

Table of Contents

2023 – 2027 Balanced Financial Plan

I. Introduction Letter..... 39

II. 2023 – 2027 Balanced Financial Plan..... 40

III. Resolution Approving 2023 – 2027 Balanced Financial Plan 111

LETTER OF INTRODUCTION FOR THE FIVE YEAR BALANCED FINANCIAL PLAN

September 6, 2022

Honorable Mayor and Members of the Town Council,

Hereby submitted is the Five Year Balanced Financial Plan for the Town of Castle Rock, Colorado for the years 2023 through 2027. The Balanced Financial Plan is the Town's primary long-range planning tool and provides revenue and expenditure information Townwide and for the Town's 26 funds; including the two new voter approved funds. The Townwide budget and each fund within Balanced Financial Plan are balanced meaning anticipated revenues equal or exceed planned operating expenses. In some Town funds, capital reserves may be used to fund one-time projects, which is a common and sound practice.

Long-range planning of at least five-years is recommended by the Government Finance Officers Association and planning for five years provides greater insight into the Town's financial capabilities to meet current and long-term service level objectives. The first year of the Balanced Financial Plan is appropriated in the 2023 budget and includes \$272,486,118 in anticipated revenues and \$315,337,882 in planned expenditures including \$179,267,336 for operations including \$18,500,000 for the annual pavement maintenance program, \$111,161,918 for capital improvements, and \$24,908,628 for debt and transfers to other funds. Years two to five of the Balanced Financial Plan are forecasted using assumptions about economic conditions and future spending needs. Forecasted revenues and expenditures in years 2024 to 2027 will be reevaluated next year and may be adjusted based on changing economic conditions, spending needs, service level objectives, and/or budget priorities.

The Town's annual budget development process is designed around the creation of the Balanced Financial Plan. This coordinated effort between Finance and department staff and the Town Manager's Office begins annually in February. In early spring, departments are asked to submit budget requests for funding needs to increase and maintain levels of service. Once received, this data is entered into the Balanced Financial Plan by Finance staff. During the summer, Finance staff and the Town Manager's Office review expenditures, including budget requests, and compare them against forecasted revenues to determine if any funding gaps exist. Because funding needs often exceed available revenues, funding decisions are made to ensure each year of the Balanced Financial plan is balanced in accordance with the Town's budget priorities. The Balanced Financial Plan development process continues through the end of summer when the budget which includes the Balanced Financial Plan and Capital Improvement program is presented to Council.

The 2023-2027 Balanced Financial Plan focuses on maintaining levels of service, accomplishing core priorities, and providing a solid financial base for the next five years. Assumptions used in developing the Balanced Financial Plan are also included for reference. Information in the Balanced Financial Plan is provided at the category level. As an example, personnel costs which include salary, medical and dental, retirement, and other benefit costs are summarized and shown in total under personnel. Details of funding at the line-item level can be found on CRgov.com/2023Budget.

Sincerely,



David L. Corliss
Town Manager

2023-2027 Balanced Financial Plan

Townwide Summary

2023-2027 Balanced Financial Plan - Projected Changes and Assumptions

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

Category	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues					
Taxes					
Sales	6.0%	4.0%	3.5%	3.5%	3.5%
<i>Projections are based on recent trending and projected Town growth</i>					
Property	0.0%	5.5%	0.0%	5.5%	0.0%
<i>Based on a maximum of 5.5% Property Tax increase limitation as defined in Town Code and odd-year reassessment cycle that results in valuation increases for the following year</i>					
Use	-40.4%	-1.2%	-23.0%	21.0%	-2.2%
<i>Based on the estimated number of residential permits and commercial valuation shown below</i>					
Motor Vehicle	3.0%	3.0%	3.0%	3.0%	3.0%
<i>Projections are based on recent trending and projected Town growth. No change to fund distribution</i>					
Franchise Fees	2.5%	2.5%	2.5%	2.6%	2.6%
<i>Fees collected from electricity, natural gas, and cable providers typically increase with Town growth</i>					
Licenses & Permits	1.7%	2.8%	-18.6%	22.8%	2.6%
<i>Includes fire, liquor and business permits, licenses, and building permit</i>					
Management Fees	3.0%	3.0%	3.0%	3.0%	3.0%
<i>General Services revenue is received in the General Fund</i>					
Residential Development					
(Single Family/Multi-family Permits)	900/415	900/330	650/110	830/210	830/110
<i>Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees</i>					
Non-Residential Development	Varies	Varies	Varies	Varies	Varies
<i>Includes projected commercial, office, and industrial development for Impact Fees, System Development Fees, Tap Fees and varies by the type, size, and value of the commercial development</i>					
Expenditures					
Personnel					
Wages-General Pay	4.0%	4.0%	4.0%	4.0%	4.0%
<i>Based on performance review</i>					
Wages-Public Safety Pay	7.5%	7.5%	7.5%	7.5%	7.5%
<i>Based on performance review</i>					
Retirement Contrib.-General	7.0%	7.0%	7.0%	7.0%	7.0%
<i>7% contribution is included in each year for employees in the general pay table with an employee contribution of 4%</i>					
Retirement Contrib.-Fire & Police	9.5%	10.0%	10.5%	11.0%	11.5%
<i>9.5% contribution to the Fire and Police Pension Association (FPPA) is included in 2023 and increases 0.5% each year for Fire and Police employees with an employee contribution of 12%. The Town also contributes 3% to an FPPA 457 Deferred Contribution Plan for eligible employees</i>					
Health Benefit Contribution	0.0%	8.0%	8.0%	8.0%	8.0%
<i>Insurance costs for employer, an increase of 8% is also planned for the employee portion of insurance premium in years 2024-2027</i>					
Services & Other	Varies	Varies	Varies	Varies	Varies
<i>There is no general increase for 2023-2027, certain account categories have specific treatment</i>					
Supplies	Varies	Varies	Varies	Varies	Varies
<i>There is no general increase for 2023-2027, certain account categories have specific treatment</i>					
Capital	Varies	Varies	Varies	Varies	Varies
<i>There is no general increase for 2023-2027, certain account categories have specific treatment. Beginning in 2022, due to GASB Implementation Guide No. 2021-1, computer replacements are now budgeted for in a capital account code.</i>					

2023-2027 Balanced Financial Plan

Townwide Summary

Category	2021 Audited		2022 Amended		2022 Year-End	
	Actual		Budget		Estimate	2023 Budget
Beginning Funds Available	\$ 206,782,986	\$	\$ 269,097,769	\$	\$ 269,097,769	\$ 291,067,321
Revenues						
Town Taxes						
Property	\$ 1,401,673	\$	\$ 1,467,849	\$	\$ 1,463,339	\$ 1,463,339
Use	11,064,779		8,375,651		13,727,059	8,183,103
Sales	62,435,205		61,324,030		68,286,249	71,649,967
Motor Vehicle	11,033,454		7,105,115		11,154,472	11,705,391
Lodging	-		650,000		487,069	656,500
Other	373,541		396,730		388,590	404,247
Tax Increment Financing						
Property Tax TIF	854,406		687,538		687,538	965,935
Sales Tax TIF	2,053,587		1,385,418		1,296,950	2,225,091
Property Tax GID	-		200,000		200,000	218,214
Franchise Fees	2,705,197		2,509,241		2,776,523	2,844,973
Licenses & Permits	6,211,360		5,951,434		6,405,130	6,515,946
Intergovernmental	16,364,799		25,357,413		27,339,006	15,170,726
Charges for Service	70,202,734		73,844,814		71,518,355	76,937,890
Management Fees	4,304,660		4,205,990		4,205,990	4,332,130
Fines & Forfeitures	610,685		892,714		731,563	811,080
Investment Earnings	(192,630)		2,372,841		403,275	1,865,553
Impact Fees	26,242,453		18,746,156		24,715,931	27,554,471
System Development Fees	37,866,485		32,109,340		55,627,749	29,293,506
Contributions & Donations	4,230,399		5,535,356		4,661,088	5,143,109
Transfers In	2,594,382		27,467,444		26,700,300	2,249,995
Interfund Loan Revenue	623,330		1,287,890		1,156,791	798,566
Debt & Financing Revenue	2,098,229		31,249,508		30,671,007	230,094
Other Revenue	7,657,231		965,347		1,186,691	1,266,292
Total Revenues	\$ 270,735,959	\$	\$ 314,087,819	\$	\$ 355,790,665	\$ 272,486,118
Expenditures						
Personnel	\$ 66,805,828	\$	\$ 75,586,561	\$	\$ 70,556,695	\$ 83,495,962
Services & Other	43,321,282		60,955,833		53,402,646	65,496,542
Supplies	8,010,028		10,567,560		9,350,406	10,951,838
Capital	912,036		4,706,971		3,900,760	822,994
Five Year CIP (One-Time Expenditures)	51,094,461		180,237,071		131,444,708	111,161,918
Annual Pavement Maintenance Program	11,436,634		18,500,000		18,500,000	18,500,000
Debt & Financing	19,368,442		12,060,308		12,334,999	17,158,645
Interfund Loan	623,330		1,287,890		1,287,890	800,066
Transfers Out	6,849,135		31,430,734		33,043,009	6,949,917
Total Expenditures	\$ 208,421,176	\$	\$ 395,332,928	\$	\$ 333,821,113	\$ 315,337,882
Contribution to (Use of) Fund Balance	62,314,783		(81,245,109)		21,969,552	(42,851,764)
Ending Funds Available	\$ 269,097,769	\$	\$ 187,852,660	\$	\$ 291,067,321	\$ 248,215,557

2023-2027 Balanced Financial Plan

Townwide Summary

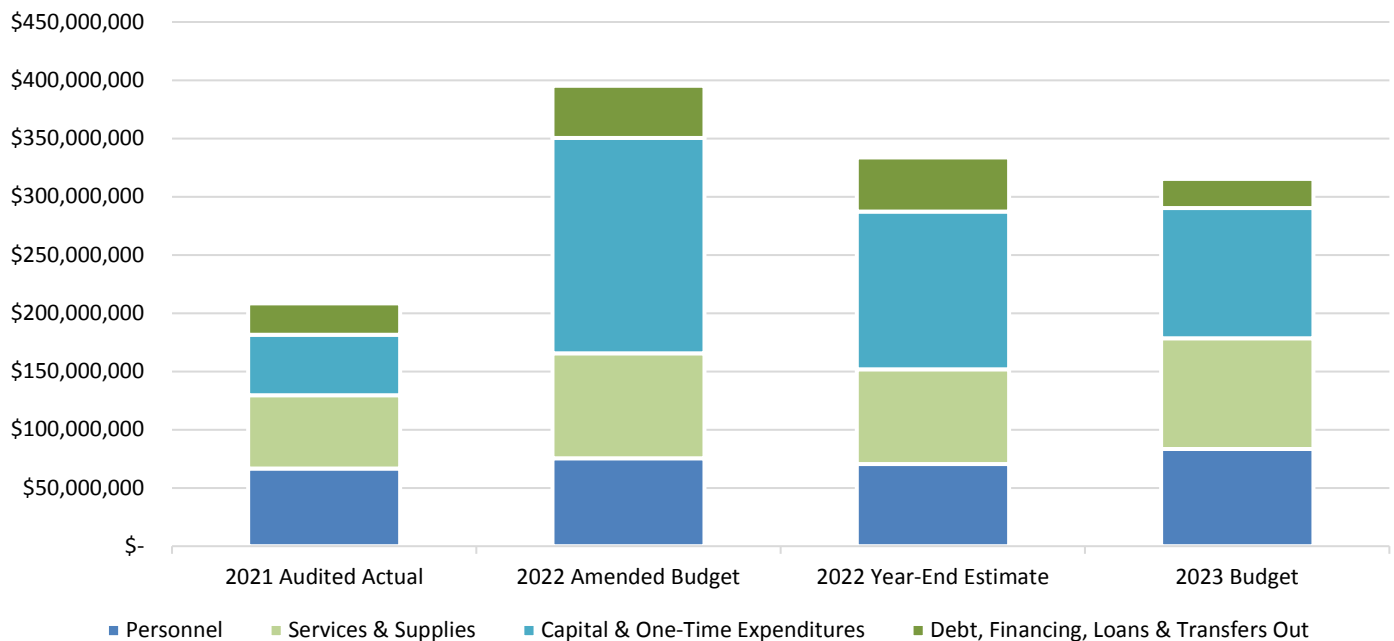
Category	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Beginning Funds Available	\$ 248,215,557	\$ 249,856,557	\$ 204,118,938	\$ 246,134,495
Revenues				
Town Taxes				
Property	\$ 1,543,823	\$ 1,543,823	\$ 1,628,733	\$ 1,628,733
Use	8,082,258	6,223,181	7,531,333	7,362,468
Sales	74,537,735	78,170,242	83,955,181	86,905,505
Motor Vehicle	12,056,553	12,418,250	12,790,798	13,174,522
Lodging	663,065	669,695	676,392	696,684
Other	420,536	437,483	455,113	473,455
Tax Increment Financing				
Property Tax TIF	992,808	1,024,454	1,052,965	1,086,520
Sales Tax TIF	2,291,727	2,360,360	2,431,048	2,503,854
Property Tax GID	218,214	230,381	230,381	243,226
Franchise Fees	2,915,939	2,989,516	3,065,805	3,144,909
Licenses & Permits	6,701,091	5,452,312	6,693,285	6,864,977
Intergovernmental	10,610,891	10,877,526	11,152,606	11,436,432
Charges for Service	82,336,042	87,233,283	92,720,800	98,486,111
Management Fees	4,462,070	4,595,920	4,733,810	4,875,820
Fines & Forfeitures	819,260	827,470	830,710	833,980
Investment Earnings	1,885,118	1,886,236	1,887,372	1,887,497
Impact Fees	26,441,996	17,731,455	23,389,940	21,862,166
System Development Fees	30,297,846	24,336,637	30,852,294	32,117,281
Contributions & Donations	2,939,468	3,195,255	3,468,927	3,733,112
Transfers In	8,495,975	1,941,641	4,049,818	2,029,871
Interfund Loan Revenue	1,605,717	1,072,308	1,115,567	1,464,694
Debt & Financing Revenue	155,094	155,094	40,635,789	155,094
Other Revenue	1,198,005	1,198,627	1,247,748	1,242,456
Total Revenues	\$ 281,671,231	\$ 266,571,149	\$ 336,596,415	\$ 304,209,367
Expenditures				
Personnel	\$ 89,961,203	\$ 96,089,297	\$ 102,302,793	\$ 108,834,766
Services & Other	65,267,416	71,993,271	70,005,417	72,504,241
Supplies	10,433,214	10,410,244	10,966,529	11,421,230
Capital	350,000	621,155	689,686	675,967
Five Year CIP (One-Time Expenditures)	72,320,103	98,091,826	71,682,092	94,966,876
Annual Pavement Maintenance Program	16,500,000	15,800,000	15,800,000	15,500,000
Debt & Financing	9,591,371	10,539,368	12,021,788	12,257,442
Interfund Loan	1,607,217	1,073,808	1,057,067	927,867
Transfers Out	13,999,707	7,689,799	10,055,486	8,270,776
Total Expenditures	\$ 280,030,231	\$ 312,308,768	\$ 294,580,858	\$ 325,359,165
Contribution to (Use of) Fund Balance	1,641,000	(45,737,619)	42,015,557	(21,149,798)
Ending Funds Available	\$ 249,856,557	\$ 204,118,938	\$ 246,134,495	\$ 224,984,697

2023-2027 Balanced Financial Plan

Townwide Summary

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Ending Funds Available	\$ 269,097,769	\$ 187,852,660	\$ 291,067,321	\$ 248,215,557
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				13,109,349
Catastrophic Events Reserve				14,289,981
Capital Reserve				110,166,806
Operating Designations				6,582,255
Opportunity/Economic Dev. Reserve				1,948,717
TABOR Reserve				2,451,193
Future Incentive Obligation				1,000,000
Committed for Fund Purpose				39,653,791
Debt Service Reserve				500,815
Claims Reserve				2,121,705
Healthcare Cost Reserve				890,928
Park Reserve				-
Fire Reserve				1,374,664
Police Reserve				985,010
Rec Center Operational Capacity Reserve				300,000
Recreation Facility Reserve				10,000,000
Total Reserves & Internal Designations				\$ 205,675,214
Unobligated Reserves				\$ 42,540,343

2021 - 2023 Townwide Expenditures by Category



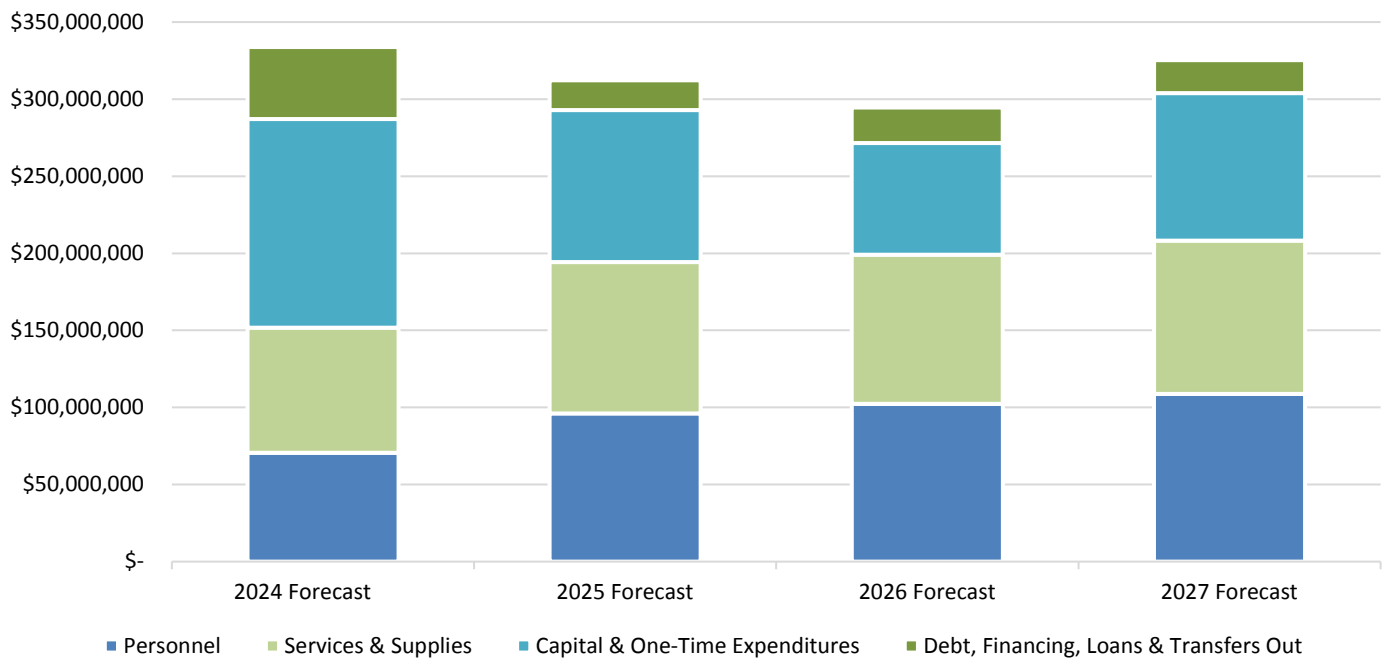
*One-Time Expenditures include capital projects, annual pavement maintenance, and certain debt/transfers

2023-2027 Balanced Financial Plan

Townwide Summary

Category	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Ending Funds Available	\$ 249,856,557	\$ 204,118,938	\$ 246,134,495	\$ 224,984,697
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	12,839,088	11,346,718	10,793,492	9,756,770
Catastrophic Events Reserve	13,252,898	12,751,723	12,436,946	12,294,831
Capital Reserve	103,307,712	73,499,557	100,844,307	71,300,017
Operating Designations	6,887,579	7,128,529	7,376,643	7,577,418
Opportunity/Economic Dev. Reserve	2,143,589	2,357,948	2,593,743	2,853,117
TABOR Reserve	2,456,398	2,526,979	2,577,519	2,629,069
Future Incentive Obligation	1,000,000	-	-	-
Committed for Fund Purpose	44,746,775	43,539,946	54,457,941	60,709,568
Debt Service Reserve	500,815	500,815	500,815	-
Claims Reserve	2,330,618	2,560,160	2,812,375	3,089,505
Healthcare Cost Reserve	964,116	1,178,091	1,292,281	1,386,297
Park Reserve	250,000	500,000	750,000	1,000,000
Fire Reserve	-	150,035	579,321	972,898
Police Reserve	-	116,140	233,442	351,917
Rec Center Operational Capacity Reserve	450,000	600,000	750,000	900,000
Recreation Facility Reserve	15,000,000	-	-	-
Total Reserves & Internal Designations	\$ 206,429,588	\$ 159,056,641	\$ 198,298,825	\$ 175,121,407
Unobligated Reserves	\$ 43,426,969	\$ 45,062,298	\$ 47,835,671	\$ 49,863,290

2024 - 2027 Townwide Expenditures by Category



*One-Time Expenditures include capital projects, annual pavement maintenance, and certain debt/transfers

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 27,731,644	\$ 38,440,274	\$ 38,440,274	\$ 32,988,795
Revenues				
Town Taxes				
Property	\$ 1,401,673	\$ 1,467,849	\$ 1,463,339	\$ 1,463,339
Sales	43,901,118	43,106,714	48,043,880	53,558,351
Motor Vehicle	6,685,380	4,331,278	6,885,941	7,092,519
Other	373,541	396,730	388,590	404,247
Franchise Fees	2,705,197	2,509,241	2,776,523	2,844,973
Licenses & Permits	133,910	133,816	136,399	135,690
Intergovernmental	205,872	2,614,092	424,720	664,326
Charges for Service	3,134,560	2,906,638	2,576,623	3,010,580
Management Fees	4,304,660	4,205,990	4,205,990	4,332,130
Fines & Forfeitures	289,720	391,764	200,598	295,080
Investment Earnings	(18,612)	368,383	368,383	366,990
Contributions & Donations	59,516	1,336,000	39,855	28,000
Transfers In	638,142	804,022	804,022	752,761
Interfund Loan Revenue	493,534	1,112,318	1,112,318	490,212
Other Revenue	587,117	245,343	421,335	399,810
Total Revenues	\$ 64,895,328	\$ 65,930,178	\$ 69,848,516	\$ 75,839,008
Expenditures				
Town Council	\$ 364,491	\$ 383,505	\$ 381,894	\$ 434,964
Town Manager	1,028,986	1,058,926	1,045,107	1,179,162
Human Resources	741,603	936,103	841,529	1,059,961
Community Relations	775,793	1,016,102	905,778	1,066,444
DoIT	3,423,516	3,950,233	3,548,765	4,114,759
Facilities	1,315,761	1,433,313	1,398,115	1,562,030
Town Attorney	1,079,433	1,162,444	961,978	1,339,290
Town Clerk	405,868	456,573	456,603	436,224
Municipal Court	419,734	479,072	477,189	490,990
Finance - Departmental	2,905,096	3,478,452	3,190,098	3,996,501
Police	16,825,760	20,476,608	20,132,427	22,921,351
Fire	17,976,711	19,167,085	18,595,127	21,926,598
Development Services	537,415	700,188	705,385	708,922
Parks	4,790,531	5,678,876	4,479,678	5,983,504
Finance Non-Departmental	1,396,281	1,844,305	1,896,943	1,963,247
Total Expenditures (Excluding One-Time)	\$ 53,986,979	\$ 62,221,785	\$ 59,016,616	\$ 69,183,947
Net Change Excluding One-Time Capital	10,908,349	3,708,393	10,831,900	6,655,061
Five Year CIP (One-Time Expenditures)	199,719	7,507,379	7,783,379	250,000
One-Time TABOR Transfer	-	8,500,000	8,500,000	-
Contribution to or (Use of) Fund Balance	10,708,630	(12,298,986)	(5,451,479)	6,405,061
Ending Funds Available	\$ 38,440,274	\$ 26,141,288	\$ 32,988,795	\$ 39,393,856

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Beginning Funds Available	\$ 39,393,856	\$ 42,160,173	\$ 45,247,333	\$ 47,161,617
Revenues				
Taxes				
Property	\$ 1,543,823	\$ 1,543,823	\$ 1,628,733	\$ 1,628,733
Sales	55,716,957	58,432,257	62,756,498	64,961,865
Motor Vehicle	7,305,295	7,524,454	7,750,188	7,982,694
Other	420,536	437,483	455,113	473,455
Franchise Fees	2,915,939	2,989,516	3,065,805	3,144,909
Licenses & Permits	138,090	140,570	143,090	145,700
Intergovernmental	673,935	683,870	694,162	704,820
Charges for Service	3,043,210	3,076,240	3,109,640	3,169,612
Management Fees	4,462,070	4,595,920	4,733,810	4,875,820
Fines & Forfeitures	298,260	301,470	304,710	307,980
Investment Earnings	370,660	370,660	370,660	370,660
Contributions & Donations	28,000	28,000	28,000	28,000
Transfers In	738,729	775,665	814,448	855,170
Interfund Loan Revenue	910,063	383,854	374,312	760,638
Other Revenue	407,140	414,630	422,260	430,050
Total Revenues	\$ 78,972,707	\$ 81,698,412	\$ 86,651,429	\$ 89,840,106
Expenditures				
Town Council	\$ 435,725	\$ 473,103	\$ 479,338	\$ 494,624
Town Manager	1,165,541	1,268,627	1,266,719	1,365,968
Human Resources	1,093,100	1,138,466	1,185,457	1,246,485
Community Relations	1,081,993	1,111,361	1,137,797	1,180,271
DoIT	4,186,604	4,363,257	4,554,377	4,682,780
Facilities	1,722,237	1,787,645	1,860,138	1,912,991
Town Attorney	1,376,681	1,429,650	1,477,465	1,540,964
Town Clerk	485,661	460,300	515,392	496,552
Municipal Court	511,891	533,706	801,077	616,726
Finance - Departmental	4,259,970	4,381,694	4,453,964	4,582,074
Police	24,664,760	26,661,724	28,743,561	31,001,326
Fire	23,773,511	26,063,598	28,221,237	30,523,656
Development Services	717,468	737,869	755,667	784,073
Parks	6,033,614	6,178,148	6,431,044	6,612,849
Finance Non-Departmental	2,447,634	2,022,104	2,053,912	2,087,424
Total Expenditures (Excluding One-Time)	\$ 73,956,390	\$ 78,611,252	\$ 83,937,145	\$ 89,128,763
Net Change Excluding One-Time Capital	5,016,317	3,087,160	2,714,284	711,343
Five Year CIP (One-Time Expenditures)	2,250,000	-	800,000	500,000
One-Time TABOR Transfer	-	-	-	-
Contribution to or (Use of) Fund Balance	2,766,317	3,087,160	1,914,284	211,343
Ending Funds Available	\$ 42,160,173	\$ 45,247,333	\$ 47,161,617	\$ 47,372,960

*2025 Sales Tax Forecast includes revenue from a new Costco in Town

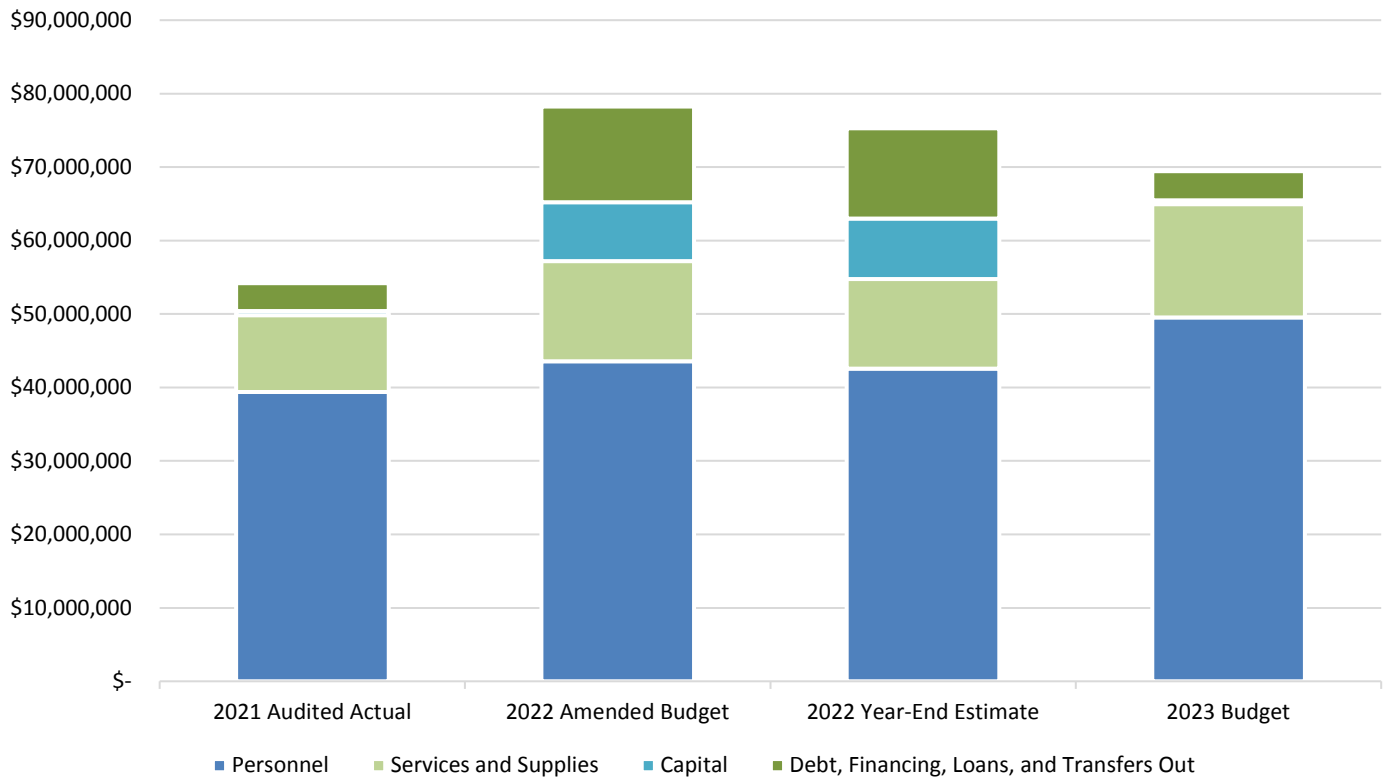
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2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Ending Funds Available	\$ 38,440,274	\$ 26,141,288	\$ 32,988,795	\$ 39,393,856
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				2,022,401
Catastrophic Events Reserve				1,407,100
Capital Reserve				4,027,430
Opportunity/Economic Dev. Reserve				1,948,717
TABOR Reserve				2,451,193
Total Reserves & Internal Designations				12,156,841
Unobligated Reserves				\$ 27,237,015

2021 - 2023 General Fund Expenditures by Category

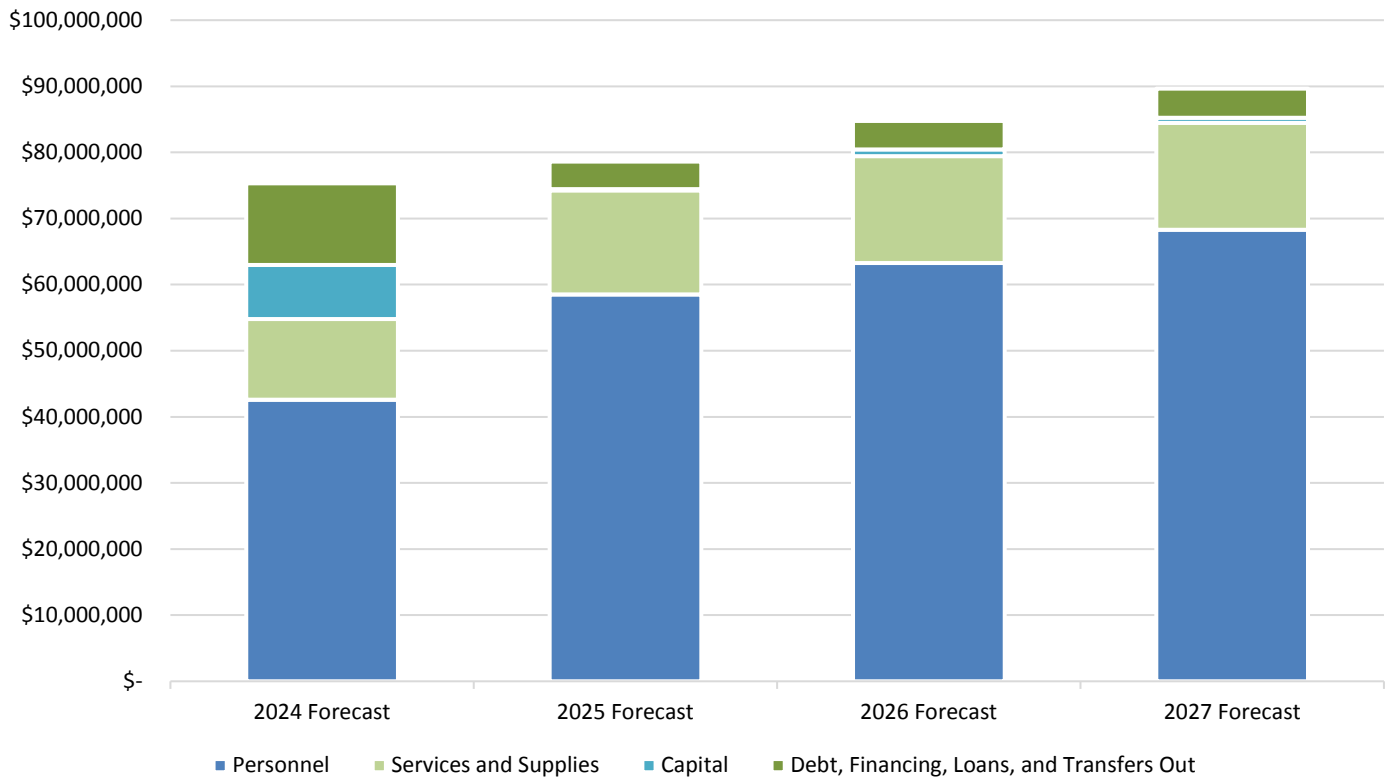


2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Ending Funds Available	\$ 42,160,173	\$ 45,247,333	\$ 47,161,617	\$ 47,372,960
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	2,097,321	2,189,135	2,329,530	2,407,467
Catastrophic Events Reserve	1,477,455	1,551,328	1,628,894	1,710,339
Capital Reserve	4,107,979	4,190,139	4,273,942	4,359,421
Opportunity/Economic Dev. Reserve	2,143,589	2,357,948	2,593,743	2,853,117
TABOR Reserve	2,456,398	2,526,979	2,577,519	2,629,069
Total Reserves & Internal Designations	12,582,742	13,115,529	13,703,628	14,259,413
Unobligated Reserves	\$ 29,577,431	\$ 32,131,804	\$ 33,457,989	\$ 33,113,547

2024 - 2027 General Fund Expenditures by Category



2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
General Fund Expenditures by Division				
Town Council				
Personnel	66,891	68,094	69,099	86,970
Services & Other	295,860	306,415	294,830	338,310
Supplies	1,740	3,220	10,843	3,220
Capital	-	5,776	7,122	6,464
Total Town Council	\$ 364,491	\$ 383,505	\$ 381,894	\$ 434,964

2023-2027 Notes and Assumptions

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

2023

- Council approved wage increase starting in 2023 for positions up for re-election
- Services & Other increases starting in 2023 due to dues and subscriptions such as Civil Results and others

Town Manager				
Personnel	908,499	954,564	961,841	1,005,776
Services & Other	108,420	90,806	70,502	156,522
Supplies	12,067	10,300	9,508	10,400
Capital	-	3,256	3,256	6,464
Total Town Manager	\$ 1,028,986	\$ 1,058,926	\$ 1,045,107	\$ 1,179,162

2023-2027 Notes and Assumptions

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

2023

- Community survey funding is planned every other year in odd-numbered years

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
General Fund Expenditures by Division				
Town Council				
Personnel	86,970	115,470	115,470	115,470
Services & Other	345,535	352,971	360,648	368,547
Supplies	3,220	3,220	3,220	3,220
Capital	-	1,442	-	7,387
Total Town Council	\$ 435,725	\$ 473,103	\$ 479,338	\$ 494,624

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- Council approved wage increase starting in 2023 for remaining positions up for re-election

2026

- No significant changes at this time

2027

- No significant changes at this time

Town Manager

Personnel	1,047,902	1,092,958	1,139,406	1,189,317
Services & Other	107,139	157,671	108,230	158,664
Supplies	10,500	10,600	10,600	10,600
Capital	-	7,398	8,483	7,387
Total Town Manager	\$ 1,165,541	\$ 1,268,627	\$ 1,266,719	\$ 1,365,968

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- Community survey funding is planned every other year in odd-numbered years

2026

- No significant changes at this time

2027

- Community survey funding is planned every other year in odd-numbered years

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Human Resources				
Personnel	508,825	600,210	587,845	672,858
Services & Other	224,347	328,693	249,712	369,130
Supplies	8,431	7,200	3,972	7,200
Capital	-	-	-	10,773
Total Human Resources	\$ 741,603	\$ 936,103	\$ 841,529	\$ 1,059,961

2023-2027 Notes and Assumptions

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

2023

- Salary and benefits for new Recruiter FTE beginning mid 2022 and fully reflected in 2023
- Computer replacement in Capital for 2023

Community Relations

Personnel	430,442	477,234	518,519	566,803
Services & Other	332,496	483,778	334,798	483,778
Supplies	12,855	55,090	52,461	5,090
Capital	-	-	-	10,773
Total Community Relations	\$ 775,793	\$ 1,016,102	\$ 905,778	\$ 1,066,444

2023-2027 Notes and Assumptions

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

2023

- Salary and benefits for new Social Media Specialist FTE and part-time Community Relations Specialist beginning mid 2022 and fully reflected in 2023
- Supplies decrease starting in 2023 due to software implementation completion in 2022

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Human Resources				
Personnel	703,650	735,986	769,947	805,634
Services & Other	382,150	395,180	408,210	421,240
Supplies	7,300	7,300	7,300	7,300
Capital	-	-	-	12,311
Total Human Resources	\$ 1,093,100	\$ 1,138,466	\$ 1,185,457	\$ 1,246,485

2023-2027 Notes and Assumptions

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

2024

- Funding is planned for the completion of a Townwide employee survey every other year in even-numbered years

2025

- No significant changes at this time

2026

- Funding is planned for the completion of a Townwide employee survey every other year in even-numbered years

2027

- Computer replacement in Capital for 2027

Community Relations

Personnel	593,035	619,953	648,649	678,712
Services & Other	483,868	483,958	484,058	484,158
Supplies	5,090	5,090	5,090	5,090
Capital	-	2,360	-	12,311
Total Community Relations	\$ 1,081,993	\$ 1,111,361	\$ 1,137,797	\$ 1,180,271

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
DoIT				
Personnel	2,481,036	2,665,989	2,511,993	2,923,490
Services & Other	735,150	874,901	711,619	956,917
Supplies	192,451	352,616	261,755	197,216
Capital	-	41,611	48,282	19,493
Transfers Out	14,879	15,116	15,116	17,643
Total DoIT	\$ 3,423,516	\$ 3,950,233	\$ 3,548,765	\$ 4,114,759

2023-2027 Notes and Assumptions

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

2023

- Salary and benefits for one Infrastructure Technician beginning in 2023
- Decrease in Supplies starting in 2023 due to department reducing unneeded budget

Facilities

Personnel	760,531	851,780	801,883	902,221
Services & Other	379,958	407,765	415,361	475,501
Supplies	109,249	108,810	105,660	115,270
Capital	-	9,237	19,490	2,155
Transfers Out	66,023	55,721	55,721	66,883
Total Facilities	\$ 1,315,761	\$ 1,433,313	\$ 1,398,115	\$ 1,562,030

2023-2027 Notes and Assumptions

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

2023

- Services and other increase is due to operating costs starting in 2023

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
DoIT				
Personnel	3,062,143	3,200,002	3,345,561	3,498,865
Services & Other	873,386	879,846	903,375	905,836
Supplies	233,432	212,016	235,640	238,275
Capital	-	53,750	52,158	22,161
Transfers Out	17,643	17,643	17,643	17,643
Total DoIT	\$ 4,186,604	\$ 4,363,257	\$ 4,554,377	\$ 4,682,780

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

Facilities

Personnel	1,038,777	1,086,200	1,135,940	1,187,600
Services & Other	483,730	491,180	499,159	507,411
Supplies	116,552	117,010	117,670	118,350
Capital	-	6,387	10,201	2,462
Transfers Out	83,178	86,868	97,168	97,168
Total Facilities	\$ 1,722,237	\$ 1,787,645	\$ 1,860,138	\$ 1,912,991

2023-2027 Notes and Assumptions

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

2024

- Salary and benefits for one Senior Maintenance Technician beginning in 2024

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Town Attorney				
Personnel	958,077	950,115	842,657	1,119,124
Services & Other	108,671	199,029	104,364	198,248
Supplies	12,685	13,300	14,957	13,300
Capital	-	-	-	8,618
Total Town Attorney	\$ 1,079,433	\$ 1,162,444	\$ 961,978	\$ 1,339,290

2023-2027 Notes and Assumptions

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

2023

- Salary and benefits for one Legal Assistant beginning in 2023

Town Clerk				
Personnel	291,422	299,228	303,446	314,270
Services & Other	102,690	136,345	132,486	116,645
Supplies	11,756	21,000	20,671	1,000
Capital	-	-	-	4,309
Total Town Clerk	\$ 405,868	\$ 456,573	\$ 456,603	\$ 436,224

2023-2027 Notes and Assumptions

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

2023

- Increase in services and other is due to computer software maintenance budget moving from computer software

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Town Attorney				
Personnel	1,167,687	1,216,491	1,267,747	1,321,197
Services & Other	198,094	198,457	198,818	199,018
Supplies	10,900	10,900	10,900	10,900
Capital	-	3,802	-	9,849
Total Town Attorney	\$ 1,376,681	\$ 1,429,650	\$ 1,477,465	\$ 1,540,964

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

Town Clerk				
Personnel	327,976	342,355	357,427	373,642
Services & Other	156,685	116,845	156,865	116,885
Supplies	1,000	1,100	1,100	1,100
Capital	-	-	-	4,925
Total Town Clerk	\$ 485,661	\$ 460,300	\$ 515,392	\$ 496,552

2023-2027 Notes and Assumptions

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

2024

- Election funding increases every other year in even-numbered years

2025

- No significant changes at this time

2026

- Election funding increases every other year in even-numbered years

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Municipal Court				
Personnel	366,317	410,509	407,524	431,357
Services & Other	21,939	42,715	41,429	42,985
Supplies	31,478	22,388	27,049	16,648
Capital	-	3,460	1,187	-
Total Municipal Court	\$ 419,734	\$ 479,072	\$ 477,189	\$ 490,990

2023-2027 Notes and Assumptions

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

2023

- No significant changes at this time

Finance - Departmental

Personnel	2,309,995	2,619,235	2,369,389	2,732,616
Services & Other	567,321	792,098	741,791	1,194,805
Supplies	27,780	43,590	58,049	45,380
Capital	-	23,529	20,869	23,700
Total Finance - Departmental	\$ 2,905,096	\$ 3,478,452	\$ 3,190,098	\$ 3,996,501

2023-2027 Notes and Assumptions

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

2023

- New financial system is requested beginning in 2023 and ongoing software agreement costs are included in future years

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Municipal Court				
Personnel	452,098	472,331	493,667	516,208
Services & Other	43,045	43,185	43,215	83,770
Supplies	16,748	16,748	261,400	16,748
Capital	-	1,442	2,795	-
Total Municipal Court	\$ 511,891	\$ 533,706	\$ 801,077	\$ 616,726

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- Funding for new court software is requested

2027

- Ongoing expenses associated with the new court software is requested

Finance - Departmental

Personnel	2,859,800	2,989,527	3,124,429	3,266,021
Services & Other	1,354,680	1,336,938	1,260,079	1,243,177
Supplies	45,490	45,790	45,790	45,790
Capital	-	9,439	23,666	27,086
Total Finance - Departmental	\$ 4,259,970	\$ 4,381,694	\$ 4,453,964	\$ 4,582,074

2023-2027 Notes and Assumptions

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

2024

- Services & Other varies due to the Payroll System and new Financial System requested

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Police				
Personnel	14,025,766	16,121,073	15,840,277	18,522,435
Services & Other	1,185,790	1,443,877	1,441,937	1,423,901
Supplies	953,084	1,361,836	1,351,351	1,992,380
Capital	-	153,019	102,059	101,784
Transfers Out	661,120	1,396,803	1,396,803	880,851
Total Police	\$ 16,825,760	\$ 20,476,608	\$ 20,132,427	\$ 22,921,351

2023-2027 Notes and Assumptions

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

2023

- Salary and Benefits increase due to one sergeant, two officers, one filing technician, and two part-time civilian community service officers as well as shift differential and master police officer program beginning in 2023
- Supplies increase due to one time implementation cost for a new records unit computer software in 2023

Fire				
Personnel	13,444,476	14,176,570	14,689,984	16,821,385
Services & Other	1,260,448	1,634,865	1,369,833	1,754,993
Supplies	864,035	928,002	845,053	1,049,262
Capital	18,711	69,666	19,425	40,099
Transfers Out	2,389,041	2,357,982	1,670,832	2,260,859
Total Fire	\$ 17,976,711	\$ 19,167,085	\$ 18,595,127	\$ 21,926,598

2023-2027 Notes and Assumptions

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

2023

- Salary and Benefits increase due to one shift training officer and three firefighter/EMTs and the specialty certification stipends beginning in 2023

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Police				
Personnel	20,473,149	22,362,057	24,429,570	26,588,358
Services & Other	1,457,596	1,490,784	1,521,987	1,550,697
Supplies	1,733,891	1,710,258	1,675,912	1,641,352
Capital	30,000	80,455	48,371	83,211
Transfers Out	970,124	1,018,170	1,067,721	1,137,708
Total Police	\$ 24,664,760	\$ 26,661,724	\$ 28,743,561	\$ 31,001,326

2023-2027 Notes and Assumptions

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

2024

- Three new positions will be funded in 2024

2025

- Three new positions will be funded in 2025

2026

- Three new positions will be funded in 2026

2027

- Three new positions will be funded in 2027

Fire

Personnel	18,716,686	20,561,659	22,587,228	24,718,428
Services & Other	1,803,892	2,137,301	2,180,362	2,258,646
Supplies	995,095	1,056,432	1,099,388	1,141,326
Capital	-	22,850	28,261	45,826
Transfers Out	2,257,838	2,285,356	2,325,998	2,359,430
Total Fire	\$ 23,773,511	\$ 26,063,598	\$ 28,221,237	\$ 30,523,656

2023-2027 Notes and Assumptions

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

2024

- Three new positions will be funded in 2024

2025

- Three new positions will be funded in 2025
- Service & Other and Supplies increase due to operating costs of new Fire Station

2026

- Three new positions will be funded in 2026

2027

- Three new positions will be funded in 2027

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Development Services				
Personnel	493,484	430,693	431,273	420,609
Services & Other	29,498	257,049	259,130	268,523
Supplies	10,014	5,950	8,486	6,520
Capital	-	2,536	2,536	8,618
Transfers Out	4,419	3,960	3,960	4,652
Total Development Services	\$ 537,415	\$ 700,188	\$ 705,385	\$ 708,922

2023-2027 Notes and Assumptions

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

2023

- No significant changes at this time

Parks				
Personnel	2,353,072	2,956,489	2,241,504	3,001,920
Services & Other	1,615,599	1,869,371	1,417,786	2,030,349
Supplies	370,899	401,390	382,623	403,700
Capital	45,000	32,448	20,989	34,912
Five Year CIP (One-Time Expenditures)	199,719	7,507,379	7,783,379	250,000
Interfund Loan	57,336	64,000	64,000	106,875
Transfers Out	348,625	355,178	352,776	405,748
Total Parks	\$ 4,990,250	\$ 13,186,255	\$ 12,263,057	\$ 6,233,504

2023-2027 Notes and Assumptions

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

2023

- Requested capital funding includes the construction of the Front Range Trail

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Development Services				
Personnel	438,768	457,787	477,716	498,647
Services & Other	267,478	266,440	265,319	264,175
Supplies	6,570	6,630	6,690	6,750
Capital	-	2,360	1,290	9,849
Transfers Out	4,652	4,652	4,652	4,652
Total Development Services	\$ 717,468	\$ 737,869	\$ 755,667	\$ 784,073

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

Parks

Personnel	3,125,203	3,251,061	3,386,326	3,528,501
Services & Other	1,968,486	1,982,407	2,040,561	2,057,245
Supplies	405,990	408,345	410,786	413,305
Capital	-	6,068	26,423	22,160
Five Year CIP (One-Time Expenditures)	2,250,000	-	800,000	500,000
Interfund Loan	106,350	105,825	105,300	104,775
Transfers Out	427,585	424,442	461,648	486,863
Total Parks	\$ 8,283,614	\$ 6,178,148	\$ 7,231,044	\$ 7,112,849

2023-2027 Notes and Assumptions

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

2024

- Requested capital funding includes the construction of the East Plum Creek Trailhead and parking at the Central Service Center

2025

- No annual trails maintenance capital projects are currently planned in 2025

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

General Fund

	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Finance Non-Departmental				
Services & Other	827,066	1,192,637	1,310,960	1,468,696
Supplies	34,682	240,272	146,893	293,000
Capital	313,882	151,633	179,327	-
Interfund Loan	45,651	84,763	84,763	-
Transfers Out	175,000	8,675,000	8,675,000	201,551
Total Finance Non-Departmental	\$ 1,396,281	\$ 10,344,305	\$ 10,396,943	\$ 1,963,247

2023-2027 Notes and Assumptions

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

2023

- No significant changes at this time

Total Expenditures (Excluding One-Time)	\$ 53,986,979	\$ 70,721,785	\$ 67,516,616	\$ 69,183,947
Net Change Excluding One-Time Capital	\$ 10,908,349	\$ (4,791,607)	\$ 2,331,900	\$ 6,655,061
Five Year CIP (One-Time Expenditures)	199,719	7,507,379	7,783,379	250,000
Contribution to or (Use of) Fund Balance	10,708,630	(12,298,986)	(5,451,479)	6,405,061
Ending Funds Available	\$ 38,440,274	\$ 26,141,288	\$ 32,988,795	\$ 39,393,856
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				2,022,401
Catastrophic Events Reserve				1,407,100
Capital Reserve				4,027,430
Opportunity/Economic Dev. Reserve				1,948,717
TABOR Reserve				2,451,193
Total Reserves & Internal Designations				12,156,841
Unobligated Reserves				\$ 27,237,015

2023-2027 Balanced Financial Plan

General Fund

Category	2024 Forecast	2025 Forecast*	2026 Forecast	2027 Forecast
Finance Non-Departmental				
Services & Other	1,498,205	1,529,303	1,562,130	1,596,775
Supplies	293,000	293,000	293,000	293,000
Capital	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	656,429	199,801	198,782	197,649
Total Finance Non-Departmental	\$ 2,447,634	\$ 2,022,104	\$ 2,053,912	\$ 2,087,424

2023-2027 Notes and Assumptions

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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

Total Expenditures (Excluding One-Time)	\$ 73,956,390	\$ 78,611,252	\$ 83,937,145	\$ 89,128,763
Net Change Excluding One-Time Capital	\$ 5,016,317	\$ 3,087,160	\$ 2,714,284	\$ 711,343
Five Year CIP (One-Time Expenditures)	2,250,000	-	800,000	500,000
Contribution to or (Use of) Fund Balance	2,766,317	3,087,160	1,914,284	211,343
Ending Funds Available	\$ 42,160,173	\$ 45,247,333	\$ 47,161,617	\$ 47,372,960
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	2,097,321	2,189,135	2,329,530	2,407,467
Catastrophic Events Reserve	1,477,455	1,551,328	1,628,894	1,710,339
Capital Reserve	4,107,979	4,190,139	4,273,942	4,359,421
Opportunity/Economic Dev. Reserve	2,143,589	2,357,948	2,593,743	2,853,117
TABOR Reserve	2,456,398	2,526,979	2,577,519	2,629,069
Total Reserves & Internal Designations	12,582,742	13,115,529	13,703,628	14,259,413
Unobligated Reserves	\$ 29,577,431	\$ 32,131,804	\$ 33,457,989	\$ 33,113,547

2023-2027 Balanced Financial Plan

Economic Development Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 5,708,408	\$ 5,584,167	\$ 5,584,167	\$ 6,954,595
Revenues				
Taxes				
Use	\$ 598,405	\$ 650,000	\$ 2,200,000	\$ 304,950
Investment Earnings	(10,912)	84,088	22,112	73,150
Other Revenue	30,333	-	-	-
Total Revenues	\$ 617,826	\$ 734,088	\$ 2,222,112	\$ 378,100
Expenditures				
Services & Other	\$ 251,858	\$ 370,000	\$ 376,116	\$ 378,100
Total Expenditures (Excluding One-Time)	\$ 251,858	\$ 370,000	\$ 376,116	\$ 378,100
Net Change Excluding One-Time Capital	\$ 365,968	\$ 364,088	\$ 1,845,996	\$ -
Economic Assistance	280,123	754,792	290,916	527,250
Unanticipated Economic Needs	-	-	-	1,268,649
Service Agreement	210,086	226,892	184,652	233,700
Contribution to or (Use of) Fund Balance	(124,241)	(617,596)	1,370,428	(2,029,599)
Ending Funds Available	\$ 5,584,167	\$ 4,966,571	\$ 6,954,595	\$ 4,924,996
Reserves & Internal Designations				
Future Incentive Obligation				1,000,000
Committed for Fund Purpose				3,924,996
Total Reserves & Internal Designations				4,924,996
Unobligated Reserves				\$ -

2023-2027 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

2023

- No significant changes at this time

2023-2027 Balanced Financial Plan

Economic Development Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 4,924,996	\$ 4,567,948	\$ 238,766	\$ 126,147
Revenues				
Taxes				
Use	\$ 337,232	\$ 838,918	\$ 472,771	\$ 476,020
Investment Earnings	73,880	73,880	73,880	73,880
Other Revenue	-	-	-	-
Total Revenues	\$ 411,112	\$ 912,798	\$ 546,651	\$ 549,900
Expenditures				
Services & Other	\$ 386,450	\$ 395,050	\$ 403,900	\$ 413,016
Total Expenditures (Excluding One-Time)	\$ 386,450	\$ 395,050	\$ 403,900	\$ 413,016
Net Change Excluding One-Time Capital	\$ 24,662	\$ 517,748	\$ 142,751	\$ 136,884
Economic Assistance	141,000	4,599,000	-	-
Unanticipated Economic Needs	-	-	-	-
Service Agreement	240,710	247,930	255,370	263,031
Contribution to or (Use of) Fund Balance	(357,048)	(4,329,182)	(112,619)	(126,147)
Ending Funds Available	\$ 4,567,948	\$ 238,766	\$ 126,147	\$ -
Reserves & Internal Designations				
Future Incentive Obligation	1,000,000	-	-	-
Committed for Fund Purpose	3,567,948	238,766	126,147	-
Total Reserves & Internal Designations	4,567,948	238,766	126,147	-
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 Notes and Assumptions

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

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2024

- No significant changes at this time

2025

- Economic Assistance in 2025 funds \$1,000,000 to Arapahoe Community College and \$3,500,000 to Costco

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

Parking Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 11,165,398	\$ 1,032,199	\$ 1,032,199	\$ 893,628
Revenues				
Taxes				
Property Tax TIF	\$ -	\$ -	\$ -	59,496
Sales Tax TIF	-	-	-	46,441
Property Tax GID	-	200,000	200,000	218,214
Investment Earnings	5,766	1,219	829	940
Transfers In	80,000	230,000	230,000	280,000
Other Revenue	-	-	-	11,610
Total Revenues	\$ 85,766	\$ 431,219	\$ 430,829	\$ 616,701
Expenditures				
Services & Other	\$ 12,496	\$ 230,000	\$ 230,000	\$ 230,000
Debt & Financing	391,367	-	-	-
Transfers Out	57,000	-	-	-
Total Expenditures (Excluding One-Time)	\$ 460,863	\$ 230,000	\$ 230,000	\$ 230,000
Net Change Excluding One-Time Capital	\$ (375,097)	\$ 201,219	\$ 200,829	\$ 386,701
Use of Debt Proceeds	9,758,102	339,400	339,400	339,400
Contribution to or (Use of) Fund Balance	(10,133,199)	(138,181)	(138,571)	47,301
Ending Funds Available	\$ 1,032,199	\$ 894,018	\$ 893,628	\$ 940,929
Reserves & Internal Designations				
Committed for Fund Purpose				940,929
Total Reserves & Internal Designations				940,929
Unobligated Reserves				\$ -

2023-2027 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

2023

- Beginning in 2023, the Parking Fund will begin collecting Property Tax TIF, Sales Tax TIF and Other Revenue as a result of the Encore Development

2023-2027 Balanced Financial Plan

Parking Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 940,929	\$ 989,516	\$ 1,055,548	\$ 1,122,926
Revenues				
Taxes				
Property Tax TIF	\$ 59,176	\$ 62,813	\$ 62,475	\$ 66,315
Sales Tax TIF	47,718	49,030	50,378	51,764
Property Tax GID	218,214	230,381	230,381	243,226
Investment Earnings	950	950	950	950
Transfers In	280,000	280,000	280,000	280,000
Other Revenue	11,929	12,258	12,594	12,941
Total Revenues	\$ 617,987	\$ 635,432	\$ 636,778	\$ 655,196
Expenditures				
Services & Other	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000
Debt & Financing	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000
Net Change Excluding One-Time Capital	\$ 387,987	\$ 405,432	\$ 406,778	\$ 425,196
Use of Debt Proceeds	339,400	339,400	339,400	339,400
Contribution to or (Use of) Fund Balance	48,587	66,032	67,378	85,796
Ending Funds Available	\$ 989,516	\$ 1,055,548	\$ 1,122,926	\$ 1,208,722
Reserves & Internal Designations				
Committed for Fund Purpose	989,516	1,055,548	1,122,926	1,208,722
Total Reserves & Internal Designations	989,516	1,055,548	1,122,926	1,208,722
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

TABOR Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ -	\$ -	\$ -	\$ 6,900,000
Revenues				
Transfers In	\$ -	\$ 14,641,727	\$ 14,641,727	\$ -
Interfund Loan Revenue	-	-	-	113,500
Total Revenues	\$ -	\$ 14,641,727	\$ 14,641,727	\$ 113,500
Expenditures				
Services & Other	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Capital	-	2,000,000	2,000,000	-
Transfers Out	-	5,641,727	5,641,727	-
Total Expenditures (Excluding One-Time)	\$ -	\$ 7,741,727	\$ 7,741,727	\$ 100,000
Net Change Excluding One-Time Capital	\$ -	\$ 6,900,000	\$ 6,900,000	\$ 13,500
One Time Transfers Out	-	-	-	-
Contribution to or (Use of) Fund Balance	-	6,900,000	6,900,000	13,500
Ending Funds Available	\$ -	\$ 6,900,000	\$ 6,900,000	\$ 6,913,500
Reserves & Internal Designations				
Committed for Fund Purpose				6,913,500
Total Reserves & Internal Designations				6,913,500
Unobligated Reserves				\$ -

2023-2027 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

2023

- Revenue from an interfund loan to Police Capital begins to generate in 2023
- Beginning in 2023, there is \$100,000 budgeted for yearly for Fire Mitigation

2023-2027 Balanced Financial Plan

TABOR Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 6,913,500	\$ 1,315,500	\$ 1,711,500	\$ 2,101,500
Revenues				
Transfers In	\$ -	\$ -	\$ -	\$ -
Interfund Loan Revenue	502,000	496,000	490,000	484,000
Total Revenues	\$ 502,000	\$ 496,000	\$ 490,000	\$ 484,000
Expenditures				
Services & Other	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Capital	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Net Change Excluding One-Time Capital	\$ 402,000	\$ 396,000	\$ 390,000	\$ 384,000
One Time Transfers Out	6,000,000	-	-	-
Contribution to or (Use of) Fund Balance	(5,598,000)	396,000	390,000	384,000
Ending Funds Available	\$ 1,315,500	\$ 1,711,500	\$ 2,101,500	\$ 2,485,500
Reserves & Internal Designations				
Committed for Fund Purpose	1,315,500	1,711,500	2,101,500	2,485,500
Total Reserves & Internal Designations	1,315,500	1,711,500	2,101,500	2,485,500
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Revenue from an interfund loan to Fire Capital begins to generate in 2024
- Transfer out to Fire Capital for a new fire station

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

Transportation Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 14,867,005	\$ 22,535,379	\$ 22,535,379	\$ 16,479,562
Revenues				
Taxes				
Use	\$ 4,229,655	\$ 2,803,639	\$ 5,310,912	\$ 2,858,982
Sales	15,277,015	14,998,011	16,718,641	14,329,993
Motor Vehicle	3,692,258	2,348,951	3,803,025	3,917,116
Intergovernmental	8,482,280	8,069,414	8,973,672	8,955,530
Investment Earnings	(5,692)	112,865	68,915	64,940
Contributions & Donations	709,802	153,863	-	-
Transfers In	-	5,641,727	5,641,727	-
Other Revenue	37,457	5,155	3,180	4,930
Total Revenues	\$ 32,422,775	\$ 34,133,625	\$ 40,520,072	\$ 30,131,491
Expenditures				
Personnel	\$ 4,528,204	\$ 5,569,843	\$ 4,980,780	\$ 5,978,180
Services & Other	3,967,059	5,541,980	5,336,644	4,854,628
Supplies	776,990	923,088	448,584	784,032
Capital	0	13,949	17,161	45,245
Debt & Financing	909,800	907,400	907,400	903,838
Transfers Out	1,491,581	5,347,410	5,347,410	1,682,507
Total Expenditures (Excluding One-Time)	\$ 11,673,635	\$ 18,303,670	\$ 17,037,979	\$ 14,248,430
Net Change Excluding One-Time Capital	\$ 20,749,140	\$ 15,829,955	\$ 23,482,093	\$ 15,883,061
Annual Pavement Maintenance Program	11,436,634	18,500,000	18,500,000	18,500,000
One Time Transfers Out*	-	5,641,727	5,641,727	-
Five Year CIP (One-Time Expenditures)	1,644,133	5,677,105	5,396,183	1,440,000
Contribution to or (Use of) Fund Balance	7,668,374	(13,988,877)	(6,055,817)	(4,056,939)
Ending Funds Available	\$ 22,535,379	\$ 8,546,502	\$ 16,479,562	\$ 12,422,623
Reserves & Internal Designations				
Revenue Stabilization Reserve				455,162
Catastrophic Events Reserve				1,837,897
Total Reserves & Internal Designations				2,293,059
Unobligated Reserves				\$ 10,129,564

2023-2027 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

*One time Transfers Out due to one time TABOR transfer in 2022

- 2023**
- Residential Use Tax revenue is based on 900 single family and 415 multi family permits
 - Beginning in 2023, Transportation Fund's share of the Town's Sales Tax was decreased by about 5% going forward
 - Salary and benefits for one Signs & Marketing Lead Technician is requested beginning in 2023
 - Highlights of significant requested projects include ongoing Pavement Maintenance Program funding, traffic signal construction, and traffic safety improvements continuing into future years

2023-2027 Balanced Financial Plan

Transportation Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 12,422,623	\$ 10,728,019	\$ 9,357,182	\$ 9,115,992
Revenues				
Taxes				
Use	\$ 2,810,670	\$ 1,953,949	\$ 2,561,552	\$ 2,499,092
Sales	14,907,547	15,634,048	16,791,036	17,381,101
Motor Vehicle	4,034,629	4,155,668	4,280,338	4,408,748
Intergovernmental	9,186,936	9,425,656	9,671,924	9,926,022
Investment Earnings	65,590	65,590	65,590	65,590
Contributions & Donations	-	-	-	-
Transfers In	-	-	-	-
Other Revenue	4,950	4,980	5,000	5,030
Total Revenues	\$ 31,010,322	\$ 31,239,891	\$ 33,375,440	\$ 34,285,583
Expenditures				
Personnel	\$ 6,259,130	\$ 6,535,840	\$ 6,826,910	\$ 7,133,150
Services & Other	4,892,521	5,022,066	5,137,195	5,250,325
Supplies	790,918	797,694	804,260	807,630
Capital	-	19,440	24,167	51,708
Debt & Financing	904,038	905,000	906,000	900,125
Transfers Out	2,022,319	2,122,688	2,232,718	2,371,138
Total Expenditures (Excluding One-Time)	\$ 14,868,926	\$ 15,402,728	\$ 15,931,250	\$ 16,514,076
Net Change Excluding One-Time Capital	\$ 16,141,396	\$ 15,837,163	\$ 17,444,190	\$ 17,771,507
Annual Pavement Maintenance Program	16,500,000	15,800,000	15,800,000	15,500,000
One Time Transfers Out*	-	-	-	-
Five Year CIP (One-Time Expenditures)	1,336,000	1,408,000	1,885,380	1,585,768
Contribution to or (Use of) Fund Balance	(1,694,604)	(1,370,837)	(241,190)	685,739
Ending Funds Available	\$ 10,728,019	\$ 9,357,182	\$ 9,115,992	\$ 9,801,731
Reserves & Internal Designations				
Revenue Stabilization Reserve	470,343	455,140	430,333	207,235
Catastrophic Events Reserve	1,874,655	1,764,441	576,196	177,999
Total Reserves & Internal Designations	2,344,998	2,219,581	1,006,529	385,234
Unobligated Reserves	\$ 8,383,021	\$ 7,137,601	\$ 8,109,463	\$ 9,416,497

2023-2027 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

*One time Transfers Out due to one time TABOR transfer in 2022

2024

- Residential Use Tax revenue is based on 900 single family and 330 multi family permits
- Salary and benefits for one Sign and Maintenance Technician II is requested beginning in 2024

2025

- Residential Use Tax revenue is based on 650 single family and 110 multi family permits

2026

- Residential Use Tax revenue is based on 830 single family and 210 multi family permits

2027

- Residential Use Tax revenue is based on 830 single family and 110 multi family permits

2023-2027 Balanced Financial Plan

Conservation Trust Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 824,659	\$ 4,526,004	\$ 4,526,004	\$ 1,629,346
Revenues				
Licenses & Permits	\$ 131,742	\$ 146,232	\$ 78,517	\$ 146,230
Intergovernmental	4,836,396	1,692,007	2,396,294	1,750,170
Investment Earnings	3,947	2,807	4,140	3,950
Contributions & Donations	4,950	-	-	-
Other Revenue	-	-	35,200	-
Total Revenues	\$ 4,977,035	\$ 1,841,046	\$ 2,514,151	\$ 1,900,350
Expenditures				
Personnel	\$ 159,788	\$ 169,023	\$ 163,762	\$ 177,414
Services & Other	39,170	7,000	9,446	7,000
Supplies	94,825	107,500	103,768	107,500
Capital	-	1,268	-	-
Total Expenditures (Excluding One-Time)	\$ 293,783	\$ 284,791	\$ 276,976	\$ 291,914
Net Change Excluding One-Time Capital	\$ 4,683,252	\$ 1,556,255	\$ 2,237,175	\$ 1,608,436
Five Year CIP (One-Time Expenditures)	981,907	5,148,833	5,133,833	300,000
Contribution to or (Use of) Fund Balance	3,701,345	(3,592,578)	(2,896,658)	1,308,436
Ending Funds Available	\$ 4,526,004	\$ 933,426	\$ 1,629,346	\$ 2,937,782
Reserves & Internal Designations				
Committed for Fund Purpose				2,937,782
Total Reserves & Internal Designations				2,937,782
Unobligated Reserves				\$ -

2023-2027 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

2023

- Capital project funding is for to be determined Park improvements.

2023-2027 Balanced Financial Plan

Conservation Trust Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 2,937,782	\$ 3,086,114	\$ 3,243,824	\$ 3,409,695
Revenues				
Licenses & Permits	\$ 146,230	\$ 146,230	\$ 146,230	\$ 146,230
Intergovernmental	599,320	617,300	635,820	654,890
Investment Earnings	3,990	3,990	3,990	3,990
Contributions & Donations	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 749,540	\$ 767,520	\$ 786,040	\$ 805,110
Expenditures				
Personnel	\$ 186,708	\$ 195,310	\$ 204,379	\$ 213,906
Services & Other	7,000	7,000	7,000	7,000
Supplies	107,500	107,500	107,500	107,500
Capital	-	-	1,290	-
Total Expenditures (Excluding One-Time)	\$ 301,208	\$ 309,810	\$ 320,169	\$ 328,406
Net Change Excluding One-Time Capital	\$ 448,332	\$ 457,710	\$ 465,871	\$ 476,704
Five Year CIP (One-Time Expenditures)	300,000	300,000	300,000	300,000
Contribution to or (Use of) Fund Balance	148,332	157,710	165,871	176,704
Ending Funds Available	\$ 3,086,114	\$ 3,243,824	\$ 3,409,695	\$ 3,586,399
Reserves & Internal Designations				
Committed for Fund Purpose	3,086,114	3,243,824	3,409,695	3,586,399
Total Reserves & Internal Designations	3,086,114	3,243,824	3,409,695	3,586,399
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 Notes and Assumptions

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

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2024

- Douglas County shareback funds for park improvements are no longer expected starting in 2024 due to the sunset of this funding source, pending a vote in 2022

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

Philip S. Miller Trust Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 256,044	\$ 307,780	\$ 307,780	\$ 265,015
Revenues				
Charges for Service	\$ 571,103	\$ 247,300	\$ 247,300	\$ 259,170
Investment Earnings	174	1,002	326	1,080
Contributions & Donations	215,000	255,000	215,000	215,000
Transfers In	175,000	175,000	175,000	201,551
Other Revenue	890	-	-	-
Total Revenues	\$ 962,167	\$ 678,302	\$ 637,626	\$ 676,801
Expenditures				
Personnel	\$ 136,338	\$ 119,005	\$ 136,501	\$ 127,521
Services & Other	742,334	530,790	530,790	537,620
Supplies	31,759	11,660	12,380	11,660
Capital	-	720	720	-
Total Expenditures (Excluding One-Time)	\$ 910,431	\$ 662,175	\$ 680,391	\$ 676,801
Contribution to or (Use of) Fund Balance	51,736	16,127	(42,765)	-
Ending Funds Available	\$ 307,780	\$ 323,907	\$ 265,015	\$ 265,015
Reserves & Internal Designations				
Committed for Fund Purpose				265,015
Total Reserves & Internal Designations				265,015
Unobligated Reserves				\$ -

2023-2027 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

2023

- No significant changes at this time

2023-2027 Balanced Financial Plan

Philip S. Miller Trust Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 265,015	\$ 265,015	\$ 265,015	\$ 265,015
Revenues				
Charges for Service	\$ 271,630	\$ 284,710	\$ 298,440	\$ 312,863
Investment Earnings	1,090	1,090	1,090	1,090
Contributions & Donations	215,000	215,000	215,000	215,000
Transfers In	200,717	199,801	198,782	197,649
Other Revenue	-	-	-	-
Total Revenues	\$ 688,437	\$ 700,601	\$ 713,312	\$ 726,602
Expenditures				
Personnel	\$ 133,087	\$ 138,959	\$ 145,119	\$ 151,596
Services & Other	543,680	549,972	556,523	563,336
Supplies	11,670	11,670	11,670	11,670
Capital	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 688,437	\$ 700,601	\$ 713,312	\$ 726,602
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ 265,015	\$ 265,015	\$ 265,015	\$ 265,015
Reserves & Internal Designations				
Committed for Fund Purpose	265,015	265,015	265,015	265,015
Total Reserves & Internal Designations	265,015	265,015	265,015	265,015
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

Public Art Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 38,742	\$ 96,426	\$ 96,426	\$ 46,640
Revenues				
Investment Earnings	\$ (24)	\$ 837	\$ 214	\$ 850
Contributions & Donations	75,000	25,000	25,000	25,000
Other Revenue	23	-	-	-
Total Revenues	\$ 74,999	\$ 25,837	\$ 25,214	\$ 25,850
Expenditures				
Services & Other	\$ 17,315	\$ 25,000	\$ 25,000	\$ 25,000
Total Expenditures (Excluding One-Time)	\$ 17,315	\$ 25,000	\$ 25,000	\$ 25,000
Net Change Excluding One-Time Capital	\$ 57,684	\$ 837	\$ 214	\$ 850
Five Year CIP (One-Time Expenditures)	-	50,000	50,000	-
Contribution to or (Use of) Fund Balance	57,684	(49,163)	(49,786)	850
Ending Funds Available	\$ 96,426	\$ 47,263	\$ 46,640	\$ 47,490
Reserves & Internal Designations				
Committed for Fund Purpose				47,490
Total Reserves & Internal Designations				47,490
Unobligated Reserves				\$ -

2023-2027 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

2023

- No significant changes at this time

2023-2027 Balanced Financial Plan

Public Art Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 47,490	\$ 48,350	\$ 49,210	\$ 50,070
Revenues				
Investment Earnings	\$ 860	\$ 860	\$ 860	\$ 860
Contributions & Donations	25,000	25,000	25,000	25,000
Other Revenue	-	-	-	-
Total Revenues	\$ 25,860	\$ 25,860	\$ 25,860	\$ 25,860
Expenditures				
Services & Other	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Total Expenditures (Excluding One-Time)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Net Change Excluding One-Time Capital	\$ 860	\$ 860	\$ 860	\$ 860
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	860	860	860	860
Ending Funds Available	\$ 48,350	\$ 49,210	\$ 50,070	\$ 50,930
Reserves & Internal Designations				
Committed for Fund Purpose	48,350	49,210	50,070	50,930
Total Reserves & Internal Designations	48,350	49,210	50,070	50,930
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

Police Forfeiture Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 22,004	\$ 22,012	\$ 22,012	\$ 22,163
Revenues				
Investment Earnings	\$ 8	\$ 151	\$ 151	\$ 150
Total Revenues	\$ 8	\$ 151	\$ 151	\$ 150
Contribution to or (Use of) Fund Balance	8	151	151	150
Ending Funds Available	\$ 22,012	\$ 22,163	\$ 22,163	\$ 22,313
Reserves & Internal Designations				
Committed for Fund Purpose				22,313
Total Reserves & Internal Designations				22,313
Unobligated Reserves				\$ -

2023-2027 Notes and Assumptions

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

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2023

- No significant changes at this time

2023-2027 Balanced Financial Plan

Police Forfeiture Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 22,313	\$ 22,463	\$ 22,613	\$ 22,763
Revenues				
Investment Earnings	\$ 150	\$ 150	\$ 150	\$ 150
Total Revenues	\$ 150	\$ 150	\$ 150	\$ 150
Contribution to or (Use of) Fund Balance	150	150	150	150
Ending Funds Available	\$ 22,463	\$ 22,613	\$ 22,763	\$ 22,913
Reserves & Internal Designations				
Committed for Fund Purpose	22,463	22,613	22,763	22,913
Total Reserves & Internal Designations	22,463	22,613	22,763	22,913
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

DDA TIF Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 1,421,126	\$ 2,014,205	\$ 2,014,205	\$ 1,124,881
Revenues				
Taxes				
Property Tax TIF	\$ 854,406	\$ 687,538	\$ 687,538	\$ 906,439
Sales Tax TIF	2,053,587	1,385,418	1,296,950	2,178,650
Total Revenues	\$ 2,907,993	\$ 2,072,956	\$ 1,984,488	\$ 3,085,089
Expenditures				
Services & Other	\$ 29,515	\$ 20,000	\$ 20,000	\$ 20,000
Supplies	5,400	-	-	-
Debt & Financing	413	-	-	-
Interfund Loan	184	638,510	638,510	-
Transfers Out	750,000	150,000	150,000	200,000
Total Expenditures (Excluding One-Time)	\$ 785,512	\$ 808,510	\$ 808,510	\$ 220,000
Net Change Excluding One-Time Capital	\$ 2,122,481	\$ 1,264,446	\$ 1,175,978	\$ 2,865,089
One-Time Downtown Project Funding	1,529,402	2,065,302	2,065,302	952,112
Downtown Improvements	-	-	-	3,037,858
Contribution to or (Use of) Fund Balance	593,079	(800,856)	(889,324)	(1,124,881)
Ending Funds Available	\$ 2,014,205	\$ 1,213,349	\$ 1,124,881	\$ -
Total Reserves & Internal Designations				-
Unobligated Reserves				\$ -

2023-2027 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

2023

- Downtown Development expenditures are estimates only that require Council approval with capital expenses being one-time in nature and specific to downtown related projects.

2023-2027 Balanced Financial Plan

DDA TIF Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -
Revenues				
Taxes				
Property Tax TIF	\$ 933,632	\$ 961,641	\$ 990,490	\$ 1,020,205
Sales Tax TIF	2,244,009	2,311,330	2,380,670	2,452,090
Total Revenues	\$ 3,177,641	\$ 3,272,971	\$ 3,371,160	\$ 3,472,295
Expenditures				
Services & Other	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Supplies	-	-	-	-
Debt & Financing	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	200,000	200,000	200,000	200,000
Total Expenditures (Excluding One-Time)	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000
Net Change Excluding One-Time Capital	\$ 2,957,641	\$ 3,052,971	\$ 3,151,160	\$ 3,252,295
One-Time Downtown Project Funding	1,673,024	2,036,437	565,576	565,576
Downtown Improvements	1,284,617	1,016,534	2,585,584	2,686,719
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ -	\$ -	\$ -	\$ -
Total Reserves & Internal Designations	-	-	-	-
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 8,215,713	\$ 13,636,516	\$ 13,636,516	\$ 18,650,834
Revenues				
Investment Earnings	\$ 3,547	\$ 144,197	\$ 19,789	\$ 173,390
Impact Fees	9,784,820	6,804,900	8,502,670	9,423,761
Total Revenues	\$ 9,788,367	\$ 6,949,097	\$ 8,522,459	\$ 9,597,151
Expenditures				
Services & Other	\$ 133,587	\$ 318,920	\$ 120,227	\$ 517,530
Debt & Financing	710,413	711,413	711,413	6,209,813
Transfers Out	-	-	-	34,000
Total Expenditures (Excluding One-Time)	\$ 844,000	\$ 1,030,333	\$ 831,640	\$ 6,761,343
Net Change Excluding One-Time Capital	\$ 8,944,367	\$ 5,918,764	\$ 7,690,819	\$ 2,835,808
Five Year CIP (One-Time Expenditures)	3,523,564	2,676,501	2,676,501	3,500,000
Contribution to or (Use of) Fund Balance	5,420,803	3,242,263	5,014,318	(664,192)
Ending Funds Available	\$ 13,636,516	\$ 16,878,779	\$ 18,650,834	\$ 17,986,642
Reserves & Internal Designations				
Park Reserve				-
Recreation Facility Reserve				10,000,000
Committed for Fund Purpose				7,986,642
Total Reserves & Internal Designations				17,986,642
Unobligated Reserves				\$ -

2023-2027 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

2023

- Impact Fee revenue is based on 900 single family and 415 multi-family permits
- Capital projects include construction of Plum Creek North park
- Early payoff of Certificates of Participation (COP's) for construction of the Miller Activity Complex (MAC) at the Philip S. Miller Park is planned, the original term of the COP was through 2033

2023-2027 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 17,986,642	\$ 26,477,878	\$ 16,585,332	\$ 23,267,993
Revenues				
Investment Earnings	\$ 175,120	\$ 175,120	\$ 175,120	\$ 175,120
Impact Fees	9,033,216	5,849,984	7,949,251	7,441,130
Total Revenues	\$ 9,208,336	\$ 6,025,104	\$ 8,124,371	\$ 7,616,250
Expenditures				
Services & Other	\$ 717,100	\$ 917,650	\$ 941,710	\$ 941,710
Debt & Financing	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 717,100	\$ 917,650	\$ 941,710	\$ 941,710
Net Change Excluding One-Time Capital	\$ 8,491,236	\$ 5,107,454	\$ 7,182,661	\$ 6,674,540
Five Year CIP (One-Time Expenditures)	-	15,000,000	500,000	5,000,000
Contribution to or (Use of) Fund Balance	8,491,236	(9,892,546)	6,682,661	1,674,540
Ending Funds Available	\$ 26,477,878	\$ 16,585,332	\$ 23,267,993	\$ 24,942,533
Reserves & Internal Designations				
Park Reserve	250,000	500,000	750,000	1,000,000
Recreation Facility Reserve	15,000,000	-	-	-
Committed for Fund Purpose	11,227,878	16,085,332	22,517,993	23,942,533
Total Reserves & Internal Designations	26,477,878	16,585,332	23,267,993	24,942,533
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Impact Fee revenue is based on 900 single family and 330 multi-family permits

2025

- Impact Fee revenue is based on 650 single family and 110 multi-family permits
- Capital projects include design work and the beginning of construction on a new recreation center

2026

- Impact Fee revenue is based on 830 single family and 210 multi-family permits
- Capital projects include design of a new park

2027

- Impact Fee revenue is based on 830 single family and 110 multi-family permits
- Capital projects include construction of a new park

2023-2027 Balanced Financial Plan

Facilities Capital Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 1,006,796	\$ 1,591,896	\$ 1,591,896	\$ 2,130,602
Revenues				
Investment Earnings	\$ (1,055)	\$ 27,594	\$ 27,594	\$ 33,280
Impact Fees	559,346	360,964	484,303	499,004
Interfund Loan Revenue	26,809	26,809	26,809	26,809
Total Revenues	\$ 585,100	\$ 415,367	\$ 538,706	\$ 559,093
Expenditures				
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Expenditures (Excluding One-Time)	\$ -	\$ -	\$ -	\$ -
Contribution to or (Use of) Fund Balance	585,100	415,367	538,706	559,093
Ending Funds Available	\$ 1,591,896	\$ 2,007,263	\$ 2,130,602	\$ 2,689,695
Reserves & Internal Designations				
Committed for Fund Purpose				2,689,695
Total Reserves & Internal Designations				2,689,695
Unobligated Reserves				\$ -

2023-2027 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

2023

- Impact Fee revenue is based on 900 single family and 415 multi-family permits

2023-2027 Balanced Financial Plan

Facilities Capital Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 2,689,695	\$ 3,154,928	\$ 3,542,125	\$ 4,030,171
Revenues				
Investment Earnings	\$ 33,610	\$ 33,610	\$ 33,610	\$ 33,610
Impact Fees	479,814	326,778	427,626	401,017
Interfund Loan Revenue	26,809	26,809	26,810	26,811
Total Revenues	\$ 540,233	\$ 387,197	\$ 488,046	\$ 461,438
Expenditures				
Transfers Out	\$ 75,000	\$ -	\$ -	\$ -
Total Expenditures (Excluding One-Time)	\$ 75,000	\$ -	\$ -	\$ -
Contribution to or (Use of) Fund Balance	465,233	387,197	488,046	461,438
Ending Funds Available	\$ 3,154,928	\$ 3,542,125	\$ 4,030,171	\$ 4,491,609
Reserves & Internal Designations				
Committed for Fund Purpose	3,154,928	3,542,125	4,030,171	4,491,609
Total Reserves & Internal Designations	3,154,928	3,542,125	4,030,171	4,491,609
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Impact Fee revenue is based on 900 single family and 330 multi-family permits.
- Funding for a new vehicle is requested for new Facilities FTE in 2024

2025

- Impact Fee revenue is based on 650 single family and 110 multi-family permits

2026

- Impact Fee revenue is based on 830 single family and 210 multi-family permits

2027

- Impact Fee revenue is based on 830 single family and 110 multi-family permits

2023-2027 Balanced Financial Plan

Fire Capital Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 1,208,372	\$ 2,557,814	\$ 2,557,814	\$ 695,785
Revenues				
Investment Earnings	\$ (1,676)	\$ 56,257	\$ 5,458	\$ 69,030
Impact Fees	1,676,296	1,107,134	1,438,273	1,475,911
Transfers In	-	-	-	-
Other Revenue	124	-	-	-
Total Revenues	\$ 1,674,744	\$ 1,163,391	\$ 1,443,731	\$ 1,544,941
Expenditures				
Capital	\$ -	\$ 68,708	\$ -	\$ 10,000
Interfund Loan	325,302	305,760	305,760	306,037
Transfers Out	-	100,000	2,500,000	-
Total Expenditures (Excluding One-Time)	\$ 325,302	\$ 474,468	\$ 2,805,760	\$ 316,037
Net Change Excluding One-Time Capital	\$ 1,349,442	\$ 688,923	\$ (1,362,029)	\$ 1,228,904
Five Year CIP (One-Time Expenditures)	-	-	-	-
One Time Transfers Out*	-	500,000	500,000	-
Contribution to or (Use of) Fund Balance	1,349,442	188,923	(1,862,029)	1,228,904
Ending Funds Available	\$ 2,557,814	\$ 2,746,737	\$ 695,785	\$ 1,924,689
Reserves & Internal Designations				
Committed for Fund Purpose				1,924,689
Total Reserves & Internal Designations				1,924,689
Unobligated Reserves				\$ -

2023-2027 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

*One time Transfers Out due to one time TABOR transfer in 2022

2023

- Impact Fee revenue is based on 900 single family and 415 multi-family permits

2023-2027 Balanced Financial Plan

Fire Capital Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 1,924,689	\$ 6,917,334	\$ 1,192,202	\$ 2,063,489
Revenues				
Investment Earnings	\$ 69,720	\$ 69,720	\$ 69,720	\$ 69,720
Impact Fees	1,421,299	976,148	1,263,567	1,184,993
Transfers In	6,000,000	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 7,491,019	\$ 1,045,868	\$ 1,333,287	\$ 1,254,713
Expenditures				
Capital	\$ -	\$ -	\$ -	\$ -
Interfund Loan	998,374	471,000	462,000	453,000
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 998,374	\$ 471,000	\$ 462,000	\$ 453,000
Net Change Excluding One-Time Capital	\$ 6,492,645	\$ 574,868	\$ 871,287	\$ 801,713
Five Year CIP (One-Time Expenditures)	1,500,000	6,300,000	-	-
One Time Transfers Out*	-	-	-	-
Contribution to or (Use of) Fund Balance	4,992,645	(5,725,132)	871,287	801,713
Ending Funds Available	\$ 6,917,334	\$ 1,192,202	\$ 2,063,489	\$ 2,865,202
Reserves & Internal Designations				
Committed for Fund Purpose	6,917,334	1,192,202	2,063,489	2,865,202
Total Reserves & Internal Designations	6,917,334	1,192,202	2,063,489	2,865,202
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

*One time Transfers Out due to one time TABOR transfer in 2022

2024

- Impact Fee revenue is based on 900 single family and 330 multi-family permits
- Interfund Loan for Station 152 is paid off to General Fund in 2024 and the new loan for Station 156 to TABOR Fund begins
- Funding is requested for design work of new Station 156

2025

- Impact Fee revenue is based on 650 single family and 110 multi-family permits
- Funding is requested to build new Station 156

2026

- Impact Fee revenue is based on 830 single family and 210 multi-family permits

2027

2023-2027 Balanced Financial Plan

Police Capital Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 445,985	\$ 635,212	\$ 635,212	\$ 929,373
Revenues				
Investment Earnings	\$ 424	\$ 3,405	\$ 3,405	\$ 2,640
Impact Fees	836,336	551,500	744,228	765,032
Total Revenues	\$ 836,760	\$ 554,905	\$ 747,633	\$ 767,672
Expenditures				
Interfund Loan	\$ 187,345	\$ 187,345	\$ 187,345	\$ 201,982
Transfers Out	-	256,668	256,668	130,000
Total Expenditures (Excluding One-Time)	\$ 187,345	\$ 444,013	\$ 444,013	\$ 331,982
Net Change Excluding One-Time Capital	\$ 649,415	\$ 110,892	\$ 303,620	\$ 435,690
Five Year CIP (One-Time Expenditures)	460,188	746,104	9,459	-
Contribution to or (Use of) Fund Balance	189,227	(635,212)	294,161	435,690
Ending Funds Available	\$ 635,212	\$ -	\$ 929,373	\$ 1,365,063
Reserves & Internal Designations				
Committed for Fund Purpose				1,365,063
Total Reserves & Internal Designations				1,365,063
Unobligated Reserves				\$ -

2023-2027 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

2023

- Impact Fee revenue is based on 900 single family and 415 multi-family permits.
- Transfers Out for two new vehicles

2023-2027 Balanced Financial Plan

Police Capital Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 1,365,063	\$ 1,774,580	\$ 2,015,694	\$ 2,342,333
Revenues				
Investment Earnings	\$ 2,670	\$ 2,670	\$ 2,670	\$ 2,670
Impact Fees	737,330	502,426	651,453	610,690
Total Revenues	\$ 740,000	\$ 505,096	\$ 654,123	\$ 613,360
Expenditures				
Interfund Loan	\$ 200,483	\$ 198,982	\$ 197,484	\$ 195,985
Transfers Out	130,000	65,000	130,000	65,000
Total Expenditures (Excluding One-Time)	\$ 330,483	\$ 263,982	\$ 327,484	\$ 260,985
Net Change Excluding One-Time Capital	\$ 409,517	\$ 241,114	\$ 326,639	\$ 352,375
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	409,517	241,114	326,639	352,375
Ending Funds Available	\$ 1,774,580	\$ 2,015,694	\$ 2,342,333	\$ 2,694,708
Reserves & Internal Designations				
Committed for Fund Purpose	1,774,580	2,015,694	2,342,333	2,694,708
Total Reserves & Internal Designations	1,774,580	2,015,694	2,342,333	2,694,708
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Impact Fee revenue is based on 900 single family and 330 multi-family permits.
- Transfer Out funds for two new vehicles

2025

- Impact Fee revenue is based on 650 single family and 110 multi-family permits
- Transfer Out funds for one new vehicle

2026

- Impact Fee revenue is based on 830 single family and 210 multi-family permits
- Transfer Out funds for two new vehicles

2027

- Impact Fee revenue is based on 830 single family and 110 multi-family permits
- Transfer Out funds for one new vehicle

2023-2027 Balanced Financial Plan

Transportation Capital Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 16,767,729	\$ 29,846,690	\$ 29,846,690	\$ 13,174,754
Revenues				
Taxes				
Use	\$ 3,203,945	\$ 2,527,060	\$ 3,585,363	\$ 2,576,944
Intergovernmental	2,275,277	12,831,900	15,195,620	3,500,000
Investment Earnings	(7,794)	206,688	76,423	66,890
Impact Fees	13,385,655	9,921,658	13,546,457	15,390,763
Contributions & Donations	1,342,154	1,000,000	1,765,311	-
Transfers In	750,000	3,350,000	3,350,000	-
Other Revenue	21	-	150	-
Total Revenues	\$ 20,949,258	\$ 29,837,306	\$ 37,519,324	\$ 21,534,597
Expenditures				
Services & Other	\$ -	\$ -	\$ 135,985	\$ -
Debt & Financing	972,357	362,387	887,687	362,387
Total Expenditures (Excluding One-Time)	\$ 972,357	\$ 362,387	\$ 1,023,672	\$ 362,387
Net Change Excluding One-Time Capital	\$ 19,976,901	\$ 29,474,919	\$ 36,495,652	\$ 21,172,210
Five Year CIP (One-Time Expenditures)	6,897,940	50,236,717	53,167,588	21,640,900
Contribution to or (Use of) Fund Balance	13,078,961	(20,761,798)	(16,671,936)	(468,690)
Ending Funds Available	\$ 29,846,690	\$ 9,084,892	\$ 13,174,754	\$ 12,706,064
Reserves & Internal Designations				
Capital Reserve				12,706,064
Total Reserves & Internal Designations				12,706,064
Unobligated Reserves				\$ -

2023-2027 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

2023

- Impact Fee and Residential Use Tax revenue is based on 900 single family and 415 multi-family permits
- Highlights of significant requested capital projects include construction of Fifth Street Widening, right of way acquisition for Wolfensberger Widening Roundabout, and design for Plum Creek Widening and Prairie Hawk Widening

2023-2027 Balanced Financial Plan

Transportation Capital Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 12,706,064	\$ 13,114,672	\$ 2,356,795	\$ 4,620,414
Revenues				
Taxes				
Use	\$ 2,533,398	\$ 1,761,193	\$ 2,308,856	\$ 2,252,557
Intergovernmental	-	-	-	-
Investment Earnings	67,560	67,560	67,560	67,560
Impact Fees	14,770,337	10,076,119	13,098,043	12,224,336
Contributions & Donations	-	-	-	-
Transfers In	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 17,371,295	\$ 11,904,872	\$ 15,474,459	\$ 14,544,453
Expenditures				
Services & Other	\$ -	\$ -	\$ -	\$ -
Debt & Financing	362,387	1,262,749	1,346,840	1,348,191
Total Expenditures (Excluding One-Time)	\$ 362,387	\$ 1,262,749	\$ 1,346,840	\$ 1,348,191
Net Change Excluding One-Time Capital	\$ 17,008,908	\$ 10,642,123	\$ 14,127,619	\$ 13,196,262
Five Year CIP (One-Time Expenditures)	16,600,300	21,400,000	11,864,000	10,665,000
Contribution to or (Use of) Fund Balance	408,608	(10,757,877)	2,263,619	2,531,262
Ending Funds Available	\$ 13,114,672	\$ 2,356,795	\$ 4,620,414	\$ 7,151,676
Reserves & Internal Designations				
Capital Reserve	13,114,672	2,356,795	4,620,414	7,151,676
Total Reserves & Internal Designations	13,114,672	2,356,795	4,620,414	7,151,676
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Impact Fee and Residential Use Tax revenue is based on 900 single family and 330 multi family permits
- Highlights of significant planned capital projects include construction and right of way acquisition for Plum Creek Widening and construction of Prairie Hawk Widening

2025

- Impact Fee and Residential Use Tax revenue is based on 650 single family and 110 multi family permits
- Highlights of significant planned capital projects include construction of Wolfensberger Widening and Roundabout, design for Perry Street Extension, and design for i25 Plum Creek Off Ramp

2026

- Impact Fee revenue is based on 830 single family and 210 multi-family permits
- Highlights of significant planned capital projects include construction of Prairie Hawk Widening South, Highway 86 Widening Construction, and Locations to be Determined Roundabouts design

2027

- Impact Fee revenue is based on 830 single family and 110 multi-family permits
- Highlights of significant planned capital projects include construction of Perry Street Extension, Locations to be Determined Roundabouts Design, and East

2023-2027 Balanced Financial Plan General Long-Term Planning Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 4,849,955	\$ 5,994,330	\$ 5,994,330	\$ 3,526,056
Revenues				
Taxes				
Use	\$ 2,494,674	\$ 1,961,543	\$ 1,961,543	\$ 2,000,263
Investment Earnings	1,737	28,180	28,180	35,770
Transfers In	687,144	1,287,144	600,000	639,883
Other Revenue	484	-	-	-
Total Revenues	\$ 3,184,039	\$ 3,276,867	\$ 2,589,723	\$ 2,675,916
Expenditures				
Services & Other	\$ 478,733	\$ 1,733,061	\$ 1,540,642	\$ 659,593
Supplies	13,679	718,355	1,020,351	266,285
Capital	100,994	152,000	152,000	38,000
Total Expenditures (Excluding One-Time)	\$ 593,406	\$ 2,603,416	\$ 2,712,993	\$ 963,878
Net Change Excluding One-Time Capital	\$ 2,590,633	\$ 673,451	\$ (123,270)	\$ 1,712,038
Five Year CIP (One-Time Expenditures)	1,446,258	2,477,004	2,345,004	1,267,000
Unanticipated Town Needs		-	-	454,089
Contribution to or (Use of) Fund Balance	1,144,375	(1,803,553)	(2,468,274)	(9,051)
Ending Funds Available	\$ 5,994,330	\$ 4,190,777	\$ 3,526,056	\$ 3,517,005
Reserves & Internal Designations				
Fire Reserve				1,374,664
Police Reserve				985,010
Committed for Fund Purpose				1,157,331
Total Reserves & Internal Designations				3,517,005
Unobligated Reserves				\$ -

2023-2027 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

2023

- Residential Use Tax revenue is based on 900 single family and 415 multi-family permits
- Transfers in includes a transfer from the General Fund for future Fire and Police equipment replacement.
- Services & Other and Supplies funding requests includes building repair and maintenance, Americans with Disabilities Act (ADA) repairs, and parking lot improvements
- Capital funding request highlights include Thermal Imager Cameras for Fire, Synthetic turf and Concrete replacement at Matney Park and Meadows Trail, Police records software, and network devices and computer servers

2023-2027 Balanced Financial Plan General Long-Term Planning Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 3,517,005	\$ 700,990	\$ 331,852	\$ 812,763
Revenues				
Taxes				
Use	\$ 1,966,462	\$ 1,367,064	\$ 1,792,169	\$ 1,748,469
Investment Earnings	36,130	36,130	36,130	36,130
Transfers In	535,817	541,175	546,588	552,052
Other Revenue	-	-	-	-
Total Revenues	\$ 2,538,409	\$ 1,944,369	\$ 2,374,887	\$ 2,336,651
Expenditures				
Services & Other	\$ 756,198	\$ 639,022	\$ 545,911	\$ 281,883
Supplies	420,935	263,985	386,465	411,465
Capital	85,000	40,000	40,000	-
Total Expenditures (Excluding One-Time)	\$ 1,262,133	\$ 943,007	\$ 972,376	\$ 693,348
Net Change Excluding One-Time Capital	\$ 1,276,276	\$ 1,001,362	\$ 1,402,511	\$ 1,643,303
Five Year CIP (One-Time Expenditures)	4,092,291	1,370,500	921,600	507,600
Unanticipated Town Needs	-	-	-	623,651
Contribution to or (Use of) Fund Balance	(2,816,015)	(369,138)	480,911.00	512,052
Ending Funds Available	\$ 700,990	\$ 331,852	\$ 812,763	\$ 1,324,815
Reserves & Internal Designations				
Fire Reserve	-	150,035	579,321	972,898
Police Reserve	-	116,140	233,442	351,917
Committed for Fund Purpose	700,990	65,677	-	-
Total Reserves & Internal Designations	700,990	331,852	812,763	1,324,815
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Residential Use Tax revenue is based on 900 single family and 330 multi-family permits
- Highlights of significant planned projects include Police and Fire radio replacements, Fire emergency medical service prams, and increased Parks turf and concrete replacement funding

2025

- Residential Use Tax revenue is based on 650 single family and 110 multi-family permits
- Highlights of significant planned projects include Automated External Defibrillators for Fire.

2026

- Impact Fee revenue is based on 830 single family and 210 multi-family permits

2027

- Impact Fee revenue is based on 830 single family and 110 multi-family permits

2023-2027 Balanced Financial Plan

Lodging Tax Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ -	\$ -	\$ -	\$ 104,175
Revenues				
Taxes				
Lodging	\$ -	\$ 650,000	\$ 487,069	\$ 656,500
Investment Earnings	-	297	-	1,003
Total Revenues	\$ -	\$ 650,297	\$ 487,069	\$ 657,503
Expenditures				
Personnel	\$ -	\$ 80,990	\$ 21,794	\$ 205,586
Services & Other	-	300,000	200,000	35,000
Supplies	-	-	-	50,000
Interfund Loan	-	-	-	61,170
Total Expenditures (Excluding One-Time)	-	\$ 380,990	\$ 221,794	\$ 351,756
Net Change Excluding One-Time Capital	\$ -	\$ 269,307	\$ 265,275	\$ 305,747
Five Year CIP (One-Time Expenditures)	-	161,100	161,100	210,000
Unanticipated Park Needs	-	-	-	199,922
Contribution to or (Use of) Fund Balance	-	108,207	104,175	(104,175)
Ending Funds Available	\$ -	\$ 108,207	\$ 104,175	\$ -
Reserves & Internal Designations				
Committed for Fund Purpose				-
Total Reserves & Internal Designations				-
Unobligated Reserves				\$ -

2023-2027 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

2023

- Salary and benefits for one Resource Specialist/Parks Planner (the official title will be decided based on department need) beginning in 2023
- Planned Capital Projects include LED lights at Town Parks and updates to the field at Paintbrush Park
- Interfund Loan to Stormwater for turf replacement at Paintbrush Park begins in 2023 and is a 15 year term

2023-2027 Balanced Financial Plan

Lodging Tax Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -
Revenues				
Taxes				
Lodging	\$ 663,065	\$ 669,695	\$ 676,392	\$ 696,684
Investment Earnings	1,918	3,036	4,172	4,297
Total Revenues	\$ 664,983	\$ 672,731	\$ 680,564	\$ 700,981
Expenditures				
Personnel	\$ 300,627	\$ 449,205	\$ 471,166	\$ 494,316
Services & Other	15,000	15,000	15,000	15,000
Supplies	50,000	50,000	50,000	50,000
Interfund Loan	60,495	59,820	59,145	58,470
Total Expenditures (Excluding One-Time)	\$ 426,122	\$ 574,025	\$ 595,311	\$ 617,786
Net Change Excluding One-Time Capital	\$ 238,861	\$ 98,706	\$ 85,253	\$ 83,195
Five Year CIP (One-Time Expenditures)	-	-	-	-
Unanticipated Park Needs	238,861	98,706	85,253	83,195
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ -	\$ -	\$ -	\$ -
Reserves & Internal Designations				
Committed for Fund Purpose	-	-	-	-
Total Reserves & Internal Designations	-	-	-	-
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Salary and benefits for one Maintenance Worker II beginning in 2024

2025

- Salary and benefits for one Parks Planner beginning in 2025

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

Water Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 25,219,286	\$ 27,344,436	\$ 27,344,436	\$ 17,567,413
Revenues				
Intergovernmental	\$ 500,700	\$ 150,000	\$ 300,700	\$ 300,700
Charges for Service	16,953,739	18,813,448	18,366,290	19,758,538
Fines & Forfeitures	169,083	345,200	370,965	356,000
Investment Earnings	(24,922)	263,430	27,625	207,470
System Development Fees	5,800,153	4,283,244	8,334,643	4,374,420
Other Revenue	2,086,170	127,341	338,975	131,264
Total Revenues	\$ 25,484,923	\$ 23,982,663	\$ 27,739,198	\$ 25,128,392
Expenditures				
Personnel	\$ 4,459,962	\$ 4,927,192	\$ 4,240,597	\$ 5,177,618
Services & Other	6,207,312	7,633,883	6,644,182	8,002,658
Supplies	1,299,250	2,111,481	1,872,813	1,953,195
Capital	67,913	211,699	312,019	118,694
Debt & Financing	1,737,677	1,740,010	1,739,608	1,741,270
Transfers Out	349,608	274,766	408,918	383,163
Total Expenditures (Excluding One-Time)	\$ 14,121,722	\$ 16,899,031	\$ 15,218,137	\$ 17,376,598
Net Change Excluding One-Time Capital	\$ 11,363,201	\$ 7,083,632	\$ 12,521,061	\$ 7,751,794
Five Year CIP (One-Time Expenditures)	9,238,051	20,354,191	22,298,084	15,023,830
Contribution to or (Use of) Fund Balance	2,125,150	(13,270,559)	(9,777,023)	(7,272,036)
Ending Funds Available	\$ 27,344,436	\$ 14,073,877	\$ 17,567,413	\$ 10,295,377
Reserves & Internal Designations				
Operating Designations				2,522,245
Catastrophic Events Reserve				3,101,087
Revenue Stabilization Reserve				1,544,861
Capital Reserve				3,127,184
Total Reserves & Internal Designations				10,295,377
Unobligated Reserves				\$ -

2023-2027 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

2023

- System Development Fee revenue is based on 900 single family and 415 multi-family permits
- Highlights of capital projects include waterline rehabilitation/replacement, SCADA system improvements, and supply wells
- Funding is requested for one Water Efficiency Technician, one Office Assistant, one SCADA Instrument Technician, and one Stormwater Construction Inspector - costs are shared across Water funds based on type of position

2023-2027 Balanced Financial Plan

Water Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 10,295,377	\$ 9,757,109	\$ 8,280,405	\$ 10,321,927
Revenues				
Intergovernmental	\$ 150,700	\$ 150,700	\$ 150,700	\$ 150,700
Charges for Service	21,286,563	22,734,072	24,394,703	26,154,531
Fines & Forfeitures	361,000	366,000	366,000	366,000
Investment Earnings	209,550	209,550	209,550	209,550
System Development Fees	4,738,257	4,140,263	5,278,662	5,704,095
Other Revenue	136,182	139,271	141,963	147,841
Total Revenues	\$ 26,882,252	\$ 27,739,856	\$ 30,541,578	\$ 32,732,717
Expenditures				
Personnel	\$ 5,556,435	\$ 5,988,342	\$ 6,313,777	\$ 6,709,168
Services & Other	7,950,237	8,161,881	8,425,741	8,619,061
Supplies	1,932,790	1,997,819	2,105,519	2,132,379
Capital	40,000	75,359	126,476	98,608
Debt & Financing	683,900	689,000	687,750	-
Transfers Out	394,208	430,309	467,793	505,032
Total Expenditures (Excluding One-Time)	\$ 16,557,570	\$ 17,342,710	\$ 18,127,056	\$ 18,064,248
Net Change Excluding One-Time Capital	\$ 10,324,682	\$ 10,397,146	\$ 12,414,522	\$ 14,668,469
Five Year CIP (One-Time Expenditures)	10,862,950	11,873,850	10,373,000	6,331,000
Contribution to or (Use of) Fund Balance	(538,268)	(1,476,704)	2,041,522	8,337,469
Ending Funds Available	\$ 9,757,109	\$ 8,280,405	\$ 10,321,927	\$ 18,659,396
Reserves & Internal Designations				
Operating Designations	2,573,244	2,691,340	2,807,506	2,910,101
Catastrophic Events Reserve	1,669,877	893,263	1,618,738	1,651,113
Revenue Stabilization Reserve	1,544,861	1,788,987	1,925,632	2,070,427
Capital Reserve	3,969,127	2,906,815	3,970,051	12,027,755
Total Reserves & Internal Designations	9,757,109	8,280,405	10,321,927	18,659,396
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- System Development Fee revenue is based on 900 single family and 330 multi-family permits
- Highlights of capital projects include waterline rehab/replacement, SCADA system improvements, supply wells, and dist. system upgrades

2025

- System Development Fee revenue is based on 650 single family and 110 multi-family permits
- Highlights of capital projects include waterline rehab/replacement, SCADA system improvements, supply wells, and dist. system upgrades

2026

- System Development Fee revenue is based on 830 single family and 210 multi-family permits
- Highlights of capital projects include waterline rehab/replacement and water treatment plant facilities upgrades

2027

- System Development Fee revenue is based on 830 single family and 110 multi-family permits

2023-2027 Balanced Financial Plan

Water Resources Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 43,964,848	\$ 57,951,750	\$ 57,951,750	\$ 105,743,116
Revenues				
Licenses & Permits	\$ 975	\$ 8,000	\$ 5,460	\$ 7,000
Intergovernmental	39,274	-	-	-
Charges for Service	10,830,252	10,946,798	10,661,162	11,742,014
Fines & Forfeitures	151,862	155,500	160,000	160,000
Investment Earnings	(106,902)	733,120	(92,799)	391,260
System Development Fees	26,472,477	22,107,234	39,713,798	17,172,471
Interfund Loan Revenue	102,987	148,763	17,664	168,045
Debt & Financing Revenue	2,098,229	30,708,008	30,671,007	230,094
Other Revenue	2,891,361	273,740	31,616	273,240
Total Revenues	\$ 42,480,515	\$ 65,081,163	\$ 81,167,908	\$ 30,144,124
Expenditures				
Personnel	\$ 2,420,484	\$ 2,630,512	\$ 2,460,161	\$ 2,774,857
Services & Other	5,176,784	8,495,188	7,894,203	9,769,428
Supplies	762,929	747,448	530,813	734,185
Capital	158,137	181,701	186,745	138,619
Debt & Financing	3,739,756	5,850,451	5,600,241	5,627,300
Transfers Out	5,978	139,591	5,616	55,254
Total Expenditures (Excluding One-Time)	\$ 12,264,068	\$ 18,044,891	\$ 16,677,779	\$ 19,099,643
Net Change Excluding One-Time Capital	\$ 30,216,447	\$ 47,036,272	\$ 64,490,129	\$ 11,044,481
Five Year CIP (One-Time Expenditures)	16,229,545	69,529,852	16,698,763	50,820,546
Contribution to or (Use of) Fund Balance	13,986,902	(22,493,580)	47,791,366	(39,776,065)
Ending Funds Available	\$ 57,951,750	\$ 35,458,170	\$ 105,743,116	\$ 65,967,051
Reserves & Internal Designations				
Operating Designations				2,213,078
Catastrophic Events Reserve				4,446,916
Capital Reserve				59,307,057
Total Reserves & Internal Designations				65,967,051
Unobligated Reserves				\$ -

2023-2027 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

2023

- System Development Fee revenue is based on 900 single family and 415 multi-family permits
- Highlights of capital projects include alternative source of supply, Cherry Creek water rights acquisition and infrastructure

2024

- System Development Fee revenue is based on 900 single family and 330 multi-family permits
- Funding is requested for one Customer Service Representative, one Plant Mechanic, and one Field Services Operator - costs are shared across Water funds based on type of position
- Highlights of capital projects include WISE water infrastructure, Advanced Metering Infrastructure, Parker Water & Sanitation capacity, alternative source of supply, and Chatfield reallocation projects

2023-2027 Balanced Financial Plan

Water Resources Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 65,967,051	\$ 55,740,401	\$ 36,724,753	\$ 57,105,386
Revenues				
Licenses & Permits	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Intergovernmental	-	-	-	-
Charges for Service	13,059,440	14,396,202	15,944,826	17,640,848
Fines & Forfeitures	160,000	160,000	160,000	160,000
Investment Earnings	395,170	395,170	395,170	395,170
System Development Fees	17,650,092	13,847,436	17,390,329	17,768,415
Interfund Loan Revenue	166,845	165,645	164,445	163,245
Debt & Financing Revenue	155,094	155,094	40,635,789	155,094
Other Revenue	272,740	272,240	271,740	271,740
Total Revenues	\$ 31,866,381	\$ 29,398,787	\$ 74,969,299	\$ 36,561,512
Expenditures				
Personnel	\$ 2,953,288	\$ 3,106,840	\$ 3,244,929	\$ 3,445,805
Services & Other	10,567,546	10,640,561	10,695,140	10,739,360
Supplies	762,910	789,920	817,965	822,395
Capital	130,000	136,687	136,214	103,601
Debt & Financing	5,654,550	5,683,050	7,014,561	7,956,283
Transfers Out	58,607	58,607	58,607	9,397
Total Expenditures (Excluding One-Time)	\$ 20,126,901	\$ 20,415,665	\$ 21,967,416	\$ 23,076,841
Net Change Excluding One-Time Capital	\$ 11,739,480	\$ 8,983,122	\$ 53,001,883	\$ 13,484,671
Five Year CIP (One-Time Expenditures)	21,966,130	27,998,770	32,621,250	61,023,750
Contribution to or (Use of) Fund Balance	(10,226,650)	(19,015,648)	20,380,633	(47,539,079)
Ending Funds Available	\$ 55,740,401	\$ 36,724,753	\$ 57,105,386	\$ 9,566,307
Reserves & Internal Designations				
Operating Designations	2,380,624	2,422,887	2,459,672	2,501,260
Catastrophic Events Reserve	4,663,670	4,951,530	5,001,045	5,101,066
Capital Reserve	48,696,107	29,350,336	49,644,669	1,963,981
Total Reserves & Internal Designations	55,740,401	36,724,753	57,105,386	9,566,307
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2025

- System Development Fee revenue is based on 650 single family and 110 multi-family permits
- Funding is requested for one Plant Mechanic and one Lab Supervisor - costs are shared across Water funds based on type of position
- Highlights of capital projects include Wise water infrastructure, alternative source of supply, and Parker Water & Sanitation capacity

2026

- System Development Fee revenue is based on 830 single family and 210 multi-family permits
- Debt is issued for future water projects
- Funding is requested for one Senior Field Services Operator split between the Water and Water Resources funds
- Highlights of capital projects include Wise water infrastructure and aquifer storage and recovery, and alluvial redrill

2027

- System Development Fee revenue is based on 830 single family and 110 multi-family permits
- Funding is requested for one Water Quality Technician, and one Field Services Operator - costs are shared across Water funds based on type of position
- Highlights of capital projects include Plum Creek Pipeline and Pump Station and WISE water infrastructure

2023-2027 Balanced Financial Plan

Stormwater Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 15,120,927	\$ 12,853,269	\$ 12,853,269	\$ 9,727,728
Revenues				
Charges for Service	\$ 3,727,519	\$ 3,965,831	\$ 3,953,781	\$ 4,231,380
Fines & Forfeitures	9	150	-	-
Investment Earnings	(14,941)	37,272	(104,639)	23,450
System Development Fees	1,871,978	1,770,975	2,796,026	2,691,955
Contributions & Donations	2,315	397,415	898,015	2,454,444
Transfers In	57,000	-	-	-
Other Revenue	1,054,018	5,640	41,236	6,640
Total Revenues	\$ 6,697,898	\$ 6,177,283	\$ 7,584,419	\$ 9,407,869
Expenditures				
Personnel	\$ 1,843,016	\$ 2,207,106	\$ 1,924,761	\$ 2,488,303
Services & Other	590,297	925,640	845,999	947,172
Supplies	114,930	89,982	70,379	98,876
Capital	55,000	201,748	111,015	18,619
Debt & Financing	176,027	1,082,400	1,082,400	1,140,120
Transfers Out	137,100	119,024	119,028	187,285
Total Expenditures (Excluding One-Time)	\$ 2,916,370	\$ 4,625,900	\$ 4,153,582	\$ 4,880,375
Net Change Excluding One-Time Capital	\$ 3,781,528	\$ 1,551,383	\$ 3,430,837	\$ 4,527,494
Five Year CIP (One-Time Expenditures)	6,049,186	7,548,508	6,556,378	5,552,850
Contribution to or (Use of) Fund Balance	(2,267,658)	(5,997,125)	(3,125,541)	(1,025,356)
Ending Funds Available	\$ 12,853,269	\$ 6,856,144	\$ 9,727,728	\$ 8,702,372
Reserves & Internal Designations				
Operating Designations				589,059
Catastrophic Events Reserve				1,500,000
Capital Reserve				6,613,313
Total Reserves & Internal Designations				8,702,372
Unobligated Reserves				\$ -

2023-2027 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

2023

- System Development Fee revenue is based on 900 single family and 415 multi-family permits
- Salary and benefit funding is requested for one Stormwater Construction Inspector split across all four Castle Rock Water funds
- Highlights of significant planned projects include stream stabilization, water shed master plan, and corrugated metal pipe rehabilitation projects

2024

- System Development Fee revenue is based on 900 single family and 330 multi-family permits
- Salary and benefit funding is requested for one Field Services Operator split between the Water and Water Resources funds
- Highlights of significant planned projects include stream stabilization, water shed master plan, and corrugated metal pipe rehabilitation projects

2023-2027 Balanced Financial Plan

Stormwater Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 8,702,372	\$ 5,678,880	\$ 2,875,689	\$ 2,455,357
Revenues				
Charges for Service	\$ 4,505,820	\$ 4,776,412	\$ 5,085,910	\$ 5,423,949
Fines & Forfeitures	-	-	-	-
Investment Earnings	23,680	23,680	23,680	23,680
System Development Fees	2,725,453	2,412,952	3,114,320	3,466,271
Contributions & Donations	2,320	2,320	2,320	2,320
Transfers In	-	-	2,000,000	-
Other Revenue	7,640	8,640	9,640	9,640
Total Revenues	\$ 7,264,913	\$ 7,224,004	\$ 10,235,870	\$ 8,925,860
Expenditures				
Personnel	\$ 2,686,453	\$ 2,808,671	\$ 2,936,368	\$ 3,126,476
Services & Other	964,826	982,266	999,045	1,008,885
Supplies	100,360	101,950	103,460	103,980
Capital	10,000	13,708	16,215	9,849
Debt & Financing	1,146,400	1,157,200	1,227,424	1,212,072
Transfers Out	211,411	219,254	221,774	236,302
Total Expenditures (Excluding One-Time)	\$ 5,119,450	\$ 5,283,049	\$ 5,504,286	\$ 5,697,564
Net Change Excluding One-Time Capital	\$ 2,145,463	\$ 1,940,955	\$ 4,731,584	\$ 3,228,296
Five Year CIP (One-Time Expenditures)	5,168,955	4,744,146	5,151,916	2,239,189
Contribution to or (Use of) Fund Balance	(3,023,492)	(2,803,191)	(420,332)	989,107
Ending Funds Available	\$ 5,678,880	\$ 2,875,689	\$ 2,455,357	\$ 3,444,464
Reserves & Internal Designations				
Operating Designations	625,273	648,815	673,146	706,557
Catastrophic Events Reserve	1,500,000	1,500,000	1,500,000	1,500,000
Capital Reserve	3,553,607	726,874	282,211	1,237,907
Total Reserves & Internal Designations	5,678,880	2,875,689	2,455,357	3,444,464
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2025

- System Development Fee revenue is based on 650 single family and 110 multi-family permits
- Highlights of significant planned projects include stream stabilization, water shed master plan, and corrugated metal pipe rehabilitation projects

2026

- System Development Fee revenue is based on 830 single family and 210 multi-family permits
- Highlights of significant planned projects include stream stabilization

2027

- System Development Fee revenue is based on 830 single family and 110 multi-family permits
- Highlights of significant planned projects include stream stabilization

2023-2027 Balanced Financial Plan

Wastewater Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 13,942,595	\$ 21,691,213	\$ 21,691,213	\$ 25,222,485
Revenues				
Charges for Service	\$ 11,703,480	\$ 12,006,523	\$ 11,670,040	\$ 12,100,201
Fines & Forfeitures	11	100	-	-
Investment Earnings	(7,293)	63,290	(43,599)	84,640
System Development Fees	3,721,877	3,947,887	4,783,282	5,054,660
Contributions & Donations	29,510	29,510	21,469	29,510
Interfund Loan Revenue	-	-	-	-
Other Revenue	243,278	2,640	2,640	2,640
Total Revenues	\$ 15,690,863	\$ 16,049,950	\$ 16,433,832	\$ 17,271,651
Expenditures				
Personnel	\$ 1,607,085	\$ 1,873,819	\$ 1,688,870	\$ 2,047,562
Services & Other	2,456,131	5,793,530	4,713,353	4,954,347
Supplies	345,284	480,834	322,698	545,328
Capital	67,913	191,268	105,437	61,464
Debt & Financing	332,973	332,040	332,040	331,380
Transfers Out	150,541	145,940	145,944	188,753
Total Expenditures (Excluding One-Time)	\$ 4,959,927	\$ 8,817,431	\$ 7,308,342	\$ 8,128,834
Net Change Excluding One-Time Capital	\$ 10,730,936	\$ 7,232,519	\$ 9,125,490	\$ 9,142,817
Five Year CIP (One-Time Expenditures)	2,982,318	3,431,161	5,594,218	7,124,690
Contribution to or (Use of) Fund Balance	7,748,618	3,801,358	3,531,272	2,018,127
Ending Funds Available	\$ 21,691,213	\$ 25,492,571	\$ 25,222,485	\$ 27,240,612
Reserves & Internal Designations				
Operating Designations				1,257,873
Catastrophic Events Reserve				1,996,981
Capital Reserve				23,985,758
Total Reserves & Internal Designations				27,240,612
Unobligated Reserves				\$ -

2023-2027 Notes and Assumptions

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

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2023

- System Development Fee revenue is based on 900 single family and 415 multi-family permits
- Salary and benefit funding is requested for one Stormwater Construction Inspector split across all Castle Rock Water funds
- Highlights of significant planned capital projects include sewer line replacements, lift station upgrades, security system improvements and Plum Creek Water Reclamation Authority

2023-2027 Balanced Financial Plan

Wastewater Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 27,240,612	\$ 32,641,899	\$ 36,625,246	\$ 40,601,412
Revenues				
Charges for Service	\$ 12,528,267	\$ 12,842,690	\$ 13,236,523	\$ 13,626,893
Fines & Forfeitures	-	-	-	-
Investment Earnings	85,490	85,490	85,490	85,490
System Development Fees	5,184,044	3,935,986	5,068,983	5,178,500
Contributions & Donations	29,510	29,510	29,510	29,510
Interfund Loan Revenue	-	-	60,000	30,000
Other Revenue	2,640	2,640	2,640	2,640
Total Revenues	\$ 17,829,951	\$ 16,896,316	\$ 18,483,146	\$ 18,953,033
Expenditures				
Personnel	\$ 2,197,182	\$ 2,325,209	\$ 2,488,168	\$ 2,603,357
Services & Other	5,082,984	5,296,437	5,557,755	5,580,910
Supplies	570,463	571,273	571,993	572,733
Capital	55,000	61,274	61,214	7,387
Debt & Financing	-	-	-	-
Transfers Out	195,565	248,846	2,252,350	258,419
Total Expenditures (Excluding One-Time)	\$ 8,101,194	\$ 8,503,039	\$ 10,931,480	\$ 9,022,806
Net Change Excluding One-Time Capital	\$ 9,728,757	\$ 8,393,277	\$ 7,551,666	\$ 9,930,227
Five Year CIP (One-Time Expenditures)	4,327,470	4,409,930	3,575,500	3,275,000
Contribution to or (Use of) Fund Balance	5,401,287	3,983,347	3,976,166	6,655,227
Ending Funds Available	\$ 32,641,899	\$ 36,625,246	\$ 40,601,412	\$ 47,256,639
Reserves & Internal Designations				
Operating Designations	1,308,438	1,365,487	1,436,319	1,459,500
Catastrophic Events Reserve	2,067,241	2,091,161	2,112,073	2,154,314
Capital Reserve	29,266,220	33,168,598	37,053,020	43,642,825
Total Reserves & Internal Designations	32,641,899	36,625,246	40,601,412	47,256,639
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 Notes and Assumptions

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

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2024

- System Development Fee revenue is based on 900 single family and 330 multi-family permits
- Salary and benefit funding is requested for one Customer Service Representative split across all Castle Rock Water funds
- Highlights of significant planned capital projects include sewer line replacements, lift station upgrades, security system improvements, Plum Creek Water Reclamation Authority, and Kinner Street bottleneck projects

2025

- System Development Fee revenue is based on 650 single family and 110 multi-family permits
- Highlights of significant planned capital projects include sewer line replacements, lift station upgrades, security system improvements, Plum Creek Water Reclamation Authority, and Prairie Hawk/Plum Creek Interceptors

2026

- System Development Fee revenue is based on 830 single family and 210 multi-family permits
- Highlights of significant planned capital projects include sewer line replacements

2027

- System Development Fee revenue is based on 830 single family and 110 multi-family permits
- Highlights of significant planned capital projects include sewer line replacements, lift station upgrades and security system improvements

2023-2027 Balanced Financial Plan

Golf Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 1,873,289	\$ 2,284,305	\$ 2,284,305	\$ 1,898,389
Revenues				
Charges for Service	\$ 4,017,814	\$ 3,687,169	\$ 3,631,067	\$ 4,117,120
Investment Earnings	1,103	10,745	4,489	11,110
Transfers In	80,000	80,000	-	80,000
Debt & Financing Revenue	-	541,500	-	-
Other Revenue	2,626	-	246	-
Total Revenues	\$ 4,101,543	\$ 4,319,414	\$ 3,635,802	\$ 4,208,230
Expenditures				
Personnel	\$ 1,595,052	\$ 1,645,910	\$ 1,578,746	\$ 1,760,008
Services & Other	660,996	762,843	513,373	736,896
Supplies	699,776	713,928	580,565	624,947
Capital	84,486	584,916	549,290	4,309
Debt & Financing	639,557	734,807	734,810	503,137
Interfund Loan	7,512	7,512	7,512	124,002
Transfers Out	3,148	2,644	2,644	3,416
Total Expenditures (Excluding One-Time)	\$ 3,690,527	\$ 4,452,560	\$ 3,966,940	\$ 3,756,715
Net Change Excluding One-Time Capital	\$ 411,016	\$ (133,146)	\$ (331,138)	\$ 451,515
Five Year CIP (One-Time Expenditures)	-	73,321	54,778	120,000
One Time Debt Reserve Payment	-	-	-	-
Contribution to or (Use of) Fund Balance	411,016	(206,467)	(385,916)	331,515
Ending Funds Available	\$ 2,284,305	\$ 2,077,838	\$ 1,898,389	\$ 2,229,904
Reserves & Internal Designations				
Revenue Stabilization Reserve				1,329,089
Capital Reserve				400,000
Debt Service Reserve				500,815
Total Reserves & Internal Designations				2,229,904
Unobligated Reserves				\$ -

2023-2027 Notes and Assumptions

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

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2023

- Beginning in 2023, the Golf Course is raising Green Fees by \$5 a round
- Highlights of requested capital projects include a new practice putting green

2023-2027 Balanced Financial Plan

Golf Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 2,229,904	\$ 2,348,903	\$ 2,547,613	\$ 2,657,219
Revenues				
Charges for Service	\$ 4,117,120	\$ 4,117,120	\$ 4,117,120	\$ 4,117,120
Investment Earnings	11,220	11,220	11,220	11,220
Transfers In	535,712	80,000	80,000	80,000
Debt & Financing Revenue	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 4,664,052	\$ 4,208,340	\$ 4,208,340	\$ 4,208,340
Expenditures				
Personnel	\$ 1,822,152	\$ 1,885,490	\$ 1,952,254	\$ 2,022,526
Services & Other	724,697	729,530	745,470	761,950
Supplies	633,865	642,679	651,096	651,786
Capital	-	3,708	9,890	12,312
Debt & Financing	500,696	502,969	499,813	501,371
Interfund Loan	241,515	238,181	233,138	115,637
Transfers Out	3,416	7,073	7,073	7,073
Total Expenditures (Excluding One-Time)	\$ 3,926,341	\$ 4,009,630	\$ 4,098,734	\$ 4,072,655
Net Change Excluding One-Time Capital	\$ 737,711	\$ 198,710	\$ 109,606	\$ 135,685
Five Year CIP (One-Time Expenditures)	618,712	-	-	594,000
One Time Debt Reserve Payment	-	-	-	508,327
Contribution to or (Use of) Fund Balance	118,999	198,710	109,606	(966,642)
Ending Funds Available	\$ 2,348,903	\$ 2,547,613	\$ 2,657,219	\$ 1,690,577
Reserves & Internal Designations				
Revenue Stabilization Reserve	1,248,088	1,246,798	1,156,404	774,125
Capital Reserve	600,000	800,000	1,000,000	916,452
Debt Service Reserve	500,815	500,815	500,815	-
Total Reserves & Internal Designations	2,348,903	2,547,613	2,657,219	1,690,577
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- Transfers in the interfund loan revenue from the General Fund for the new golf carts
- Highlights of requested capital projects include new golf carts, new maintenance equipment, and clubhouse upgrades

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- One time expenditures include the final debt payment to the General Fund for the reserve required for the Series 2015 Bonds

2023-2027 Balanced Financial Plan

Development Services Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 5,111,409	\$ 6,207,136	\$ 6,207,136	\$ 7,754,552
Revenues				
Licenses & Permits	\$ 5,944,733	\$ 5,663,386	\$ 6,184,754	\$ 6,227,026
Charges for Service	2,184,472	2,339,614	2,541,181	2,037,210
Investment Earnings	(7,100)	89,946	(50,697)	91,710
Other Revenue	1,518	-	-	-
Total Revenues	\$ 8,123,623	\$ 8,092,946	\$ 8,675,238	\$ 8,355,946
Expenditures				
Personnel	\$ 5,692,125	\$ 6,598,830	\$ 5,752,256	\$ 6,880,021
Services & Other	1,061,906	1,216,781	1,024,702	1,209,164
Supplies	157,749	196,890	196,890	198,590
Capital	-	64,250	28,447	66,790
Transfers Out	116,116	125,527	125,527	95,077
Total Expenditures (Excluding One-Time)	\$ 7,027,896	\$ 8,202,278	\$ 7,127,822	\$ 8,449,642
Net Change Excluding One-Time Capital	\$ 1,095,727	\$ (109,332)	\$ 1,547,416	\$ (93,696)
Five Year CIP (One-Time Expenditures)	-	-	-	50,000
Contribution to or (Use of) Fund Balance	1,095,727	(109,332)	1,547,416	(143,696)
Ending Funds Available	\$ 6,207,136	\$ 6,097,804	\$ 7,754,552	\$ 7,610,856
Reserves & Internal Designations				
Revenue Stabilization Reserve				7,610,856
Total Reserves & Internal Designations				7,610,856
Unobligated Reserves				\$ -

2023-2027 Notes and Assumptions

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

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2023

- Rate increase for 2023 for Administrative Cost Recovery fee
- One Capital project includes Townhall office space reorganization planned for 2023

2023-2027 Balanced Financial Plan

Development Services Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 7,610,856	\$ 7,326,544	\$ 5,512,334	\$ 4,784,676
Revenues				
Licenses & Permits	\$ 6,409,771	\$ 5,158,512	\$ 6,396,965	\$ 6,566,047
Charges for Service	2,012,220	2,037,740	2,063,760	2,090,320
Investment Earnings	92,630	92,630	92,630	92,630
Other Revenue	-	-	-	-
Total Revenues	\$ 8,514,621	\$ 7,288,882	\$ 8,553,355	\$ 8,748,997
Expenditures				
Personnel	\$ 7,216,452	\$ 7,430,362	\$ 7,542,753	\$ 7,564,509
Services & Other	1,257,576	1,309,668	1,365,197	1,423,879
Supplies	199,650	200,530	201,330	202,150
Capital	-	32,100	36,230	76,331
Transfers Out	125,255	130,432	135,503	141,246
Total Expenditures (Excluding One-Time)	\$ 8,798,933	\$ 9,103,092	\$ 9,281,013	\$ 9,408,115
Net Change Excluding One-Time Capital	\$ (284,312)	\$ (1,814,210)	\$ (727,658)	\$ (659,118)
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	(284,312)	(1,814,210)	(727,658)	(659,118)
Ending Funds Available	\$ 7,326,544	\$ 5,512,334	\$ 4,784,676	\$ 4,125,558
Reserves & Internal Designations				
Revenue Stabilization Reserve	7,326,544	5,512,334	4,784,676	4,125,558
Total Reserves & Internal Designations	7,326,544	5,512,334	4,784,676	4,125,558
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 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

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2027

- No significant changes at this time

2023-2027 Balanced Financial Plan

Community Center Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 1,224,206	\$ 1,768,375	\$ 1,768,375	\$ 4,340,754
Revenues				
Taxes				
Use	\$ 538,100	\$ 433,409	\$ 669,241	\$ 441,964
Sales	3,257,072	3,219,305	3,523,728	3,761,623
Motor Vehicle	655,816	424,886	465,506	695,756
Intergovernmental	25,000	-	48,000	-
Charges for Service	3,469,591	4,292,533	4,747,422	4,244,210
Investment Earnings	(752)	11,903	3,313	12,230
Contributions & Donations	9,310	-	24,734	-
Other Revenue	20,207	17,918	24,543	18,240
Total Revenues	\$ 7,974,344	\$ 8,399,954	\$ 9,506,487	\$ 9,174,023
Expenditures				
Personnel	\$ 4,168,721	\$ 5,255,992	\$ 4,127,665	\$ 5,398,100
Services & Other	2,383,991	2,367,220	2,227,226	2,395,633
Supplies	594,195	562,590	556,653	561,550
Capital	0	532,232	13,384	40,937
Transfers Out	112,499	107,538	9,180	113,741
Total Expenditures (Excluding One-Time)	\$ 7,259,406	\$ 8,825,572	\$ 6,934,108	\$ 8,509,961
Net Change Excluding One-Time Capital	\$ 714,938	\$ (425,618)	\$ 2,572,379	\$ 664,062
Five Year CIP (One-Time Expenditures)	170,769	-	-	275,000
Contribution to or (Use of) Fund Balance	544,169	(425,618)	2,572,379	389,062
Ending Funds Available	\$ 1,768,375	\$ 1,342,757	\$ 4,340,754	\$ 4,729,816
Revenue Stabilization Reserve				146,980
Rec Center Operational Capacity Reserve				300,000
Total Reserves & Internal Designations				446,980
Unobligated Reserves				\$ 4,282,836

2023-2027 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

2023

- Use Tax revenue is based on 900 single family and 415 multi-family permits
- Highlights of requested capital projects include fitness equipment replacement, new HVAC systems at the Recreation Center, and a new gym curtain at the Recreation Center

2023-2027 Balanced Financial Plan

Community Center Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 4,729,816	\$ 5,104,332	\$ 5,369,126	\$ 5,892,855
Revenues				
Taxes				
Use	\$ 434,496	\$ 302,057	\$ 395,985	\$ 386,330
Sales	3,913,231	4,103,937	4,407,647	4,562,539
Motor Vehicle	716,629	738,128	760,272	783,080
Intergovernmental	-	-	-	-
Charges for Service	4,339,950	4,438,000	4,520,390	4,601,140
Investment Earnings	12,350	12,350	12,350	12,350
Contributions & Donations	-	-	-	-
Other Revenue	18,400	18,730	19,060	19,400
Total Revenues	\$ 9,435,056	\$ 9,613,202	\$ 10,115,704	\$ 10,364,839
Expenditures				
Personnel	\$ 5,512,851	\$ 5,631,831	\$ 5,759,755	\$ 5,894,117
Services & Other	2,451,041	2,488,048	2,545,327	2,604,247
Supplies	564,860	567,670	567,670	567,670
Capital	-	39,890	18,254	46,784
Transfers Out	121,788	125,969	125,969	125,969
Total Expenditures (Excluding One-Time)	\$ 8,650,540	\$ 8,853,408	\$ 9,016,975	\$ 9,238,787
Net Change Excluding One-Time Capital	\$ 784,516	\$ 759,794	\$ 1,098,729	\$ 1,126,052
Five Year CIP (One-Time Expenditures)	410,000	495,000	575,000	-
Contribution to or (Use of) Fund Balance	374,516	264,794	523,729	1,126,052
Ending Funds Available	\$ 5,104,332	\$ 5,369,126	\$ 5,892,855	\$ 7,018,907
Revenue Stabilization Reserve	151,931	154,324	166,917	171,958
Rec Center Operational Capacity Reserve	450,000	600,000	750,000	900,000
Total Reserves & Internal Designations	601,931	754,324	916,917	1,071,958
Unobligated Reserves	\$ 4,502,401	\$ 4,614,802	\$ 4,975,938	\$ 5,946,949

2023-2027 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

2024

- Use Tax revenue is based on 900 single family and 330 multi-family permits
- Highlights of requested capital projects include new HVAC Systems at the Recreation Center and new flooring at the Miller Activity Complex

2025

- Use Tax revenue is based on 650 single family and 110 multi-family permits
- Highlights of requested capital projects include fitness equipment replacement, Miller Activity Complex backup boiler, Recreation Center filters, and the locker room remodel at the Recreation Center

2026

- Use Tax revenue is based on 900 single family and 415 multi-family permits
- Highlights of requested capital projects include fitness equipment replacement, Recreation Center play structure, and the locker room remodel at the Recreation Center

2027

- Use Tax revenue is based on 900 single family and 415 multi-family permits
- No significant changes at this time

2023-2027 Balanced Financial Plan

Employee Benefits Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 1,855,793	\$ 3,328,390	\$ 3,328,390	\$ 3,888,031
Revenues				
Charges for Service	\$ 8,323,711	\$ 9,646,500	\$ 8,131,029	\$ 9,867,460
Investment Earnings	(5,103)	103,384	11,882	123,660
Contributions & Donations	1,782,842	2,338,568	1,671,704	2,391,155
Other Revenue	444,327	-	-	-
Total Revenues	\$ 10,545,777	\$ 12,088,452	\$ 9,814,615	\$ 12,382,275
Expenditures				
Personnel	\$ 70,577	\$ 73,267	\$ 71,338	\$ 76,675
Services & Other	9,002,512	11,182,453	9,183,136	12,289,570
Supplies	91	500	500	500
Total Expenditures (Excluding One-Time)	\$ 9,073,180	\$ 11,256,220	\$ 9,254,974	\$ 12,366,745
Contribution to or (Use of) Fund Balance	1,472,597	832,232	559,641	15,530
Ending Funds Available	\$ 3,328,390	\$ 4,160,622	\$ 3,888,031	\$ 3,903,561
Reserves & Internal Designations				
Claims Reserve				2,121,705
Healthcare Cost Reserve				890,928
Total Reserves & Internal Designations				3,012,633
Unobligated Reserves				\$ 890,928

2023-2027 Notes and Assumptions

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

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2023

- Employee benefits funding requests does not include an increase in costs for medical, dental, and vision benefits based on claim activity

2023-2027 Balanced Financial Plan

Employee Benefits Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 3,903,561	\$ 4,258,850	\$ 4,916,341	\$ 5,396,936
Revenues				
Charges for Service	\$ 10,911,500	\$ 11,986,240	\$ 13,136,120	\$ 14,246,140
Investment Earnings	124,900	124,900	124,900	124,900
Contributions & Donations	2,639,638	2,895,425	3,169,097	3,433,282
Other Revenue	-	-	-	-
Total Revenues	\$ 13,676,038	\$ 15,006,565	\$ 16,430,117	\$ 17,804,322
Expenditures				
Personnel	\$ 80,079	\$ 83,596	\$ 87,307	\$ 91,151
Services & Other	13,240,170	14,264,978	15,861,715	17,247,508
Supplies	500	500	500	500
Total Expenditures (Excluding One-Time)	\$ 13,320,749	\$ 14,349,074	\$ 15,949,522	\$ 17,339,159
Contribution to or (Use of) Fund Balance	355,289	657,491	480,595	465,163
Ending Funds Available	\$ 4,258,850	\$ 4,916,341	\$ 5,396,936	\$ 5,862,099
Reserves & Internal Designations				
Claims Reserve	2,330,618	2,560,160	2,812,375	3,089,505
Healthcare Cost Reserve	964,116	1,178,091	1,292,281	1,386,297
Total Reserves & Internal Designations	3,294,734	3,738,251	4,104,656	4,475,802
Unobligated Reserves	\$ 964,116	\$ 1,178,091	\$ 1,292,281	\$ 1,386,297

2023-2027 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

2024

- Employee benefits funding requests includes an 8% increase in costs for medical, dental, and vision benefits based on claim activity

2025

- Employee benefits funding requests includes an 8% increase in costs for medical, dental, and vision benefits based on claim activity

2026

- Employee benefits funding requests includes an 8% increase in costs for medical, dental, and vision benefits based on claim activity

2027

- Employee benefits funding requests includes an 8% increase in costs for medical, dental, and vision benefits based on claim activity

2023-2027 Balanced Financial Plan

Fleet Services Fund

Category	2021 Audited Actual	2022 Amended Budget	2022 Year-End Estimate	2023 Budget
Beginning Funds Available	\$ 3,941,053	\$ 6,847,991	\$ 6,847,991	\$ 8,408,649
Revenues				
Charges for Service	\$ 5,286,493	\$ 4,992,460	\$ 4,992,460	\$ 5,570,007
Investment Earnings	3,442	21,781	21,781	25,970
Transfers In	127,096	1,257,824	1,257,824	295,800
Other Revenue	257,277	287,570	287,570	417,918
Total Revenues	\$ 5,674,308	\$ 6,559,635	\$ 6,559,635	\$ 6,309,695
Expenditures				
Personnel	\$ 725,643	\$ 853,289	\$ 832,230	\$ 882,283
Services & Other	294,422	294,214	294,214	328,409
Supplies	459,965	328,340	334,681	401,515
Capital	(0)	6,341	-	2,155
Transfers Out	16,457	18,412	18,412	38,534
Total Expenditures (Excluding One-Time)	\$ 1,496,487	\$ 1,500,596	\$ 1,479,537	\$ 1,652,896
Net Change Excluding One-Time Capital	\$ 4,177,821	\$ 5,059,039	\$ 5,080,098	\$ 4,656,799
Five Year CIP (One-Time Expenditures)	1,270,883	4,619,295	3,519,440	3,587,102
Contribution to or (Use of) Fund Balance	2,906,938	439,744	1,560,658	1,069,697
Ending Funds Available	\$ 6,847,991	\$ 7,287,735	\$ 8,408,649	\$ 9,478,346
Reserves & Internal Designations				
Committed for Fund Purpose				9,478,346
Total Reserves & Internal Designations				9,478,346
Unobligated Reserves				
				\$ -

- Fleet will still need to be updated with new vehicles

2023-2027 Notes and Assumptions

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

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2023

- Services & Other and Supplies increase beginning in 2023 due to increase in supply costs
- Capital costs include a requested \$3,587,102 for 55 vehicles/equipment

2023-2027 Balanced Financial Plan

Fleet Services Fund

Category	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Beginning Funds Available	\$ 9,478,346	\$ 11,676,159	\$ 14,052,440	\$ 16,405,839
Revenues				
Charges for Service	\$ 6,260,322	\$ 6,543,857	\$ 6,813,368	\$ 7,102,695
Investment Earnings	26,230	26,230	26,230	26,230
Transfers In	205,000	65,000	130,000	65,000
Other Revenue	336,384	325,238	362,851	343,174
Total Revenues	\$ 6,827,936	\$ 6,960,325	\$ 7,332,449	\$ 7,537,099
Expenditures				
Personnel	\$ 962,915	\$ 1,005,805	\$ 1,050,825	\$ 1,098,089
Services & Other	333,209	338,069	342,989	348,079
Supplies	402,015	402,615	402,615	402,615
Capital	-	1,236	18,088	2,462
Transfers Out	44,689	44,689	50,087	50,087
Total Expenditures (Excluding One-Time)	\$ 1,742,828	\$ 1,792,414	\$ 1,864,604	\$ 1,901,332
Net Change Excluding One-Time Capital	\$ 5,085,108	\$ 5,167,911	\$ 5,467,845	\$ 5,635,767
Five Year CIP (One-Time Expenditures)	2,887,295	2,791,630	3,114,446	2,945,569
Contribution to or (Use of) Fund Balance	2,197,813	2,376,281	2,353,399	2,690,198
Ending Funds Available	\$ 11,676,159	\$ 14,052,440	\$ 16,405,839	\$ 19,096,037
Reserves & Internal Designations				
Committed for Fund Purpose	11,676,159	14,052,440	16,405,839	19,096,037
Total Reserves & Internal Designations	11,676,159	14,052,440	16,405,839	19,096,037
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2023-2027 Notes and Assumptions

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2024

- Capital costs include a requested \$2,887,295 for 42 vehicles/equipment

2025

- Capital costs include a requested \$2,791,630 for 43 vehicles/equipment

2026

- Capital costs include a requested \$3,114,446 for 43 vehicles/equipment

2027

- Capital costs include a requested \$2,945,569 for 33 vehicles/equipment

THIS PAGE IS A PLACE HOLDER FOR THE RESOLUTION
APPROVING THE
2023-2027 BALANCED FINANCIAL PLAN