

## 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					
<b>Revenues</b>										
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>									
<b>Expenditures</b>										
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	2020 Amended	2020 Year-End		2021 Budget
	Actual	Budget	Estimate*		
<b>Beginning Funds Available</b>	\$ 192,517,462	\$ 167,614,838	\$ 167,614,838	\$ 117,653,628	
<b>Revenues</b>					
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	
<b>Total Revenues</b>	\$ 224,057,127	\$ 236,650,557	\$ 225,194,874	\$ 217,315,743	
<b>Expenditures</b>					
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	
<b>Total Expenditures</b>	\$ 248,959,751	\$ 308,723,570	\$ 275,156,084	\$ 229,795,688	
<b>Contribution to (Use of) Fund Bal.</b>	<b>(24,902,624)</b>	<b>(72,073,013)</b>	<b>(49,961,210)</b>	<b>(12,479,945)</b>	
<b>Ending Funds Available</b>	<b>\$ 167,614,838</b>	<b>\$ 95,541,825</b>	<b>\$ 117,653,628</b>	<b>\$ 105,173,683</b>	

\*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
<b>Beginning Funds Available</b>	<b>\$ 105,173,683</b>	<b>\$ 102,459,615</b>	<b>\$ 111,578,204</b>	<b>\$ 121,801,029</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 228,853,246</b>	<b>\$ 223,446,643</b>	<b>\$ 229,674,409</b>	<b>\$ 236,003,693</b>
<b>Expenditures</b>				
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
<b>Total Expenditures</b>	<b>\$ 231,567,314</b>	<b>\$ 214,328,054</b>	<b>\$ 219,451,584</b>	<b>\$ 213,643,549</b>
<b>Contribution to (Use of) Fund Bal.</b>	<b>(2,714,068)</b>	<b>9,118,589</b>	<b>10,222,825</b>	<b>22,360,144</b>
<b>Ending Funds Available</b>	<b>\$ 102,459,615</b>	<b>\$ 111,578,204</b>	<b>\$ 121,801,029</b>	<b>\$ 144,161,173</b>

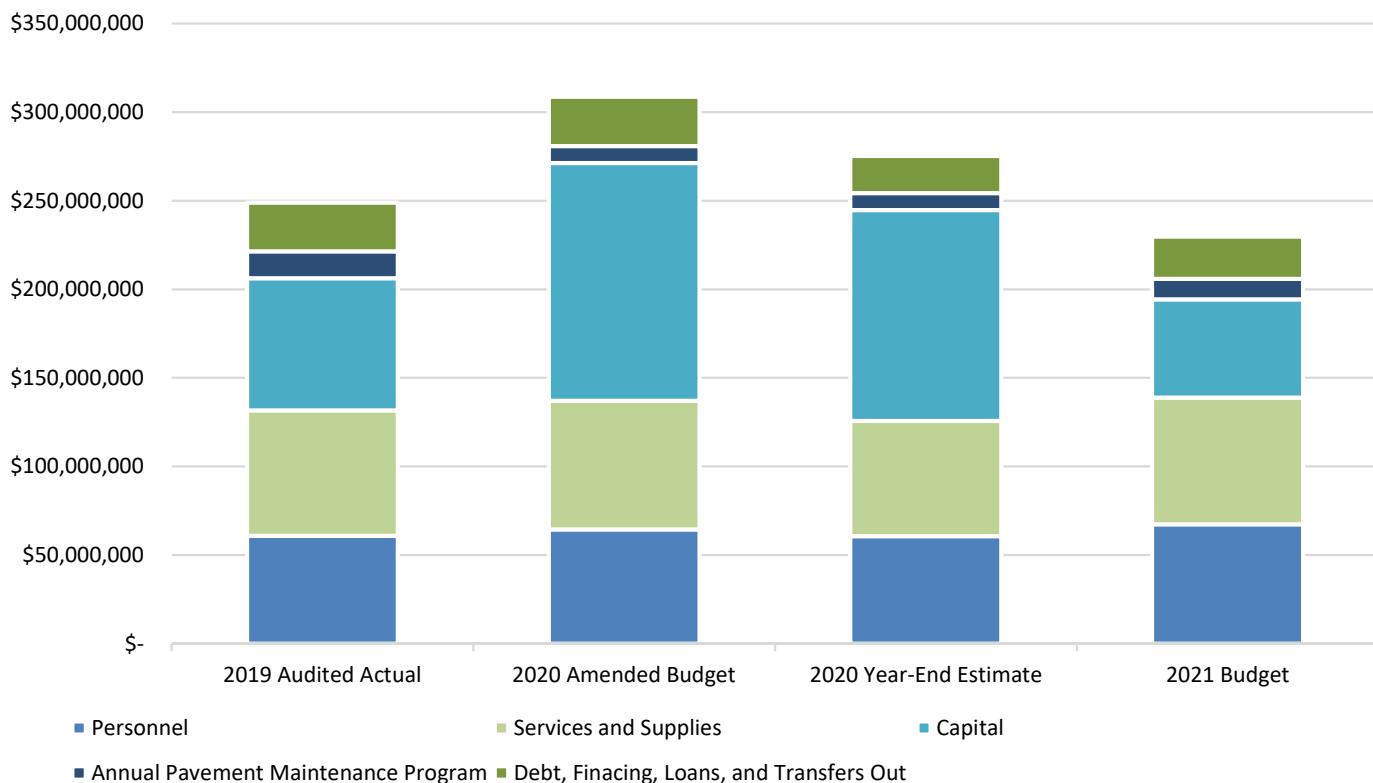
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## 2021-2025 Balanced Financial Plan

## Townwide Summary

Category	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate*	2021 Budget
<b>Ending Funds Available</b>	\$ 167,614,838	\$ 95,541,825	\$ 117,653,628	\$ 105,173,683
<b>Reserves &amp; Internal Designations</b>				
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	
<b>Total Reserves &amp; Internal Designations</b>			<b>\$ 91,975,450</b>	
<b>Unobligated Reserves</b>			<b>\$ 13,198,233</b>	

### 2019 - 2021 Townwide Expenditures by Category

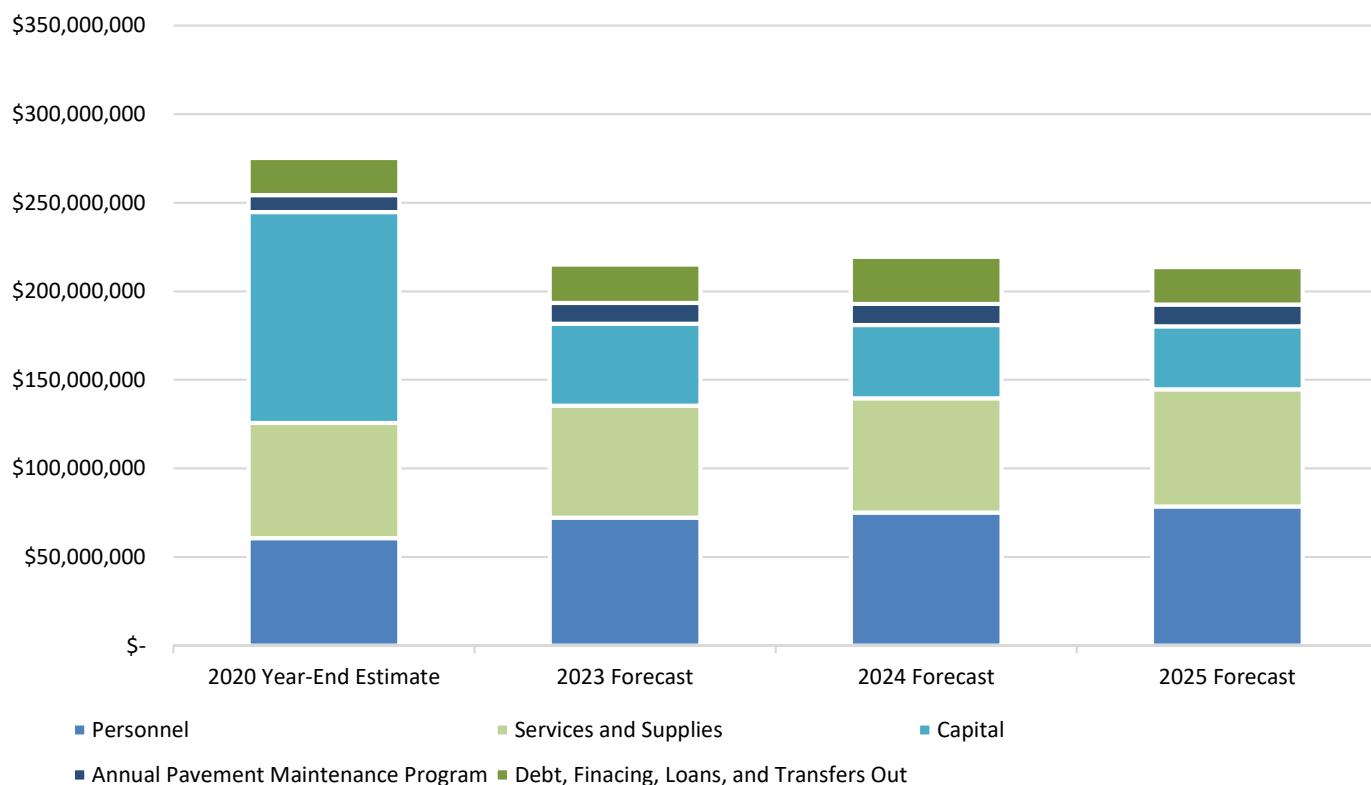


## 2021-2025 Balanced Financial Plan

## Townwide Summary

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
<b>Ending Funds Available</b>	<b>\$ 102,459,615</b>	<b>\$ 111,578,204</b>	<b>\$ 121,801,029</b>	<b>\$ 144,161,173</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 90,285,296</b>	<b>\$ 94,093,579</b>	<b>\$ 110,384,293</b>	<b>\$ 133,439,236</b>
<b>Unobligated Reserves</b>	<b>\$ 12,174,319</b>	<b>\$ 17,484,625</b>	<b>\$ 11,416,736</b>	<b>\$ 10,721,937</b>

### 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
<b>Beginning Funds Available</b>	\$ 22,100,128	\$ 20,209,076	\$ 20,209,076	\$ 22,541,522
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 56,084,617</b>	<b>\$ 55,936,612</b>	<b>\$ 54,692,206</b>	<b>\$ 54,924,252</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 51,957,991</b>	<b>\$ 55,331,982</b>	<b>\$ 49,186,092</b>	<b>\$ 54,154,376</b>
<b>Net Change Excluding One-Time Capital</b>	<b>4,126,626</b>	<b>604,630</b>	<b>5,506,114</b>	<b>769,876</b>
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
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,891,052)</b>	<b>(2,569,038)</b>	<b>2,332,446</b>	<b>(555,418)</b>
<b>Ending Funds Available</b>	<b>\$ 20,209,076</b>	<b>\$ 17,640,038</b>	<b>\$ 22,541,522</b>	<b>\$ 21,986,104</b>

# 2021-2025 Balanced Financial Plan

## General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
<b>Beginning Funds Available</b>	<b>\$ 21,986,104</b>	<b>\$ 20,876,115</b>	<b>\$ 21,111,207</b>	<b>\$ 20,265,841</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 59,848,351</b>	<b>\$ 58,130,801</b>	<b>\$ 59,971,809</b>	<b>\$ 61,868,383</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 55,403,196</b>	<b>\$ 57,436,611</b>	<b>\$ 59,619,327</b>	<b>\$ 61,853,374</b>
<b>Net Change Excluding One-Time Capital</b>	<b>4,445,155</b>	<b>694,190</b>	<b>352,482</b>	<b>15,009</b>
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
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,109,989)</b>	<b>235,092</b>	<b>(845,366)</b>	<b>(860,691)</b>
<b>Ending Funds Available</b>	<b>\$ 20,876,115</b>	<b>\$ 21,111,207</b>	<b>\$ 20,265,841</b>	<b>\$ 19,405,150</b>

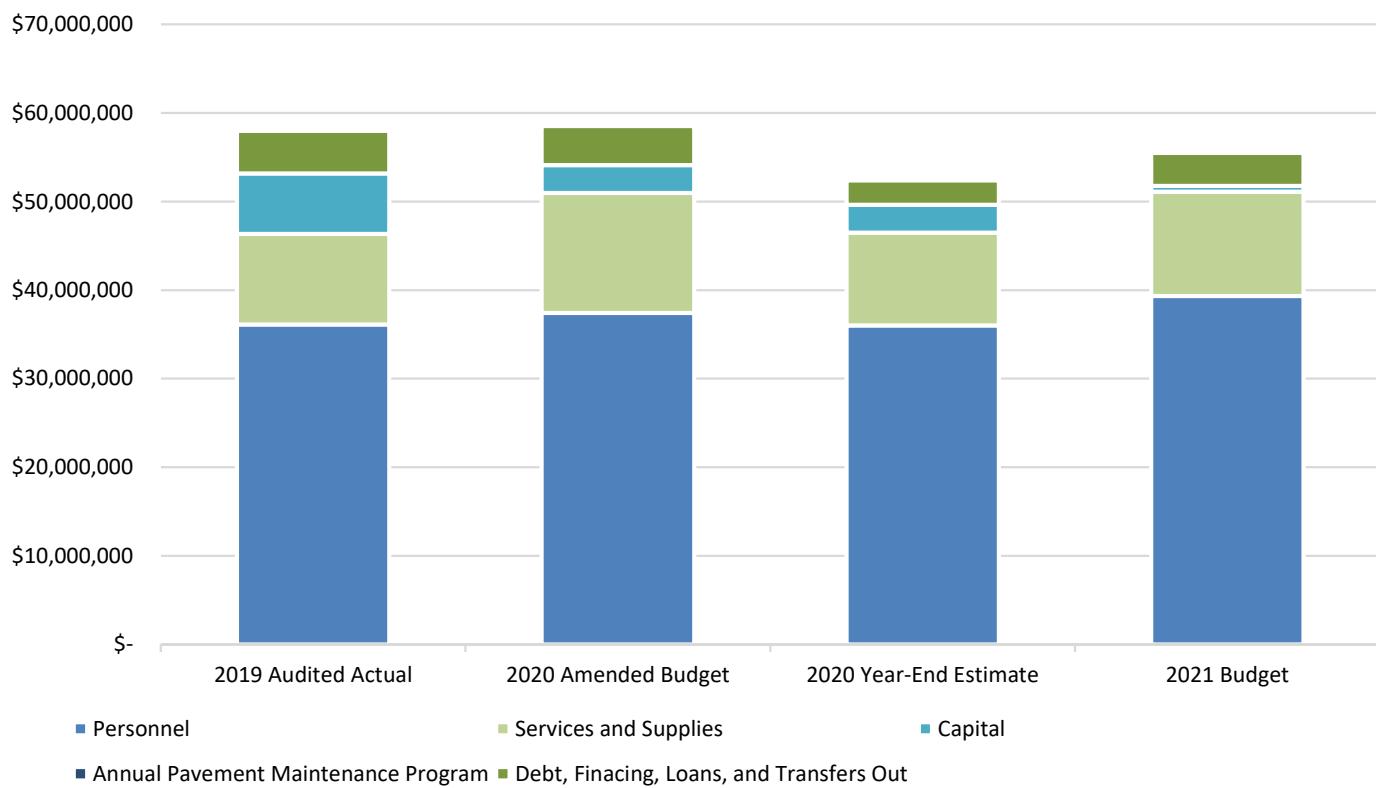
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## 2021-2025 Balanced Financial Plan

## General Fund

	2019 Audited Actual	2020 Amended Budget	2020 Year-End Estimate	2021 Budget
<b>Ending Funds Available</b>	\$ 20,209,076	\$ 17,640,038	\$ 22,541,522	\$ 21,986,104
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 8,787,871</b>
<b>Unobligated Reserves</b>				<b>\$ 13,198,233</b>

### 2019 - 2021 General Fund Expenditures by Category

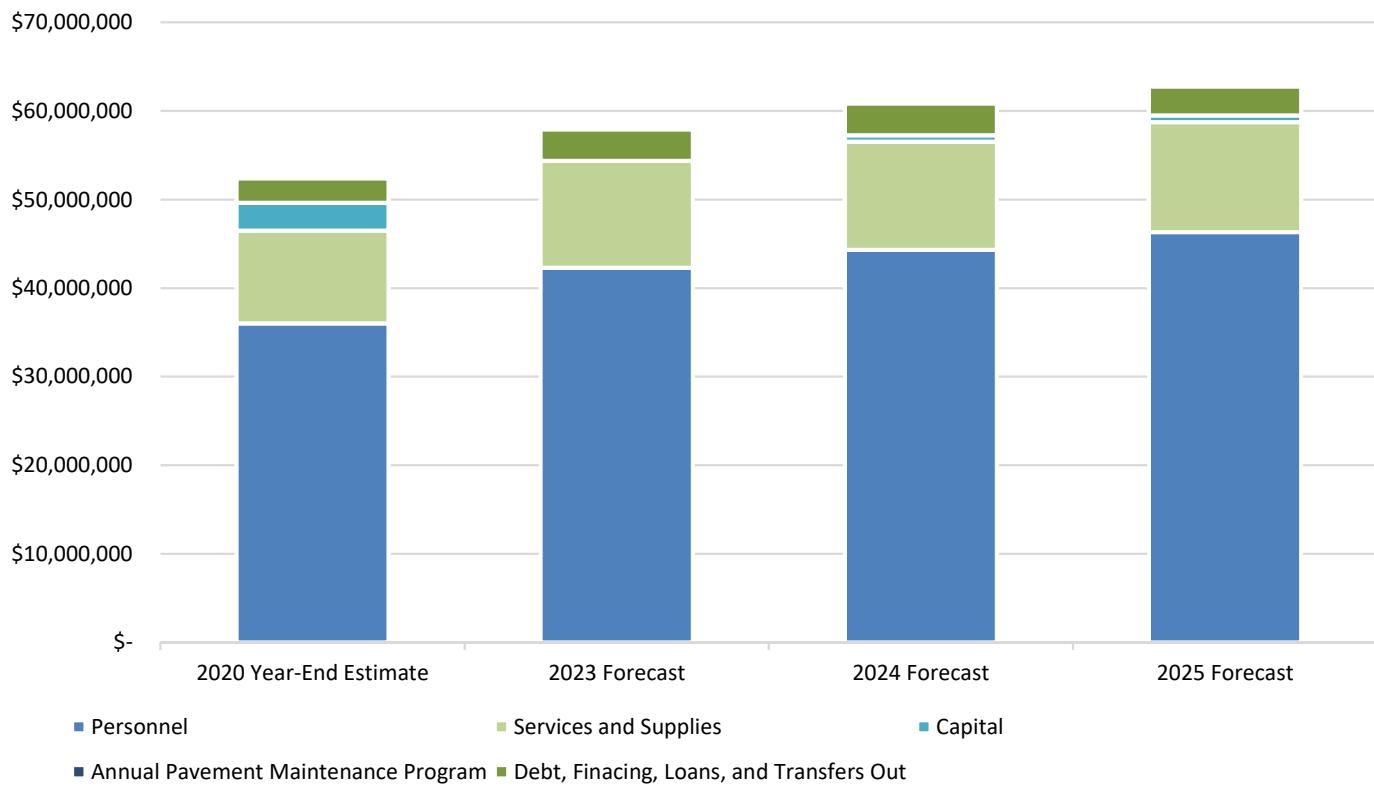


## 2021-2025 Balanced Financial Plan

## General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
<b>Ending Funds Available</b>	<b>\$ 20,876,115</b>	<b>\$ 21,111,207</b>	<b>\$ 20,265,841</b>	<b>\$ 19,405,150</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 9,036,130</b>	<b>\$ 9,232,383</b>	<b>\$ 9,458,775</b>	<b>\$ 9,699,808</b>
<b>Unobligated Reserves</b>	<b>\$ 11,839,985</b>	<b>\$ 11,878,824</b>	<b>\$ 10,807,066</b>	<b>\$ 9,705,342</b>

### 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
<b>General Fund Expenditures by Division</b>				
<b>Town Council</b>				
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
<b>Total Town Council</b>	<b>\$ 582,627</b>	<b>\$ 358,005</b>	<b>\$ 354,876</b>	<b>\$ 365,510</b>

### 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
<b>Total Town Manager</b>	<b>\$ 884,436</b>	<b>\$ 885,717</b>	<b>\$ 885,652</b>	<b>\$ 1,065,830</b>

### 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
<b>General Fund Expenditures by Division</b>				
<b>Town Council</b>				
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
<b>Total Town Council</b>	<b>\$ 373,840</b>	<b>\$ 383,950</b>	<b>\$ 389,290</b>	<b>\$ 397,070</b>

### 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
<b>Total Town Manager</b>	<b>\$ 1,036,810</b>	<b>\$ 1,124,950</b>	<b>\$ 1,111,210</b>	<b>\$ 1,200,430</b>

### 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
<b>Human Resources</b>				
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
<b>Total Human Resources</b>	<b>\$ 729,115</b>	<b>\$ 668,573</b>	<b>\$ 659,421</b>	<b>\$ 820,110</b>

### 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
<b>Total Community Relations</b>	<b>\$ 753,739</b>	<b>\$ 759,602</b>	<b>\$ 748,798</b>	<b>\$ 908,970</b>

### 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
<b>Human Resources</b>				
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
<b>Total Human Resources</b>	<b>\$ 833,800</b>	<b>\$ 860,960</b>	<b>\$ 882,440</b>	<b>\$ 907,570</b>

### 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
<b>Total Community Relations</b>	<b>\$ 971,470</b>	<b>\$ 944,840</b>	<b>\$ 966,780</b>	<b>\$ 991,440</b>

### 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
<b>DoIT</b>				
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
<b>Total DoIT</b>	<b>\$ 3,689,183</b>	<b>\$ 3,676,731</b>	<b>\$ 3,594,386</b>	<b>\$ 3,974,850</b>

### 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
<b>Total Facilities</b>	<b>\$ 1,445,475</b>	<b>\$ 1,363,903</b>	<b>\$ 1,242,659</b>	<b>\$ 1,456,158</b>

### 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
<b>DoIT</b>				
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
<b>Total DoIT</b>	<b>\$ 4,027,770</b>	<b>\$ 4,154,930</b>	<b>\$ 4,289,900</b>	<b>\$ 4,430,320</b>

### 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
<b>Total Facilities</b>	<b>\$ 1,486,935</b>	<b>\$ 1,538,705</b>	<b>\$ 1,578,090</b>	<b>\$ 1,631,977</b>

### 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
<b>Town Attorney</b>				
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
<b>Total Town Attorney</b>	<b>\$ 815,890</b>	<b>\$ 906,457</b>	<b>\$ 956,991</b>	<b>\$ 1,176,380</b>

### 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
<b>Total Town Clerk</b>	<b>\$ 296,667</b>	<b>\$ 367,642</b>	<b>\$ 359,169</b>	<b>\$ 393,100</b>

### 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
<b>Town Attorney</b>				
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
<b>Total Town Attorney</b>	<b>\$ 1,206,890</b>	<b>\$ 1,242,700</b>	<b>\$ 1,284,670</b>	<b>\$ 1,327,270</b>

### 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
<b>Total Town Clerk</b>	<b>\$ 441,490</b>	<b>\$ 412,140</b>	<b>\$ 464,100</b>	<b>\$ 437,280</b>

### 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
<b>Municipal Court</b>				
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
<b>Total Municipal Court</b>	<b>\$ 379,144</b>	<b>\$ 379,150</b>	<b>\$ 377,924</b>	<b>\$ 443,514</b>

### 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
<b>Total Finance - Departmental</b>	<b>\$ 2,724,122</b>	<b>\$ 2,809,463</b>	<b>\$ 2,768,033</b>	<b>\$ 3,162,710</b>

### 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
<b>Municipal Court</b>				
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
<b>Total Municipal Court</b>	<b>\$ 455,164</b>	<b>\$ 468,044</b>	<b>\$ 487,634</b>	<b>\$ 505,564</b>

## 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
<b>Total Finance - Departmental</b>	<b>\$ 3,195,130</b>	<b>\$ 3,325,240</b>	<b>\$ 3,555,060</b>	<b>\$ 3,689,720</b>

## 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
<b>Police</b>				
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
<b>Total Police</b>	<b>\$ 14,895,074</b>	<b>\$ 15,661,946</b>	<b>\$ 14,585,072</b>	<b>\$ 16,455,966</b>

### 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

<b>Fire</b>				
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
<b>Total Fire</b>	<b>\$ 15,991,196</b>	<b>\$ 17,033,486</b>	<b>\$ 15,403,439</b>	<b>\$ 17,643,789</b>

### 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
<b>Police</b>				
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
<b>Total Police</b>	<b>\$ 16,855,469</b>	<b>\$ 17,569,559</b>	<b>\$ 18,318,046</b>	<b>\$ 19,097,700</b>

### 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

<b>Fire</b>				
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
<b>Total Fire</b>	<b>\$ 18,069,609</b>	<b>\$ 18,549,751</b>	<b>\$ 19,240,264</b>	<b>\$ 19,621,823</b>

### 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
<b>Development Services</b>				
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
<b>Total Development Services</b>	<b>\$ 616,925</b>	<b>\$ 291,762</b>	<b>\$ 306,697</b>	<b>\$ 656,929</b>

### 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
<b>Total Parks</b>	<b>\$ 9,258,024</b>	<b>\$ 5,562,653</b>	<b>\$ 5,300,323</b>	<b>\$ 5,747,381</b>

### 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
<b>Development Services</b>				
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
<b>Total Development Services</b>	<b>\$ 674,849</b>	<b>\$ 700,959</b>	<b>\$ 724,479</b>	<b>\$ 750,759</b>

### 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	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
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
<b>Total Parks</b>	<b>\$ 10,099,246</b>	<b>\$ 5,366,496</b>	<b>\$ 6,245,601</b>	<b>\$ 6,433,408</b>

### 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
<b>Finance Non-Departmental</b>				
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
<b>Total Finance Non-Departmental</b>	<b>\$ 4,914,052</b>	<b>\$ 7,780,560</b>	<b>\$ 4,816,320</b>	<b>\$ 1,208,473</b>

### 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

<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 51,957,991</b>	<b>\$ 55,331,982</b>	<b>\$ 49,186,092</b>	<b>\$ 54,154,376</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 4,126,626</b>	<b>\$ 604,630</b>	<b>\$ 5,506,114</b>	<b>\$ 769,876</b>
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
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,891,052)</b>	<b>(2,569,038)</b>	<b>2,332,446</b>	<b>(555,418)</b>
<b>Ending Funds Available</b>	<b>\$ 20,209,076</b>	<b>\$ 17,640,038</b>	<b>\$ 22,541,522</b>	<b>\$ 21,986,104</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 8,787,871</b>
<b>Unobligated Reserves</b>				<b>\$ 13,198,233</b>

# 2021-2025 Balanced Financial Plan

## General Fund

Category	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
<b>Finance Non-Departmental</b>				
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
<b>Total Finance Non-Departmental</b>	<b>\$ 1,229,868</b>	<b>\$ 1,252,485</b>	<b>\$ 1,279,611</b>	<b>\$ 1,306,743</b>

### 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

<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 55,403,196</b>	<b>\$ 57,436,611</b>	<b>\$ 59,619,327</b>	<b>\$ 61,853,374</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 4,445,155</b>	<b>\$ 694,190</b>	<b>\$ 352,482</b>	<b>\$ 15,009</b>
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
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,109,989)</b>	<b>235,092</b>	<b>(845,366)</b>	<b>(860,691)</b>
<b>Ending Funds Available</b>	<b>\$ 20,876,115</b>	<b>\$ 21,111,207</b>	<b>\$ 20,265,841</b>	<b>\$ 19,405,150</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 9,036,130</b>	<b>\$ 9,232,383</b>	<b>\$ 9,458,775</b>	<b>\$ 9,699,808</b>
<b>Unobligated Reserves</b>	<b>\$ 11,839,985</b>	<b>\$ 11,878,824</b>	<b>\$ 10,807,066</b>	<b>\$ 9,705,342</b>

## 2021-2025 Balanced Financial Plan

## Economic Development Fund

Category	2019 Audited	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 5,657,224	\$ 4,768,131	\$ 4,768,131	\$ 1,700,001
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 1,681,739</b>	<b>\$ 704,517</b>	<b>\$ 704,517</b>	<b>\$ 772,137</b>
<b>Expenditures</b>				
Services & Other	\$ 2,570,832	\$ 3,772,647	\$ 3,772,647	\$ 1,472,138
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,570,832</b>	<b>\$ 3,772,647</b>	<b>\$ 3,772,647</b>	<b>\$ 1,472,138</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (889,093)</b>	<b>\$ (3,068,130)</b>	<b>\$ (3,068,130)</b>	<b>\$ (700,001)</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ (889,093)</b>	<b>\$ (3,068,130)</b>	<b>\$ (3,068,130)</b>	<b>\$ (700,001)</b>
<b>Ending Funds Available</b>	<b>\$ 4,768,131</b>	<b>\$ 1,700,001</b>	<b>\$ 1,700,001</b>	<b>\$ 1,000,000</b>
<b>Reserves &amp; Internal Designations</b>				
Future Incentive Obligation				1,000,000
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 1,000,000</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

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

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

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

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 11,938,055	\$ 8,439,789	\$ 8,439,789	\$ 6,169,403
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 26,244,541</b>	<b>\$ 25,355,906</b>	<b>\$ 24,254,338</b>	<b>\$ 24,655,314</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 12,939,927</b>	<b>\$ 15,604,110</b>	<b>\$ 11,952,341</b>	<b>\$ 12,310,529</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 13,304,614</b>	<b>\$ 9,751,796</b>	<b>\$ 12,301,997</b>	<b>\$ 12,344,785</b>
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
<b>Contribution to or (Use of) Fund Balance</b>	<b>(3,498,266)</b>	<b>(4,820,587)</b>	<b>(2,270,386)</b>	<b>(467,215)</b>
<b>Ending Funds Available</b>	<b>\$ 8,439,789</b>	<b>\$ 3,619,202</b>	<b>\$ 6,169,403</b>	<b>\$ 5,702,188</b>
<b>Reserves &amp; Internal Designations</b>				
Revenue Stabilization Reserve				342,337
Catastrophic Events Reserve				1,731,891
Capital Reserve				3,627,960
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 5,702,188</b>
<b>Unobligated Reserves</b>				
				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 5,702,188</b>	<b>\$ 2,449,543</b>	<b>\$ 2,264,815</b>	<b>\$ 2,813,424</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 25,278,107</b>	<b>\$ 25,984,387</b>	<b>\$ 26,751,017</b>	<b>\$ 27,575,270</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 16,106,752</b>	<b>\$ 13,116,115</b>	<b>\$ 13,433,008</b>	<b>\$ 13,847,875</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 9,171,355</b>	<b>\$ 12,868,272</b>	<b>\$ 13,318,009</b>	<b>\$ 13,727,395</b>
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
<b>Contribution to or (Use of) Fund Balance</b>	<b>(3,252,645)</b>	<b>(184,728)</b>	<b>548,609</b>	<b>453,295</b>
<b>Ending Funds Available</b>	<b>\$ 2,449,543</b>	<b>\$ 2,264,815</b>	<b>\$ 2,813,424</b>	<b>\$ 3,266,719</b>
<b>Reserves &amp; Internal Designations</b>				
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	-	-	-	-
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 2,115,208</b>	<b>\$ 2,159,013</b>	<b>\$ 2,203,753</b>	<b>\$ 2,250,124</b>
<b>Unobligated Reserves</b>	<b>\$ 334,335</b>	<b>\$ 105,802</b>	<b>\$ 609,671</b>	<b>\$ 1,016,595</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 308,328	\$ 743,174	\$ 743,174	\$ 2,952,286
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 776,870</b>	<b>\$ 1,401,454</b>	<b>\$ 4,122,504</b>	<b>\$ 1,410,401</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 194,478</b>	<b>\$ 213,499</b>	<b>\$ 213,140</b>	<b>\$ 281,280</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 582,392</b>	<b>\$ 1,187,955</b>	<b>\$ 3,909,364</b>	<b>\$ 1,129,121</b>
Five Year CIP (One-Time Expenditures)	147,546	1,700,252	1,700,252	3,800,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>434,846</b>	<b>(512,297)</b>	<b>2,209,112</b>	<b>(2,670,879)</b>
<b>Ending Funds Available</b>	<b>\$ 743,174</b>	<b>\$ 230,877</b>	<b>\$ 2,952,286</b>	<b>\$ 281,407</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose				281,407
<b>Total Reserves &amp; Internal Designations</b>				<b>281,407</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 281,407</b>	<b>\$ 490,898</b>	<b>\$ 628,384</b>	<b>\$ 936,697</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,421,221</b>	<b>\$ 1,432,576</b>	<b>\$ 610,853</b>	<b>\$ 618,760</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 286,730</b>	<b>\$ 295,090</b>	<b>\$ 302,540</b>	<b>\$ 310,910</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,134,491</b>	<b>\$ 1,137,486</b>	<b>\$ 308,313</b>	<b>\$ 307,850</b>
Five Year CIP (One-Time Expenditures)	925,000	1,000,000	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>209,491</b>	<b>137,486</b>	<b>308,313</b>	<b>307,850</b>
<b>Ending Funds Available</b>	<b>\$ 490,898</b>	<b>\$ 628,384</b>	<b>\$ 936,697</b>	<b>\$ 1,244,547</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose	490,898	628,384	936,697	1,244,547
<b>Total Reserves &amp; Internal Designations</b>	<b>490,898</b>	<b>628,384</b>	<b>936,697</b>	<b>1,244,547</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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		2020 Amended		2020 Year-End		2021 Budget
	Actual		Budget		Estimate		
<b>Beginning Funds Available</b>	\$ 210,688		\$ 304,834		\$ 304,834		\$ 264,106
<b>Revenues</b>							
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		\$ -		\$ -	\$ -
<b>Total Revenues</b>	\$ 686,096		\$ 650,905		\$ 374,417		\$ 667,037
<b>Expenditures</b>							
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
<b>Total Expenditures (Excluding One-Time)</b>	\$ 591,950		\$ 644,791		\$ 415,145		\$ 654,260
<b>Net Change Excluding One-Time Capital</b>	\$ 94,146		\$ 6,114		\$ (40,728)		\$ 12,777
Five Year CIP (One-Time Expenditures)							
<b>Contribution to or (Use of) Fund Balance</b>	\$ 94,146		\$ 6,114		\$ (40,728)		\$ 12,777
<b>Ending Funds Available</b>	\$ 304,834		\$ 310,948		\$ 264,106		\$ 276,883
<b>Reserves &amp; Internal Designations</b>							
Committed for Fund Purpose							\$ 276,883
<b>Total Reserves &amp; Internal Designations</b>							\$ 276,883
<b>Unobligated Reserves</b>							\$ -

### 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
<b>Beginning Funds Available</b>	<b>\$ 276,883</b>	<b>\$ 293,279</b>	<b>\$ 312,964</b>	<b>\$ 335,254</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 678,596</b>	<b>\$ 690,745</b>	<b>\$ 703,510</b>	<b>\$ 716,918</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 662,200</b>	<b>\$ 671,060</b>	<b>\$ 681,220</b>	<b>\$ 691,630</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 16,396</b>	<b>\$ 19,685</b>	<b>\$ 22,290</b>	<b>\$ 25,288</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>16,396</b>	<b>19,685</b>	<b>22,290</b>	<b>25,288</b>
<b>Ending Funds Available</b>	<b>\$ 293,279</b>	<b>\$ 312,964</b>	<b>\$ 335,254</b>	<b>\$ 360,542</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose	293,279	312,964	335,254	360,542
<b>Total Reserves &amp; Internal Designations</b>	<b>293,279</b>	<b>312,964</b>	<b>335,254</b>	<b>360,542</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

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

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

### 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
<b>Beginning Funds Available</b>	<b>\$ 22,219</b>	<b>\$ 22,476</b>	<b>\$ 22,734</b>	<b>\$ 22,994</b>
<b>Revenues</b>				
Investment Earnings	\$ 257	\$ 258	\$ 260	\$ 261
<b>Total Revenues</b>	<b>\$ 257</b>	<b>\$ 258</b>	<b>\$ 260</b>	<b>\$ 261</b>
<b>Expenditures</b>				
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 257</b>	<b>\$ 258</b>	<b>\$ 260</b>	<b>\$ 261</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>257</b>	<b>258</b>	<b>260</b>	<b>261</b>
<b>Ending Funds Available</b>	<b>\$ 22,476</b>	<b>\$ 22,734</b>	<b>\$ 22,994</b>	<b>\$ 23,255</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose	22,476	22,734	22,994	23,255
<b>Total Reserves &amp; Internal Designations</b>	<b>22,476</b>	<b>22,734</b>	<b>22,994</b>	<b>23,255</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 2,241,340	\$ 2,312,343	\$ 2,312,343	\$ 148,344
<b>Revenues</b>				
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	-	-
<b>Total Revenues</b>	<b>\$ 3,773,540</b>	<b>\$ 1,522,641</b>	<b>\$ 1,670,982</b>	<b>\$ 1,684,712</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 3,702,537</b>	<b>\$ 953,238</b>	<b>\$ 2,896,477</b>	<b>\$ 1,640,620</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 71,003</b>	<b>\$ 569,403</b>	<b>\$ (1,225,495)</b>	<b>\$ 44,092</b>
One-Time Downtown Project Funding	-	2,881,746	938,504	42,436
<b>Contribution to or (Use of) Fund Balance</b>	<b>71,003</b>	<b>(2,312,343)</b>	<b>(2,163,999)</b>	<b>1,656</b>
<b>Ending Funds Available</b>	<b>\$ 2,312,343</b>	<b>\$ -</b>	<b>\$ 148,344</b>	<b>\$ 150,000</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose				150,000
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 150,000</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,785,400</b>	<b>\$ 1,888,502</b>	<b>\$ 1,994,078</b>	<b>\$ 2,102,187</b>
<b>Expenditures</b>				
Services & Other	\$ 858,293	\$ 370,313	\$ 173,818	\$ 20,000
Supplies	-	-	-	-
Debt & Financing	-	-	-	-
Interfund Loan	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 858,293</b>	<b>\$ 370,313</b>	<b>\$ 173,818</b>	<b>\$ 20,000</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 927,107</b>	<b>\$ 1,518,189</b>	<b>\$ 1,820,260</b>	<b>\$ 2,082,187</b>
One-Time Downtown Project Funding	927,107	1,518,189	1,820,260	2,082,187
<b>Contribution to or (Use of) Fund Balance</b>	-	-	-	-
<b>Ending Funds Available</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose	150,000	150,000	150,000	150,000
<b>Total Reserves &amp; Internal Designations</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 3,266,903	\$ 2,093,011	\$ 2,093,011	\$ 2,169,914
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 3,260,288</b>	<b>\$ 5,374,836</b>	<b>\$ 5,555,664</b>	<b>\$ 5,800,744</b>
<b>Expenditures</b>				
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	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,777,359</b>	<b>\$ 870,613</b>	<b>\$ 870,613</b>	<b>\$ 882,213</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,482,929</b>	<b>\$ 4,504,223</b>	<b>\$ 4,685,051</b>	<b>\$ 4,918,531</b>
Five Year CIP (One-Time Expenditures)	2,656,821	4,608,148	4,608,148	-
COP Prepayment	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,173,892)</b>	<b>(103,925)</b>	<b>76,903</b>	<b>4,918,531</b>
<b>Ending Funds Available</b>	<b>\$ 2,093,011</b>	<b>\$ 1,989,086</b>	<b>\$ 2,169,914</b>	<b>\$ 7,088,445</b>
<b>Reserves &amp; Internal Designations</b>				
Park Reserve				750,000
Recreation Facility Reserve				375,000
Committed for Fund Purpose				5,963,445
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 7,088,445</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 7,088,445</b>	<b>\$ 11,561,015</b>	<b>\$ 6,531,476</b>	<b>\$ 11,758,728</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 5,743,783</b>	<b>\$ 5,790,074</b>	<b>\$ 5,837,052</b>	<b>\$ 5,979,271</b>
<b>Expenditures</b>				
Services & Other	\$ 109,800	\$ 109,800	\$ 109,800	\$ 109,800
Debt & Financing	711,413	709,813	-	-
Interfund Loan	-	-	-	-
Transfers Out	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 821,213</b>	<b>\$ 819,613</b>	<b>\$ 109,800</b>	<b>\$ 109,800</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 4,922,570</b>	<b>\$ 4,970,461</b>	<b>\$ 5,727,252</b>	<b>\$ 5,869,471</b>
Five Year CIP (One-Time Expenditures)	450,000	4,500,000	500,000	2,000,000
COP Prepayment	-	5,500,000	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 4,472,570</b>	<b>(5,029,539)</b>	<b>\$ 5,227,252</b>	<b>\$ 3,869,471</b>
<b>Ending Funds Available</b>	<b>\$ 11,561,015</b>	<b>\$ 6,531,476</b>	<b>\$ 11,758,728</b>	<b>\$ 15,628,199</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 11,561,015</b>	<b>\$ 6,531,476</b>	<b>\$ 11,758,728</b>	<b>\$ 15,628,199</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 1,170,269	\$ 686,698	\$ 686,698	\$ 434,305
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 356,156</b>	<b>\$ 353,058</b>	<b>\$ 360,384</b>	<b>\$ 373,804</b>
<b>Expenditures</b>				
Services & Other	\$ (381)	\$ -	\$ -	\$ -
Supplies	1,847	-	-	-
Interfund Loan	50,181	290,181	290,181	-
Transfers Out	160,842	322,596	322,596	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 212,489</b>	<b>\$ 612,777</b>	<b>\$ 612,777</b>	<b>\$ -</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 143,667</b>	<b>\$ (259,719)</b>	<b>\$ (252,393)</b>	<b>\$ 373,804</b>
Five Year CIP (One-Time Expenditures)	627,238	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(483,571)</b>	<b>(259,719)</b>	<b>(252,393)</b>	<b>\$ 373,804</b>
<b>Ending Funds Available</b>	<b>\$ 686,698</b>	<b>\$ 426,979</b>	<b>\$ 434,305</b>	<b>\$ 808,109</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose				808,109
<b>Total Reserves &amp; Internal Designations</b>				<b>808,109</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 808,109</b>	<b>\$ 1,188,410</b>	<b>\$ 1,587,096</b>	<b>\$ 2,004,775</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 380,301</b>	<b>\$ 398,686</b>	<b>\$ 417,679</b>	<b>\$ 437,322</b>
<b>Expenditures</b>				
Services & Other	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 380,301</b>	<b>\$ 398,686</b>	<b>\$ 417,679</b>	<b>\$ 437,322</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>380,301</b>	<b>398,686</b>	<b>417,679</b>	<b>437,322</b>
<b>Ending Funds Available</b>	<b>\$ 1,188,410</b>	<b>\$ 1,587,096</b>	<b>\$ 2,004,775</b>	<b>\$ 2,442,097</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose	1,188,410	1,587,096	2,004,775	2,442,097
<b>Total Reserves &amp; Internal Designations</b>	<b>1,188,410</b>	<b>1,587,096</b>	<b>2,004,775</b>	<b>2,442,097</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 1,120,626	\$ 1,214,473	\$ 1,214,473	\$ 828,392
<b>Revenues</b>				
Investment Earnings	\$ 38,945	\$ 51,455	\$ 51,455	\$ 24,017
Impact Fees	897,820	932,960	942,237	970,300
Other Revenue	4,324	-	-	-
<b>Total Revenues</b>	<b>\$ 941,089</b>	<b>\$ 984,415</b>	<b>\$ 993,692</b>	<b>\$ 994,317</b>
<b>Expenditures</b>				
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	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 847,242</b>	<b>\$ 1,379,773</b>	<b>\$ 1,379,773</b>	<b>\$ 335,302</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 93,847</b>	<b>\$ (395,358)</b>	<b>\$ (386,081)</b>	<b>\$ 659,015</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>93,847</b>	<b>(395,358)</b>	<b>(386,081)</b>	<b>659,015</b>
<b>Ending Funds Available</b>	<b>\$ 1,214,473</b>	<b>\$ 819,115</b>	<b>\$ 828,392</b>	<b>\$ 1,487,407</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose				1,487,407
<b>Total Reserves &amp; Internal Designations</b>				<b>1,487,407</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

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

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 380,415	\$ 141,791	\$ 141,791	\$ 201,401
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 480,561</b>	<b>\$ 781,667</b>	<b>\$ 796,581</b>	<b>\$ 493,539</b>
<b>Expenditures</b>				
Interfund Loan	\$ 187,346	\$ 187,346	\$ 187,346	\$ 187,345
Transfers Out	531,839	119,497	119,497	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 719,185</b>	<b>\$ 306,843</b>	<b>\$ 306,843</b>	<b>\$ 187,345</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (238,624)</b>	<b>\$ 474,824</b>	<b>\$ 489,738</b>	<b>\$ 306,194</b>
Five Year CIP (One-Time Expenditures)	-	430,128	430,128	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(238,624)</b>	<b>44,696</b>	<b>59,610</b>	<b>306,194</b>
<b>Ending Funds Available</b>	<b>\$ 141,791</b>	<b>\$ 186,487</b>	<b>\$ 201,401</b>	<b>\$ 507,595</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose				507,595
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 507,595</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

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

## 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 12,637,254	\$ 11,475,336	\$ 11,475,336	\$ 2,071,885
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 13,504,133</b>	<b>\$ 13,264,575</b>	<b>\$ 11,995,820</b>	<b>\$ 11,480,051</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,414,538</b>	<b>\$ 1,352,063</b>	<b>\$ 1,352,063</b>	<b>\$ 1,379,169</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 12,089,595</b>	<b>\$ 11,912,512</b>	<b>\$ 10,643,757</b>	<b>\$ 10,100,882</b>
Five Year CIP (One-Time Expenditures)	13,251,513	20,453,887	20,047,208	4,600,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,161,918)</b>	<b>(8,541,375)</b>	<b>(9,403,451)</b>	<b>5,500,882</b>
<b>Ending Funds Available</b>	<b>\$ 11,475,336</b>	<b>\$ 2,933,961</b>	<b>\$ 2,071,885</b>	<b>\$ 7,572,767</b>
<b>Reserves &amp; Internal Designations</b>				
Capital Reserve				7,250,000
Committed for Fund Purpose				322,767
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 7,572,767</b>
<b>Unobligated Reserves</b>				
				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 7,572,767</b>	<b>\$ 1,018,587</b>	<b>\$ 3,257,713</b>	<b>\$ 1,589,798</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 19,024,633</b>	<b>\$ 11,117,376</b>	<b>\$ 11,225,935</b>	<b>\$ 11,336,174</b>
<b>Expenditures</b>				
Services & Other	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Debt & Financing	1,343,813	1,351,250	1,348,850	1,350,550
Transfers Out	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,343,813</b>	<b>\$ 1,351,250</b>	<b>\$ 1,348,850</b>	<b>\$ 1,350,550</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 17,680,820</b>	<b>\$ 9,766,126</b>	<b>\$ 9,877,085</b>	<b>\$ 9,985,624</b>
Five Year CIP (One-Time Expenditures)	24,235,000	7,527,000	11,545,000	8,800,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(6,554,180)</b>	<b>2,239,126</b>	<b>(1,667,915)</b>	<b>1,185,624</b>
<b>Ending Funds Available</b>	<b>\$ 1,018,587</b>	<b>\$ 3,257,713</b>	<b>\$ 1,589,798</b>	<b>\$ 2,775,422</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 1,018,587</b>	<b>\$ 3,257,713</b>	<b>\$ 1,589,798</b>	<b>\$ 2,775,422</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 1,727,984	\$ 2,542,845	\$ 2,542,845	\$ 2,500,466
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 2,055,921</b>	<b>\$ 2,731,648</b>	<b>\$ 2,731,648</b>	<b>\$ 2,230,320</b>
<b>Expenditures</b>				
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	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 696,218</b>	<b>\$ 1,213,443</b>	<b>\$ 1,017,443</b>	<b>\$ 649,475</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,359,703</b>	<b>\$ 1,518,205</b>	<b>\$ 1,714,205</b>	<b>\$ 1,580,845</b>
Five Year CIP (One-Time Expenditures)	544,842	1,756,584	1,756,584	474,600
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 814,861</b>	<b>(238,379)</b>	<b>(42,379)</b>	<b>\$ 1,106,245</b>
<b>Ending Funds Available</b>	<b>\$ 2,542,845</b>	<b>\$ 2,304,466</b>	<b>\$ 2,500,466</b>	<b>\$ 3,606,711</b>
<b>Reserves &amp; Internal Designations</b>				
Capital Reserve				617,400
Committed for Fund Purpose				2,989,311
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 3,606,711</b>
<b>Unobligated Reserves</b>				
				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 3,606,711</b>	<b>\$ 3,689,569</b>	<b>\$ 4,019,068</b>	<b>\$ 2,217,256</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 2,202,676</b>	<b>\$ 1,987,302</b>	<b>\$ 1,993,122</b>	<b>\$ 1,638,536</b>
<b>Expenditures</b>				
Services & Other	\$ 471,532	\$ 539,903	\$ 890,593	\$ 713,729
Supplies	202,550	183,400	181,050	227,100
Capital	-	-	-	-
Transfers Out	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 674,082</b>	<b>\$ 723,303</b>	<b>\$ 1,071,643</b>	<b>\$ 940,829</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,528,594</b>	<b>\$ 1,263,999</b>	<b>\$ 921,479</b>	<b>\$ 697,707</b>
Five Year CIP (One-Time Expenditures)	1,445,736	934,500	2,723,291	835,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 82,858</b>	<b>\$ 329,499</b>	<b>\$ (1,801,812)</b>	<b>\$ (137,293)</b>
<b>Ending Funds Available</b>	<b>\$ 3,689,569</b>	<b>\$ 4,019,068</b>	<b>\$ 2,217,256</b>	<b>\$ 2,079,963</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 3,689,569</b>	<b>\$ 4,019,068</b>	<b>\$ 2,217,256</b>	<b>\$ 2,079,963</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	<b>\$ 21,276,145</b>	<b>\$ 21,378,138</b>	<b>\$ 21,378,138</b>	<b>\$ 16,825,498</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 22,926,896</b>	<b>\$ 24,432,102</b>	<b>\$ 20,662,038</b>	<b>\$ 25,058,674</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 15,360,273</b>	<b>\$ 18,977,673</b>	<b>\$ 17,662,721</b>	<b>\$ 17,185,071</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 7,566,623</b>	<b>\$ 5,454,429</b>	<b>\$ 2,999,317</b>	<b>\$ 7,873,603</b>
Five Year CIP (One-Time Expenditures)	7,464,630	19,715,206	7,551,957	12,299,344
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 101,993</b>	<b>(14,260,777)</b>	<b>(4,552,640)</b>	<b>(4,425,741)</b>
<b>Ending Funds Available</b>	<b>\$ 21,378,138</b>	<b>\$ 7,117,361</b>	<b>\$ 16,825,498</b>	<b>\$ 12,399,757</b>
<b>Reserves &amp; Internal Designations</b>				
Operating Designations				2,091,627
Catastrophic Events Reserve				4,663,005
Revenue Stabilization Reserve				1,360,089
Capital Reserve				4,285,036
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 12,399,757</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	\$ 12,399,757	\$ 13,266,664	\$ 9,491,896	\$ 9,313,450
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 22,114,801</b>	<b>\$ 23,174,894</b>	<b>\$ 24,358,152</b>	<b>\$ 25,512,608</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 17,697,894</b>	<b>\$ 18,455,662</b>	<b>\$ 18,581,598</b>	<b>\$ 19,003,331</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 4,416,907</b>	<b>\$ 4,719,232</b>	<b>\$ 5,776,554</b>	<b>\$ 6,509,277</b>
Five Year CIP (One-Time Expenditures)	3,550,000	8,494,000	5,955,000	6,468,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>866,907</b>	<b>(3,774,768)</b>	<b>(178,446)</b>	<b>41,277</b>
<b>Ending Funds Available</b>	<b>\$ 13,266,664</b>	<b>\$ 9,491,896</b>	<b>\$ 9,313,450</b>	<b>\$ 9,354,727</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>13,266,664</b>	<b>\$ 9,491,896</b>	<b>\$ 9,313,450</b>	<b>\$ 9,354,727</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End		2021 Budget
	Actual	Budget	Estimate		
<b>Beginning Funds Available</b>	\$ 67,864,003	\$ 56,795,599	\$ 56,795,599	\$ 17,105,598	
<b>Revenues</b>					
Licenses & Permits	\$ 1,950	\$ 12,000	\$ 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	
<b>Total Revenues</b>	<b>\$ 35,883,878</b>	<b>\$ 32,206,582</b>	<b>\$ 30,994,655</b>	<b>\$ 32,519,972</b>	
<b>Expenditures</b>					
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	
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 11,059,011</b>	<b>\$ 14,065,594</b>	<b>\$ 13,604,487</b>	<b>\$ 15,036,871</b>	
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 24,824,867</b>	<b>\$ 18,140,988</b>	<b>\$ 17,390,168</b>	<b>\$ 17,483,101</b>	
Five Year CIP (One-Time Expenditures)	35,893,271	53,552,904	57,080,169	12,898,095	
<b>Contribution to or (Use of) Fund Balance</b>	<b>(11,068,404)</b>	<b>(35,411,916)</b>	<b>(39,690,001)</b>	<b>4,585,006</b>	
<b>Ending Funds Available</b>	<b>\$ 56,795,599</b>	<b>\$ 21,383,683</b>	<b>\$ 17,105,598</b>	<b>\$ 21,690,604</b>	
<b>Reserves &amp; Internal Designations</b>					
Operating Designations					1,862,326
Catastrophic Events Reserve					4,254,647
Capital Reserve					15,573,631
<b>Total Reserves &amp; Internal Designations</b>					<b>\$ 21,690,604</b>
<b>Unobligated Reserves</b>					<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 21,690,604</b>	<b>\$ 19,404,513</b>	<b>\$ 23,360,112</b>	<b>\$ 27,641,114</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 31,817,856</b>	<b>\$ 31,927,390</b>	<b>\$ 32,097,232</b>	<b>\$ 32,238,936</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 16,406,475</b>	<b>\$ 16,990,531</b>	<b>\$ 17,332,182</b>	<b>\$ 17,785,292</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 15,411,381</b>	<b>\$ 14,936,859</b>	<b>\$ 14,765,050</b>	<b>\$ 14,453,644</b>
Five Year CIP (One-Time Expenditures)	17,697,472	10,981,260	10,484,048	6,130,836
<b>Contribution to or (Use of) Fund Balance</b>	<b>(2,286,091)</b>	<b>3,955,599</b>	<b>4,281,002</b>	<b>8,322,808</b>
<b>Ending Funds Available</b>	<b>\$ 19,404,513</b>	<b>\$ 23,360,112</b>	<b>\$ 27,641,114</b>	<b>\$ 35,963,922</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 19,404,513</b>	<b>\$ 23,360,112</b>	<b>\$ 27,641,114</b>	<b>\$ 35,963,922</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 8,335,093	\$ 12,955,691	\$ 12,955,691	\$ 8,935,254
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 9,840,166</b>	<b>\$ 10,001,412</b>	<b>\$ 9,734,157</b>	<b>\$ 5,377,035</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 3,287,120</b>	<b>\$ 2,934,915</b>	<b>\$ 2,628,261</b>	<b>\$ 2,993,881</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 6,553,046</b>	<b>\$ 7,066,497</b>	<b>\$ 7,105,896</b>	<b>\$ 2,383,154</b>
Five Year CIP (One-Time Expenditures)	\$ 1,932,448	\$ 13,939,993	\$ 11,126,333	\$ 8,264,644
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 4,620,598</b>	<b>\$ (6,873,496)</b>	<b>\$ (4,020,437)</b>	<b>\$ (5,881,490)</b>
<b>Ending Funds Available</b>	<b>\$ 12,955,691</b>	<b>\$ 6,082,195</b>	<b>\$ 8,935,254</b>	<b>\$ 3,053,764</b>
<b>Reserves &amp; Internal Designations</b>				
Operating Designations				\$ 435,099
Catastrophic Events Reserve				\$ 1,586,878
Capital Reserve				\$ 1,031,787
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 3,053,764</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

#### 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
<b>Beginning Funds Available</b>	<b>\$ 3,053,764</b>	<b>\$ 2,755,710</b>	<b>\$ 3,162,470</b>	<b>\$ 2,577,629</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 5,405,712</b>	<b>\$ 5,664,882</b>	<b>\$ 5,940,558</b>	<b>\$ 6,261,512</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 4,035,041</b>	<b>\$ 4,234,273</b>	<b>\$ 4,234,156</b>	<b>\$ 4,301,732</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,370,671</b>	<b>\$ 1,430,609</b>	<b>\$ 1,706,402</b>	<b>\$ 1,959,780</b>
Five Year CIP (One-Time Expenditures)	1,668,725	1,023,849	2,291,243	2,017,149
<b>Contribution to or (Use of) Fund Balance</b>	<b>(298,054)</b>	<b>406,760</b>	<b>(584,841)</b>	<b>(57,369)</b>
<b>Ending Funds Available</b>	<b>\$ 2,755,710</b>	<b>\$ 3,162,470</b>	<b>\$ 2,577,629</b>	<b>\$ 2,520,260</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 2,755,710</b>	<b>\$ 3,162,470</b>	<b>\$ 2,577,629</b>	<b>\$ 2,520,260</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	<b>\$ 20,523,526</b>	<b>\$ 8,693,235</b>	<b>\$ 8,693,235</b>	<b>\$ 9,602,892</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 14,125,756</b>	<b>\$ 15,139,479</b>	<b>\$ 14,403,129</b>	<b>\$ 14,358,882</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 25,345,882</b>	<b>\$ 14,548,132</b>	<b>\$ 10,148,410</b>	<b>\$ 12,618,093</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (11,220,126)</b>	<b>\$ 591,347</b>	<b>\$ 4,254,719</b>	<b>\$ 1,740,789</b>
Five Year CIP (One-Time Expenditures)	610,165	6,072,667	3,345,062	7,332,928
<b>Contribution to or (Use of) Fund Balance</b>	<b>(11,830,291)</b>	<b>(5,481,320)</b>	<b>909,657</b>	<b>(5,592,139)</b>
<b>Ending Funds Available</b>	<b>\$ 8,693,235</b>	<b>\$ 3,211,915</b>	<b>\$ 9,602,892</b>	<b>\$ 4,010,753</b>
<b>Reserves &amp; Internal Designations</b>				
Operating Designations				1,363,190
Catastrophic Events Reserve				1,959,921
Capital Reserve				687,642
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 4,010,753</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 4,010,753</b>	<b>\$ 7,052,122</b>	<b>\$ 8,964,110</b>	<b>\$ 14,551,873</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 14,507,193</b>	<b>\$ 14,856,011</b>	<b>\$ 16,176,146</b>	<b>\$ 16,229,060</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 7,293,824</b>	<b>\$ 7,333,023</b>	<b>\$ 7,134,383</b>	<b>\$ 7,313,263</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 7,213,369</b>	<b>\$ 7,522,988</b>	<b>\$ 9,041,763</b>	<b>\$ 8,915,797</b>
Five Year CIP (One-Time Expenditures)	4,172,000	5,611,000	3,454,000	4,559,098
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 3,041,369</b>	<b>\$ 1,911,988</b>	<b>\$ 5,587,763</b>	<b>\$ 4,356,699</b>
<b>Ending Funds Available</b>	<b>\$ 7,052,122</b>	<b>\$ 8,964,110</b>	<b>\$ 14,551,873</b>	<b>\$ 18,908,572</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 7,052,122</b>	<b>\$ 8,964,110</b>	<b>\$ 14,551,873</b>	<b>\$ 18,908,572</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 1,555,169	\$ 1,554,067	\$ 1,554,067	\$ 577,790
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 3,711,568</b>	<b>\$ 3,365,636</b>	<b>\$ 2,710,400</b>	<b>\$ 3,573,816</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 3,253,564</b>	<b>\$ 3,370,723</b>	<b>\$ 3,349,106</b>	<b>\$ 3,438,445</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 458,004</b>	<b>\$ (5,087)</b>	<b>\$ (638,706)</b>	<b>\$ 135,371</b>
Five Year CIP (One-Time Expenditures)	459,106	337,571	337,571	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,102)</b>	<b>(342,658)</b>	<b>(976,277)</b>	<b>135,371</b>
<b>Ending Funds Available</b>	<b>\$ 1,554,067</b>	<b>\$ 1,211,409</b>	<b>\$ 577,790</b>	<b>\$ 713,161</b>
<b>Reserves &amp; Internal Designations</b>				
Revenue Stabilization Reserve				212,346
Capital Reserve				-
Debt Service Reserve				500,815
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 713,161</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

## 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
<b>Beginning Funds Available</b>	<b>\$ 713,161</b>	<b>\$ 768,171</b>	<b>\$ 974,424</b>	<b>\$ 1,275,597</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 4,229,843</b>	<b>\$ 4,385,033</b>	<b>\$ 4,021,302</b>	<b>\$ 4,102,802</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 3,659,138</b>	<b>\$ 3,628,099</b>	<b>\$ 3,673,638</b>	<b>\$ 3,735,715</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 570,705</b>	<b>\$ 756,934</b>	<b>\$ 347,664</b>	<b>\$ 367,087</b>
Five Year CIP (One-Time Expenditures)	515,695	550,681	46,491	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 55,010</b>	<b>\$ 206,253</b>	<b>\$ 301,173</b>	<b>\$ 367,087</b>
<b>Ending Funds Available</b>	<b>\$ 768,171</b>	<b>\$ 974,424</b>	<b>\$ 1,275,597</b>	<b>\$ 1,642,684</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 768,171</b>	<b>\$ 974,424</b>	<b>\$ 1,275,597</b>	<b>\$ 1,642,684</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 3,582,469	\$ 3,974,109	\$ 3,974,109	\$ 4,128,486
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 6,408,123</b>	<b>\$ 6,982,768</b>	<b>\$ 6,982,768</b>	<b>\$ 7,207,441</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 6,016,483</b>	<b>\$ 7,100,327</b>	<b>\$ 6,828,391</b>	<b>\$ 7,072,552</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 391,640</b>	<b>\$ (117,559)</b>	<b>\$ 154,377</b>	<b>\$ 134,889</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>391,640</b>	<b>(117,559)</b>	<b>154,377</b>	<b>134,889</b>
<b>Ending Funds Available</b>	<b>\$ 3,974,109</b>	<b>\$ 3,856,550</b>	<b>\$ 4,128,486</b>	<b>\$ 4,263,375</b>
<b>Reserves &amp; Internal Designations</b>				
Revenue Stabilization Reserve				4,263,375
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 4,263,375</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 4,263,375</b>	<b>\$ 4,389,799</b>	<b>\$ 4,526,225</b>	<b>\$ 4,851,405</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 7,328,714</b>	<b>\$ 7,346,748</b>	<b>\$ 7,580,605</b>	<b>\$ 7,919,588</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 7,202,290</b>	<b>\$ 7,210,322</b>	<b>\$ 7,255,425</b>	<b>\$ 7,533,010</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 126,424</b>	<b>\$ 136,426</b>	<b>\$ 325,180</b>	<b>\$ 386,578</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>126,424</b>	<b>136,426</b>	<b>325,180</b>	<b>386,578</b>
<b>Ending Funds Available</b>	<b>\$ 4,389,799</b>	<b>\$ 4,526,225</b>	<b>\$ 4,851,405</b>	<b>\$ 5,237,983</b>
<b>Reserves &amp; Internal Designations</b>				
Revenue Stabilization Reserve	4,389,799	4,526,225	4,851,405	5,237,983
<b>Total Reserves &amp; Internal Designations</b>	<b>4,389,799</b>	<b>4,526,225</b>	<b>4,851,405</b>	<b>5,237,983</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 2,015,634	\$ 1,932,230	\$ 1,932,230	\$ 1,815,336
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 8,267,509</b>	<b>\$ 8,018,128</b>	<b>\$ 6,581,218</b>	<b>\$ 8,195,066</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 7,732,291</b>	<b>\$ 7,998,900</b>	<b>\$ 6,248,112</b>	<b>\$ 8,194,250</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 535,218</b>	<b>\$ 19,228</b>	<b>\$ 333,106</b>	<b>\$ 816</b>
Five Year CIP (One-Time Expenditures)	618,622	675,000	450,000	400,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(83,404)</b>	<b>(655,772)</b>	<b>(116,894)</b>	<b>(399,184)</b>
<b>Ending Funds Available</b>	<b>\$ 1,932,230</b>	<b>\$ 1,276,458</b>	<b>\$ 1,815,336</b>	<b>\$ 1,416,152</b>
<b>Reserves &amp; Internal Designations</b>				
Capital Reserve				468,173
Revenue Stabilization Reserve				947,979
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 1,416,152</b>
<b>Unobligated Reserves</b>				
				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 1,416,152</b>	<b>\$ 1,510,152</b>	<b>\$ 1,600,449</b>	<b>\$ 1,933,654</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 8,531,852</b>	<b>\$ 8,774,625</b>	<b>\$ 9,031,853</b>	<b>\$ 9,255,367</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 8,087,852</b>	<b>\$ 8,534,328</b>	<b>\$ 8,388,648</b>	<b>\$ 8,701,829</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 444,000</b>	<b>\$ 240,297</b>	<b>\$ 643,205</b>	<b>\$ 553,538</b>
Five Year CIP (One-Time Expenditures)	350,000	150,000	310,000	195,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 94,000</b>	<b>\$ 90,297</b>	<b>\$ 333,205</b>	<b>\$ 358,538</b>
<b>Ending Funds Available</b>	<b>\$ 1,510,152</b>	<b>\$ 1,600,449</b>	<b>\$ 1,933,654</b>	<b>\$ 2,292,192</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>\$ 1,510,152</b>	<b>\$ 1,600,449</b>	<b>\$ 1,933,654</b>	<b>\$ 2,292,192</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 1,958,732	\$ 1,277,054	\$ 1,277,054	\$ 1,351,359
<b>Revenues</b>				
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	-	-	-
<b>Total Revenues</b>	<b>\$ 8,518,396</b>	<b>\$ 9,978,934</b>	<b>\$ 9,978,934</b>	<b>\$ 10,137,759</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 9,200,074</b>	<b>\$ 9,906,140</b>	<b>\$ 9,904,629</b>	<b>\$ 9,440,370</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (681,678)</b>	<b>\$ 72,794</b>	<b>\$ 74,305</b>	<b>\$ 697,389</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(681,678)</b>	<b>72,794</b>	<b>74,305</b>	<b>697,389</b>
<b>Ending Funds Available</b>	<b>\$ 1,277,054</b>	<b>\$ 1,349,848</b>	<b>\$ 1,351,359</b>	<b>\$ 2,048,748</b>
<b>Reserves &amp; Internal Designations</b>				
Claims Reserve				1,671,328
Healthcare Cost Reserve				377,420
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 2,048,748</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

### 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
<b>Beginning Funds Available</b>	<b>\$ 2,048,748</b>	<b>\$ 2,770,622</b>	<b>\$ 3,642,029</b>	<b>\$ 4,658,476</b>
<b>Revenues</b>				
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	-	-	-	-
<b>Total Revenues</b>	<b>\$ 11,017,144</b>	<b>\$ 11,974,437</b>	<b>\$ 12,991,757</b>	<b>\$ 14,075,995</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 10,295,270</b>	<b>\$ 11,103,030</b>	<b>\$ 11,975,310</b>	<b>\$ 12,917,300</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 721,874</b>	<b>\$ 871,407</b>	<b>\$ 1,016,447</b>	<b>\$ 1,158,695</b>
Five Year CIP (One-Time Expenditures)	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>721,874</b>	<b>871,407</b>	<b>1,016,447</b>	<b>1,158,695</b>
<b>Ending Funds Available</b>	<b>\$ 2,770,622</b>	<b>\$ 3,642,029</b>	<b>\$ 4,658,476</b>	<b>\$ 5,817,171</b>
<b>Reserves &amp; Internal Designations</b>				
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
<b>Total Reserves &amp; Internal Designations</b>	<b>2,770,622</b>	<b>3,642,029</b>	<b>4,658,476</b>	<b>5,817,171</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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	2020 Amended	2020 Year-End	2021 Budget
	Actual	Budget	Estimate	
<b>Beginning Funds Available</b>	\$ 2,549,997	\$ 4,075,220	\$ 4,075,220	\$ 3,214,196
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 4,502,190</b>	<b>\$ 5,110,707</b>	<b>\$ 2,506,247</b>	<b>\$ 5,293,494</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,274,696</b>	<b>\$ 1,347,825</b>	<b>\$ 1,341,221</b>	<b>\$ 1,492,971</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 3,227,494</b>	<b>\$ 3,762,882</b>	<b>\$ 1,165,026</b>	<b>\$ 3,800,523</b>
Five Year CIP (One-Time Expenditures)	1,702,271	2,026,050	2,026,050	3,023,807
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 1,525,223</b>	<b>\$ 1,736,832</b>	<b>(\$861,024)</b>	<b>\$ 776,716</b>
<b>Ending Funds Available</b>	<b>\$ 4,075,220</b>	<b>\$ 5,812,052</b>	<b>\$ 3,214,196</b>	<b>\$ 3,990,912</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose				3,990,912
<b>Total Reserves &amp; Internal Designations</b>				<b>\$ 3,990,912</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>

#### 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
<b>Beginning Funds Available</b>	<b>\$ 3,990,912</b>	<b>\$ 4,438,134</b>	<b>\$ 5,089,656</b>	<b>\$ 6,455,562</b>
<b>Revenues</b>				
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
<b>Total Revenues</b>	<b>\$ 5,188,542</b>	<b>\$ 5,228,459</b>	<b>\$ 5,239,336</b>	<b>\$ 5,340,945</b>
<b>Expenditures</b>				
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
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 1,443,501</b>	<b>\$ 1,483,781</b>	<b>\$ 1,523,401</b>	<b>\$ 1,565,001</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 3,745,041</b>	<b>\$ 3,744,678</b>	<b>\$ 3,715,935</b>	<b>\$ 3,775,944</b>
Five Year CIP (One-Time Expenditures)	3,297,819	3,093,156	2,350,029	2,754,288
<b>Contribution to or (Use of) Fund Balance</b>	<b>447,222</b>	<b>651,522</b>	<b>1,365,906</b>	<b>1,021,656</b>
<b>Ending Funds Available</b>	<b>\$ 4,438,134</b>	<b>\$ 5,089,656</b>	<b>\$ 6,455,562</b>	<b>\$ 7,477,218</b>
<b>Reserves &amp; Internal Designations</b>				
Committed for Fund Purpose	4,438,134	5,089,656	6,455,562	7,477,218
<b>Total Reserves &amp; Internal Designations</b>	<b>4,438,134</b>	<b>5,089,656</b>	<b>6,455,562</b>	<b>7,477,218</b>
<b>Unobligated Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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