

2021-2025 Balanced Financial Plan - Projected Changes and Assumptions

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

Category	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Revenues					
Taxes					
Property	4.6%	0.0%	3.0%	5.5%	3.0%
<i>Based on a maximum of 5.5% Property Tax increase limitation as defined in Town Code</i>					
Use	-9.2%	-1.8%	0.9%	0.9%	0.9%
<i>Based on number of residential permits and commercial valuation: 2021 includes 700 single family, 118 multi-family and 295,968 sq. ft. of commercial development</i>					
Sales Tax	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>					
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	0.5%	2.8%	2.8%	2.8%	2.8%
<i>Fees collected from electricity, natural gas, and cable providers typically increase with Town growth</i>					
Licenses & Permits	4.7%	1.8%	0.1%	3.4%	3.2%
<i>Includes fire, liquor and business permits, licenses, and building permits</i>					
Management Fees	-0.1%	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)	700/118	700/50	700/50	700/50	700/50
<i>Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees</i>					
Non-Residential Development	295,968 Sq. Ft.	295,968 Sq. Ft.	295,968 Sq. Ft.	295,968 Sq. Ft.	295,968 Sq. Ft.
<i>Includes projected commercial, office, and industrial development for Impact Fees, System Development Fees, Tap Fees</i>					
Expenditures					
Personnel					
Wages-General Pay Table	3.5%	3.5%	3.5%	3.5%	3.5%
<i>Based on performance review</i>					
Wages-Public Safety Pay Table	4.0%	4.0%	4.0%	4.0%	4.0%
<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.-Police	8.5%	9.0%	9.5%	10.0%	10.5%
<i>8.5% contribution to the Fire and Police Pension Association (FPPA) is included in 2021 and increases 0.5% each year for sworn officers with an employee contribution of 11.5% in 2021 and 12% in 2022-2025; the Town also contributes 3% to an FPPA 457 Deferred Contribution Plan for eligible employees</i>					
Retirement Contrib.-Fire	8.5%	9.0%	9.5%	10.0%	10.5%
<i>8.5% contribution to the Fire and Police Pension Association (FPPA) is included in 2021 and increases 0.5% each year for fire line employees with an employee contribution of 11.5% in 2021 and 12% in 2022-2025; the Town also contributes 3% to an FPPA 457 Deferred Contribution Plan for eligible employees</i>					
Health Benefit Contribution	8.0%	8.0%	8.0%	8.0%	8.0%
<i>Insurance costs for employer, an increase of 6% is also planned for the employee portion of insurance premium</i>					
Services & Other	Varies	0.0%	0.0%	0.0%	0.0%
<i>There is no general increase for 2021-2025, certain account categories have specific treatment</i>					
Supplies	Varies	0.0%	0.0%	0.0%	0.0%
<i>There is no general increase for 2021-2025, certain account categories have specific treatment</i>					

2021-2025 Balanced Financial Plan

Townwide Summary

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate*	2021 Budget
Beginning Funds Available	\$ 192,517,462	\$ 167,614,838	\$ 167,614,838	\$ 117,653,628
Revenues				
Town Taxes				
Property	\$ 1,262,174	\$ 1,331,675	\$ 1,330,350	\$ 1,391,327
Use	8,450,670	7,379,895	7,379,895	6,702,677
Sales	49,356,383	51,207,754	49,310,781	50,899,623
Motor Vehicle	7,447,414	7,254,094	7,447,414	7,670,837
Other	380,703	403,517	403,285	419,690
Tax Increment Financing				
Property Tax TIF	222,126	180,000	457,696	471,426
Sales Tax TIF	1,417,864	1,297,641	1,213,286	1,213,286
Property Tax GID	-	-	-	-
Franchise Fees	2,454,545	2,497,241	2,521,433	2,533,582
Licenses & Permits	4,773,890	5,749,735	5,689,535	5,957,427
Intergovernmental	12,926,637	11,495,719	12,170,404	9,264,875
Charges for Service	62,287,479	66,290,809	61,178,056	68,611,208
Management Fees	3,421,034	4,308,918	4,308,918	4,304,660
Fines & Forfeitures	909,962	869,498	707,837	818,439
Investment Earnings	4,210,206	1,137,266	2,027,197	1,617,202
Impact Fees	11,153,802	14,025,445	16,405,766	16,893,802
System Development Fees	22,606,623	25,756,786	22,763,691	23,660,371
Contributions & Donations	4,706,850	3,451,542	2,871,754	2,318,105
Transfers In	9,134,347	11,652,995	6,056,564	8,127,069
Interfund Loan Revenue	3,434,404	2,171,665	2,171,661	871,259
Debt & Financing Revenue	2,323,367	13,028,735	13,075,802	2,357,145
Other Revenue	11,176,647	5,159,627	5,703,549	1,211,733
Total Revenues	\$ 224,057,127	\$ 236,650,557	\$ 225,194,874	\$ 217,315,743
Expenditures				
Personnel	\$ 60,937,716	\$ 64,470,910	\$ 60,608,240	\$ 67,266,720
Services & Other	63,078,454	64,802,323	57,860,909	63,293,760
Supplies	7,652,245	7,809,482	7,294,932	8,359,500
Capital	1,372,048	1,685,516	1,261,245	362,788
Five Year CIP (One-Time Expenditures)	73,220,488	132,583,350	117,774,422	55,043,568
Annual Pavement Maintenance Program	15,199,842	9,427,347	9,427,347	11,500,000
One Time Capital Transfers Out	308,700	1,003,744	1,003,744	687,144
One-Time Downtown Project Funding	-	2,881,746	938,504	42,436
Debt & Financing	11,761,013	9,738,900	9,843,080	10,130,796
Interfund Loan	3,434,405	2,171,665	2,666,892	1,366,486
Transfers Out	11,994,840	12,148,587	6,476,769	11,742,490
Total Expenditures	\$ 248,959,751	\$ 308,723,570	\$ 275,156,084	\$ 229,795,688
Contribution to (Use of) Fund Bal.	(24,902,624)	(72,073,013)	(49,961,210)	(12,479,945)
Ending Funds Available	\$ 167,614,838	\$ 95,541,825	\$ 117,653,628	\$ 105,173,683

*2020 Year-End Estimate figures include projections to reduce spending as a result of the COVID-19 pandemic and anticipated economic impacts to the Town

2021-2025 Balanced Financial Plan

Townwide Summary

Category	2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast
Beginning Funds Available	\$	105,173,683	\$	102,459,615	\$	111,578,204	\$ 121,801,029
Revenues							
Town Taxes							
Property	\$	1,391,327	\$	1,432,961	\$	1,511,774	\$ 1,557,012
Use		6,584,528		6,642,278		6,700,506	6,759,215
Sales		52,535,900		54,225,934		56,093,734	58,023,198
Motor Vehicle		7,900,961		8,137,990		8,382,131	8,633,595
Other		436,765		454,538		473,036	492,290
Tax Increment Financing							
Property Tax TIF		485,569		500,136		515,140	530,595
Sales Tax TIF		1,299,831		1,388,366		1,478,938	1,571,592
Property Tax GID		-		311,734		311,734	329,115
Franchise Fees		2,603,464		2,675,719		2,750,436	2,827,709
Licenses & Permits		6,065,388		6,071,627		6,278,156	6,481,240
Intergovernmental		14,876,366		9,341,714		8,730,340	8,981,421
Charges for Service		72,219,096		75,683,135		79,089,215	82,782,351
Management Fees		4,433,800		4,566,820		4,703,810	4,844,900
Fines & Forfeitures		841,398		848,430		883,543	918,739
Investment Earnings		1,866,415		1,878,999		1,918,452	1,356,063
Impact Fees		16,355,346		16,517,715		16,680,883	16,846,201
System Development Fees		23,534,560		23,546,110		23,630,360	23,640,035
Contributions & Donations		4,780,945		2,640,185		2,820,805	3,015,865
Transfers In		7,542,328		4,089,922		4,275,891	4,951,939
Interfund Loan Revenue		871,261		757,602		1,742,238	724,020
Debt & Financing Revenue		1,458,603		986,077		-	-
Other Revenue		769,395		748,651		703,287	736,598
Total Revenues	\$	228,853,246	\$	223,446,643	\$	229,674,409	\$ 236,003,693
Expenditures							
Personnel	\$	69,299,390	\$	72,155,950	\$	75,131,200	\$ 78,540,190
Services & Other		53,482,752		55,149,922		56,189,819	57,731,672
Supplies		8,165,652		8,203,206		8,284,624	8,372,238
Capital		325,412		330,520		115,000	115,000
Five Year CIP (One-Time Expenditures)		64,649,447		45,218,446		41,317,252	35,509,171
Annual Pavement Maintenance Program		11,250,000		11,700,000		11,850,000	12,300,000
One Time Capital Transfers Out		687,144		459,098		459,098	100,000
One-Time Downtown Project Funding		927,107		1,518,189		1,820,260	2,082,187
Debt & Financing		10,991,144		11,082,899		15,533,929	9,058,904
Interfund Loan		584,160		483,796		483,798	483,796
Transfers Out		11,205,106		8,026,028		8,266,604	9,350,391
Total Expenditures	\$	231,567,314	\$	214,328,054	\$	219,451,584	\$ 213,643,549
Contribution to (Use of) Fund Bal.		(2,714,068)		9,118,589		10,222,825	22,360,144
Ending Funds Available	\$	102,459,615	\$	111,578,204	\$	121,801,029	\$ 144,161,173

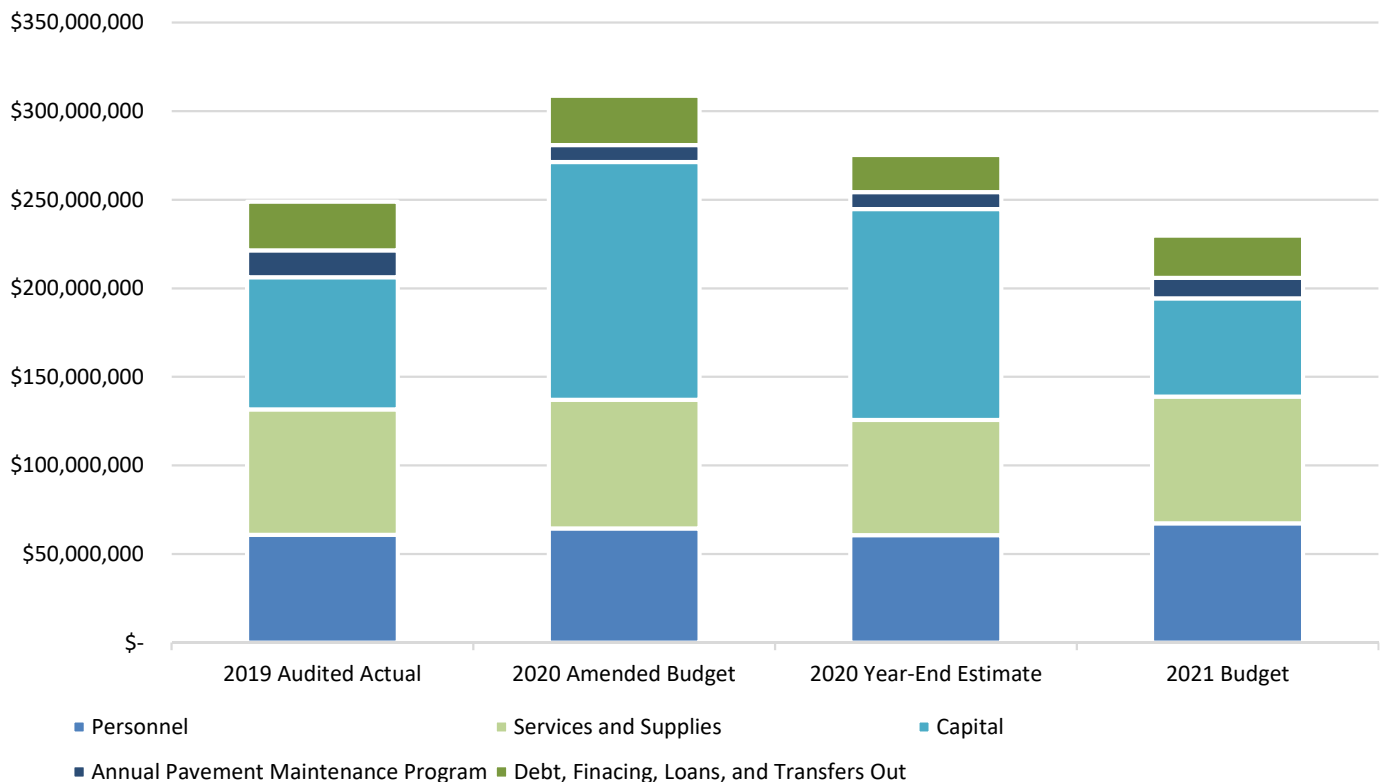
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2021-2025 Balanced Financial Plan

Townwide Summary

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate*	2021 Budget
Ending Funds Available	\$ 167,614,838	\$ 95,541,825	\$ 117,653,628	\$ 105,173,683
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				9,060,164
Catastrophic Events Reserve				15,353,967
Capital Reserve				35,490,332
Operating Designations				5,752,242
Opportunity/Economic Dev. Reserve				1,296,152
TABOR Reserve				2,151,353
Future Incentive Obligation				1,000,000
Committed for Fund Purpose				17,896,677
Debt Service Reserve				500,815
Claims Reserve				1,671,328
Healthcare Cost Reserve				377,420
Park Reserve				750,000
Recreation Facility Reserve				375,000
Total Reserves & Internal Designations				\$ 91,975,450
Unobligated Reserves				\$ 13,198,233

2019 - 2021 Townwide Expenditures by Category

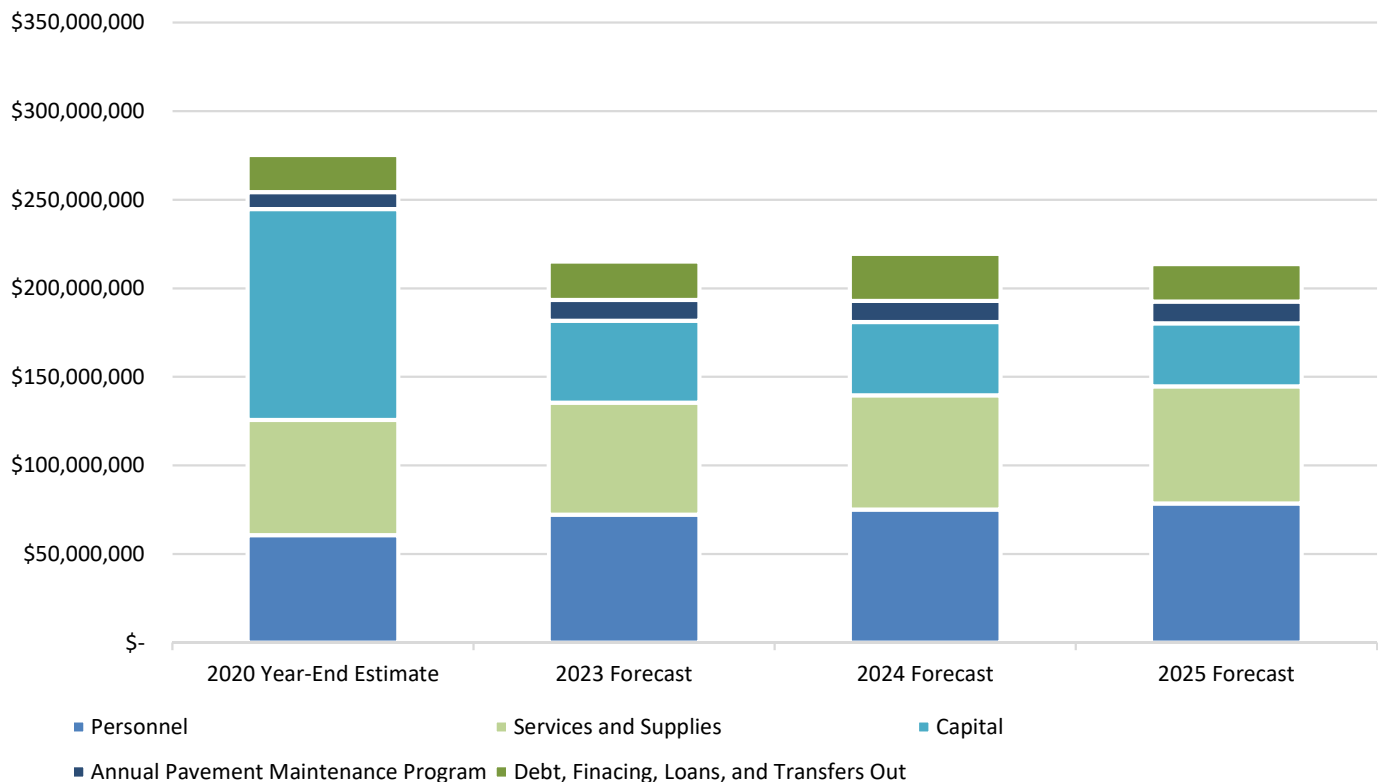


2021-2025 Balanced Financial Plan

Townwide Summary

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Ending Funds Available	\$ 102,459,615	\$ 111,578,204	\$ 121,801,029	\$ 144,161,173
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	9,419,717	9,795,241	10,578,685	11,432,431
Catastrophic Events Reserve	15,888,093	16,480,056	17,102,956	17,335,968
Capital Reserve	26,388,428	28,993,782	37,183,527	50,216,559
Operating Designations	5,842,255	6,074,934	6,183,208	6,363,699
Opportunity/Economic Dev. Reserve	1,335,037	1,375,088	1,416,341	1,458,831
TABOR Reserve	2,244,532	2,280,671	2,341,718	2,411,970
Future Incentive Obligation	1,000,000	1,000,000	1,000,000	1,000,000
Committed for Fund Purpose	23,095,797	21,775,962	26,868,566	33,976,793
Debt Service Reserve	500,815	500,815	500,815	500,815
Claims Reserve	2,445,653	2,641,303	3,565,763	4,621,230
Healthcare Cost Reserve	324,969	1,000,726	1,092,713	1,195,941
Park Reserve	1,000,000	1,250,000	1,500,000	1,750,000
Recreation Facility Reserve	500,000	625,000	750,000	875,000
Total Reserves & Internal Designations	\$ 90,285,296	\$ 94,093,579	\$ 110,384,293	\$ 133,439,236
Unobligated Reserves	\$ 12,174,319	\$ 17,484,625	\$ 11,416,736	\$ 10,721,937

2022 - 2025 Townwide Expenditures by Category



2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 22,100,128	\$ 20,209,076	\$ 20,209,076	\$ 22,541,522
Revenues				
Town Taxes				
Property	\$ 1,262,174	\$ 1,331,675	\$ 1,330,350	\$ 1,391,327
Sales	34,692,600	35,995,983	34,662,600	35,779,398
Motor Vehicle	4,539,944	4,422,096	4,539,944	4,676,142
Other	380,703	403,517	403,285	419,690
Franchise Fees	2,454,545	2,497,241	2,521,433	2,533,582
Licenses & Permits	103,297	102,535	102,535	104,819
Intergovernmental	1,344,134	421,139	352,997	361,485
Charges for Service	2,456,645	2,800,609	2,796,822	2,852,385
Management Fees	3,421,034	4,308,918	4,308,918	4,304,660
Fines & Forfeitures	402,875	422,048	419,111	423,989
Investment Earnings	506,788	238,391	238,391	349,353
Contributions & Donations	760,570	28,000	28,000	28,000
Transfers In	1,399,859	656,964	607,754	638,142
Interfund Loan Revenue	1,943,426	2,031,646	2,031,646	780,450
Other Revenue	416,023	275,850	348,420	280,830
Total Revenues	\$ 56,084,617	\$ 55,936,612	\$ 54,692,206	\$ 54,924,252
Expenditures				
Town Council	\$ 582,627	\$ 358,005	\$ 354,876	\$ 365,510
Town Manager	884,436	885,717	885,652	1,065,830
Human Resources	729,115	668,573	659,421	820,110
Community Relations	753,739	759,602	748,798	908,970
DoIT	3,689,183	3,676,731	3,594,386	3,974,850
Facilities	1,445,475	1,363,903	1,242,659	1,456,158
Town Attorney	815,890	906,457	956,991	1,176,380
Town Clerk	296,667	367,642	359,169	393,100
Municipal Court	379,144	379,150	377,924	443,514
Finance - Departmental	2,724,122	2,809,463	2,768,033	3,162,710
Police	14,895,074	15,661,946	14,585,072	16,455,966
Fire	15,682,496	16,029,742	14,399,695	16,956,645
Development Services	616,925	291,762	306,697	656,929
Parks	5,413,353	5,477,653	5,215,323	5,109,231
Finance Non-Departmental	3,049,745	5,695,636	2,731,396	1,208,473
Total Expenditures (Excluding One-Time)	\$ 51,957,991	\$ 55,331,982	\$ 49,186,092	\$ 54,154,376
Net Change Excluding One-Time Capital	4,126,626	604,630	5,506,114	769,876
Five Year CIP (One-Time Expenditures)	5,708,978	2,169,924	2,169,924	638,150
One Time Capital Transfers Out	308,700	1,003,744	1,003,744	687,144
Contribution to or (Use of) Fund Balance	(1,891,052)	(2,569,038)	2,332,446	(555,418)
Ending Funds Available	\$ 20,209,076	\$ 17,640,038	\$ 22,541,522	\$ 21,986,104

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 21,986,104	\$ 20,876,115	\$ 21,111,207	\$ 20,265,841
Revenues				
Taxes				
Property	\$ 1,391,327	\$ 1,432,961	\$ 1,511,774	\$ 1,557,012
Sales	36,929,537	38,117,462	39,430,338	40,786,559
Motor Vehicle	4,816,426	4,960,919	5,109,747	5,263,039
Other	436,765	454,538	473,036	492,290
Franchise Fees	2,603,464	2,675,719	2,750,436	2,827,709
Licenses & Permits	107,156	109,546	111,992	114,494
Intergovernmental	2,370,280	379,393	388,836	398,624
Charges for Service	2,900,231	2,944,485	3,003,437	3,061,736
Management Fees	4,433,800	4,566,820	4,703,810	4,844,900
Fines & Forfeitures	428,948	433,980	439,093	444,289
Investment Earnings	355,400	360,146	346,527	329,374
Contributions & Donations	1,336,000	28,000	28,000	28,000
Transfers In	670,049	703,551	738,729	775,665
Interfund Loan Revenue	780,452	666,793	631,294	631,292
Other Revenue	288,516	296,488	304,760	313,400
Total Revenues	\$ 59,848,351	\$ 58,130,801	\$ 59,971,809	\$ 61,868,383
Expenditures				
Town Council	\$ 373,840	\$ 383,950	\$ 389,290	\$ 397,070
Town Manager	1,036,810	1,124,950	1,111,210	1,200,430
Human Resources	833,800	860,960	882,440	907,570
Community Relations	971,470	944,840	966,780	991,440
DoIT	4,027,770	4,154,930	4,289,900	4,430,320
Facilities	1,486,935	1,538,705	1,578,090	1,631,977
Town Attorney	1,206,890	1,242,700	1,284,670	1,327,270
Town Clerk	441,490	412,140	464,100	437,280
Municipal Court	455,164	468,044	487,634	505,564
Finance - Departmental	3,195,130	3,325,240	3,555,060	3,689,720
Police	16,855,469	17,569,559	18,318,046	19,097,700
Fire	17,382,465	18,090,653	18,781,166	19,521,823
Development Services	674,849	700,959	724,479	750,759
Parks	5,231,246	5,366,496	5,506,851	5,657,708
Finance Non-Departmental	1,229,868	1,252,485	1,279,611	1,306,743
Total Expenditures (Excluding One-Time)	\$ 55,403,196	\$ 57,436,611	\$ 59,619,327	\$ 61,853,374
Net Change Excluding One-Time Capital	4,445,155	694,190	352,482	15,009
Five Year CIP (One-Time Expenditures)	4,868,000	-	738,750	775,700
One Time Capital Transfers Out	687,144	459,098	459,098	100,000
Contribution to or (Use of) Fund Balance	(1,109,989)	235,092	(845,366)	(860,691)
Ending Funds Available	\$ 20,876,115	\$ 21,111,207	\$ 20,265,841	\$ 19,405,150

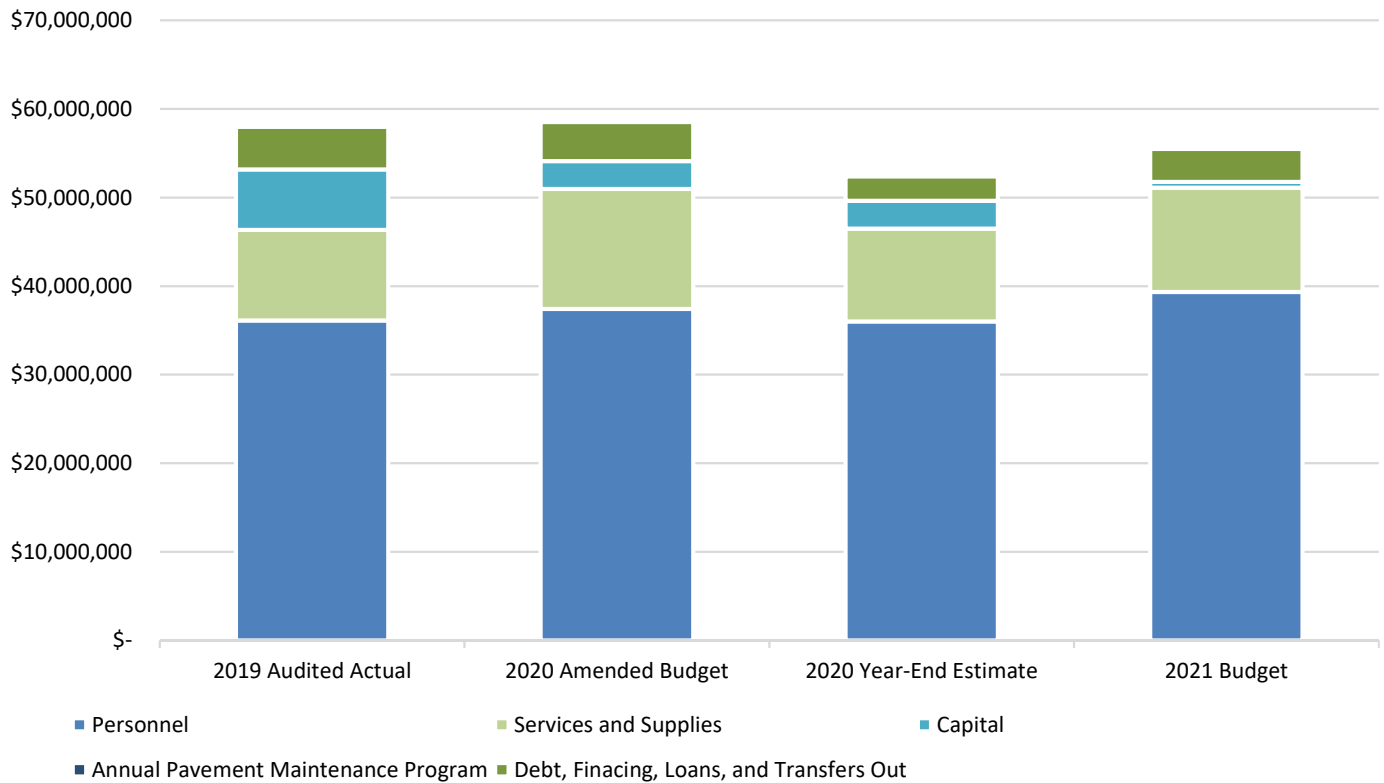
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2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Ending Funds Available	\$ 20,209,076	\$ 17,640,038	\$ 22,541,522	\$ 21,986,104
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				1,934,038
Catastrophic Events Reserve				1,157,625
Capital Reserve				1,948,703
Opportunity/Economic Dev. Reserve				1,296,152
TABOR Reserve				2,151,353
Total Reserves & Internal Designations				8,787,871
Unobligated Reserves				\$ 13,198,233

2019 - 2021 General Fund Expenditures by Category

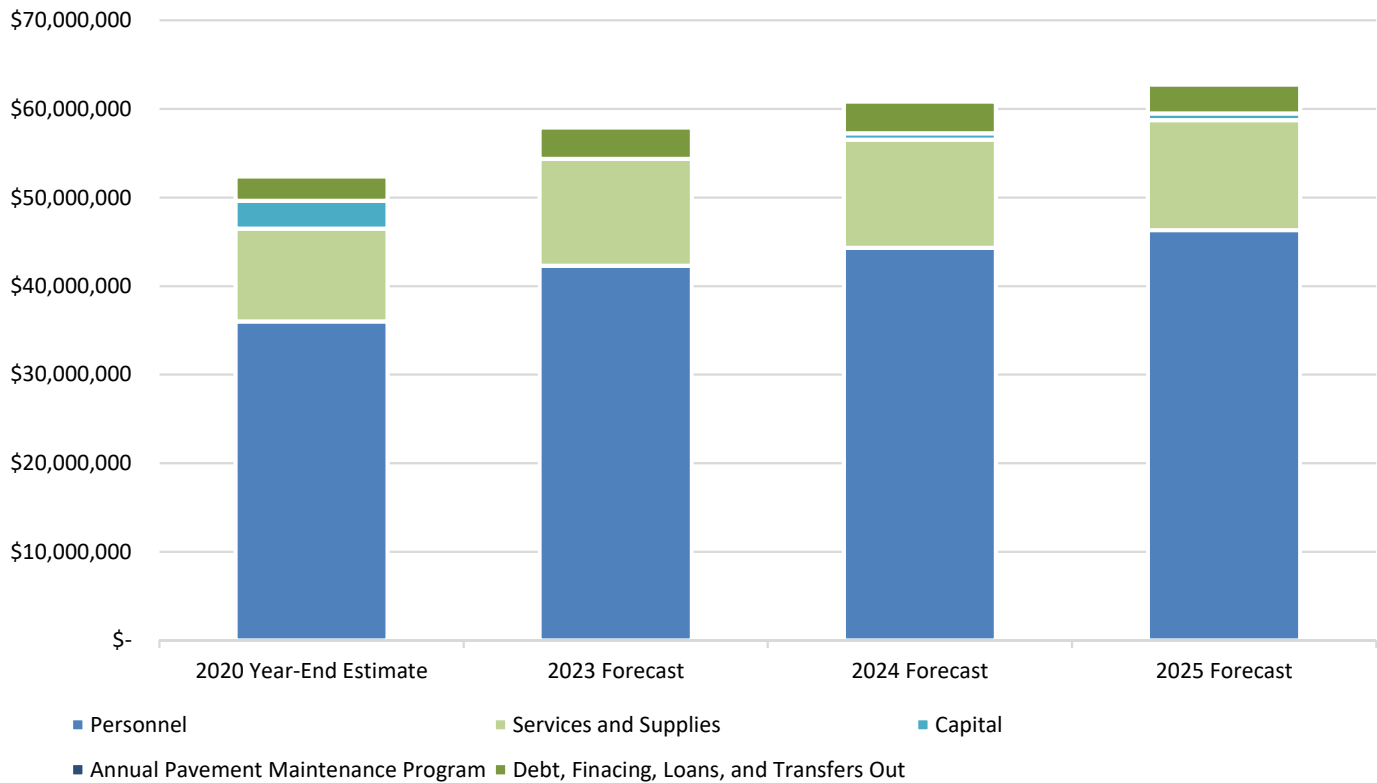


2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Ending Funds Available	\$ 20,876,115	\$ 21,111,207	\$ 20,265,841	\$ 19,405,150
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	1,953,378	1,972,912	1,992,641	2,012,567
Catastrophic Events Reserve	1,215,506	1,276,281	1,340,095	1,407,100
Capital Reserve	1,987,677	2,027,431	2,067,980	2,109,340
Opportunity/Economic Dev. Reserve	1,335,037	1,375,088	1,416,341	1,458,831
TABOR Reserve	2,244,532	2,280,671	2,341,718	2,411,970
Total Reserves & Internal Designations	9,036,130	9,232,383	9,458,775	9,699,808
Unobligated Reserves	\$ 11,839,985	\$ 11,878,824	\$ 10,807,066	\$ 9,705,342

2022 - 2025 General Fund Expenditures by Category



2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
General Fund Expenditures by Division				
Town Council				
Personnel	68,069	66,879	67,850	68,220
Services & Other	512,334	285,456	281,356	294,070
Supplies	2,224	5,670	5,670	3,220
Total Town Council	\$ 582,627	\$ 358,005	\$ 354,876	\$ 365,510

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Service contracts are included at the prior year funding amount for all contracts, except for the Castle Rock Historical Society which increased (pending Town Council approval)
- Downtown Merchants and Downtown Development Authority service contract funding has moved to the Economic Development Fund

Town Manager				
Personnel	761,463	828,416	864,380	916,560
Services & Other	101,624	47,101	19,772	137,630
Supplies	21,349	10,200	1,500	11,640
Total Town Manager	\$ 884,436	\$ 885,717	\$ 885,652	\$ 1,065,830

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

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

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
General Fund Expenditures by Division				
Town Council				
Personnel	68,220	68,220	68,220	68,220
Services & Other	301,280	308,570	316,140	323,900
Supplies	4,340	7,160	4,930	4,950
Total Town Council	\$ 373,840	\$ 383,950	\$ 389,290	\$ 397,070

2021-2025 Notes and Assumptions

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

2022

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

2023

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

2024

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

2025

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

Town Manager				
Personnel	936,620	971,680	1,008,360	1,046,800
Services & Other	88,310	139,090	90,080	140,760
Supplies	11,880	14,180	12,770	12,870
Total Town Manager	\$ 1,036,810	\$ 1,124,950	\$ 1,111,210	\$ 1,200,430

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

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

2024

- No significant changes at this time

2025

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

2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Human Resources				
Personnel	498,809	514,632	505,480	537,620
Services & Other	218,681	148,231	148,231	275,290
Supplies	11,625	5,710	5,710	7,200
Total Human Resources	\$ 729,115	\$ 668,573	\$ 659,421	\$ 820,110

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

Community Relations				
Personnel	356,616	401,974	421,170	451,580
Services & Other	387,211	352,539	322,539	451,320
Supplies	9,912	5,089	5,089	6,070
Total Community Relations	\$ 753,739	\$ 759,602	\$ 748,798	\$ 908,970

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Human Resources				
Personnel	550,950	573,450	597,040	621,710
Services & Other	275,650	276,210	276,670	277,130
Supplies	7,200	11,300	8,730	8,730
Total Human Resources	\$ 833,800	\$ 860,960	\$ 882,440	\$ 907,570

2021-2025 Notes and Assumptions

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

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

Community Relations

Personnel	461,520	481,490	502,480	524,980
Services & Other	453,060	454,850	456,710	458,620
Supplies	56,890	8,500	7,590	7,840
Total Community Relations	\$ 971,470	\$ 944,840	\$ 966,780	\$ 991,440

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

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

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
DoIT				
Personnel	2,296,288	2,335,132	2,275,440	2,553,460
Services & Other	671,336	993,481	975,481	995,370
Supplies	375,003	343,465	343,465	412,540
Capital	334,070	-	-	-
Transfers Out	12,486	4,653	-	13,480
Total DoIT	\$ 3,689,183	\$ 3,676,731	\$ 3,594,386	\$ 3,974,850

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Increased funding for software and software maintenance is included
- Decreased funding for hardware maintenance is included

Facilities				
Personnel	765,011	773,067	692,290	796,590
Services & Other	523,445	453,579	453,579	488,285
Supplies	104,197	96,790	96,790	105,260
Transfers Out	52,822	40,467	-	66,023
Total Facilities	\$ 1,445,475	\$ 1,363,903	\$ 1,242,659	\$ 1,456,158

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
DoIT				
Personnel	2,622,510	2,729,010	2,840,500	2,958,800
Services & Other	1,012,650	1,030,450	1,048,750	1,067,630
Supplies	379,130	381,990	387,170	390,410
Capital	-	-	-	-
Transfers Out	13,480	13,480	13,480	13,480
Total DoIT	\$ 4,027,770	\$ 4,154,930	\$ 4,289,900	\$ 4,430,320

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

Facilities				
Personnel	821,660	855,170	890,360	927,330
Services & Other	491,255	506,895	510,555	525,605
Supplies	107,020	109,640	109,350	110,290
Transfers Out	67,000	67,000	67,825	68,752
Total Facilities	\$ 1,486,935	\$ 1,538,705	\$ 1,578,090	\$ 1,631,977

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Town Attorney				
Personnel	731,900	748,646	799,180	1,013,250
Services & Other	77,873	152,011	152,011	156,560
Supplies	6,117	5,800	5,800	6,570
Total Town Attorney	\$ 815,890	\$ 906,457	\$ 956,991	\$ 1,176,380

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Salary and benefits for one additional Assistant Town Attorney, and increased funding to reclassify the Legal Assistant position from part time to full time is included

Town Clerk				
Personnel	272,517	282,173	273,700	279,510
Services & Other	20,652	84,469	84,469	112,590
Supplies	3,498	1,000	1,000	1,000
Total Town Clerk	\$ 296,667	\$ 367,642	\$ 359,169	\$ 393,100

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Town Attorney				
Personnel	1,040,080	1,078,570	1,118,830	1,160,970
Services & Other	157,010	157,530	158,080	158,540
Supplies	9,800	6,600	7,760	7,760
Total Town Attorney	\$ 1,206,890	\$ 1,242,700	\$ 1,284,670	\$ 1,327,270

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

Town Clerk				
Personnel	286,850	297,830	309,270	322,180
Services & Other	152,840	113,310	153,560	113,730
Supplies	1,800	1,000	1,270	1,370
Total Town Clerk	\$ 441,490	\$ 412,140	\$ 464,100	\$ 437,280

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Increased funding for a general election is included

2023

- No significant changes at this time

2024

- Increased funding for a general election is included

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Municipal Court				
Personnel	344,218	321,386	320,160	379,730
Services & Other	24,057	45,180	45,180	47,170
Supplies	10,869	12,584	12,584	16,614
Total Municipal Court	\$ 379,144	\$ 379,150	\$ 377,924	\$ 443,514

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

Finance - Departmental				
Personnel	2,188,544	2,352,340	2,310,910	2,556,420
Services & Other	428,447	430,824	430,824	450,080
Supplies	107,131	26,299	26,299	156,210
Total Finance - Departmental	\$ 2,724,122	\$ 2,809,463	\$ 2,768,033	\$ 3,162,710

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Salary and benefits for an additional Sales Tax Auditor and associated costs are included
- Expenses include funding for a new payroll system

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Municipal Court				
Personnel	391,700	407,790	424,620	442,310
Services & Other	47,420	47,670	47,830	48,070
Supplies	16,044	12,584	15,184	15,184
Total Municipal Court	\$ 455,164	\$ 468,044	\$ 487,634	\$ 505,564

2021-2025 Notes and Assumptions

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

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

Finance - Departmental

Personnel	2,632,510	2,742,280	2,974,340	3,101,170
Services & Other	521,300	528,650	535,170	541,220
Supplies	41,320	54,310	45,550	47,330
Total Finance - Departmental	\$ 3,195,130	\$ 3,325,240	\$ 3,555,060	\$ 3,689,720

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Expenses include ongoing costs for payroll system

2023

- No significant changes at this time

2024

- Salary and benefits for an additional Sales Tax Auditor and associated costs are included

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Police				
Personnel	12,553,633	13,539,966	12,841,820	13,746,470
Services & Other	1,141,608	1,017,933	1,017,933	1,216,533
Supplies	642,371	648,569	648,569	831,843
Capital	25,870	76,750	76,750	-
Transfers Out	531,592	378,728	-	661,120
Total Police	\$ 14,895,074	\$ 15,661,946	\$ 14,585,072	\$ 16,455,966

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Increased funding is included for an optional shift in retirement benefits for uniformed officers to the Fire and Police Pension Association (FPPA)
- Increase funding for community engagement and officer wellness program is included

Fire				
Personnel	12,473,482	12,786,430	12,182,510	12,973,970
Services & Other	1,159,893	1,434,499	1,434,499	1,449,795
Supplies	892,923	782,686	782,686	830,983
Capital	64,251	-	-	-
One Time Capital Transfers Out	308,700	1,003,744	1,003,744	687,144
Transfers Out	1,091,947	1,026,127	-	1,701,897
Total Fire	\$ 15,991,196	\$ 17,033,486	\$ 15,403,439	\$ 17,643,789

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Partial funding for the Division Chief/Fire Marshal and Deputy Fire Marshal salary and benefits shifted to the Development Services Fund
- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Police				
Personnel	14,142,100	14,802,850	15,497,550	16,225,380
Services & Other	1,242,783	1,277,233	1,307,473	1,338,083
Supplies	805,923	813,503	823,613	829,813
Capital	-	-	-	-
Transfers Out	664,663	675,973	689,410	704,424
Total Police	\$ 16,855,469	\$ 17,569,559	\$ 18,318,046	\$ 19,097,700

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2023

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2024

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2025

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

Fire				
Personnel	13,391,370	14,031,690	14,704,650	15,412,020
Services & Other	1,470,845	1,491,415	1,501,775	1,524,855
Supplies	810,626	842,737	840,100	847,290
Capital	-	-	-	-
One Time Capital Transfers Out	687,144	459,098	459,098	100,000
Transfers Out	1,709,624	1,724,811	1,734,641	1,737,658
Total Fire	\$ 18,069,609	\$ 18,549,751	\$ 19,240,264	\$ 19,621,823

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2023

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2024

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2025

- Changes in legislation result in FPPA employer contributions increasing 0.5 percent per year

2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Development Services				
Personnel	556,510	229,229	246,770	589,500
Services & Other	50,987	52,888	52,888	55,300
Supplies	5,536	7,039	7,039	7,710
Transfers Out	3,892	2,606	-	4,419
Total Development Services	\$ 616,925	\$ 291,762	\$ 306,697	\$ 656,929

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

Parks				
Personnel	2,254,176	2,252,910	2,201,810	2,480,410
Services & Other	1,582,203	1,714,631	1,714,631	1,840,625
Supplies	445,061	321,621	321,621	370,265
Capital	660,311	899,956	899,956	5,306
Five Year CIP (One-Time Expenditures)	3,844,671	85,000	85,000	638,150
Interfund Loan	19,688	64,000	64,000	64,000
Transfers Out	451,914	224,535	13,305	348,625
Total Parks	\$ 9,258,024	\$ 5,562,653	\$ 5,300,323	\$ 5,747,381

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 160 to view details regarding the Five Year Capital Improvement Program

2021

- Salary and benefits to reclassify the Parks, Open Space, and Trails (POST) Volunteer Coordinator position from part time to full time are included
- Expenditures include costs for trail conditions and snow removal software
- Annual trail improvement funding includes the extension of Gateway Mesa Trail, sidewalk connection at Covy Court, trail connection to the East Plum Creek Trail from the Service Center, and trail development at Metzler Open Space and an additional mountain bike only loop at Ridgeline Open Space.

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Development Services				
Personnel	606,670	630,360	655,100	680,960
Services & Other	55,570	55,840	56,110	56,380
Supplies	8,190	10,340	8,850	9,000
Transfers Out	4,419	4,419	4,419	4,419
Total Development Services	\$ 674,849	\$ 700,959	\$ 724,479	\$ 750,759

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

Parks				
Personnel	2,535,980	2,627,490	2,723,470	2,825,300
Services & Other	1,889,865	1,927,385	1,965,835	2,005,515
Supplies	386,160	391,210	398,180	404,610
Capital	5,412	5,520	-	-
Five Year CIP (One-Time Expenditures)	4,868,000	-	738,750	775,700
Interfund Loan	64,000	64,000	64,000	64,000
Transfers Out	349,829	350,891	355,366	358,283
Total Parks	\$ 10,099,246	\$ 5,366,496	\$ 6,245,601	\$ 6,433,408

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 160 to view details regarding the Five Year Capital Improvement Program

2022

- Annual trail improvement funding includes Front Range Trail

2023

- Annual trail improvement funding includes continued work on the Front Range Trail

2024

- Annual trail improvement funding includes Cobblestone Ranch/McCanta trails

2025

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

2021-2025 Balanced Financial Plan

General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Finance Non-Departmental				
Services & Other	687,948	4,047,736	1,083,496	895,383
Supplies	4,311	11,190	11,190	138,090
Capital	13,174	-	-	-
Five Year CIP (One-Time Expenditures)	1,864,307	2,084,924	2,084,924	-
Interfund Loan	44,312	49,210	49,210	-
Transfers Out	2,300,000	1,587,500	1,587,500	175,000
Total Finance Non-Departmental	\$ 4,914,052	\$ 7,780,560	\$ 4,816,320	\$ 1,208,473

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

Total Expenditures (Excluding One-Time)	\$ 51,957,991	\$ 55,331,982	\$ 49,186,092	\$ 54,154,376
Net Change Excluding One-Time Capital	\$ 4,126,626	\$ 604,630	\$ 5,506,114	\$ 769,876
Five Year CIP (One-Time Expenditures)	5,708,978	2,169,924	2,169,924	638,150
One Time Capital Transfers Out	308,700	1,003,744	1,003,744	687,144
Contribution to or (Use of) Fund Balance	(1,891,052)	(2,569,038)	2,332,446	(555,418)
Ending Funds Available	\$ 20,209,076	\$ 17,640,038	\$ 22,541,522	\$ 21,986,104
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				1,934,038
Catastrophic Events Reserve				1,157,625
Capital Reserve				1,948,703
Opportunity/Economic Dev. Reserve				1,296,152
TABOR Reserve				2,151,353
Total Reserves & Internal Designations				8,787,871
Unobligated Reserves				\$ 13,198,233

2021-2025 Balanced Financial Plan

General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Finance Non-Departmental				
Services & Other	918,288	942,485	968,051	995,183
Supplies	136,580	135,000	136,560	136,560
Capital	-	-	-	-
Five Year CIP (One-Time Expenditures)	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	175,000	175,000	175,000	175,000
Total Finance Non-Departmental	\$ 1,229,868	\$ 1,252,485	\$ 1,279,611	\$ 1,306,743

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

Total Expenditures (Excluding One-Time)	\$ 55,403,196	\$ 57,436,611	\$ 59,619,327	\$ 61,853,374
Net Change Excluding One-Time Capital	\$ 4,445,155	\$ 694,190	\$ 352,482	\$ 15,009
Five Year CIP (One-Time Expenditures)	4,868,000	-	738,750	775,700
One Time Capital Transfers Out	687,144	459,098	459,098	100,000
Contribution to or (Use of) Fund Balance	(1,109,989)	235,092	(845,366)	(860,691)
Ending Funds Available	\$ 20,876,115	\$ 21,111,207	\$ 20,265,841	\$ 19,405,150
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	1,953,378	1,972,912	1,992,641	2,012,567
Catastrophic Events Reserve	1,215,506	1,276,281	1,340,095	1,407,100
Capital Reserve	1,987,677	2,027,431	2,067,980	2,109,340
Opportunity/Economic Dev. Reserve	1,335,037	1,375,088	1,416,341	1,458,831
TABOR Reserve	2,244,532	2,280,671	2,341,718	2,411,970
Total Reserves & Internal Designations	9,036,130	9,232,383	9,458,775	9,699,808
Unobligated Reserves	\$ 11,839,985	\$ 11,878,824	\$ 10,807,066	\$ 9,705,342

2021-2025 Balanced Financial Plan

Economic Development Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 5,657,224	\$ 4,768,131	\$ 4,768,131	\$ 1,700,001
Revenues				
Town Taxes				
Use	\$ 1,218,760	\$ 676,238	\$ 676,238	\$ 735,408
Investment Earnings	153,935	28,279	28,279	36,729
Interfund Loan Revenue	309,044	-	-	-
Total Revenues	\$ 1,681,739	\$ 704,517	\$ 704,517	\$ 772,137
Expenditures				
Services & Other	\$ 2,570,832	\$ 3,772,647	\$ 3,772,647	\$ 1,472,138
Total Expenditures (Excluding One-Time)	\$ 2,570,832	\$ 3,772,647	\$ 3,772,647	\$ 1,472,138
Net Change Excluding One-Time Capital	\$ (889,093)	\$ (3,068,130)	\$ (3,068,130)	\$ (700,001)
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	(889,093)	(3,068,130)	(3,068,130)	(700,001)
Ending Funds Available	\$ 4,768,131	\$ 1,700,001	\$ 1,700,001	\$ 1,000,000
Reserves & Internal Designations				
Future Incentive Obligation				1,000,000
Total Reserves & Internal Designations				1,000,000
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Use Tax revenue is based on anticipated commercial development totaling 295,968 Sq. Ft. of retail, industrial, and office space
- Downtown Merchants and Downtown Development Authority service contract funding has moved from the General Fund

2021-2025 Balanced Financial Plan

Economic Development Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Revenues				
Taxes				
Use	\$ 740,637	\$ 745,904	\$ 751,231	\$ 756,616
Investment Earnings	31,867	26,829	21,610	20,950
Interfund Loan Revenue	-	-	-	-
Total Revenues	\$ 772,504	\$ 772,733	\$ 772,841	\$ 777,566
Expenditures				
Services & Other	\$ 772,504	\$ 772,733	\$ 772,841	\$ 777,566
Total Expenditures (Excluding One-Time)	\$ 772,504	\$ 772,733	\$ 772,841	\$ 777,566
Net Change Excluding One-Time Capital	\$ -	\$ -	\$ -	\$ -
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Reserves & Internal Designations				
Future Incentive Obligation	1,000,000	1,000,000	1,000,000	1,000,000
Total Reserves & Internal Designations	1,000,000	1,000,000	1,000,000	1,000,000
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Parking Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ -	\$ -	\$ -	\$ 12,065,661
Revenues				
Town Taxes				
Property Tax GID	\$ -	\$ -	\$ -	-
Transfers In	-	1,500,000	1,500,000	80,000
Debt & Financing Revenue	-	10,826,036	10,862,036	-
Total Revenues	\$ -	\$ 12,326,036	\$ 12,362,036	\$ 80,000
Expenditures				
Services & Other	\$ -	\$ -	\$ -	10,645,000
Debt & Financing	-	296,375	296,375	433,329
Total Expenditures (Excluding One-Time)	\$ -	\$ 296,375	\$ 296,375	\$ 11,078,329
Net Change Excluding One-Time Capital	\$ -	\$ 12,029,661	\$ 12,065,661	\$ (10,998,329)
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	-	12,029,661	12,065,661	(10,998,329)
Ending Funds Available	\$ -	\$ 12,029,661	\$ 12,065,661	\$ 1,067,332
Reserves & Internal Designations				
Committed for Fund Purpose				1,067,332
Total Reserves & Internal Designations				1,067,332
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- This fund was created in 2020 related to the Encore redevelopment agreement and will be used for ongoing parking garage maintenance and debt related costs
- Funding is included for a one-time payment to the developer of the Encore project related to public parking spaces

2021-2025 Balanced Financial Plan

Parking Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 1,067,332	\$ 691,432	\$ 627,266	\$ 563,100
Revenues				
Taxes				
Property Tax GID	\$ -	\$ 311,734	\$ 311,734	\$ 329,115
Transfers In	80,000	80,000	80,000	80,000
Debt & Financing Revenue	-	-	-	-
Total Revenues	\$ 80,000	\$ 391,734	\$ 391,734	\$ 409,115
Expenditures				
Services & Other	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Debt & Financing	375,900	375,900	375,900	375,900
Total Expenditures (Excluding One-Time)	\$ 455,900	\$ 455,900	\$ 455,900	\$ 455,900
Net Change Excluding One-Time Capital	\$ (375,900)	\$ (64,166)	\$ (64,166)	\$ (46,785)
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	(375,900)	(64,166)	(64,166)	(46,785)
Ending Funds Available	\$ 691,432	\$ 627,266	\$ 563,100	\$ 516,315
Reserves & Internal Designations				
Committed for Fund Purpose	691,432	627,266	563,100	516,315
Total Reserves & Internal Designations	691,432	627,266	563,100	516,315
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Transportation Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 11,938,055	\$ 8,439,789	\$ 8,439,789	\$ 6,169,403
Revenues				
Town Taxes				
Use	\$ 2,942,867	\$ 2,432,757	\$ 2,432,757	\$ 2,165,522
Sales	12,072,573	12,523,570	12,059,571	12,448,201
Motor Vehicle	2,462,115	2,398,204	2,462,115	2,535,979
Intergovernmental	8,088,999	7,770,947	6,797,989	7,285,191
Investment Earnings	341,738	73,378	73,378	218,921
Contributions & Donations	325,000	155,550	427,028	-
Other Revenue	11,249	1,500	1,500	1,500
Total Revenues	\$ 26,244,541	\$ 25,355,906	\$ 24,254,338	\$ 24,655,314
Expenditures				
Personnel	\$ 4,276,264	\$ 4,497,602	\$ 4,272,030	\$ 4,955,470
Services & Other	3,734,529	8,193,514	4,767,317	4,151,805
Supplies	744,443	629,055	629,055	826,173
Capital	108,340	26,600	26,600	-
Debt & Financing	881,075	902,325	902,325	909,500
Transfers Out	3,195,276	1,355,014	1,355,014	1,467,581
Total Expenditures (Excluding One-Time)	\$ 12,939,927	\$ 15,604,110	\$ 11,952,341	\$ 12,310,529
Net Change Excluding One-Time Capital	\$ 13,304,614	\$ 9,751,796	\$ 12,301,997	\$ 12,344,785
Annual Pavement Maintenance Program	15,199,842	9,427,347	9,427,347	11,500,000
Five Year CIP (One-Time Expenditures)	1,603,038	5,145,036	5,145,036	1,312,000
Contribution to or (Use of) Fund Balance	(3,498,266)	(4,820,587)	(2,270,386)	(467,215)
Ending Funds Available	\$ 8,439,789	\$ 3,619,202	\$ 6,169,403	\$ 5,702,188
Reserves & Internal Designations				
Revenue Stabilization Reserve				342,337
Catastrophic Events Reserve				1,731,891
Capital Reserve				3,627,960
Total Reserves & Internal Designations				5,702,188
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 168 to view details regarding the Five Year Capital Improvement Program

2021

- Use Tax revenue is based on 700 single family, 118 multi family permits, and 295,968 sq. ft. of commercial development
- Salary and benefits for one Construction Manager and one Traffic Review Engineer and associated costs are included
- Highlights of significant projects include ongoing Pavement Maintenance Program funding, traffic signal construction, traffic safety improvements, and increases for road de-icing materials

2021-2025 Balanced Financial Plan

Transportation Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 5,702,188	\$ 2,449,543	\$ 2,264,815	\$ 2,813,424
Revenues				
Taxes				
Use	\$ 2,120,748	\$ 2,139,794	\$ 2,158,992	\$ 2,178,343
Sales	12,848,435	13,261,817	13,718,681	14,190,628
Motor Vehicle	2,612,058	2,690,420	2,771,133	2,854,267
Intergovernmental	7,482,543	7,685,390	7,893,891	8,130,708
Investment Earnings	212,823	205,466	206,820	219,824
Contributions & Donations	-	-	-	-
Other Revenue	1,500	1,500	1,500	1,500
Total Revenues	\$ 25,278,107	\$ 25,984,387	\$ 26,751,017	\$ 27,575,270
Expenditures				
Personnel	\$ 5,089,950	\$ 5,292,580	\$ 5,505,310	\$ 5,729,030
Services & Other	4,487,408	4,594,583	4,626,277	4,749,665
Supplies	762,787	772,027	790,714	812,038
Capital	-	-	-	-
Debt & Financing	907,400	903,838	904,038	905,000
Transfers Out	4,859,207	1,553,087	1,606,669	1,652,142
Total Expenditures (Excluding One-Time)	\$ 16,106,752	\$ 13,116,115	\$ 13,433,008	\$ 13,847,875
Net Change Excluding One-Time Capital	\$ 9,171,355	\$ 12,868,272	\$ 13,318,009	\$ 13,727,395
Annual Pavement Maintenance Program	11,250,000	11,700,000	11,850,000	12,300,000
Five Year CIP (One-Time Expenditures)	1,174,000	1,353,000	919,400	974,100
Contribution to or (Use of) Fund Balance	(3,252,645)	(184,728)	548,609	453,295
Ending Funds Available	\$ 2,449,543	\$ 2,264,815	\$ 2,813,424	\$ 3,266,719
Reserves & Internal Designations				
Revenue Stabilization Reserve	348,679	357,153	365,856	375,469
Catastrophic Events Reserve	1,766,529	1,801,860	1,837,897	1,874,655
Capital Reserve	-	-	-	-
Total Reserves & Internal Designations	2,115,208	2,159,013	2,203,753	2,250,124
Unobligated Reserves	\$ 334,335	\$ 105,802	\$ 609,671	\$ 1,016,595

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 168 to view details regarding the Five Year Capital Improvement Program

2022

- Use Tax revenue is based on 700 single family, 50 multi family permits, and 295,968 sq. ft. of commercial development
- Highlights of significant projects include ongoing Pavement Maintenance Program funding, traffic signal construction, and traffic safety improvements

2023

- Highlights of significant projects include ongoing Pavement Maintenance Program funding, two traffic signals construction, and traffic safety improvements

2024

- Highlights of significant projects include ongoing Pavement Maintenance Program funding, traffic signal construction, and traffic safety improvements

2025

- Highlights of significant projects include ongoing Pavement Maintenance Program funding, traffic signal construction, and traffic safety improvements

2021-2025 Balanced Financial Plan

Conservation Trust Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 308,328	\$ 743,174	\$ 743,174	\$ 2,952,286
Revenues				
Licenses & Permits	\$ 169,190	\$ 135,200	\$ 75,000	\$ 140,608
Intergovernmental	580,614	1,264,168	4,045,418	1,268,199
Investment Earnings	4,084	2,086	2,086	1,594
Contributions & Donations	22,870	-	-	-
Other Revenue	112	-	-	-
Total Revenues	\$ 776,870	\$ 1,401,454	\$ 4,122,504	\$ 1,410,401
Expenditures				
Personnel	\$ 94,464	\$ 98,999	\$ 98,640	\$ 166,780
Services & Other	63,804	7,000	7,000	7,000
Supplies	36,210	107,500	107,500	107,500
Total Expenditures (Excluding One-Time)	\$ 194,478	\$ 213,499	\$ 213,140	\$ 281,280
Net Change Excluding One-Time Capital	\$ 582,392	\$ 1,187,955	\$ 3,909,364	\$ 1,129,121
Five Year CIP (One-Time Expenditures)	147,546	1,700,252	1,700,252	3,800,000
Contribution to or (Use of) Fund Balance	434,846	(512,297)	2,209,112	(2,670,879)
Ending Funds Available	\$ 743,174	\$ 230,877	\$ 2,952,286	\$ 281,407
Reserves & Internal Designations				
Committed for Fund Purpose				281,407
Total Reserves & Internal Designations				281,407
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 188 to view details regarding the Five Year Capital Improvement Program

2021

- Salary and benefits to reclassify a portion of the POST Volunteer Coordinator position from part time to full time costs are included
- Highlights of capital projects include park improvement work at Bison Park, Butterfield, Mitchell Gulch Park, and concrete replacement. These projects are funded by State Lottery and County Open Space Shareback funding

2021-2025 Balanced Financial Plan

Conservation Trust Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 281,407	\$ 490,898	\$ 628,384	\$ 936,697
Revenues				
Licenses & Permits	\$ 146,232	\$ 152,081	\$ 158,164	\$ 159,746
Intergovernmental	1,272,543	1,276,931	447,613	452,089
Investment Earnings	2,446	3,564	5,076	6,925
Contributions & Donations	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 1,421,221	\$ 1,432,576	\$ 610,853	\$ 618,760
Expenditures				
Personnel	\$ 172,230	\$ 179,790	\$ 187,770	\$ 196,140
Services & Other	7,000	7,000	7,000	7,000
Supplies	107,500	108,300	107,770	107,770
Total Expenditures (Excluding One-Time)	\$ 286,730	\$ 295,090	\$ 302,540	\$ 310,910
Net Change Excluding One-Time Capital	\$ 1,134,491	\$ 1,137,486	\$ 308,313	\$ 307,850
Five Year CIP (One-Time Expenditures)	925,000	1,000,000	-	-
Contribution to or (Use of) Fund Balance	209,491	137,486	308,313	307,850
Ending Funds Available	\$ 490,898	\$ 628,384	\$ 936,697	\$ 1,244,547
Reserves & Internal Designations				
Committed for Fund Purpose	490,898	628,384	936,697	1,244,547
Total Reserves & Internal Designations	490,898	628,384	936,697	1,244,547
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 188 to view details regarding the Five Year Capital Improvement Program

2022

- Highlights of capital projects include park improvement work at Founders Park, recreation center playground, and concrete replacement. These projects are funded by State Lottery and County Open Space Shareback funding

2023

- Highlights of capital projects include park improvements at Castle Highlands Park, the Meadows pond renovation, and concrete replacement. These projects are funded by State Lottery and County Open Space Shareback funding

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Philip S. Miller Trust Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 210,688	\$ 304,834	\$ 304,834	\$ 264,106
Revenues				
Charges for Service	\$ 253,187	\$ 218,988	\$ 10,000	\$ 236,000
Investment Earnings	2,549	1,917	1,917	1,037
Contributions & Donations	255,000	255,000	275,000	255,000
Transfers In	175,000	175,000	87,500	175,000
Other Revenue	360	-	-	-
Total Revenues	\$ 686,096	\$ 650,905	\$ 374,417	\$ 667,037
Expenditures				
Personnel	\$ 113,034	\$ 103,095	\$ 104,940	\$ 109,680
Services & Other	478,679	529,515	309,605	532,920
Supplies	237	12,181	600	11,660
Total Expenditures (Excluding One-Time)	\$ 591,950	\$ 644,791	\$ 415,145	\$ 654,260
Net Change Excluding One-Time Capital	\$ 94,146	\$ 6,114	\$ (40,728)	\$ 12,777
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	94,146	6,114	(40,728)	12,777
Ending Funds Available	\$ 304,834	\$ 310,948	\$ 264,106	\$ 276,883
Reserves & Internal Designations				
Committed for Fund Purpose				276,883
Total Reserves & Internal Designations				276,883
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

2021-2025 Balanced Financial Plan

Philip S. Miller Trust Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 276,883	\$ 293,279	\$ 312,964	\$ 335,254
Revenues				
Charges for Service	\$ 247,300	\$ 259,165	\$ 271,624	\$ 284,705
Investment Earnings	1,296	1,580	1,886	2,213
Contributions & Donations	255,000	255,000	255,000	255,000
Transfers In	175,000	175,000	175,000	175,000
Other Revenue	-	-	-	-
Total Revenues	\$ 678,596	\$ 690,745	\$ 703,510	\$ 716,918
Expenditures				
Personnel	\$ 111,810	\$ 116,320	\$ 121,100	\$ 126,110
Services & Other	537,830	542,780	547,780	553,080
Supplies	12,560	11,960	12,340	12,440
Total Expenditures (Excluding One-Time)	\$ 662,200	\$ 671,060	\$ 681,220	\$ 691,630
Net Change Excluding One-Time Capital	\$ 16,396	\$ 19,685	\$ 22,290	\$ 25,288
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	16,396	19,685	22,290	25,288
Ending Funds Available	\$ 293,279	\$ 312,964	\$ 335,254	\$ 360,542
Reserves & Internal Designations				
Committed for Fund Purpose	293,279	312,964	335,254	360,542
Total Reserves & Internal Designations	293,279	312,964	335,254	360,542
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Public Art Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 75,879	\$ 26,139	\$ 26,139	\$ 27,570
Revenues				
Investment Earnings	\$ 1,831	\$ 1,431	\$ 1,431	\$ 1,720
Contributions & Donations	25,000	25,000	25,000	25,000
Other Revenue	9	-	-	-
Total Revenues	\$ 26,840	\$ 26,431	\$ 26,431	\$ 26,720
Expenditures				
Services & Other	\$ 26,580	\$ 25,000	\$ 25,000	\$ 25,000
Capital	50,000	-	-	-
Total Expenditures (Excluding One-Time)	\$ 76,580	\$ 25,000	\$ 25,000	\$ 25,000
Net Change Excluding One-Time Capital	\$ (49,740)	\$ 1,431	\$ 1,431	\$ 1,720
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	(49,740)	1,431	1,431	1,720
Ending Funds Available	\$ 26,139	\$ 27,570	\$ 27,570	\$ 29,290
Reserves & Internal Designations				
Committed for Fund Purpose				29,290
Total Reserves & Internal Designations				29,290
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

2021-2025 Balanced Financial Plan

Public Art Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 29,290	\$ 31,100	\$ 33,000	\$ 34,990
Revenues				
Investment Earnings	\$ 1,810	\$ 1,900	\$ 1,990	\$ 2,081
Contributions & Donations	25,000	25,000	25,000	25,000
Other Revenue	-	-	-	-
Total Revenues	\$ 26,810	\$ 26,900	\$ 26,990	\$ 27,081
Expenditures				
Services & Other	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Capital	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Net Change Excluding One-Time Capital	\$ 1,810	\$ 1,900	\$ 1,990	\$ 2,081
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	1,810	1,900	1,990	2,081
Ending Funds Available	\$ 31,100	\$ 33,000	\$ 34,990	\$ 37,071
Reserves & Internal Designations				
Committed for Fund Purpose	31,100	33,000	34,990	37,071
Total Reserves & Internal Designations	31,100	33,000	34,990	37,071
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Police Forfeiture Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 21,601	\$ 21,855	\$ 21,855	\$ 21,963
Revenues				
Investment Earnings	\$ 254	\$ 108	\$ 108	\$ 256
Total Revenues	\$ 254	\$ 108	\$ 108	\$ 256
Expenditures				
Net Change Excluding One-Time Capital	\$ 254	\$ 108	\$ 108	\$ 256
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	254	108	108	256
Ending Funds Available	\$ 21,855	\$ 21,963	\$ 21,963	\$ 22,219
Reserves & Internal Designations				
Committed for Fund Purpose				22,219
Total Reserves & Internal Designations				22,219
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- No significant changes at this time

2021-2025 Balanced Financial Plan

Police Forfeiture Fund

Category	2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
Beginning Funds Available	\$	22,219	\$	22,476	\$	22,734	\$	22,994
Revenues								
Investment Earnings	\$	257	\$	258	\$	260	\$	261
Total Revenues	\$	257	\$	258	\$	260	\$	261
Expenditures								
Net Change Excluding One-Time Capital	\$	257	\$	258	\$	260	\$	261
Five Year CIP (One-Time Expenditures)		-		-		-		-
Contribution to or (Use of) Fund Balance		257		258		260		261
Ending Funds Available	\$	22,476	\$	22,734	\$	22,994	\$	23,255
Reserves & Internal Designations								
Committed for Fund Purpose		22,476		22,734		22,994		23,255
Total Reserves & Internal Designations		22,476		22,734		22,994		23,255
Unobligated Reserves	\$	-	\$	-	\$	-	\$	-

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

DDA TIF Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 2,241,340	\$ 2,312,343	\$ 2,312,343	\$ 148,344
Revenues				
Tax Increment Financing				
Property Tax TIF	\$ 222,126	\$ 180,000	\$ 457,696	\$ 471,426
Sales Tax TIF	1,417,864	1,297,641	1,213,286	1,213,286
Transfers In	2,125,000	-	-	-
Other Revenue	8,550	45,000	-	-
Total Revenues	\$ 3,773,540	\$ 1,522,641	\$ 1,670,982	\$ 1,684,712
Expenditures				
Services & Other	\$ 85,735	\$ 516,138	\$ 2,114,150	\$ 858,293
Supplies	7,480	150,000	-	-
Debt & Financing	2,305,246	-	-	-
Interfund Loan	1,304,076	287,100	782,327	782,327
Total Expenditures (Excluding One-Time)	\$ 3,702,537	\$ 953,238	\$ 2,896,477	\$ 1,640,620
Net Change Excluding One-Time Capital	\$ 71,003	\$ 569,403	\$ (1,225,495)	\$ 44,092
One-Time Downtown Project Funding	-	2,881,746	938,504	42,436
Contribution to or (Use of) Fund Balance	71,003	(2,312,343)	(2,163,999)	1,656
Ending Funds Available	\$ 2,312,343	\$ -	\$ 148,344	\$ 150,000
Reserves & Internal Designations				
Committed for Fund Purpose				150,000
Total Reserves & Internal Designations				150,000
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

- 2021**
- Expenditures are estimated for purposes of appropriation and require Council approval
 - Interfund loan expenditures in 2021 reflect the planned early payoff of the Festival Park renovation General Fund loan. Options for an early payoff of this loan will be assessed in 2021 and future year payments will be adjusted as necessary
 - Expenditures in this fund are generally one-time in nature as they are related to specific downtown projects

2021-2025 Balanced Financial Plan

DDA TIF Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Revenues				
Tax Increment Financing				
Property Tax TIF	\$ 485,569	\$ 500,136	\$ 515,140	\$ 530,595
Sales Tax TIF	1,299,831	1,388,366	1,478,938	1,571,592
Transfers In	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 1,785,400	\$ 1,888,502	\$ 1,994,078	\$ 2,102,187
Expenditures				
Services & Other	\$ 858,293	\$ 370,313	\$ 173,818	\$ 20,000
Supplies	-	-	-	-
Debt & Financing	-	-	-	-
Interfund Loan	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 858,293	\$ 370,313	\$ 173,818	\$ 20,000
Net Change Excluding One-Time Capital	\$ 927,107	\$ 1,518,189	\$ 1,820,260	\$ 2,082,187
One-Time Downtown Project Funding	927,107	1,518,189	1,820,260	2,082,187
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Reserves & Internal Designations				
Committed for Fund Purpose	150,000	150,000	150,000	150,000
Total Reserves & Internal Designations	150,000	150,000	150,000	150,000
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Expenditures are estimated for purposes of appropriation and require Council approval
- Expenditures in this fund are generally one-time in nature as they are related to specific downtown projects

2023

- Expenditures are estimated for purposes of appropriation and require Council approval
- Expenditures in this fund are generally one-time in nature as they are related to specific downtown projects

2024

- Expenditures are estimated for purposes of appropriation and require Council approval
- Expenditures in this fund are generally one-time in nature as they are related to specific downtown projects

2025

- Expenditures are estimated for purposes of appropriation and require Council approval
- Expenditures in this fund are generally one-time in nature as they are related to specific downtown projects

2021-2025 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 3,266,903	\$ 2,093,011	\$ 2,093,011	\$ 2,169,914
Revenues				
Investment Earnings	\$ 69,303	\$ 25,805	\$ 25,805	\$ 106,783
Impact Fees	3,013,176	5,349,031	5,529,859	5,693,961
Transfers In	177,809	-	-	-
Total Revenues	\$ 3,260,288	\$ 5,374,836	\$ 5,555,664	\$ 5,800,744
Expenditures				
Services & Other	\$ 109,500	\$ 159,800	\$ 159,800	\$ 171,800
Debt & Financing	711,463	710,813	710,813	710,413
Interfund Loan	710,500	-	-	-
Transfers Out	245,896	-	-	-
Total Expenditures (Excluding One-Time)	\$ 1,777,359	\$ 870,613	\$ 870,613	\$ 882,213
Net Change Excluding One-Time Capital	\$ 1,482,929	\$ 4,504,223	\$ 4,685,051	\$ 4,918,531
Five Year CIP (One-Time Expenditures)	2,656,821	4,608,148	4,608,148	-
COP Prepayment	-	-	-	-
Contribution to or (Use of) Fund Balance	(1,173,892)	(103,925)	76,903	4,918,531
Ending Funds Available	\$ 2,093,011	\$ 1,989,086	\$ 2,169,914	\$ 7,088,445
Reserves & Internal Designations				
Park Reserve				750,000
Recreation Facility Reserve				375,000
Committed for Fund Purpose				5,963,445
Total Reserves & Internal Designations				7,088,445
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 190 to view details regarding the Five Year Capital Improvement Program

2021

- Impact Fee revenue is based on 700 single family, 118 multi-family permits, and 295,968 sq. ft. of commercial development

2021-2025 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 7,088,445	\$ 11,561,015	\$ 6,531,476	\$ 11,758,728
Revenues				
Investment Earnings	\$ 214,228	\$ 205,569	\$ 197,547	\$ 284,066
Impact Fees	5,529,555	5,584,505	5,639,505	5,695,205
Transfers In	-	-	-	-
Total Revenues	\$ 5,743,783	\$ 5,790,074	\$ 5,837,052	\$ 5,979,271
Expenditures				
Services & Other	\$ 109,800	\$ 109,800	\$ 109,800	\$ 109,800
Debt & Financing	711,413	709,813	-	-
Interfund Loan	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 821,213	\$ 819,613	\$ 109,800	\$ 109,800
Net Change Excluding One-Time Capital	\$ 4,922,570	\$ 4,970,461	\$ 5,727,252	\$ 5,869,471
Five Year CIP (One-Time Expenditures)	450,000	4,500,000	500,000	2,000,000
COP Prepayment	-	5,500,000	-	-
Contribution to or (Use of) Fund Balance	4,472,570	(5,029,539)	5,227,252	3,869,471
Ending Funds Available	\$ 11,561,015	\$ 6,531,476	\$ 11,758,728	\$ 15,628,199
Reserves & Internal Designations				
Park Reserve	1,000,000	1,250,000	1,500,000	1,750,000
Recreation Facility Reserve	500,000	625,000	750,000	875,000
Committed for Fund Purpose	10,061,015	4,656,476	9,508,728	13,003,199
Total Reserves & Internal Designations	11,561,015	6,531,476	11,758,728	15,628,199
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 190 to view details regarding the Five Year Capital Improvement Program

2022

- Impact Fee revenue is based on 700 single family, 50 multi-family permits, and 295,968 sq. ft. of commercial development
- Highlights of capital projects include design work for Cobblestone Ranch Park

2023

- Highlights of capital projects include construction of Cobblestone Ranch 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

2024

- Highlights of capital projects include design work for a new recreation center

2025

- Highlights of capital projects include design and initial construction work for a new recreation center

2021-2025 Balanced Financial Plan

Municipal Facilities Capital Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 1,170,269	\$ 686,698	\$ 686,698	\$ 434,305
Revenues				
Investment Earnings	\$ 34,780	\$ 23,438	\$ 23,438	\$ 27,885
Impact Fees	294,498	302,811	310,137	319,110
Interfund Loan Revenue	26,809	26,809	26,809	26,809
Other Revenue	69	-	-	-
Total Revenues	\$ 356,156	\$ 353,058	\$ 360,384	\$ 373,804
Expenditures				
Services & Other	\$ (381)	\$ -	\$ -	\$ -
Supplies	1,847	-	-	-
Interfund Loan	50,181	290,181	290,181	-
Transfers Out	160,842	322,596	322,596	-
Total Expenditures (Excluding One-Time)	\$ 212,489	\$ 612,777	\$ 612,777	\$ -
Net Change Excluding One-Time Capital	\$ 143,667	\$ (259,719)	\$ (252,393)	\$ 373,804
Five Year CIP (One-Time Expenditures)	627,238	-	-	-
Contribution to or (Use of) Fund Balance	(483,571)	(259,719)	(252,393)	373,804
Ending Funds Available	\$ 686,698	\$ 426,979	\$ 434,305	\$ 808,109
Reserves & Internal Designations				
Committed for Fund Purpose				808,109
Total Reserves & Internal Designations				808,109
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Impact Fee revenue is based on 700 single family, 118 multi-family permits, and 295,968 sq. ft. of commercial development

2021-2025 Balanced Financial Plan

Municipal Facilities Capital Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 808,109	\$ 1,188,410	\$ 1,587,096	\$ 2,004,775
Revenues				
Investment Earnings	\$ 42,836	\$ 58,120	\$ 74,012	\$ 90,554
Impact Fees	310,656	313,757	316,858	319,959
Interfund Loan Revenue	26,809	26,809	26,809	26,809
Other Revenue	-	-	-	-
Total Revenues	\$ 380,301	\$ 398,686	\$ 417,679	\$ 437,322
Expenditures				
Services & Other	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ -	\$ -	\$ -	\$ -
Net Change Excluding One-Time Capital	\$ 380,301	\$ 398,686	\$ 417,679	\$ 437,322
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	380,301	398,686	417,679	437,322
Ending Funds Available	\$ 1,188,410	\$ 1,587,096	\$ 2,004,775	\$ 2,442,097
Reserves & Internal Designations				
Committed for Fund Purpose	1,188,410	1,587,096	2,004,775	2,442,097
Total Reserves & Internal Designations	1,188,410	1,587,096	2,004,775	2,442,097
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Impact Fee revenue is based on 700 single family, 50 multi-family permits, and 295,968 sq. ft. of commercial development

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Fire Capital Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 1,120,626	\$ 1,214,473	\$ 1,214,473	\$ 828,392
Revenues				
Investment Earnings	\$ 38,945	\$ 51,455	\$ 51,455	\$ 24,017
Impact Fees	897,820	932,960	942,237	970,300
Other Revenue	4,324	-	-	-
Total Revenues	\$ 941,089	\$ 984,415	\$ 993,692	\$ 994,317
Expenditures				
Supplies	\$ 3,285	\$ -	\$ -	\$ -
Capital	53,844	93,457	93,457	10,000
Interfund Loan	425,665	1,286,316	1,286,316	325,302
Transfers Out	364,448	-	-	-
Total Expenditures (Excluding One-Time)	\$ 847,242	\$ 1,379,773	\$ 1,379,773	\$ 335,302
Net Change Excluding One-Time Capital	\$ 93,847	\$ (395,358)	\$ (386,081)	\$ 659,015
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	93,847	(395,358)	(386,081)	659,015
Ending Funds Available	\$ 1,214,473	\$ 819,115	\$ 828,392	\$ 1,487,407
Reserves & Internal Designations				
Committed for Fund Purpose				1,487,407
Total Reserves & Internal Designations				1,487,407
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Impact Fee revenue is based on 700 single family, 118 multi-family permits, and 295,968 sq. ft. of commercial development

2021-2025 Balanced Financial Plan

Fire Capital Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 1,487,407	\$ 2,136,293	\$ 2,809,316	\$ 3,517,218
Revenues				
Investment Earnings	\$ 38,524	\$ 53,268	\$ 68,756	\$ 85,038
Impact Fees	945,665	955,057	964,449	973,841
Other Revenue	-	-	-	-
Total Revenues	\$ 984,189	\$ 1,008,325	\$ 1,033,205	\$ 1,058,879
Expenditures				
Supplies	\$ -	\$ -	\$ -	\$ -
Capital	10,000	10,000	-	-
Interfund Loan	325,303	325,302	325,303	325,302
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 335,303	\$ 335,302	\$ 325,303	\$ 325,302
Net Change Excluding One-Time Capital	\$ 648,886	\$ 673,023	\$ 707,902	\$ 733,577
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	648,886	673,023	707,902	733,577
Ending Funds Available	\$ 2,136,293	\$ 2,809,316	\$ 3,517,218	\$ 4,250,795
Reserves & Internal Designations				
Committed for Fund Purpose	2,136,293	2,809,316	3,517,218	4,250,795
Total Reserves & Internal Designations	2,136,293	2,809,316	3,517,218	4,250,795
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Impact Fee revenue is based on 700 single family, 50 multi-family permits, and 295,968 sq. ft. of commercial development

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Police Capital Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 380,415	\$ 141,791	\$ 141,791	\$ 201,401
Revenues				
Investment Earnings	\$ 3,980	\$ 2,213	\$ 2,213	\$ 7,853
Impact Fees	474,930	456,858	471,772	485,686
Transfers In	-	322,596	322,596	-
Other Revenue	1,651	-	-	-
Total Revenues	\$ 480,561	\$ 781,667	\$ 796,581	\$ 493,539
Expenditures				
Interfund Loan	\$ 187,346	\$ 187,346	\$ 187,346	\$ 187,345
Transfers Out	531,839	119,497	119,497	-
Total Expenditures (Excluding One-Time)	\$ 719,185	\$ 306,843	\$ 306,843	\$ 187,345
Net Change Excluding One-Time Capital	\$ (238,624)	\$ 474,824	\$ 489,738	\$ 306,194
Five Year CIP (One-Time Expenditures)	-	430,128	430,128	-
Contribution to or (Use of) Fund Balance	(238,624)	44,696	59,610	306,194
Ending Funds Available	\$ 141,791	\$ 186,487	\$ 201,401	\$ 507,595
Reserves & Internal Designations				
Committed for Fund Purpose				507,595
Total Reserves & Internal Designations				507,595
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 193 to view details regarding the Five Year Capital Improvement Program

2021

- Impact Fee revenue is based on 700 single family, 118 multi-family permits, and 295,968 sq. ft. of commercial development

2021-2025 Balanced Financial Plan

Police Capital Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 507,595	\$ 505,011	\$ 911,794	\$ 1,332,194
Revenues				
Investment Earnings	\$ 11,123	\$ 15,452	\$ 24,395	\$ 33,494
Impact Fees	473,638	478,313	482,988	487,663
Transfers In	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 484,761	\$ 493,765	\$ 507,383	\$ 521,157
Expenditures				
Interfund Loan	\$ 187,345	\$ 86,982	\$ 86,983	\$ 86,982
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 187,345	\$ 86,982	\$ 86,983	\$ 86,982
Net Change Excluding One-Time Capital	\$ 297,416	\$ 406,783	\$ 420,400	\$ 434,175
Five Year CIP (One-Time Expenditures)	300,000	-	-	-
Contribution to or (Use of) Fund Balance	(2,584)	406,783	420,400	434,175
Ending Funds Available	\$ 505,011	\$ 911,794	\$ 1,332,194	\$ 1,766,369
Reserves & Internal Designations				
Committed for Fund Purpose	505,011	911,794	1,332,194	1,766,369
Total Reserves & Internal Designations	505,011	911,794	1,332,194	1,766,369
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 193 to view details regarding the Five Year Capital Improvement Program

2022

- Impact Fee revenue is based on 700 single family, 50 multi-family permits, and 295,968 sq. ft. of commercial development

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Transportation Capital Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 12,637,254	\$ 11,475,336	\$ 11,475,336	\$ 2,071,885
Revenues				
Town Taxes				
Use	\$ 2,203,350	\$ 2,192,766	\$ 2,192,766	\$ 1,951,894
Intergovernmental	190,172	1,689,465	624,000	-
Investment Earnings	289,241	27,293	27,293	103,412
Impact Fees	6,473,378	6,983,785	9,151,761	9,424,745
Contributions & Donations	1,260,734	871,266	-	-
Transfers In	3,086,963	1,500,000	-	-
Other Revenue	295	-	-	-
Total Revenues	\$ 13,504,133	\$ 13,264,575	\$ 11,995,820	\$ 11,480,051
Expenditures				
Services & Other	\$ 14	\$ -	\$ -	\$ -
Supplies	6,191	-	-	-
Debt & Financing	1,352,463	1,352,063	1,352,063	1,346,169
Transfers Out	55,870	-	-	33,000
Total Expenditures (Excluding One-Time)	\$ 1,414,538	\$ 1,352,063	\$ 1,352,063	\$ 1,379,169
Net Change Excluding One-Time Capital	\$ 12,089,595	\$ 11,912,512	\$ 10,643,757	\$ 10,100,882
Five Year CIP (One-Time Expenditures)	13,251,513	20,453,887	20,047,208	4,600,000
Contribution to or (Use of) Fund Balance	(1,161,918)	(8,541,375)	(9,403,451)	5,500,882
Ending Funds Available	\$ 11,475,336	\$ 2,933,961	\$ 2,071,885	\$ 7,572,767
Reserves & Internal Designations				
Capital Reserve				7,250,000
Committed for Fund Purpose				322,767
Total Reserves & Internal Designations				7,572,767
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 176 to view details regarding the Five Year Capital Improvement Program

2021

- Impact Fee and Building Use Tax revenue is based on 700 single family, 118 multi-family permits, and 295,968 sq. ft. of commercial development
- Highlights of capital projects include ongoing design and right-of-way work for the Crystal Valley Parkway Interchange, and 5th Street widening design

2021-2025 Balanced Financial Plan

Transportation Capital Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 7,572,767	\$ 1,018,587	\$ 3,257,713	\$ 1,589,798
Revenues				
Taxes				
Use	\$ 1,911,537	\$ 1,928,704	\$ 1,946,008	\$ 1,963,450
Intergovernmental	3,601,000	-	-	-
Investment Earnings	66,264	2,589	2,844	3,191
Impact Fees	9,095,832	9,186,083	9,277,083	9,369,533
Contributions & Donations	1,000,000	-	-	-
Transfers In	3,350,000	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 19,024,633	\$ 11,117,376	\$ 11,225,935	\$ 11,336,174
Expenditures				
Services & Other	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Debt & Financing	1,343,813	1,351,250	1,348,850	1,350,550
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 1,343,813	\$ 1,351,250	\$ 1,348,850	\$ 1,350,550
Net Change Excluding One-Time Capital	\$ 17,680,820	\$ 9,766,126	\$ 9,877,085	\$ 9,985,624
Five Year CIP (One-Time Expenditures)	24,235,000	7,527,000	11,545,000	8,800,000
Contribution to or (Use of) Fund Balance	(6,554,180)	2,239,126	(1,667,915)	1,185,624
Ending Funds Available	\$ 1,018,587	\$ 3,257,713	\$ 1,589,798	\$ 2,775,422
Reserves & Internal Designations				
Capital Reserve	1,000,000	1,250,000	1,500,000	1,750,000
Committed for Fund Purpose	18,587	2,007,713	89,798	1,025,422
Total Reserves & Internal Designations	1,018,587	3,257,713	1,589,798	2,775,422
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 176 to view details regarding the Five Year Capital Improvement Program

2022

- Impact Fee and Building Use Tax revenue is based on 700 single family, 50 multi-family permits, and 295,968 sq. ft. of commercial development
- Highlights of capital projects include contribution toward construction of the Crystal Valley Parkway Interchange, construction of Plum Creek Parkway widening to Ridge Road, and construction of improvements at Highway 86/5th Street/Founders Parkway/Ridge Road

2023

- Highlights of capital projects include design of Wolfensberger Road widening, construction of a roundabout on Crowfoot Valley Road, construction of 5th Street widening pedestrian improvements, and design of Crowfoot Valley Road widening

2024

- Highlights of capital projects include construction of Crowfoot Valley Road widening, construction of Ridge Road widening, and right-of-way acquisition for Wolfensberger Road widening

2025

- Highlights of capital projects include construction of Wolfensberger Road widening, construction of 5th Street widening, and improvements to the I-25 off-ramp at Plum Creek Parkway

2021-2025 Balanced Financial Plan

General Long Term Planning Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 1,727,984	\$ 2,542,845	\$ 2,542,845	\$ 2,500,466
Revenues				
Town Taxes				
Use	\$ 1,715,785	\$ 1,702,059	\$ 1,702,059	\$ 1,515,089
Investment Earnings	30,051	25,846	25,846	28,088
Transfers In	308,700	1,003,743	1,003,743	687,143
Debt & Financing Revenue	1,320	-	-	-
Other Revenue	65	-	-	-
Total Revenues	\$ 2,055,921	\$ 2,731,648	\$ 2,731,648	\$ 2,230,320
Expenditures				
Services & Other	\$ 375,248	\$ 890,004	\$ 694,004	\$ 476,275
Supplies	97,249	323,439	323,439	133,200
Capital	0	-	-	40,000
Transfers Out	223,721	-	-	-
Total Expenditures (Excluding One-Time)	\$ 696,218	\$ 1,213,443	\$ 1,017,443	\$ 649,475
Net Change Excluding One-Time Capital	\$ 1,359,703	\$ 1,518,205	\$ 1,714,205	\$ 1,580,845
Five Year CIP (One-Time Expenditures)	544,842	1,756,584	1,756,584	474,600
Contribution to or (Use of) Fund Balance	814,861	(238,379)	(42,379)	1,106,245
Ending Funds Available	\$ 2,542,845	\$ 2,304,466	\$ 2,500,466	\$ 3,606,711
Reserves & Internal Designations				
Capital Reserve				617,400
Committed for Fund Purpose				2,989,311
Total Reserves & Internal Designations				3,606,711
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 162 to view details regarding the Five Year Capital Improvement Program

2021

- Use Tax revenue is based on 700 single family, 118 multi-family permits, and 295,968 sq. ft. of commercial development
- Highlights of significant projects include parking lot improvements, trail concrete repairs, one-time funding for Fire Training Center maintenance, backup storage and camera replacement, synthetic turf replacement, and IT servers and network devices

2021-2025 Balanced Financial Plan General Long Term Planning Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 3,606,711	\$ 3,689,569	\$ 4,019,068	\$ 2,217,256
Revenues				
Taxes				
Use	\$ 1,483,764	\$ 1,497,089	\$ 1,510,521	\$ 1,524,060
Investment Earnings	31,769	31,115	23,503	14,476
Transfers In	687,143	459,098	459,098	100,000
Debt & Financing Revenue	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 2,202,676	\$ 1,987,302	\$ 1,993,122	\$ 1,638,536
Expenditures				
Services & Other	\$ 471,532	\$ 539,903	\$ 890,593	\$ 713,729
Supplies	202,550	183,400	181,050	227,100
Capital	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 674,082	\$ 723,303	\$ 1,071,643	\$ 940,829
Net Change Excluding One-Time Capital	\$ 1,528,594	\$ 1,263,999	\$ 921,479	\$ 697,707
Five Year CIP (One-Time Expenditures)	1,445,736	934,500	2,723,291	835,000
Contribution to or (Use of) Fund Balance	82,858	329,499	(1,801,812)	(137,293)
Ending Funds Available	\$ 3,689,569	\$ 4,019,068	\$ 2,217,256	\$ 2,079,963
Reserves & Internal Designations				
Capital Reserve	620,407	1,079,505	300,000	400,000
Committed for Fund Purpose	3,069,162	2,939,563	1,917,256	1,679,963
Total Reserves & Internal Designations	3,689,569	4,019,068	2,217,256	2,079,963
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 162 to view details regarding the Five Year Capital Improvement Program

2022

- Use Tax revenue is based on 700 single family, 50 multi-family permits, and 295,968 sq. ft. of commercial development
- Highlights of significant projects include Fire Emergency Medical Service equipment replacement

2023

- No significant changes at this time

2024

- Highlights of significant projects include Fire Emergency Medical Service equipment and radio replacements

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Water Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 21,276,145	\$ 21,378,138	\$ 21,378,138	\$ 16,825,498
Revenues				
Intergovernmental	\$ 2,287,193	\$ 350,000	\$ 350,000	\$ 350,000
Charges for Service	15,292,512	16,267,308	16,992,561	17,304,152
Fines & Forfeitures	359,657	356,700	213,445	303,700
Investment Earnings	505,947	133,719	259,633	104,882
System Development Fees	2,634,297	3,358,168	2,719,894	3,022,950
Contributions & Donations	153,110	-	-	-
Transfers In	-	3,850,000	-	3,850,000
Interfund Loan Revenue	685,125	-	-	-
Other Revenue	1,009,055	116,207	126,505	122,990
Total Revenues	\$ 22,926,896	\$ 24,432,102	\$ 20,662,038	\$ 25,058,674
Expenditures				
Personnel	\$ 3,677,406	\$ 3,886,639	\$ 3,760,320	\$ 4,142,630
Services & Other	6,503,510	9,066,192	8,217,874	7,003,380
Supplies	1,360,569	1,462,323	1,332,184	1,403,750
Capital	24,047	134,982	47,482	78,232
Debt & Financing	1,749,448	1,734,394	1,741,190	1,741,190
Transfers Out	2,045,293	2,693,143	2,563,671	2,815,889
Total Expenditures (Excluding One-Time)	\$ 15,360,273	\$ 18,977,673	\$ 17,662,721	\$ 17,185,071
Net Change Excluding One-Time Capital	\$ 7,566,623	\$ 5,454,429	\$ 2,999,317	\$ 7,873,603
Five Year CIP (One-Time Expenditures)	7,464,630	19,715,206	7,551,957	12,299,344
Contribution to or (Use of) Fund Balance	101,993	(14,260,777)	(4,552,640)	(4,425,741)
Ending Funds Available	\$ 21,378,138	\$ 7,117,361	\$ 16,825,498	\$ 12,399,757
Reserves & Internal Designations				
Operating Designations				2,091,627
Catastrophic Events Reserve				4,663,005
Revenue Stabilization Reserve				1,360,089
Capital Reserve				4,285,036
Total Reserves & Internal Designations				12,399,757
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 195 to view details regarding the Five Year Capital Improvement Program

2021

- Salary and benefits for a Network and System Engineer, a Water Distribution Supervisor, and a Plant Maintenance Electrician and associated costs are included and split between the other Castle Rock Water funds
- Highlights of capital projects include water storage tanks, water supply wells, a portion of the construction of the administration and customer service building, and Security and Supervisory Control and Data Acquisition (SCADA) improvements

2021-2025 Balanced Financial Plan

Water Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 12,399,757	\$ 13,266,664	\$ 9,491,896	\$ 9,313,450
Revenues				
Intergovernmental	\$ 150,000	\$ -	\$ -	\$ -
Charges for Service	18,401,234	19,595,882	20,675,758	21,882,679
Fines & Forfeitures	316,700	328,700	343,700	358,700
Investment Earnings	89,226	79,420	79,420	-
System Development Fees	3,030,300	3,041,850	3,126,100	3,135,775
Contributions & Donations	-	-	-	-
Transfers In	-	-	-	-
Interfund Loan Revenue	-	-	-	-
Other Revenue	127,341	129,042	133,174	135,454
Total Revenues	\$ 22,114,801	\$ 23,174,894	\$ 24,358,152	\$ 25,512,608
Expenditures				
Personnel	\$ 4,307,210	\$ 4,590,060	\$ 4,774,780	\$ 5,105,450
Services & Other	7,395,157	7,783,661	7,616,282	7,733,953
Supplies	1,376,076	1,414,346	1,406,684	1,392,434
Capital	80,750	32,000	32,000	32,000
Debt & Financing	1,740,010	1,741,270	1,704,035	689,000
Transfers Out	2,798,691	2,894,325	3,047,817	4,050,494
Total Expenditures (Excluding One-Time)	\$ 17,697,894	\$ 18,455,662	\$ 18,581,598	\$ 19,003,331
Net Change Excluding One-Time Capital	\$ 4,416,907	\$ 4,719,232	\$ 5,776,554	\$ 6,509,277
Five Year CIP (One-Time Expenditures)	3,550,000	8,494,000	5,955,000	6,468,000
Contribution to or (Use of) Fund Balance	866,907	(3,774,768)	(178,446)	41,277
Ending Funds Available	\$ 13,266,664	\$ 9,491,896	\$ 9,313,450	\$ 9,354,727
Reserves & Internal Designations				
Operating Designations	2,179,741	2,298,011	2,299,624	2,371,973
Catastrophic Events Reserve	4,814,145	4,952,305	5,112,445	5,153,569
Revenue Stabilization Reserve	1,441,934	1,531,054	1,602,316	1,691,418
Capital Reserve	4,830,844	710,526	299,065	137,767
Total Reserves & Internal Designations	13,266,664	9,491,896	9,313,450	9,354,727
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 195 to view details regarding the Five Year Capital Improvement Program

2022

- Highlights of capital projects include Security and SCADA improvements and waterline rehabilitation/replacements

2023

- Highlights of capital projects include water supply wells, Security and SCADA improvements, and waterline rehabilitation/replacements

2024

- Highlights of capital projects include water supply wells, Security and SCADA improvements, and waterline rehabilitation/replacements

2025

- Highlights of capital projects include water supply wells, Security and SCADA improvements, pump and distribution system upgrades, and waterline rehabilitation/replacements

2021-2025 Balanced Financial Plan

Water Resources Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 67,864,003	\$ 56,795,599	\$ 56,795,599	\$ 17,105,598
Revenues				
Licenses & Permits	\$ 1,950	\$ 12,000	\$ 12,000	\$ 12,000
Charges for Service	9,815,476	10,066,298	9,420,638	10,701,553
Fines & Forfeitures	147,158	90,500	75,035	90,500
Investment Earnings	1,681,116	304,137	978,443	381,952
System Development Fees	16,079,149	17,059,858	15,865,255	16,500,000
Contributions & Donations	1,000	-	-	-
Transfers In	1,593,706	2,354,640	2,302,419	2,409,582
Interfund Loan Revenue	64,000	113,210	113,206	64,000
Debt & Financing Revenue	1,897,819	2,202,699	2,213,766	2,357,145
Other Revenue	4,602,504	3,240	13,893	3,240
Total Revenues	\$ 35,883,878	\$ 32,206,582	\$ 30,994,655	\$ 32,519,972
Expenditures				
Personnel	\$ 2,045,677	\$ 2,331,417	\$ 2,108,820	\$ 2,260,820
Services & Other	4,822,756	7,200,649	7,082,225	8,267,747
Supplies	423,102	611,782	595,473	645,391
Capital	2,133	137,771	21,000	65,750
Debt & Financing	3,696,192	3,728,975	3,741,975	3,741,975
Transfers Out	69,151	55,000	54,994	55,188
Total Expenditures (Excluding One-Time)	\$ 11,059,011	\$ 14,065,594	\$ 13,604,487	\$ 15,036,871
Net Change Excluding One-Time Capital	\$ 24,824,867	\$ 18,140,988	\$ 17,390,168	\$ 17,483,101
Five Year CIP (One-Time Expenditures)	35,893,271	53,552,904	57,080,169	12,898,095
Contribution to or (Use of) Fund Balance	(11,068,404)	(35,411,916)	(39,690,001)	4,585,006
Ending Funds Available	\$ 56,795,599	\$ 21,383,683	\$ 17,105,598	\$ 21,690,604
Reserves & Internal Designations				
Operating Designations				1,862,326
Catastrophic Events Reserve				4,254,647
Capital Reserve				15,573,631
Total Reserves & Internal Designations				21,690,604
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 204 to view details regarding the Five Year Capital Improvement Program

2021

- Salary and benefits for a Network and System Engineer and a Plant Maintenance Electrician and associated costs are included and split between the other Castle Rock Water funds
- Highlights of capital projects include Castle Rock Reservoir system improvements, Water Infrastructure and Supply Efficiency (WISE) projects, alternative source of supply, and a portion of the construction administrative and customer service building

2021-2025 Balanced Financial Plan

Water Resources Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 21,690,604	\$ 19,404,513	\$ 23,360,112	\$ 27,641,114
Revenues				
Licenses & Permits	\$ 12,000	\$ 10,000	\$ 8,000	\$ 7,000
Charges for Service	11,198,553	11,696,553	12,194,553	12,693,553
Fines & Forfeitures	95,500	85,500	100,500	115,500
Investment Earnings	474,680	469,375	469,375	-
System Development Fees	16,500,000	16,500,000	16,500,000	16,500,000
Contributions & Donations	-	-	-	-
Transfers In	2,500,136	2,592,273	2,743,064	2,844,724
Interfund Loan Revenue	64,000	64,000	64,000	65,919
Debt & Financing Revenue	959,247	501,449	-	-
Other Revenue	13,740	8,240	17,740	12,240
Total Revenues	\$ 31,817,856	\$ 31,927,390	\$ 32,097,232	\$ 32,238,936
Expenditures				
Personnel	\$ 2,332,550	\$ 2,491,990	\$ 2,665,750	\$ 2,833,660
Services & Other	9,526,036	9,844,722	10,061,206	10,321,456
Supplies	660,201	687,681	712,351	708,051
Capital	65,750	117,000	17,000	17,000
Debt & Financing	3,766,750	3,793,950	3,819,950	3,849,200
Transfers Out	55,188	55,188	55,925	55,925
Total Expenditures (Excluding One-Time)	\$ 16,406,475	\$ 16,990,531	\$ 17,332,182	\$ 17,785,292
Net Change Excluding One-Time Capital	\$ 15,411,381	\$ 14,936,859	\$ 14,765,050	\$ 14,453,644
Five Year CIP (One-Time Expenditures)	17,697,472	10,981,260	10,484,048	6,130,836
Contribution to or (Use of) Fund Balance	(2,286,091)	3,955,599	4,281,002	8,322,808
Ending Funds Available	\$ 19,404,513	\$ 23,360,112	\$ 27,641,114	\$ 35,963,922
Reserves & Internal Designations				
Operating Designations	2,086,465	2,170,732	2,239,885	2,310,528
Catastrophic Events Reserve	4,446,916	4,663,670	4,951,530	5,001,045
Capital Reserve	12,871,132	16,525,710	20,449,699	28,652,349
Total Reserves & Internal Designations	19,404,513	23,360,112	27,641,114	35,963,922
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 204 to view details regarding the Five Year Capital Improvement Program

2022

- Highlights of capital projects include Castle Rock Reservoir system improvements and WISE projects

2023

- Highlights of capital projects include WISE projects

2024

- Highlights of capital projects include Parker Water and Sanitation District Capacity, WISE, and Chatfield reallocation project

2025

- Highlights of capital projects include Parker Water and Sanitation District Capacity and WISE

2021-2025 Balanced Financial Plan

Stormwater Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 8,335,093	\$ 12,955,691	\$ 12,955,691	\$ 8,935,254
Revenues				
Intergovernmental	\$ 395,025	\$ -	\$ -	\$ -
Charges for Service	3,552,639	3,673,560	3,572,317	3,713,000
Fines & Forfeitures	118	150	108	150
Investment Earnings	179,156	23,675	78,678	19,769
System Development Fees	1,111,668	1,536,072	1,322,120	1,137,161
Contributions & Donations	2,315	252,315	252,315	2,315
Other Revenue	4,599,245	4,515,640	4,508,619	504,640
Total Revenues	\$ 9,840,166	\$ 10,001,412	\$ 9,734,157	\$ 5,377,035
Expenditures				
Personnel	\$ 1,713,061	\$ 1,845,074	\$ 1,609,410	\$ 1,724,850
Services & Other	567,884	731,566	702,937	790,999
Supplies	74,160	120,075	83,138	94,742
Capital	18,536	102,500	15,000	58,750
Debt & Financing	52,380	-	82,080	187,440
Interfund Loan	685,125	-	-	-
Transfers Out	175,974	135,700	135,696	137,100
Total Expenditures (Excluding One-Time)	\$ 3,287,120	\$ 2,934,915	\$ 2,628,261	\$ 2,993,881
Net Change Excluding One-Time Capital	\$ 6,553,046	\$ 7,066,497	\$ 7,105,896	\$ 2,383,154
Five Year CIP (One-Time Expenditures)	1,932,448	13,939,993	11,126,333	8,264,644
Contribution to or (Use of) Fund Balance	4,620,598	(6,873,496)	(4,020,437)	(5,881,490)
Ending Funds Available	\$ 12,955,691	\$ 6,082,195	\$ 8,935,254	\$ 3,053,764
Reserves & Internal Designations				
Operating Designations				435,099
Catastrophic Events Reserve				1,586,878
Capital Reserve				1,031,787
Total Reserves & Internal Designations				3,053,764
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 215 to view details regarding the Five Year Capital Improvement Program

2021

- Highlights of capital projects include stream stabilization projects and a portion of the construction of the administration and customer service building

2021-2025 Balanced Financial Plan

Stormwater Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 3,053,764	\$ 2,755,710	\$ 3,162,470	\$ 2,577,629
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Charges for Service	4,174,550	4,433,425	4,708,101	5,046,407
Fines & Forfeitures	150	150	150	150
Investment Earnings	19,057	18,352	18,352	-
Impact Fees	1,204,000	1,204,000	1,204,000	1,204,000
Contributions & Donations	2,315	2,315	2,315	2,315
Other Revenue	5,640	6,640	7,640	8,640
Total Revenues	\$ 5,405,712	\$ 5,664,882	\$ 5,940,558	\$ 6,261,512
Expenditures				
Personnel	\$ 1,869,900	\$ 1,968,280	\$ 2,049,690	\$ 2,135,060
Services & Other	791,309	781,171	794,814	764,480
Supplies	88,592	92,592	91,112	91,212
Capital	58,750	110,000	10,000	10,000
Debt & Financing	1,087,440	1,140,120	1,146,400	1,157,200
Interfund Loan	-	-	-	-
Transfers Out	139,050	142,110	142,140	143,780
Total Expenditures (Excluding One-Time)	\$ 4,035,041	\$ 4,234,273	\$ 4,234,156	\$ 4,301,732
Net Change Excluding One-Time Capital	\$ 1,370,671	\$ 1,430,609	\$ 1,706,402	\$ 1,959,780
Five Year CIP (One-Time Expenditures)	1,668,725	1,023,849	2,291,243	2,017,149
Contribution to or (Use of) Fund Balance	(298,054)	406,760	(584,841)	(57,369)
Ending Funds Available	\$ 2,755,710	\$ 3,162,470	\$ 2,577,629	\$ 2,520,260
Reserves & Internal Designations				
Operating Designations	458,300	473,674	489,269	498,459
Catastrophic Events Reserve	1,648,016	1,718,699	1,769,828	1,787,526
Capital Reserve	649,394	970,097	318,532	234,275
Total Reserves & Internal Designations	2,755,710	3,162,470	2,577,629	2,520,260
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 215 to view details regarding the Five Year Capital Improvement Program

2022

- Highlights of capital projects include stream stabilization projects and watershed master plan updates

2023

- Highlights of capital projects include watershed master plan updates and corrugated metal pipe rehabilitation

2024

- Highlights of capital projects include stream stabilization projects and corrugated metal pipe rehabilitation

2025

- Highlights of capital projects include stream stabilization and watershed master plan updates

2021-2025 Balanced Financial Plan

Wastewater Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 20,523,526	\$ 8,693,235	\$ 8,693,235	\$ 9,602,892
Revenues				
Charges for Service	\$ 11,004,964	\$ 11,301,830	\$ 10,978,200	\$ 11,300,000
Fines & Forfeitures	154	100	138	100
Investment Earnings	108,442	2,311	37,019	26,372
System Development Fees	2,781,509	3,802,688	2,856,422	3,000,260
Contributions & Donations	29,510	29,510	29,510	29,510
Transfers In	-	-	-	-
Interfund Loan Revenue	-	-	-	-
Other Revenue	201,177	3,040	501,840	2,640
Total Revenues	\$ 14,125,756	\$ 15,139,479	\$ 14,403,129	\$ 14,358,882
Expenditures				
Personnel	\$ 1,452,687	\$ 1,620,874	\$ 1,596,940	\$ 1,770,390
Services & Other	22,947,807	7,976,259	7,614,016	5,959,110
Supplies	446,535	477,662	444,314	449,642
Capital	6,636	147,500	15,000	104,750
Debt & Financing	334,796	331,356	333,660	333,660
Transfers Out	157,421	3,994,481	144,480	4,000,541
Total Expenditures (Excluding One-Time)	\$ 25,345,882	\$ 14,548,132	\$ 10,148,410	\$ 12,618,093
Net Change Excluding One-Time Capital	\$ (11,220,126)	\$ 591,347	\$ 4,254,719	\$ 1,740,789
Five Year CIP (One-Time Expenditures)	610,165	6,072,667	3,345,062	7,332,928
Contribution to or (Use of) Fund Balance	(11,830,291)	(5,481,320)	909,657	(5,592,139)
Ending Funds Available	\$ 8,693,235	\$ 3,211,915	\$ 9,602,892	\$ 4,010,753
Reserves & Internal Designations				
Operating Designations				1,363,190
Catastrophic Events Reserve				1,959,921
Capital Reserve				687,642
Total Reserves & Internal Designations				4,010,753
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 222 to view details regarding the Five Year Capital Improvement Program

2021

- Salary and benefits for a Network and Systems Engineer and a Plant Maintenance Electrician and associated costs are included and split between the other Castle Rock Water funds
- Highlights of capital projects include sewer line rehabilitation, Plum Creek Water Reclamation Authority (PCWRA) projects, Prairie Hawk Interceptor replacement, and a portion of the construction of the administration and customer service building

2021-2025 Balanced Financial Plan

Wastewater Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 4,010,753	\$ 7,052,122	\$ 8,964,110	\$ 14,551,873
Revenues				
Charges for Service	\$ 11,600,000	\$ 11,900,000	\$ 12,200,000	\$ 12,500,000
Fines & Forfeitures	100	100	100	100
Investment Earnings	74,683	123,501	123,501	-
Impact Fees	2,800,260	2,800,260	2,800,260	2,800,260
Contributions & Donations	29,510	29,510	29,510	29,510
Transfers In	-	-	-	896,550
Interfund Loan Revenue	-	-	1,020,135	-
Other Revenue	2,640	2,640	2,640	2,640
Total Revenues	\$ 14,507,193	\$ 14,856,011	\$ 16,176,146	\$ 16,229,060
Expenditures				
Personnel	\$ 1,880,530	\$ 2,023,460	\$ 2,127,070	\$ 2,281,720
Services & Other	4,356,129	4,279,583	4,280,838	4,295,947
Supplies	469,834	492,059	518,669	518,769
Capital	104,750	56,000	56,000	56,000
Debt & Financing	332,040	331,380	-	-
Transfers Out	150,541	150,541	151,806	160,827
Total Expenditures (Excluding One-Time)	\$ 7,293,824	\$ 7,333,023	\$ 7,134,383	\$ 7,313,263
Net Change Excluding One-Time Capital	\$ 7,213,369	\$ 7,522,988	\$ 9,041,763	\$ 8,915,797
Five Year CIP (One-Time Expenditures)	4,172,000	5,611,000	3,454,000	4,559,098
Contribution to or (Use of) Fund Balance	3,041,369	1,911,988	5,587,763	4,356,699
Ending Funds Available	\$ 7,052,122	\$ 8,964,110	\$ 14,551,873	\$ 18,908,572
Reserves & Internal Designations				
Operating Designations	1,117,749	1,132,517	1,154,430	1,182,739
Catastrophic Events Reserve	1,996,981	2,067,241	2,091,161	2,112,073
Capital Reserve	3,937,392	5,764,352	11,306,282	15,613,760
Total Reserves & Internal Designations	7,052,122	8,964,110	14,551,873	18,908,572
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 222 to view details regarding the Five Year Capital Improvement Program

2022

- Highlights of capital projects include sewer line rehabilitation, PCWRA projects, and Prairie Hawk Interceptor replacement

2023

- Highlights of capital projects include sewer line rehabilitation and Kinner Street sewer line improvements

2024

- Highlights of capital projects include sewer line rehabilitation

2025

- Highlights of capital projects include sewer line rehabilitation and Prairie Hawk Interceptor replacement

2021-2025 Balanced Financial Plan

Golf Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 1,555,169	\$ 1,554,067	\$ 1,554,067	\$ 577,790
Revenues				
Charges for Service	\$ 3,186,921	\$ 3,276,178	\$ 2,620,942	\$ 3,487,607
Investment Earnings	17,489	9,458	9,458	6,209
Transfers In	80,000	80,000	80,000	80,000
Debt & Financing Revenue	424,228	-	-	-
Other Revenue	2,930	-	-	-
Total Revenues	\$ 3,711,568	\$ 3,365,636	\$ 2,710,400	\$ 3,573,816
Expenditures				
Personnel	\$ 1,397,232	\$ 1,470,547	\$ 1,448,930	\$ 1,495,570
Services & Other	542,500	618,756	618,756	609,870
Supplies	618,653	588,161	588,161	595,225
Debt & Financing	677,950	682,599	682,599	727,120
Interfund Loan	7,512	7,512	7,512	7,512
Transfers Out	9,717	3,148	3,148	3,148
Total Expenditures (Excluding One-Time)	\$ 3,253,564	\$ 3,370,723	\$ 3,349,106	\$ 3,438,445
Net Change Excluding One-Time Capital	\$ 458,004	\$ (5,087)	\$ (638,706)	\$ 135,371
Five Year CIP (One-Time Expenditures)	459,106	337,571	337,571	-
Contribution to or (Use of) Fund Balance	(1,102)	(342,658)	(976,277)	135,371
Ending Funds Available	\$ 1,554,067	\$ 1,211,409	\$ 577,790	\$ 713,161
Reserves & Internal Designations				
Revenue Stabilization Reserve				212,346
Capital Reserve				-
Debt Service Reserve				500,815
Total Reserves & Internal Designations				713,161
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 243 to view details regarding the Five Year Capital Improvement Program

2021

- No significant changes at this time

2021-2025 Balanced Financial Plan

Golf Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 713,161	\$ 768,171	\$ 974,424	\$ 1,275,597
Revenues				
Charges for Service	\$ 3,643,453	\$ 3,812,324	\$ 3,931,044	\$ 4,009,667
Investment Earnings	7,034	8,081	10,258	13,135
Transfers In	80,000	80,000	80,000	80,000
Debt & Financing Revenue	499,356	484,628	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 4,229,843	\$ 4,385,033	\$ 4,021,302	\$ 4,102,802
Expenditures				
Personnel	\$ 1,525,190	\$ 1,573,240	\$ 1,623,840	\$ 1,677,120
Services & Other	715,013	691,676	678,277	681,870
Supplies	681,897	617,145	626,105	633,485
Debt & Financing	726,378	735,378	734,756	732,054
Interfund Loan	7,512	7,512	7,512	7,512
Transfers Out	3,148	3,148	3,148	3,674
Total Expenditures (Excluding One-Time)	\$ 3,659,138	\$ 3,628,099	\$ 3,673,638	\$ 3,735,715
Net Change Excluding One-Time Capital	\$ 570,705	\$ 756,934	\$ 347,664	\$ 367,087
Five Year CIP (One-Time Expenditures)	515,695	550,681	46,491	-
Contribution to or (Use of) Fund Balance	55,010	206,253	301,173	367,087
Ending Funds Available	\$ 768,171	\$ 974,424	\$ 1,275,597	\$ 1,642,684
Reserves & Internal Designations				
Revenue Stabilization Reserve	267,356	323,609	374,782	391,869
Capital Reserve	-	150,000	400,000	750,000
Debt Service Reserve	500,815	500,815	500,815	500,815
Total Reserves & Internal Designations	768,171	974,424	1,275,597	1,642,684
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 243 to view details regarding the Five Year Capital Improvement Program

2022

- Highlights of capital projects include maintenance equipment upgrades and pro shop renovations

2023

- Highlights of capital projects include a new golf cart lease and maintenance equipment upgrades

2024

- Expenses include clubhouse upgrades

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Development Services Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 3,582,469	\$ 3,974,109	\$ 3,974,109	\$ 4,128,486
Revenues				
Licenses & Permits	\$ 4,499,453	\$ 5,500,000	\$ 5,500,000	\$ 5,700,000
Charges for Service	1,802,783	1,420,000	1,420,000	1,440,000
Investment Earnings	103,806	62,768	62,768	67,441
Other Revenue	2,081	-	-	-
Total Revenues	\$ 6,408,123	\$ 6,982,768	\$ 6,982,768	\$ 7,207,441
Expenditures				
Personnel	\$ 4,857,246	\$ 5,707,086	\$ 5,435,150	\$ 5,648,820
Services & Other	774,644	1,200,352	1,200,352	1,191,337
Supplies	223,017	111,757	111,757	101,872
Capital	10,835	-	-	-
Transfers Out	150,741	81,132	81,132	130,523
Total Expenditures (Excluding One-Time)	\$ 6,016,483	\$ 7,100,327	\$ 6,828,391	\$ 7,072,552
Net Change Excluding One-Time Capital	\$ 391,640	\$ (117,559)	\$ 154,377	\$ 134,889
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	391,640	(117,559)	154,377	134,889
Ending Funds Available	\$ 3,974,109	\$ 3,856,550	\$ 4,128,486	\$ 4,263,375
Reserves & Internal Designations				
Revenue Stabilization Reserve				4,263,375
Total Reserves & Internal Designations				4,263,375
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

- Partial funding for the Division Chief and Fire Marshal and Deputy Fire Marshal salary and benefits shifted from the General Fund
- Salary and benefits for one Fire Plans Examiner and associated costs are included

2021-2025 Balanced Financial Plan

Development Services Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 4,263,375	\$ 4,389,799	\$ 4,526,225	\$ 4,851,405
Revenues				
Licenses & Permits	\$ 5,800,000	\$ 5,800,000	\$ 6,000,000	\$ 6,200,000
Charges for Service	1,460,000	1,480,000	1,520,000	1,670,000
Investment Earnings	68,714	66,748	60,605	49,588
Other Revenue	-	-	-	-
Total Revenues	\$ 7,328,714	\$ 7,346,748	\$ 7,580,605	\$ 7,919,588
Expenditures				
Personnel	\$ 5,791,480	\$ 5,774,440	\$ 5,789,400	\$ 6,036,040
Services & Other	1,216,287	1,242,497	1,269,097	1,296,617
Supplies	108,772	107,272	107,912	108,762
Capital	-	-	-	-
Transfers Out	85,751	86,113	89,016	91,591
Total Expenditures (Excluding One-Time)	\$ 7,202,290	\$ 7,210,322	\$ 7,255,425	\$ 7,533,010
Net Change Excluding One-Time Capital	\$ 126,424	\$ 136,426	\$ 325,180	\$ 386,578
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	126,424	136,426	325,180	386,578
Ending Funds Available	\$ 4,389,799	\$ 4,526,225	\$ 4,851,405	\$ 5,237,983
Reserves & Internal Designations				
Revenue Stabilization Reserve	4,389,799	4,526,225	4,851,405	5,237,983
Total Reserves & Internal Designations	4,389,799	4,526,225	4,851,405	5,237,983
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2021-2025 Balanced Financial Plan

Community Center Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 2,015,634	\$ 1,932,230	\$ 1,932,230	\$ 1,815,336
Revenues				
Town Taxes				
Use	\$ 369,908	\$ 376,075	\$ 376,075	\$ 334,764
Sales	2,591,210	2,688,201	2,588,610	2,672,024
Motor Vehicle	445,355	433,794	445,355	458,716
Intergovernmental	40,500	-	-	-
Charges for Service	4,167,513	4,468,236	3,115,734	4,680,242
Investment Earnings	24,363	11,022	11,022	7,704
Contributions & Donations	122,589	-	-	-
Interfund Loan Revenue	406,000	-	-	-
Other Revenue	100,071	40,800	44,422	41,616
Total Revenues	\$ 8,267,509	\$ 8,018,128	\$ 6,581,218	\$ 8,195,066
Expenditures				
Personnel	\$ 4,475,273	\$ 4,725,832	\$ 3,427,140	\$ 4,785,820
Services & Other	2,505,512	2,555,765	2,259,729	2,620,131
Supplies	629,312	608,779	481,243	675,800
Transfers Out	122,194	108,524	80,000	112,499
Total Expenditures (Excluding One-Time)	\$ 7,732,291	\$ 7,998,900	\$ 6,248,112	\$ 8,194,250
Net Change Excluding One-Time Capital	\$ 535,218	\$ 19,228	\$ 333,106	\$ 816
Five Year CIP (One-Time Expenditures)	618,622	675,000	450,000	400,000
Contribution to or (Use of) Fund Balance	(83,404)	(655,772)	(116,894)	(399,184)
Ending Funds Available	\$ 1,932,230	\$ 1,276,458	\$ 1,815,336	\$ 1,416,152
Reserves & Internal Designations				
Capital Reserve				468,173
Revenue Stabilization Reserve				947,979
Total Reserves & Internal Designations				1,416,152
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 247 to view details regarding the Five Year Capital Improvement Program

2021

- Use Tax revenue is based on 700 single family, 118 multi-family permits, and 295,968 sq. ft. of commercial development
- Highlights of capital projects include parking lot improvements and fitness equipment replacement

2021-2025 Balanced Financial Plan

Community Center Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 1,416,152	\$ 1,510,152	\$ 1,600,449	\$ 1,933,654
Revenues				
Taxes				
Use	\$ 327,842	\$ 330,787	\$ 333,754	\$ 336,746
Sales	2,757,928	2,846,655	2,944,715	3,046,011
Motor Vehicle	472,477	486,651	501,251	516,289
Intergovernmental	-	-	-	-
Charges for Service	4,926,346	5,063,348	5,204,420	5,306,504
Investment Earnings	4,811	3,887	3,983	5,212
Contributions & Donations	-	-	-	-
Interfund Loan Revenue	-	-	-	-
Other Revenue	42,448	43,297	43,730	44,605
Total Revenues	\$ 8,531,852	\$ 8,774,625	\$ 9,031,853	\$ 9,255,367
Expenditures				
Personnel	\$ 4,843,750	\$ 4,925,850	\$ 5,011,940	\$ 5,102,450
Services & Other	2,552,934	2,915,393	2,678,203	2,897,824
Supplies	578,110	579,600	585,020	588,070
Transfers Out	113,058	113,485	113,485	113,485
Total Expenditures (Excluding One-Time)	\$ 8,087,852	\$ 8,534,328	\$ 8,388,648	\$ 8,701,829
Net Change Excluding One-Time Capital	\$ 444,000	\$ 240,297	\$ 643,205	\$ 553,538
Five Year CIP (One-Time Expenditures)	350,000	150,000	310,000	195,000
Contribution to or (Use of) Fund Balance	94,000	90,297	333,205	358,538
Ending Funds Available	\$ 1,510,152	\$ 1,600,449	\$ 1,933,654	\$ 2,292,192
Reserves & Internal Designations				
Capital Reserve	491,582	516,161	541,969	569,068
Revenue Stabilization Reserve	1,018,570	1,084,288	1,391,685	1,723,125
Total Reserves & Internal Designations	1,510,152	1,600,449	1,933,654	2,292,192
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 247 to view details regarding the Five Year Capital Improvement Program

2022

- Use Tax revenue is based on 700 single family, 50 multi-family permits, and 295,968 sq. ft. of commercial development
- Highlights of capital projects include fitness equipment replacements

2023

- Highlights of capital projects include recreation lap pool dehumidification unit replacement

2024

- Highlights of capital projects include replacement of the Recreation Center's HVAC (Heating, Ventilation, and Air Conditioning)

2025

- Highlights of capital projects include a new backup boiler for the pools at the Miller Activity Complex

2021-2025 Balanced Financial Plan

Employee Benefits Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 1,958,732	\$ 1,277,054	\$ 1,277,054	\$ 1,351,359
Revenues				
Charges for Service	\$ 6,690,688	\$ 8,085,937	\$ 8,085,937	\$ 8,092,770
Investment Earnings	78,528	58,096	58,096	66,709
Contributions & Donations	1,749,152	1,834,901	1,834,901	1,978,280
Other Revenue	28	-	-	-
Total Revenues	\$ 8,518,396	\$ 9,978,934	\$ 9,978,934	\$ 10,137,759
Expenditures				
Personnel	\$ 64,701	\$ 67,541	\$ 66,030	\$ 69,060
Services & Other	9,133,876	9,836,599	9,836,599	9,369,310
Supplies	1,497	2,000	2,000	2,000
Total Expenditures (Excluding One-Time)	\$ 9,200,074	\$ 9,906,140	\$ 9,904,629	\$ 9,440,370
Net Change Excluding One-Time Capital	\$ (681,678)	\$ 72,794	\$ 74,305	\$ 697,389
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	(681,678)	72,794	74,305	697,389
Ending Funds Available	\$ 1,277,054	\$ 1,349,848	\$ 1,351,359	\$ 2,048,748
Reserves & Internal Designations				
Claims Reserve				1,671,328
Healthcare Cost Reserve				377,420
Total Reserves & Internal Designations				2,048,748
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2021

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

2021-2025 Balanced Financial Plan

Employee Benefits Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 2,048,748	\$ 2,770,622	\$ 3,642,029	\$ 4,658,476
Revenues				
Charges for Service	\$ 8,800,300	\$ 9,569,140	\$ 10,380,210	\$ 11,261,340
Investment Earnings	83,724	104,937	130,567	138,615
Contributions & Donations	2,133,120	2,300,360	2,480,980	2,676,040
Other Revenue	-	-	-	-
Total Revenues	\$ 11,017,144	\$ 11,974,437	\$ 12,991,757	\$ 14,075,995
Expenditures				
Personnel	\$ 70,470	\$ 73,290	\$ 76,220	\$ 79,320
Services & Other	10,222,800	11,027,740	11,897,090	12,835,980
Supplies	2,000	2,000	2,000	2,000
Total Expenditures (Excluding One-Time)	\$ 10,295,270	\$ 11,103,030	\$ 11,975,310	\$ 12,917,300
Net Change Excluding One-Time Capital	\$ 721,874	\$ 871,407	\$ 1,016,447	\$ 1,158,695
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	721,874	871,407	1,016,447	1,158,695
Ending Funds Available	\$ 2,770,622	\$ 3,642,029	\$ 4,658,476	\$ 5,817,171
Reserves & Internal Designations				
Claims Reserve	2,445,653	2,641,303	3,565,763	4,621,230
Healthcare Cost Reserve	324,969	1,000,726	1,092,713	1,195,941
Total Reserves & Internal Designations	2,770,622	3,642,029	4,658,476	5,817,171
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

2022

- Requests include an estimated 8 percent increase in costs for medical, dental, and vision benefits coverage and estimated claim activity

2023

- Requests include an estimated 8 percent increase in costs for medical, dental, and vision benefits coverage and estimated claim activity

2024

- Requests include an estimated 8 percent increase in costs for medical, dental, and vision benefits coverage and estimated claim activity

2025

- Requests include an estimated 8 percent increase in costs for medical, dental, and vision benefits coverage and estimated claim activity

2021-2025 Balanced Financial Plan

Fleet Services Fund

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
Beginning Funds Available	\$ 2,549,997	\$ 4,075,220	\$ 4,075,220	\$ 3,214,196
Revenues				
Charges for Service	\$ 4,064,151	\$ 4,711,865	\$ 2,164,905	\$ 4,803,499
Investment Earnings	33,880	30,440	30,440	28,516
Transfers In	187,310	210,052	152,552	207,202
Other Revenue	216,849	158,350	158,350	254,277
Total Revenues	\$ 4,502,190	\$ 5,110,707	\$ 2,506,247	\$ 5,293,494
Expenditures				
Personnel	\$ 649,435	\$ 683,024	\$ 676,420	\$ 793,540
Services & Other	247,126	262,009	262,009	275,644
Supplies	336,331	321,056	321,056	407,330
Capital	-	66,000	66,000	-
Transfers Out	41,804	15,736	15,736	16,457
Total Expenditures (Excluding One-Time)	\$ 1,274,696	\$ 1,347,825	\$ 1,341,221	\$ 1,492,971
Net Change Excluding One-Time Capital	\$ 3,227,494	\$ 3,762,882	\$ 1,165,026	\$ 3,800,523
Five Year CIP (One-Time Expenditures)	1,702,271	2,026,050	2,026,050	3,023,807
Contribution to or (Use of) Fund Balance	1,525,223	1,736,832	(861,024)	776,716
Ending Funds Available	\$ 4,075,220	\$ 5,812,052	\$ 3,214,196	\$ 3,990,912
Reserves & Internal Designations				
Committed for Fund Purpose				3,990,912
Total Reserves & Internal Designations				3,990,912
Unobligated Reserves				\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 231 to view details regarding the Five Year Capital Improvement Program

2021

- Salary and benefits for a Fleet Technician and associated costs are included
- Expenses include the purchase of mobile vehicle lifts
- Capital costs include a requested \$3,023,807 for 39 vehicles/equipment

2021-2025 Balanced Financial Plan

Fleet Services Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Beginning Funds Available	\$ 3,990,912	\$ 4,438,134	\$ 5,089,656	\$ 6,455,562
Revenues				
Charges for Service	\$ 4,867,129	\$ 4,928,813	\$ 5,000,068	\$ 5,065,760
Investment Earnings	33,843	38,842	47,165	57,066
Transfers In	-	-	-	-
Other Revenue	287,570	260,804	192,103	218,119
Total Revenues	\$ 5,188,542	\$ 5,228,459	\$ 5,239,336	\$ 5,340,945
Expenditures				
Personnel	\$ 815,580	\$ 848,770	\$ 883,540	\$ 919,960
Services & Other	279,594	283,784	288,114	292,484
Supplies	331,870	334,770	335,290	336,100
Capital	-	-	-	-
Transfers Out	16,457	16,457	16,457	16,457
Total Expenditures (Excluding One-Time)	\$ 1,443,501	\$ 1,483,781	\$ 1,523,401	\$ 1,565,001
Net Change Excluding One-Time Capital	\$ 3,745,041	\$ 3,744,678	\$ 3,715,935	\$ 3,775,944
Five Year CIP (One-Time Expenditures)	3,297,819	3,093,156	2,350,029	2,754,288
Contribution to or (Use of) Fund Balance	447,222	651,522	1,365,906	1,021,656
Ending Funds Available	\$ 4,438,134	\$ 5,089,656	\$ 6,455,562	\$ 7,477,218
Reserves & Internal Designations				
Committed for Fund Purpose	4,438,134	5,089,656	6,455,562	7,477,218
Total Reserves & Internal Designations	4,438,134	5,089,656	6,455,562	7,477,218
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2021-2025 Notes and Assumptions

Click [here](#) or visit page 1 to view projected increases and Townwide assumptions

Click [here](#) or visit page 231 to view details regarding the Five Year Capital Improvement Program

2022

- Capital costs include a requested \$3,297,819 for 41 vehicles/equipment

2023

- Capital costs include a requested \$3,093,156 for 47 vehicles/equipment

2024

- Capital costs include a requested \$2,350,029 for 38 vehicles/equipment

2025

- Capital costs include a requested \$2,754,288 for 43 vehicles/equipment