
Total Revenues	**$ 20,170,967**	**$ 21,278,413**	**$ 22,472,009**	**$ 24,432,102**
Expenditures				
Personnel	$ 3,251,414	$ 3,594,768	$ 3,600,088	$ 3,921,831
Services & Other	4,646,238	7,600,645	5,413,353	6,104,947
Supplies	1,243,390	1,361,107	1,394,319	1,472,323
Capital	10,902	625,181	525,181	47,482
Debt & Financing	1,744,745	1,752,251	1,752,251	1,734,394
Transfers Out	2,063,156	1,946,029	2,225,984	2,693,143
Total Expenditures (Excluding One-Time)	**$ 12,959,845**	**$ 16,879,981**	**$ 14,911,176**	**$ 15,974,120**
Net Change Excluding One-Time Capital	**$ 7,211,122**	**$ 4,398,432**	**$ 7,560,833**	**$ 8,457,982**
Five Year CIP (One-Time Expenditures)	6,823,751	16,053,178	12,591,209	11,943,844
Contribution to or (Use of) Fund Balance	**387,371**	**(11,654,746)**	**(5,030,376)**	**(3,485,862)**
Ending Funds Available	**$ 21,276,145**	**$ 9,621,399**	**$ 16,245,769**	**$ 12,759,907**
Reserves & Internal Designations				
Operating Designations				1,916,517
Catastrophic Events Reserve				4,556,175
Revenue Stabilization Reserve				1,261,205
Capital Reserve				4,026,010
Total Reserves & Internal Designations				**11,759,907**
Unobligated Reserves				**$ 1,000,000**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- New personnel requests include three Water Plant Operators and two Constuction and Repair Operators
- Capital funding is requested for new wells and waterlines, waterline rehabilitation/replacement, Craig and Gould improvements, and construction of the Administration and Customer Service Building
- One-time transfer in from the Wastewater Fund for the Liberty Village water tank project is included

2020-2024 Balanced Financial Plan — Water Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 12,759,907**	**$ 10,684,473**	**$ 11,313,627**	**$ 10,262,854**
Revenues				
Intergovernmental	$ 350,000	$ 150,000	$ -	$ -
Charges for Service	17,373,367	18,615,807	19,744,251	21,006,252
Fines & Forfeitures	356,700	356,700	356,700	356,700
Investment Earnings	104,882	89,226	79,420	79,420
Impact Fees	3,414,874	3,466,571	3,526,442	3,587,511
Transfers In	-	-	-	-
Interfund Loan Revenue	-	-	-	-
Other Revenue	118,933	122,157	125,998	128,462
Total Revenues	**$ 21,718,756**	**$ 22,800,461**	**$ 23,832,811**	**$ 25,158,345**
Expenditures				
Personnel	$ 4,292,480	$ 4,534,386	$ 4,760,933	$ 4,962,495
Services & Other	6,385,646	6,690,481	6,999,362	7,041,051
Supplies	1,444,732	1,420,735	1,429,706	1,439,373
Capital	29,482	32,000	32,000	32,000
Debt & Financing	1,741,190	1,740,010	1,741,270	1,704,035
Transfers Out	2,826,660	2,940,695	3,044,313	3,134,146
Total Expenditures (Excluding One-Time)	**$ 16,720,190**	**$ 17,358,307**	**$ 18,007,584**	**$ 18,313,100**
Net Change Excluding One-Time Capital	**$ 4,998,566**	**$ 5,442,154**	**$ 5,825,227**	**$ 6,845,245**
Five Year CIP (One-Time Expenditures)	7,074,000	4,813,000	6,876,000	4,575,000
Contribution to or (Use of) Fund Balance	**(2,075,434)**	**629,154**	**(1,050,773)**	**2,270,245**
Ending Funds Available	**$ 10,684,473**	**$ 11,313,627**	**$ 10,262,854**	**$ 12,533,099**
Reserves & Internal Designations				
Operating Designations	2,020,476	2,107,600	2,198,334	2,240,487
Catastrophic Events Reserve	4,663,005	4,814,145	4,952,305	5,112,445
Revenue Stabilization Reserve	1,335,973	1,427,321	1,506,463	1,595,802
Capital Reserve	1,665,019	2,964,561	1,605,752	3,584,365
Total Reserves & Internal Designations	**9,684,473**	**11,313,627**	**10,262,854**	**12,533,099**
Unobligated Reserves	**$ 1,000,000**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- New personnel requests include Meter Services Tech., Electrician, Field Services Operator II, Field Services Supervisor, and SCADA Analyst
- Capital funding is requested for well redrills, waterline rehabilitation/replacement, Glovers waterline replacement, and Tank 11 to Pine Canyon waterline

2022

- New personnel requests include a Billing Specialist, Field Services Operator I, and Field Services Operator II
- Capital funding is requested for new wells and waterlines and waterline rehabilitation/replacement

2023

- New personnel requests include a Customer Service Representative and a Field Services Operator I
- Capital funding is requested for well redrills and waterline rehabilitation/replacement

2024

- Capital funding is requested for new wells and waterlines and waterline rehabilitation/replacement

2020-2024 Balanced Financial Plan — Water Resources Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 54,637,958**	**$ 67,864,003**	**$ 67,864,003**	**$ 23,663,961**
Revenues				
Licenses & Permits	$ 13,710	$ -	$ 12,715	$ 12,000
Intergovernmental	10,648	-	-	-
Charges for Service	9,073,129	9,339,447	9,620,852	10,066,298
Fines & Forfeitures	124,557	66,000	86,901	90,500
Investment Earnings	1,042,174	473,052	747,325	304,137
System Development Fees	16,884,286	14,083,283	15,011,050	17,059,858
Transfers In	1,671,371	1,494,442	1,795,232	2,354,640
Interfund Loan Revenue	-	60,395	64,000	64,000
Debt & Financing Revenue	1,974,846	1,855,696	1,931,661	2,202,699
Other Revenue	304,680	4,412,852	4,423,180	3,240
Total Revenues	**$ 31,099,401**	**$ 31,785,167**	**$ 33,692,916**	**$ 32,157,372**
Expenditures				
Personnel	$ 1,890,467	$ 2,000,961	$ 2,000,695	$ 2,296,225
Services & Other	3,679,187	6,624,437	6,268,211	6,545,352
Supplies	490,005	507,441	420,472	611,782
Capital	30,628	16,889	16,889	46,000
Debt & Financing	3,675,400	3,701,975	3,701,975	3,728,975
Transfers Out	2,122,451	69,151	8,377	5,790
Total Expenditures (Excluding One-Time)	**$ 11,888,138**	**$ 12,920,854**	**$ 12,416,619**	**$ 13,234,124**
Net Change Excluding One-Time Capital	**$ 19,211,263**	**$ 18,864,313**	**$ 21,276,297**	**$ 18,923,248**
Five Year CIP (One-Time Expenditures)	5,985,218	78,198,843	65,476,339	21,407,510
Contribution to or (Use of) Fund Balance	**13,226,045**	**(59,334,530)**	**(44,200,042)**	**(2,484,262)**
Ending Funds Available	**$ 67,864,003**	**$ 8,529,473**	**$ 23,663,961**	**$ 21,179,699**
Reserves & Internal Designations				
Operating Designations				1,575,560
Catastrophic Events Reserve				3,709,971
Capital Reserve				15,394,168
Total Reserves & Internal Designations				**20,679,699**
Unobligated Reserves				**$ 500,000**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- New personnel requests include three Water Plant Operators and two Construction and Repair Operators
- Capital funding is requested for the Binney Connection to move WISE water, additional water storage at Chatfield Reservoir, water rights acquisition from the South Platte River basin, upgrades for the Newlin Gulch pipleline, purchase of Cherry Creek water rights, and construction of the Administration and Customer Service Building

2020-2024 Balanced Financial Plan — Water Resources Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 21,179,699**	**$ 17,928,525**	**$ 22,701,324**	**$ 25,994,214**
Revenues				
Licenses & Permits	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Intergovernmental	-	-	-	-
Charges for Service	10,322,548	10,562,610	10,801,971	11,023,975
Fines & Forfeitures	90,500	90,500	90,500	90,500
Investment Earnings	381,952	474,680	469,375	469,375
Impact Fees	16,230,854	16,054,556	16,512,773	16,387,221
Transfers In	2,552,192	2,664,011	2,762,764	2,849,177
Interfund Loan Revenue	64,000	64,000	64,000	64,000
Debt & Financing Revenue	2,357,145	959,247	501,449	501,449
Other Revenue	3,240	3,240	3,240	3,240
Total Revenues	**$ 32,014,431**	**$ 30,884,844**	**$ 31,218,072**	**$ 31,400,937**
Expenditures				
Personnel	$ 2,539,272	$ 2,707,261	$ 2,857,263	$ 2,975,999
Services & Other	7,853,859	9,357,420	9,742,076	9,952,765
Supplies	640,902	661,377	688,412	709,550
Capital	17,000	17,000	17,000	17,000
Debt & Financing	3,741,975	3,766,750	3,793,950	3,819,950
Transfers Out	5,790	5,790	5,790	6,715
Total Expenditures (Excluding One-Time)	**$ 14,798,798**	**$ 16,515,598**	**$ 17,104,491**	**$ 17,481,979**
Net Change Excluding One-Time Capital	**$ 17,215,633**	**$ 14,369,246**	**$ 14,113,581**	**$ 13,918,958**
Five Year CIP (One-Time Expenditures)	20,466,807	9,596,447	10,820,691	14,376,027
Contribution to or (Use of) Fund Balance	**(3,251,174)**	**4,772,799**	**3,292,890**	**(457,069)**
Ending Funds Available	**$ 17,928,525**	**$ 22,701,324**	**$ 25,994,214**	**$ 25,537,145**
Reserves & Internal Designations				
Operating Designations	1,839,006	2,121,010	2,214,625	2,273,052
Catastrophic Events Reserve	4,254,647	4,446,916	4,663,670	4,951,530
Capital Reserve	11,334,872	15,633,398	18,615,919	17,812,563
Total Reserves & Internal Designations	**17,428,525**	**22,201,324**	**25,494,214**	**25,037,145**
Unobligated Reserves	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- New personnel requests include Meter Services Tech., Electrician, Field Services Operator II, Field Services Supervisor, and SCADA Analyst
- Capital funding for WISE infrastructure, added water storage, and increased capacity at the Rueter Hess Reservoir pump station is included

2022

- New personnel requests include a Billing Specialist, Field Services Operator I, and Field Services Operator II
- Capital funding is included for WISE infrastrucrure, additional water storage at Chatfield Reservoir, and construction of infrastructure to for the Cherry Creek water rights

2023

- New personnel requests include a Customer Service Representative and a Field Services Operator I
- Capital funding is included for WISE infrastructure and additional treatment capacity in Rueter Hess Reservoir (RHR),

2024

- Capital funding is included for WISE infrastructure, additional treatment capacity in Rueter Hess Reservoir (RHR), and additional water storage at Chatfield Reservoir

2020-2024 Balanced Financial Plan — Stormwater Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 7,690,356**	**$ 8,335,093**	**$ 8,335,093**	**$ 4,036,192**
Revenues				
Intergovernmental	$ 101,203	$ -	$ 6,698	$ -
Charges for Service	3,441,526	3,356,010	3,459,805	3,673,560
Fines & Forfeitures	109	150	150	150
Investment Earnings	123,714	39,270	90,921	23,675
System Development Fees	1,590,370	1,663,584	1,430,134	1,536,072
Contributions & Donations	653,415	2,315	252,315	252,315
Other Revenue	26,476	45,550	15,850	15,640
Total Revenues	**$ 5,936,813**	**$ 5,106,879**	**$ 5,255,873**	**$ 5,501,412**
Expenditures				
Personnel	$ 1,601,011	$ 1,704,729	$ 1,741,217	$ 1,845,074
Services & Other	505,604	710,901	638,497	731,566
Supplies	57,306	91,003	122,810	120,075
Capital	-	5,000	5,000	15,000
Interfund Loan	695,250	685,125	685,125	-
Transfers Out	249,626	175,974	169,534	135,700
Total Expenditures (Excluding One-Time)	**$ 3,108,797**	**$ 3,372,732**	**$ 3,362,183**	**$ 2,847,415**
Net Change Excluding One-Time Capital	**$ 2,828,016**	**$ 1,734,147**	**$ 1,893,690**	**$ 2,653,997**
Five Year CIP (One-Time Expenditures)	2,183,279	6,228,963	6,192,591	3,489,162
Contribution to or (Use of) Fund Balance	**644,737**	**(4,494,816)**	**(4,298,901)**	**(835,165)**
Ending Funds Available	**$ 8,335,093**	**$ 3,840,277**	**$ 4,036,192**	**$ 3,201,027**
Reserves & Internal Designations				
Operating Designations				449,453
Catastrophic Events Reserve				1,560,354
Capital Reserve				691,220
Total Reserves & Internal Designations				**2,701,027**
Unobligated Reserves				**$ 500,000**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- New personnel requests include two Constuction and Repair Operators
- Capital funding is requested for the stream stabilization work, Craig and Gould North Improvements, and construction of the Administration and Customer Service Building

2020-2024 Balanced Financial Plan — Stormwater Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 3,201,027**	**$ 4,412,617**	**$ 3,590,261**	**$ 2,585,860**
Revenues				
Intergovernmental	$ -	$ -	$ -	$ -
Charges for Service	3,846,846	3,649,218	4,027,572	4,214,868
Fines & Forfeitures	150	150	150	150
Investment Earnings	19,769	19,057	18,352	18,352
Impact Fees	1,464,610	1,478,657	1,515,283	1,497,593
Contributions & Donations	252,315	252,315	252,315	252,315
Other Revenue	15,640	15,640	15,640	15,640
Total Revenues	**$ 5,599,330**	**$ 5,415,037**	**$ 5,829,312**	**$ 5,998,918**
Expenditures				
Personnel	$ 2,031,699	$ 2,155,149	$ 2,286,345	$ 2,385,118
Services & Other	770,259	763,115	749,576	760,302
Supplies	123,904	122,881	121,048	120,422
Capital	10,000	10,000	10,000	10,000
Interfund Loan	-	-	-	-
Transfers Out	135,700	139,333	142,568	142,605
Total Expenditures (Excluding One-Time)	**$ 3,071,562**	**$ 3,190,478**	**$ 3,309,537**	**$ 3,418,447**
Net Change Excluding One-Time Capital	**$ 2,527,768**	**$ 2,224,559**	**$ 2,519,775**	**$ 2,580,471**
Five Year CIP (One-Time Expenditures)	1,316,178	3,046,915	3,524,176	2,546,439
Contribution to or (Use of) Fund Balance	**1,211,590**	**(822,356)**	**(1,004,401)**	**34,032**
Ending Funds Available	**$ 4,412,617**	**$ 3,590,261**	**$ 2,585,860**	**$ 2,619,892**
Reserves & Internal Designations				
Operating Designations	487,644	506,858	526,162	544,307
Catastrophic Events Reserve	1,586,878	1,648,016	1,718,699	1,769,828
Capital Reserve	1,838,095	935,387	-	-
Total Reserves & Internal Designations	**3,912,617**	**3,090,261**	**2,244,861**	**2,314,135**
Unobligated Reserves	**$ 500,000**	**$ 500,000**	**$ 340,999**	**$ 305,757**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- New personnel requests include Meter Services Technician and Construction Inspector
- Capital funding is requested for stream stabilization work

2022

- New personnel requests include a Billing Specialist, Field Services Operator I, and Field Services Operator II
- Capital funding is requested for stream stabilization work, and Corrugated Metal Pipe (CMP) rehabilitation

2023

- New personnel requests include a Customer Service Representative and a Field Services Operator I
- Capital funding is requested for stream stabilization work, and Corrugated Metal Pipe (CMP) rehabilitation

2024

- Capital funding is requested for stream stabilization work, and Corrugated Metal Pipe (CMP) rehabilitation

2020-2024 Balanced Financial Plan — Wastewater Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 27,270,101**	**$ 20,523,526**	**$ 20,523,526**	**$ 8,947,665**
Revenues				
Charges for Service	$ 10,709,130	$ 10,389,951	$ 11,094,580	$ 11,301,830
Fines & Forfeitures	143	100	103	100
Investment Earnings	412,461	112,790	111,376	2,311
System Development Fees	3,249,319	3,096,404	3,094,154	3,802,688
Contributions & Donations	29,510	29,510	29,510	29,510
Interfund Loan Revenue	-	-	-	-
Other Revenue	519,041	2,840	400	3,040
Total Revenues	**$ 14,919,604**	**$ 13,631,595**	**$ 14,330,123**	**$ 15,139,479**
Expenditures				
Personnel	$ 1,386,978	$ 1,558,179	$ 1,429,117	$ 1,620,874
Services & Other	19,067,845	45,539,273	21,617,898	6,487,872
Supplies	304,815	401,913	428,676	477,662
Capital	16,748	60,000	60,000	60,000
Debt & Financing	333,138	335,274	335,274	331,356
Transfers Out	210,642	157,420	153,252	3,994,481
Total Expenditures (Excluding One-Time)	**$ 21,320,166**	**$ 48,052,059**	**$ 24,024,217**	**$ 12,972,245**
Net Change Excluding One-Time Capital	**$ (6,400,562)**	**$ (34,420,464)**	**$ (9,694,094)**	**$ 2,167,234**
Five Year CIP (One-Time Expenditures)	346,013	(18,145,621)	1,881,767	5,281,391
Contribution to or (Use of) Fund Balance	**(6,746,575)**	**(16,274,843)**	**(11,575,861)**	**(3,114,157)**
Ending Funds Available	**$ 20,523,526**	**$ 4,248,683**	**$ 8,947,665**	**$ 5,833,508**
Reserves & Internal Designations				
Operating Designations				1,431,068
Catastrophic Events Reserve				1,927,621
Capital Reserve				1,474,819
Total Reserves & Internal Designations				**4,833,508**
Unobligated Reserves				**$ 1,000,000**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Capital funding is requested for Woodlands and Oakwood sewer line replacement, Plum Creek Water Reclamation Authority (PCWRA) capital buy in, Craig and Gould North Improvements, Plum Creek interceptor upsize, and construction of the Administration and Customer Service Building
- Interfund loan to the Water Fund is included to help fund the Liberty Village water tank

2020-2024 Balanced Financial Plan — Wastewater Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 5,833,508**	**$ 9,120,551**	**$ 14,545,336**	**$ 19,005,094**
Revenues				
Charges for Service	$ 11,866,922	$ 12,460,268	$ 13,083,281	$ 13,737,445
Fines & Forfeitures	100	100	100	100
Investment Earnings	26,372	74,683	123,501	123,501
Impact Fees	3,686,591	3,729,500	3,841,377	3,787,343
Contributions & Donations	29,510	29,510	29,510	29,510
Interfund Loan Revenue	-	-	-	1,020,135
Other Revenue	3,040	3,040	3,040	3,040
Total Revenues	**$ 15,612,535**	**$ 16,297,101**	**$ 17,080,809**	**$ 18,701,074**
Expenditures				
Personnel	$ 1,794,252	$ 1,935,638	$ 2,057,785	$ 2,147,061
Services & Other	5,906,246	4,286,212	4,226,510	4,220,032
Supplies	468,390	485,482	512,432	536,768
Capital	56,000	56,000	56,000	56,000
Debt & Financing	333,660	332,040	331,380	-
Transfers Out	144,944	144,944	144,944	146,585
Total Expenditures (Excluding One-Time)	**$ 8,703,492**	**$ 7,240,316**	**$ 7,329,051**	**$ 7,106,446**
Net Change Excluding One-Time Capital	**$ 6,909,043**	**$ 9,056,785**	**$ 9,751,758**	**$ 11,594,628**
Five Year CIP (One-Time Expenditures)	3,622,000	3,632,000	5,292,000	3,225,000
Contribution to or (Use of) Fund Balance	**3,287,043**	**5,424,785**	**4,459,758**	**8,369,628**
Ending Funds Available	**$ 9,120,551**	**$ 14,545,336**	**$ 19,005,094**	**$ 27,374,722**
Reserves & Internal Designations				
Operating Designations	1,361,481	1,117,889	1,132,788	1,150,644
Catastrophic Events Reserve	1,959,921	1,996,981	2,067,241	2,091,161
Capital Reserve	4,799,149	10,430,466	14,805,065	23,132,917
Total Reserves & Internal Designations	**8,120,551**	**13,545,336**	**18,005,094**	**26,374,722**
Unobligated Reserves	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- New personnel requests include Meter Services Technician, Field Services Operator II, Field Services Supervisor, and SCADA Analyst
- Capital funding is requested for PCWRA capital buy in, Prairie Hawk Inteceptor upsize design work, Malibu Street upsize, and sewer line rehabilitation work

2022

- New personnel requests include a Billing Specialist, Field Services Operator I, and Field Services Operator II
- Capital funding is requested for Prairie Hawk Interceptor construction and sewer line rehabilitation work

2023

- New personnel requests include a Customer Service Representative and a Field Services Operator I
- Capital funding is requested for Kinner Street bottleneck and sewer line rehabilitation work

2024

- Capital funding is requested for sewer line rehabilitation work

2020-2024 Balanced Financial Plan — Golf Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 1,590,736**	**$ 1,555,169**	**$ 1,555,169**	**$ 1,416,795**
Revenues				
Charges for Service	$ 3,129,511	$ 3,209,900	$ 3,209,900	$ 3,276,178
Investment Earnings	12,043	13,930	9,534	9,458
Transfers In	80,000	80,000	80,000	80,000
Debt & Financing Revenue	-	470,513	424,228	-
Other Revenue	2,836	-	-	-
Total Revenues	**$ 3,224,390**	**$ 3,774,343**	**$ 3,723,662**	**$ 3,365,636**
Expenditures				
Personnel	$ 1,295,976	$ 1,403,356	$ 1,380,313	$ 1,470,547
Services & Other	551,013	609,165	609,165	611,733
Supplies	575,528	601,829	601,829	588,161
Debt & Financing	650,325	694,932	679,041	682,599
Interfund Loan	7,512	7,512	7,512	7,512
Transfers Out	2,539	9,717	9,717	3,148
Total Expenditures (Excluding One-Time)	**$ 3,082,893**	**$ 3,326,511**	**$ 3,287,577**	**$ 3,363,700**
Net Change Excluding One-Time Capital	**$ 141,497**	**$ 447,832**	**$ 436,085**	**$ 1,936**
Five Year CIP (One-Time Expenditures)	177,064	620,744	574,459	224,778
Contribution to or (Use of) Fund Balance	**(35,567)**	**(172,912)**	**(138,374)**	**(222,842)**
Ending Funds Available	**$ 1,555,169**	**$ 1,382,257**	**$ 1,416,795**	**$ 1,193,953**
Reserves & Internal Designations				
Revenue Stabilization Reserve				200,000
Capital Reserve				300,000
Debt Service Reserve				500,815
Total Reserves & Internal Designations				**1,000,815**
Unobligated Reserves				**$ 193,138**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Revenue reflects an increase based on anticipated rounds played and per player revenue
- Increased personnel expenditures are included to include to accommodate the statewide minimum wage increase
- Capital funding is requested for parking lot improvements, replacing two Sandpro units, and remodel of the golf pro shop

2020-2024 Balanced Financial Plan — Golf Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 1,193,953**	**$ 1,291,415**	**$ 1,253,360**	**$ 1,324,804**
Revenues				
Charges for Service	$ 3,456,107	$ 3,618,433	$ 3,786,629	$ 3,921,060
Investment Earnings	8,495	7,397	5,513	3,661
Transfers In	80,000	80,000	80,000	80,000
Debt & Financing Revenue	499,356	-	484,628	-
Other Revenue	-	-	-	-
Total Revenues	**$ 4,043,958**	**$ 3,705,830**	**$ 4,356,770**	**$ 4,004,721**
Expenditures				
Personnel	$ 1,533,907	$ 1,602,000	$ 1,673,453	$ 1,748,895
Services & Other	649,893	669,803	693,265	690,290
Supplies	597,194	647,071	621,889	631,266
Debt & Financing	727,120	726,378	735,378	734,756
Interfund Loan	7,512	7,512	7,512	7,512
Transfers Out	3,148	3,148	3,148	3,148
Total Expenditures (Excluding One-Time)	**$ 3,518,774**	**$ 3,655,912**	**$ 3,734,645**	**$ 3,815,867**
Net Change Excluding One-Time Capital	**$ 525,184**	**$ 49,918**	**$ 622,125**	**$ 188,854**
Five Year CIP (One-Time Expenditures)	427,722	87,973	550,681	46,491
Contribution to or (Use of) Fund Balance	**97,462**	**(38,055)**	**71,444**	**142,363**
Ending Funds Available	**$ 1,291,415**	**$ 1,253,360**	**$ 1,324,804**	**$ 1,467,167**
Reserves & Internal Designations				
Revenue Stabilization Reserve	200,000	200,000	200,000	200,000
Capital Reserve	400,000	400,000	500,000	600,000
Debt Service Reserve	500,815	500,815	500,815	500,815
Total Reserves & Internal Designations	**1,100,815**	**1,100,815**	**1,200,815**	**1,300,815**
Unobligated Reserves	**$ 190,600**	**$ 152,545**	**$ 123,989**	**$ 166,352**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- Revenue reflects an increase based on anticipated increase for regular green fees
- Expenditures include replacing freezer units, A/C maintenance, and alarm panels
- Capital funding is requested for replacing golf course maintenance equipment

2022

- Revenue reflects an increase based on anticipated rounds played and per player revenue
- Expenditures include replacing garage door openers and springs, and replacing the carpet in the club house
- Capital funding is requested for irrigation system updates

2023

- Revenue reflects an increase based on anticipated rounds played and per player revenue
- Expenditures include painting the exterior of the clubhouse
- Capital funding is requested for purchase of carry all utility tractors and replacement of golf cart fleet

2024

- Revenue reflects an increase based on anticipated rounds played and per player revenue

2020-2024 Balanced Financial Plan — Development Services Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 2,740,745**	**$ 3,582,469**	**$ 3,582,469**	**$ 3,834,594**
Revenues				
Licenses & Permits	$ 4,724,388	$ 5,300,000	$ 5,300,000	$ 5,500,000
Charges for Service	1,765,863	1,285,000	1,285,000	1,420,000
Investment Earnings	65,009	78,087	36,163	62,768
Other Revenue	1,921	-	-	-
Total Revenues	**$ 6,557,181**	**$ 6,663,087**	**$ 6,621,163**	**$ 6,982,768**
Expenditures				
Personnel	$ 4,540,571	$ 5,091,413	$ 4,956,576	$ 5,356,034
Services & Other	732,051	1,057,947	1,057,947	1,200,352
Supplies	192,957	203,774	203,774	111,757
Transfers Out	107,666	150,741	150,741	81,132
Total Expenditures (Excluding One-Time)	**$ 5,573,245**	**$ 6,503,875**	**$ 6,369,038**	**$ 6,749,275**
Net Change Excluding One-Time Capital	**$ 983,936**	**$ 159,212**	**$ 252,125**	**$ 233,493**
Five Year CIP (One-Time Expenditures)	142,212	-	-	-
Contribution to or (Use of) Fund Balance	**841,724**	**159,212**	**252,125**	**233,493**
Ending Funds Available	**$ 3,582,469**	**$ 3,741,681**	**$ 3,834,594**	**$ 4,068,087**
Reserves & Internal Designations				
Revenue Stabilization Reserve				4,068,087
Total Reserves & Internal Designations				**4,068,087**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Increases in software maintenance are requested to accommodate an upgrade to permitting software planned for 2019

2020-2024 Balanced Financial Plan — Development Services Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 4,068,087**	**$ 4,156,522**	**$ 4,168,815**	**$ 4,191,571**
Revenues				
Licenses & Permits	$ 5,500,000	$ 5,500,000	$ 5,550,000	$ 5,550,000
Charges for Service	1,410,000	1,410,000	1,410,000	1,410,000
Investment Earnings	67,003	69,685	71,348	72,697
Other Revenue	-	-	-	-
Total Revenues	**$ 6,977,003**	**$ 6,979,685**	**$ 7,031,348**	**$ 7,032,697**
Expenditures				
Personnel	$ 5,563,772	$ 5,677,305	$ 5,714,787	$ 5,718,695
Services & Other	1,126,997	1,097,883	1,091,668	1,099,440
Supplies	116,667	110,710	120,143	119,941
Transfers Out	81,132	81,494	81,994	85,729
Total Expenditures (Excluding One-Time)	**$ 6,888,568**	**$ 6,967,392**	**$ 7,008,592**	**$ 7,023,805**
Net Change Excluding One-Time Capital	**$ 88,435**	**$ 12,293**	**$ 22,756**	**$ 8,892**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**88,435**	**12,293**	**22,756**	**8,892**
Ending Funds Available	**$ 4,156,522**	**$ 4,168,815**	**$ 4,191,571**	**$ 4,200,463**
Reserves & Internal Designations				
Revenue Stabilization Reserve	4,156,522	4,168,815	4,191,571	4,200,463
Total Reserves & Internal Designations	**4,156,522**	**4,168,815**	**4,191,571**	**4,200,463**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2020-2024 Balanced Financial Plan — Community Center Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 1,499,794**	**$ 2,015,634**	**$ 2,015,634**	**$ 1,775,333**
Revenues				
Town Taxes				
Use	$ 421,084	$ 323,792	$ 332,657	$ 376,075
Sales	2,455,733	2,521,098	2,586,556	2,688,201
Motor Vehicle	401,068	435,106	417,110	433,794
Intergovernmental	16,688	-	-	-
Charges for Service	3,850,457	4,262,026	4,262,026	4,468,236
Investment Earnings	13,624	16,673	11,435	11,022
Contributions & Donations	5,638	-	-	-
Interfund Loan Revenue	412,000	406,000	406,000	-
Other Revenue	35,938	40,000	40,000	40,800
Total Revenues	**$ 7,612,230**	**$ 8,004,695**	**$ 8,055,784**	**$ 8,018,128**
Expenditures				
Personnel	$ 3,879,409	$ 4,144,737	$ 4,217,092	$ 4,725,832
Services & Other	2,135,555	2,460,673	2,455,673	2,555,765
Supplies	631,670	504,678	504,678	608,779
Transfers Out	150,210	122,194	122,194	108,524
Total Expenditures (Excluding One-Time)	**$ 6,796,844**	**$ 7,232,282**	**$ 7,299,637**	**$ 7,998,900**
Net Change Excluding One-Time Capital	**$ 815,386**	**$ 772,413**	**$ 756,147**	**$ 19,228**
Five Year CIP (One-Time Expenditures)	299,546	1,066,448	996,448	225,000
Contribution to or (Use of) Fund Balance	**515,840**	**(294,035)**	**(240,301)**	**(205,772)**
Ending Funds Available	**$ 2,015,634**	**$ 1,721,599**	**$ 1,775,333**	**$ 1,569,561**
Reserves & Internal Designations				
Capital Reserve				468,173
Revenue Stabilization Reserve				104,942
Total Reserves & Internal Designations				**573,115**
Unobligated Reserves				**$ 996,446**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

• Personnel expenditures include accommodation of the statewide minimum wage increase and a requested full time Therapeutic Recreation Specialist position

• Expenditures include one time costs for CAPRA accreditation, the purchase and installation of a new point of sale system, and converting lights at the MAC to LED (light-emitting diode) lights

• Capital expenditures include parking lot resurfacing at the Recreation Center

2020-2024 Balanced Financial Plan — Community Center Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 1,569,561**	**$ 1,425,161**	**$ 1,404,146**	**$ 1,415,123**
Revenues				
Taxes				
Use	$ 378,949	$ 381,870	$ 384,814	$ 387,782
Sales	2,772,022	2,858,377	2,947,598	3,046,177
Motor Vehicle	451,146	469,192	487,960	507,478
Intergovernmental	-	-	-	-
Charges for Service	4,573,242	4,826,346	4,963,348	5,104,420
Investment Earnings	10,970	10,814	10,212	9,391
Contributions & Donations	-	-	-	-
Interfund Loan Revenue	-	-	-	-
Other Revenue	41,616	42,448	43,297	43,730
Total Revenues	**$ 8,227,945**	**$ 8,589,047**	**$ 8,837,229**	**$ 9,098,978**
Expenditures				
Personnel	$ 4,844,889	$ 5,017,916	$ 5,197,949	$ 5,388,584
Services & Other	2,551,281	2,620,840	2,990,949	2,916,825
Supplies	567,104	511,813	527,861	530,868
Transfers Out	109,071	109,493	109,493	109,493
Total Expenditures (Excluding One-Time)	**$ 8,072,345**	**$ 8,260,062**	**$ 8,826,252**	**$ 8,945,770**
Net Change Excluding One-Time Capital	**$ 155,600**	**$ 328,985**	**$ 10,977**	**$ 153,208**
Five Year CIP (One-Time Expenditures)	300,000	350,000	-	160,000
Contribution to or (Use of) Fund Balance	**(144,400)**	**(21,015)**	**10,977**	**(6,792)**
Ending Funds Available	**$ 1,425,161**	**$ 1,404,146**	**$ 1,415,123**	**$ 1,408,331**
Reserves & Internal Designations				
Capital Reserve	491,582	516,161	541,969	569,067
Revenue Stabilization Reserve	108,064	111,283	114,611	118,243
Total Reserves & Internal Designations	**599,646**	**627,444**	**656,580**	**687,310**
Unobligated Reserves	**$ 825,515**	**$ 776,702**	**$ 758,543**	**$ 721,021**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

• Expenditures include the conversion of lights at the Recreation Center to LED

• Capital expenditures include the replacement of free weights, replacement of circuit weight equipment, and replacement of the play structure at the leisure pool at the Recreation Center

2022

• Capital expenditures include the replacement of cardio and spin equipment

2023

• Capital expenditures include the replacement of the dehumidification unit and make up air (MUA) unit at the Recreation Center

2024

• Capital expenditures include resurfacing Burgess Pool and the Recreation Center Lap Pool, and replacement of the HVAC unit at the Recreation Center

2020-2024 Balanced Financial Plan — Employee Benefits Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 2,580,650**	**$ 1,958,732**	**$ 1,958,732**	**$ 2,003,701**
Revenues				
Charges for Service	$ 6,178,917	$ 7,222,324	$ 7,222,324	$ 8,085,937
Investment Earnings	62,896	44,666	44,888	58,096
Contributions & Donations	1,610,139	1,650,298	1,650,298	1,834,901
Other Revenue	163	-	-	-
Total Revenues	**$ 7,852,115**	**$ 8,917,288**	**$ 8,917,510**	**$ 9,978,934**
Expenditures				
Personnel	$ 62,056	$ 64,461	$ 64,380	$ 67,541
Services & Other	8,410,743	8,806,161	8,806,161	9,836,599
Supplies	1,234	2,000	2,000	2,000
Total Expenditures (Excluding One-Time)	**$ 8,474,033**	**$ 8,872,622**	**$ 8,872,541**	**$ 9,906,140**
Net Change Excluding One-Time Capital	**$ (621,918)**	**$ 44,666**	**$ 44,969**	**$ 72,794**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**(621,918)**	**44,666**	**44,969**	**72,794**
Ending Funds Available	**$ 1,958,732**	**$ 2,003,398**	**$ 2,003,701**	**$ 2,076,495**
Reserves & Internal Designations				
Claims Reserve				1,813,575
Healthcare Cost Reserve				131,460
Total Reserves & Internal Designations				**1,945,035**
Unobligated Reserves				**$ 131,460**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Requests include an estimated 13% increase in costs for medical, dental, and vision benefits coverage and estimated claim activity
- New requested positions are included in estimates for healthcare plan costs

2020-2024 Balanced Financial Plan — Employee Benefits Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 2,076,495**	**$ 2,415,690**	**$ 2,836,600**	**$ 3,361,821**
Revenues				
Charges for Service	$ 8,899,882	$ 9,689,554	$ 10,526,508	$ 11,410,884
Investment Earnings	59,749	61,370	62,569	31,075
Contributions & Donations	1,978,273	2,133,098	2,300,354	2,480,962
Other Revenue	-	-	-	-
Total Revenues	**$ 10,937,904**	**$ 11,884,022**	**$ 12,889,431**	**$ 13,922,921**
Expenditures				
Personnel	$ 70,044	$ 72,833	$ 75,739	$ 78,974
Services & Other	10,526,665	11,388,279	12,286,471	13,256,489
Supplies	2,000	2,000	2,000	2,000
Total Expenditures (Excluding One-Time)	**$ 10,598,709**	**$ 11,463,112**	**$ 12,364,210**	**$ 13,337,463**
Net Change Excluding One-Time Capital	**$ 339,195**	**$ 420,910**	**$ 525,221**	**$ 585,458**
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	**339,195**	**420,910**	**525,221**	**585,458**
Ending Funds Available	**$ 2,415,690**	**$ 2,836,600**	**$ 3,361,821**	**$ 3,947,279**
Reserves & Internal Designations				
Claims Reserve	1,951,166	2,115,355	2,284,580	2,467,342
Healthcare Cost Reserve	232,262	360,623	538,621	739,969
Total Reserves & Internal Designations	**2,183,428**	**2,475,978**	**2,823,201**	**3,207,311**
Unobligated Reserves	**$ 232,262**	**$ 360,623**	**$ 538,621**	**$ 739,969**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

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

2022

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

2023

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

2024

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

2020-2024 Balanced Financial Plan — Fleet Fund

Category	2018 Audited Actual	2019 Amended Budget	2019 Year-End Estimate	2020 Budget
Beginning Funds Available	**$ 2,866,751**	**$ 2,549,997**	**$ 2,549,997**	**$ 3,377,476**
Revenues				
Charges for Service	$ 3,822,618	$ 4,057,485	$ 3,939,491	$ 4,711,865
Investment Earnings	18,440	11,706	16,701	30,440
Transfers In	1,267,239	248,355	248,355	152,552
Other Revenue	203,490	150,196	150,196	158,350
Total Revenues	**$ 5,311,787**	**$ 4,467,742**	**$ 4,354,743**	**$ 5,053,207**
Expenditures				
Personnel	$ 535,851	$ 712,821	$ 637,646	$ 683,024
Services & Other	218,353	208,752	208,752	262,009
Supplies	321,035	308,591	308,591	321,056
Transfers Out	13,119	41,804	41,804	15,736
Total Expenditures (Excluding One-Time)	**$ 1,088,358**	**$ 1,271,968**	**$ 1,196,793**	**$ 1,281,825**
Net Change Excluding One-Time Capital	**$ 4,223,429**	**$ 3,195,774**	**$ 3,157,950**	**$ 3,771,382**
Five Year CIP (One-Time Expenditures)	4,540,183	2,330,471	2,330,471	1,908,294
Contribution to or (Use of) Fund Balance	**(316,754)**	**865,303**	**827,479**	**1,863,088**
Ending Funds Available	**$ 2,549,997**	**$ 3,415,300**	**$ 3,377,476**	**$ 5,240,564**
Reserves & Internal Designations				
Committed for Fund Purpose				5,240,564
Total Reserves & Internal Designations				**5,240,564**
Unobligated Reserves				**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2020

- Increases in outsourced vehicle repair funding are included
- Capital costs include a requested $1,908,294 for 32 vehicles/equipment

2020-2024 Balanced Financial Plan — Fleet Fund

Category	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Funds Available	**$ 5,240,564**	**$ 5,711,686**	**$ 6,370,925**	**$ 6,896,883**
Revenues				
Charges for Service	$ 4,770,894	$ 4,831,848	$ 4,907,327	$ 4,996,396
Investment Earnings	38,259	41,623	45,279	51,912
Transfers In	13,770	14,252	-	-
Other Revenue	280,736	253,642	258,702	170,071
Total Revenues	**$ 5,103,659**	**$ 5,141,365**	**$ 5,211,308**	**$ 5,218,379**
Expenditures				
Personnel	$ 799,374	$ 831,509	$ 865,129	$ 902,005
Services & Other	272,244	280,793	287,160	293,734
Supplies	318,281	322,112	337,548	335,167
Transfers Out	15,736	15,736	15,736	15,736
Total Expenditures (Excluding One-Time)	**$ 1,405,635**	**$ 1,450,150**	**$ 1,505,573**	**$ 1,546,642**
Net Change Excluding One-Time Capital	**$ 3,698,024**	**$ 3,691,215**	**$ 3,705,735**	**$ 3,671,737**
Five Year CIP (One-Time Expenditures)	3,226,902	3,031,976	3,179,777	2,155,710
Contribution to or (Use of) Fund Balance	**471,122**	**659,239**	**525,958**	**1,516,027**
Ending Funds Available	**$ 5,711,686**	**$ 6,370,925**	**$ 6,896,883**	**$ 8,412,910**
Reserves & Internal Designations				
Committed for Fund Purpose	5,711,686	6,370,925	6,896,883	8,412,910
Total Reserves & Internal Designations	**5,711,686**	**6,370,925**	**6,896,883**	**8,412,910**
Unobligated Reserves	**$ -**	**$ -**	**$ -**	**$ -**

2020-2024 Notes and Assumptions

Click **here** to view projected increases and Townwide assumptions

Click **here** to view details regarding the Five Year Capital Improvement Program

2021

- Salary and benefits for one additional vehicle technician position are requested
- Capital costs include a requested $3,226,902 for 43 vehicles/equipment

2022

- Capital costs include a requested $3,031,976 for 35 vehicles/equipment

2023

- Capital costs include a requested $3,179,777 for 47 vehicles/equipment

2024

- Capital costs include a requested $2,155,710 for 40 vehicles/equipment