

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$16,222,134</b>	<b>\$16,746,959</b>	<b>\$16,746,959</b>	<b>\$18,268,601</b>	<b>\$16,275,105</b>	<b>\$16,199,243</b>
<b>Revenues</b>						
Taxes						
Property	\$ 1,025,548	\$ 1,116,841	\$ 1,116,841	\$ 1,178,267	\$ 1,243,072	\$ 1,311,441
Sales	26,110,841	26,579,805	28,433,754	30,479,934	32,408,298	34,212,399
Motor Vehicle	3,419,177	3,434,181	3,701,943	3,924,060	4,149,693	4,377,926
Other	340,343	321,424	358,478	379,501	400,118	420,124
Franchise Fees	2,164,096	2,361,239	2,293,554	2,413,335	2,529,105	2,643,800
Licenses & Permits	88,353	80,730	83,230	91,588	94,132	96,770
Intergovernmental	327,450	311,758	312,028	318,284	324,705	331,297
Charges for Service	2,102,348	2,174,750	2,175,137	2,390,723	2,593,309	2,706,576
Management Fees	2,770,586	2,886,561	2,886,561	3,002,023	3,122,103	3,246,989
Fines & Forfeitures	815,713	837,310	837,310	535,636	541,100	546,847
Investment Earnings	61,208	74,555	74,555	89,967	86,282	89,012
Contributions & Donations	57,779	32,300	32,300	30,000	30,000	30,000
Transfers In	589,130	500,000	500,000	525,000	551,250	578,813
Interfund Loan Revenue	986,382	393,245	393,245	381,186	701,988	697,488
Other Revenue	345,784	318,952	318,952	273,825	178,617	186,364
<b>Total Revenues</b>	<b>\$41,204,738</b>	<b>\$41,423,651</b>	<b>\$43,517,888</b>	<b>\$46,013,329</b>	<b>\$48,953,772</b>	<b>\$51,475,846</b>
<b>Expenditures</b>						
Town Council	\$ 638,838	\$ 716,209	\$ 716,209	\$ 734,097	\$ 763,613	\$ 794,572
Town Manager	351,945	491,238	491,238	594,974	563,614	633,079
Deputy Town Manager	504,795	404,554	404,554	408,122	425,059	382,855
Human Resources	725,908	700,580	700,580	738,847	762,061	786,334
Community Relations	643,564	686,923	686,923	769,271	791,767	817,703
DoIT	2,314,213	2,927,775	2,918,515	3,018,080	3,171,232	3,395,938
Facilities	1,129,629	1,331,945	1,331,945	1,334,129	1,452,955	1,523,848
Town Attorney	522,430	735,695	685,658	772,411	796,070	820,762
Town Clerk	305,805	379,282	379,282	379,332	408,422	381,817
Municipal Court	319,059	391,388	391,388	430,580	431,652	449,782
Finance - Departmental	1,936,355	2,167,162	2,167,162	2,291,450	2,428,482	2,522,267
Police	10,787,775	11,867,464	11,867,464	13,074,547	14,303,356	15,497,398
Fire	11,764,870	12,816,902	12,816,902	13,455,578	15,682,584	16,298,519
Development Services	513,199	536,510	524,718	653,608	644,387	669,916
Parks	4,253,854	4,326,428	4,326,428	4,027,626	4,101,265	4,269,355
Finance Non-Departmental	3,312,886	1,017,829	1,017,829	1,357,393	1,171,865	1,109,600
Downtown Projects	654,788	569,451	569,451	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$40,679,913</b>	<b>\$42,067,335</b>	<b>\$41,996,246</b>	<b>\$44,040,045</b>	<b>\$47,898,384</b>	<b>\$50,353,745</b>
<b>Net Change Excluding One-Time Capital</b>	<b>524,825</b>	<b>(643,684)</b>	<b>1,521,642</b>	<b>1,973,284</b>	<b>1,055,388</b>	<b>1,122,101</b>
Interfund loan for Fire Station 152 Construction				3,000,000		
5 Year CIP (One-Time Expenditures)	-	-	-	966,780	1,131,250	967,813
<b>Net Revenues/Expenditures</b>	<b>524,825</b>	<b>(643,684)</b>	<b>1,521,642</b>	<b>(1,993,496)</b>	<b>(75,862)</b>	<b>154,288</b>
<b>Ending Funds Available</b>	<b>\$16,746,959</b>	<b>\$16,103,275</b>	<b>\$18,268,601</b>	<b>\$16,275,105</b>	<b>\$16,199,243</b>	<b>\$16,353,531</b>

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## 2017-2019 Balanced Financial Plan

## General Fund

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	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Ending Funds Available</b>	<b>\$16,746,959</b>	<b>\$16,103,275</b>	<b>\$18,268,601</b>	<b>\$16,275,105</b>	<b>\$16,199,243</b>	<b>\$16,353,531</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,500,000	1,500,000	1,500,000
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				1,078,513	1,132,439	1,189,061
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,770,341	1,826,542	1,873,666
<b>Total Reserves &amp; Internal Designations</b>				<b>6,748,854</b>	<b>7,018,981</b>	<b>7,296,227</b>
<b>Unobligated Reserves</b>				<b>\$ 9,526,251</b>	<b>\$ 9,180,262</b>	<b>\$ 9,057,304</b>

\*The Operational Capacity Reserve is not necessary in 2017 due to funds included in the budget as a transfer into the Fire Capital Fund in 2017 related to the new fire station

<b>General Fund 5 Year CIP Projects</b>			
Police Department - Property & Evidence Room Shelving	\$ -	\$ 40,000	\$ -
Fire Department - Adult and Pediatric Training Manikins	50,000	-	-
Fire Department - Power Stretchers	225,000	-	-
Community Relations - Mobile Application Upgrade	50,000	-	-
Division of Innovation and Technology - IT Governance	85,000	200,000	90,000
Division of Innovation and Technology - Cisco Device Replacement	169,400	288,000	210,000
Division of Innovation and Technology - Server Replacement	157,694	52,000	89,000
Parks Department - Annual Trail Improvements	229,686	551,250	578,813
<b>Total General Fund CIP Projects</b>	<b>\$ 966,780</b>	<b>\$ 1,131,250</b>	<b>\$ 967,813</b>

## General Fund Expenditures by Division

<b>Town Council</b>						
Personnel	65,497	67,511	67,511	67,511	67,560	67,610
Services & Other	571,754	645,516	645,516	663,404	692,839	723,716
Supplies	1,587	3,182	3,182	3,182	3,214	3,246
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Council</b>	<b>\$ 638,838</b>	<b>\$ 716,209</b>	<b>\$ 716,209</b>	<b>\$ 734,097</b>	<b>\$ 763,613</b>	<b>\$ 794,572</b>

## 2017-2019 Notes and Assumptions

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

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

## 2017

- Requests Include an increase of \$18,000 for the Economic Development Council service contract and a 5% increase for all other service contract amounts, however, actual increases will be approved by Town Council

## 2018

- A 5% increase in service contract amounts is included, however, actual increases will be approved by Town Council

## 2019

- A 5% increase in service contract amounts is included, however, actual increases will be approved by Town Council

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Town Manager						
Personnel	329,439	462,937	462,937	467,109	485,168	504,040
Services & Other	10,146	24,349	24,349	97,913	48,454	99,006
Supplies	12,360	3,952	3,952	29,952	29,992	30,033
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Manager	\$ 351,945	\$ 491,238	\$ 491,238	\$ 594,974	\$ 563,614	\$ 633,079

**2017-2019 Notes and Assumptions**

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**2017**

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

**2018**

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

**2019**

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

<b>Deputy Town Manager</b>						
Personnel	390,903	372,817	372,817	386,679	403,192	360,555
Services & Other	92,368	30,465	30,465	20,171	20,582	21,002
Supplies	21,524	1,272	1,272	1,272	1,285	1,298
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Deputy Town Manager</b>	<b>\$ 504,795</b>	<b>\$ 404,554</b>	<b>\$ 404,554</b>	<b>\$ 408,122</b>	<b>\$ 425,059</b>	<b>\$ 382,855</b>

**2017-2019 Notes and Assumptions**

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**2017**

- No significant changes are included at this time

**2018**

- No significant changes are included at this time

**2019**

- Personnel costs are reduced because salary and benefit costs for the Event Manager are proposed to be split equally between the Deputy Town Manager's Office and the Special Events Fund in 2019

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Human Resources</b>						
Personnel	432,588	452,869	452,869	461,529	482,143	503,764
Services & Other	269,627	242,984	242,984	272,591	275,144	277,749
Supplies	23,693	4,727	4,727	4,727	4,774	4,821
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Human Resources</b>	<b>\$ 725,908</b>	<b>\$ 700,580</b>	<b>\$ 700,580</b>	<b>\$ 738,847</b>	<b>\$ 762,061</b>	<b>\$ 786,334</b>

**2017-2019 Notes and Assumptions**

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**2017**

- Requested increases to Townwide training and the Employee Recognition Program are included in the Services & Other category

**2018**

- No significant changes are included at this time

**2019**

- No significant changes are included at this time

<b>Community Relations</b>						
Personnel	332,232	362,532	362,532	380,390	397,668	415,816
Services & Other	227,131	310,834	310,834	372,908	380,407	388,058
Supplies	13,556	13,557	13,557	15,973	13,692	13,829
Capital	70,645	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Community Relations</b>	<b>\$ 643,564</b>	<b>\$ 686,923</b>	<b>\$ 686,923</b>	<b>\$ 769,271</b>	<b>\$ 791,767</b>	<b>\$ 817,703</b>

**2017-2019 Notes and Assumptions**

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

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**2017**

- One-time capital expenditures are included to upgrade the Town's mobile application and an increase to Services & Other costs is requested for production of website videos and other ongoing operating costs

**2018**

- No significant changes are included at this time

**2019**

- No significant changes are included at this time

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>DoIT</b>						
Personnel	1,492,090	1,712,467	1,712,467	1,870,742	2,057,993	2,268,579
Services & Other	547,263	849,673	849,673	786,636	770,284	784,148
Supplies	117,496	177,289	177,289	356,532	325,068	325,324
Capital	153,415	184,260	175,000	-	-	-
Transfers Out	3,949	4,086	4,086	4,170	17,887	17,887
<b>Total DoIT</b>	<b>\$ 2,314,213</b>	<b>\$ 2,927,775</b>	<b>\$ 2,918,515</b>	<b>\$ 3,018,080</b>	<b>\$ 3,171,232</b>	<b>\$ 3,395,938</b>

**2017-2019 Notes and Assumptions**

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**2017**

- Addition of salary and benefits for a GIS Analyst position are requested
- Requested expenditures include annual Microsoft licensing and planned replacements of computer, server, Cisco device and battery backup devices

**2018**

- Addition of salary and benefits for a Security Engineer position are requested
- Requested expenditures include annual Microsoft licensing and planned replacements of computer, server, Cisco device and battery backup devices

**2019**

- Addition of salary and benefits for a Systems Administrator position are requested
- Requested expenditures include annual Microsoft licensing and planned replacements of computer, server, Cisco device and battery backup devices

<b>Facilities</b>						
Personnel	512,897	704,214	704,214	705,762	796,095	839,042
Services & Other	426,706	485,706	485,706	496,895	524,266	551,157
Supplies	134,101	81,826	81,826	83,341	84,378	85,433
Capital	7,589	15,000	15,000	-	-	-
Transfers Out	48,336	45,199	45,199	48,131	48,216	48,216
<b>Total Facilities</b>	<b>\$ 1,129,629</b>	<b>\$ 1,331,945</b>	<b>\$ 1,331,945</b>	<b>\$ 1,334,129</b>	<b>\$ 1,452,955</b>	<b>\$ 1,523,848</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- No significant changes are included at this time

**2018**

- The addition of two Facility Services positions are requested to focus on floor care needs throughout Town facilities
- Operating costs are expected to increase slightly due to the expansion of Town Hall

**2019**

- Services & Other costs are expected to increase with the addition of the Parks and Facility Maintenance Building

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Town Attorney</b>						
Personnel	432,214	543,597	527,440	580,264	603,416	627,594
Services & Other	74,924	186,726	152,846	186,775	187,228	187,688
Supplies	15,292	5,372	5,372	5,372	5,426	5,480
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Attorney</b>	<b>\$ 522,430</b>	<b>\$ 735,695</b>	<b>\$ 685,658</b>	<b>\$ 772,411</b>	<b>\$ 796,070</b>	<b>\$ 820,762</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- No significant changes are included at this time

**2018**

- No significant changes are included at this time

**2019**

- No significant changes are included at this time

<b>Town Clerk</b>						
Personnel	236,707	243,144	243,144	283,186	278,205	291,005
Services & Other	67,380	135,128	135,128	95,136	129,197	89,782
Supplies	1,718	1,010	1,010	1,010	1,020	1,030
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Clerk</b>	<b>\$ 305,805</b>	<b>\$ 379,282</b>	<b>\$ 379,282</b>	<b>\$ 379,332</b>	<b>\$ 408,422</b>	<b>\$ 381,817</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Costs for one election are requested as well as seasonal help to assist with databases and data entry of documents

**2018**

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

**2019**

- One election is included with no other significant changes expected

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Municipal Court</b>						
Personnel	280,216	337,181	337,181	367,076	381,582	398,875
Services & Other	22,016	38,031	38,031	42,057	42,806	43,571
Supplies	16,827	16,176	16,176	21,447	7,264	7,336
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Municipal Court</b>	<b>\$ 319,059</b>	<b>\$ 391,388</b>	<b>\$ 391,388</b>	<b>\$ 430,580</b>	<b>\$ 431,652</b>	<b>\$ 449,782</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Additional Full Court license, funds for court appointed council if needed, computer software associated with additional functionality needed to identify driver's license type and to provide DMV electronic transcripts are requested

**2018**

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

**2019**

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

<b>Finance - Departmental</b>						
Personnel	1,552,070	1,702,199	1,702,199	1,830,137	1,961,717	2,049,940
Services & Other	355,029	410,208	410,208	432,658	437,826	443,100
Supplies	29,256	29,755	29,755	28,655	28,939	29,227
Capital	-	25,000	25,000	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Finance - Departmental</b>	<b>\$ 1,936,355</b>	<b>\$ 2,167,162</b>	<b>\$ 2,167,162</b>	<b>\$ 2,291,450</b>	<b>\$ 2,428,482</b>	<b>\$ 2,522,267</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Addition of a Building Use Tax Auditor is requested for half of the year
- Additional funds are requested for staff training and software maintenance

**2018**

- No significant requests are included at this time

**2019**

- No significant requests are included at this time

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Police</b>						
Personnel	9,119,172	9,871,769	9,871,769	11,033,893	12,378,804	13,486,019
Services & Other	738,691	741,360	741,360	822,635	834,806	876,326
Supplies	370,906	691,206	576,980	710,057	671,668	671,395
Capital	94,911	28,553	142,779	-	-	-
Debt & Financing	102,661	102,661	102,661	102,661	-	-
Transfers Out	361,434	431,915	431,915	405,301	418,078	463,658
<b>Total Police</b>	<b>\$10,787,775</b>	<b>\$11,867,464</b>	<b>\$11,867,464</b>	<b>\$13,074,547</b>	<b>\$14,303,356</b>	<b>\$15,497,398</b>

**2017-2019 Notes and Assumptions**

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

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**2017**

- Two Patrol Officers, one part time Property Evidence Technician and associated costs are requested. Other inclusions are property room shelving, continuation of the body camera and Taser payments, additional needed software maintenance, mobile computer replacements, portable radio replacement payment, recruitment and overtime expenses are requested

**2018**

- Two Patrol Officers, a Training Officer, two Dispatchers, a Special Operations Sergeant, a Detective and associated costs are requested. Continuation of the body camera payments and software maintenance are requested as well

**2019**

- Two Patrol Officers for Community Policing Unit, two Patrol Officers and associated costs are requested

<b>Fire</b>						
Personnel	9,123,235	9,952,617	9,952,617	10,439,687	12,507,728	13,157,570
Services & Other	1,004,029	1,125,519	1,125,519	1,176,577	1,341,695	1,411,521
Supplies	491,624	629,817	606,497	629,283	800,077	678,180
Capital	101,388	-	23,320	100,000	-	-
Debt & Financing	210,139	210,139	210,139	210,141	-	-
Transfers Out	834,455	898,810	898,810	899,890	1,033,084	1,051,248
<b>Total Fire</b>	<b>\$11,764,870</b>	<b>\$12,816,902</b>	<b>\$12,816,902</b>	<b>\$13,455,578</b>	<b>\$15,682,584</b>	<b>\$16,298,519</b>

**2017-2019 Notes and Assumptions**

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

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**2017**

- Half of one Fire Prevention Officer that will be shared with Development Services along with associated costs are requested. Two training manikins, 5 power stretchers, EMS operating supplies, paramedic training, Community Wildfire Protection Plan, 5 CPR devices, VHF radio replacements, Command Training Center development costs are requested. Additional funds requested for accreditation, Operations Division travel associated with vehicle acquisitions, public education, Life Safety, and portable radio replacement

**2018**

- Twelve new personnel requested to begin in January and associated costs to staff the new Crystal Valley Fire Station are included for under \$2M. Ongoing funds requested for accreditation, Operations Division travel for vehicle acquisitions, EMS operating supplies, public education, CPR device maintenance, Community Wildfire Protection Plan update, and Life Safety Division expenses

**2019**

- Continuation of personnel and associated costs to staff the new Fire Station are requested at approximately \$2M. Ongoing additional funds requested for accreditation, Operations Division travel associated with vehicle acquisitions, EMS operating supplies, public education, CPR device maintenance, Community Wildfire Protection Plan update, and Life Safety Division expenses



## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Development Services</b>						
Personnel	403,995	451,512	451,512	542,642	564,574	587,474
Services & Other	103,954	78,097	66,305	67,915	65,336	67,119
Supplies	2,603	4,254	4,254	10,126	7,470	8,316
Capital	-	-	-	-	-	-
Transfers Out	2,647	2,647	2,647	32,925	7,007	7,007
<b>Total Development Services</b>	<b>\$ 513,199</b>	<b>\$ 536,510</b>	<b>\$ 524,718</b>	<b>\$ 653,608</b>	<b>\$ 644,387</b>	<b>\$ 669,916</b>

**2017-2019 Notes and Assumptions**

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**2017**

- One Neighborhood Services Liaison with associated costs requested

**2018**

- No other significant changes

**2019**

- No other significant changes

<b>Parks</b>						
Personnel	1,919,806	2,163,087	2,163,087	2,124,267	2,233,377	2,326,128
Services & Other	1,186,536	1,303,768	1,303,768	1,338,821	1,286,793	1,356,552
Supplies	264,229	357,823	357,823	341,760	352,429	357,327
Capital	690,458	297,883	297,883	-	5,000	5,100
Transfers Out	192,825	203,867	203,867	222,778	223,666	224,248
<b>Total Parks</b>	<b>\$ 4,253,854</b>	<b>\$ 4,326,428</b>	<b>\$ 4,326,428</b>	<b>\$ 4,027,626</b>	<b>\$ 4,101,265</b>	<b>\$ 4,269,355</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Annual trail improvement funding related to extending the East Plum Creek Trail
- Operation and maintenance costs for part of the year for Festival Park is requested
- Services & Other costs for park needs, increased recycling services and Gold Medal Award application costs are requested
- Additional salary and benefit costs are included for the reclassification of the POST Volunteer Coordinator position
- Funds for recreational opportunities at Reuter Hess reservoir are requested

**2018**

- Annual trail improvement funding related to extending the East Plum Creek Trail
- Operation and maintenance costs for a full year related to Festival Park improvements

**2019**

- Annual trail improvement funding related to extending the East Plum Creek Trail

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Finance Non-Departmental						
Personnel	241,183	-	-	-	-	-
Services & Other	568,770	794,678	794,678	1,036,742	851,207	788,935
Supplies	2,933	651	651	651	658	665
Capital	-	220,000	220,000	320,000	320,000	320,000
Debt & Financing	-	2,500	2,500	-	-	-
Transfers Out	2,500,000	-	-	-	-	-
Total Finance Non-Departmental	\$ 3,312,886	\$ 1,017,829	\$ 1,017,829	\$ 1,357,393	\$ 1,171,865	\$ 1,109,600

**2017-2019 Notes and Assumptions**

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

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

**2017**

- \$3 million interfund loan made to the Fire Capital Fund for construction of the new Crystal Valley Fire Station.

**2018**

- No significant changes are included at this time

**2019**

- No significant changes are included at this time

<b>Downtown Projects</b>						
Personnel	-	-	-	-	-	-
Services & Other	572,693	-	-	-	-	-
Supplies	20,259	-	-	-	-	-
Capital	61,836	569,451	569,451	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Downtown Projects</b>	<b>\$ 654,788</b>	<b>\$ 569,451</b>	<b>\$ 569,451</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**

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

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

**2017 - 2019**

- This division is for the use of spending 2012-2014 Downtown Development Authority Tax Increment Financing funds (DDA TIF) - these funds are expected to be used in full in 2016, so no funds are included for use in this planning period

<b>Total Expenditures (Excluding One-Time)</b>	<b>\$40,679,913</b>	<b>\$42,067,335</b>	<b>\$41,996,246</b>	<b>\$44,040,045</b>	<b>\$47,898,384</b>	<b>\$50,353,745</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 524,825</b>	<b>\$ (643,684)</b>	<b>\$ 1,521,642</b>	<b>\$ 1,973,284</b>	<b>\$ 1,055,388</b>	<b>\$ 1,122,101</b>
Non-Departmental Interfund Loan				3,000,000		
5 Year CIP (One-Time Expenditures)	-	-	-	966,780	1,131,250	967,813
<b>Net Revenues/Expenditures</b>	<b>524,825</b>	<b>(643,684)</b>	<b>1,521,642</b>	<b>(1,993,496)</b>	<b>(75,862)</b>	<b>154,288</b>
<b>Ending Funds Available</b>	<b>\$16,746,959</b>	<b>\$16,103,275</b>	<b>\$18,268,601</b>	<b>\$16,275,105</b>	<b>\$16,199,243</b>	<b>\$16,353,531</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,500,000	1,500,000	1,500,000
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				1,078,513	1,132,439	1,189,061
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,770,341	1,826,542	1,873,666
<b>Total Reserves &amp; Internal Designations</b>				<b>6,748,854</b>	<b>7,018,981</b>	<b>7,296,227</b>
<b>Unobligated Reserves</b>				<b>\$ 9,526,251</b>	<b>\$ 9,180,262</b>	<b>\$ 9,057,304</b>

## 2017-2019 Balanced Financial Plan

## Economic Development Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 2,695,860</b>	<b>\$ 2,670,489</b>	<b>\$ 2,670,489</b>	<b>\$ 2,820,104</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>
<b>Revenues</b>						
Taxes						
Use	\$ 688,397	\$ 586,029	\$ 949,342	\$ 1,121,313	\$ 373,940	\$ 318,964
Investment Earnings	28,632	10,670	10,670	35,129	33,435	36,816
Other Revenue	180,002	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 897,031</b>	<b>\$ 596,699</b>	<b>\$ 960,012</b>	<b>\$ 1,156,442</b>	<b>\$ 407,375</b>	<b>\$ 355,780</b>
<b>Expenditures</b>						
Services & Other	\$ 922,402	\$ 810,397	\$ 810,397	\$ 1,976,546	\$ 407,375	\$ 355,780
<b>Total Expenditures</b>	<b>\$ 922,402</b>	<b>\$ 810,397</b>	<b>\$ 810,397</b>	<b>\$ 1,976,546</b>	<b>\$ 407,375</b>	<b>\$ 355,780</b>
<b>Net Revenues/Expenditures</b>	<b>(25,371)</b>	<b>(213,698)</b>	<b>149,615</b>	<b>(820,104)</b>	<b>-</b>	<b>-</b>
<b>Ending Funds Available</b>	<b>\$ 2,670,489</b>	<b>\$ 2,456,791</b>	<b>\$ 2,820,104</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>
<b>Reserves &amp; Internal Designations</b>						
Future Incentive Obligation				2,000,000	2,000,000	2,000,000
<b>Total Reserves &amp; Internal Designations*</b>				<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Use Tax revenue is based on anticipated commercial development totaling 582,400 square feet of retail, industrial and office space. Use Tax revenue is calculated using August 2015 valuation data from the International Code Council
- Includes loan amount of \$50,000 for the Urban Renewal Authority
- Services & Other is budgeted to accommodate current economic assistance agreements plus capacity for new opportunities as they may arise
- The Future Incentive Obligation amount of \$2 million included to accommodate the Public Finance Agreement for the Promenade at Castle Rock development as approved by Town Council on February 17, 2015

**2018**

- Use Tax revenue is based on anticipated commercial development totaling 175,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority

**2019**

- Use Tax revenue is based on anticipated commercial development totaling 140,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority

## 2017-2019 Balanced Financial Plan

## Transportation Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 4,459,326</b>	<b>\$ 4,393,332</b>	<b>\$ 4,393,332</b>	<b>\$ 3,586,982</b>	<b>\$ 4,566,234</b>	<b>\$ 7,977,405</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,870,394	\$ 2,076,110	\$ 1,951,682	\$ 1,992,017	\$ 2,122,547	\$ 1,774,513
Sales	11,229,091	11,474,592	12,220,017	13,099,443	13,930,194	14,708,011
Motor Vehicle	2,275,003	2,158,400	2,463,146	2,610,935	2,761,064	2,912,923
Intergovernmental	3,024,280	3,141,507	3,259,903	4,430,016	3,136,648	3,176,807
Charges for Service	7,006	3,000	3,000	3,000	3,000	3,000
Investment Earnings	12,703	11,524	11,524	15,163	23,832	31,200
Contributions & Donations	196,234	127,000	127,000	6,000	6,000	6,000
Other Revenue	16,559	1,200	1,200	1,200	1,200	1,200
<b>Total Revenues</b>	<b>\$18,631,270</b>	<b>\$18,993,333</b>	<b>\$20,037,472</b>	<b>\$22,157,774</b>	<b>\$21,984,485</b>	<b>\$22,613,654</b>
<b>Expenditures</b>						
Personnel	\$ 3,149,123	\$ 3,444,880	\$ 3,444,880	\$ 3,967,296	\$ 4,136,521	\$ 4,313,751
Services & Other	8,728,212	10,007,855	10,007,855	8,504,365	8,187,901	11,094,957
Supplies	700,270	620,594	620,594	672,615	647,722	656,421
Capital	55,771	327,000	327,000	54,955	-	61,576
Debt & Financing	1,599,975	1,605,763	1,605,763	308,100	663,400	905,075
Transfers Out*	3,837,667	2,034,725	2,034,725	1,104,191	1,132,770	1,160,837
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$18,071,018</b>	<b>\$18,040,817</b>	<b>\$18,040,817</b>	<b>\$14,611,522</b>	<b>\$14,768,314</b>	<b>\$18,192,617</b>
<b>Net Change Excluding One-Time Capital</b>	<b>560,252</b>	<b>952,516</b>	<b>1,996,655</b>	<b>7,546,252</b>	<b>7,216,171</b>	<b>4,421,037</b>
5 Year CIP (One-Time Expenditures)	626,246	2,803,005	2,803,005	6,567,000	3,805,000	4,155,000
<b>Net Revenues/Expenditures</b>	<b>(65,994)</b>	<b>(1,850,489)</b>	<b>(806,350)</b>	<b>979,252</b>	<b>3,411,171</b>	<b>266,037</b>
<b>Ending Funds Available</b>	<b>\$ 4,393,332</b>	<b>\$ 2,542,843</b>	<b>\$ 3,586,982</b>	<b>\$ 4,566,234</b>	<b>\$ 7,977,405</b>	<b>\$ 8,243,442</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				291,376	304,943	303,920
Catastrophic Events Reserve				1,629,227	1,710,688	1,796,222
<b>Total Reserves &amp; Internal Designations</b>				<b>1,920,603</b>	<b>2,015,631</b>	<b>2,100,142</b>
<b>Unobligated Reserves</b>				<b>\$ 2,645,631</b>	<b>\$ 5,961,774</b>	<b>\$ 6,143,300</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Requests include \$4,100,000 for the Pavement Maintenance Program and \$3,664,000 for multiple street reconstructions
- Significant capital project requests include \$1,667,000 for the reconstruction of Meadows Parkway and \$860,000 for traffic signal system improvements

**2018**

- Requests include \$5,900,000 for the Pavement Maintenance Program and \$3,050,000 for multiple street reconstructions
- Significant capital project requests include \$230,000 for traffic signal system improvements

**2019**

- Requests include \$7,900,000 for the Pavement Maintenance Program and \$2,910,000 for multiple street reconstructions
- Significant capital project requests include \$230,000 for traffic signal system improvements and \$800,000 for improvements in the historic Craig & Gould neighborhood

*Note: Any changes in fees as a result of the current Impact Fee Study in progress could necessitate changes to appropriated amounts in the Transportation Funds*

## 2017-2019 Balanced Financial Plan

## Conservation Trust Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,124,314</b>	<b>\$ 174,657</b>	<b>\$ 174,657</b>	<b>\$ 3,185</b>	<b>\$ 349,293</b>	<b>\$ 638,081</b>
<b>Revenues</b>						
Licenses & Permits	\$ 144,257	\$ 110,000	\$ 110,000	\$ 150,000	\$ 154,500	\$ 159,135
Intergovernmental	1,245,921	1,113,363	1,113,363	417,497	421,672	425,889
Investment Earnings	3,875	1,096	1,096	4,445	14,433	26,859
Other Revenue	7	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,394,060</b>	<b>\$ 1,224,459</b>	<b>\$ 1,224,459</b>	<b>\$ 571,942</b>	<b>\$ 590,605</b>	<b>\$ 611,883</b>
<b>Expenditures</b>						
Personnel	\$ -	\$ 75,431	\$ 75,431	\$ 85,334	\$ 89,317	\$ 93,509
Services & Other	103,257	-	-	-	-	-
Supplies	22,229	-	-	-	-	-
Capital	182,231	129,500	129,500	92,500	44,500	44,500
Transfers Out	2,036,000	950,000	950,000	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,343,717</b>	<b>\$ 1,154,931</b>	<b>\$ 1,154,931</b>	<b>\$ 177,834</b>	<b>\$ 133,817</b>	<b>\$ 138,009</b>
<b>Net Change Excluding One-Time Capital</b>	<b>(949,657)</b>	<b>69,528</b>	<b>69,528</b>	<b>394,108</b>	<b>456,788</b>	<b>473,874</b>
5 Year CIP (One-Time Expenditures)	-	241,000	241,000	48,000	168,000	343,000
<b>Net Revenues/Expenditures</b>	<b>(949,657)</b>	<b>(171,472)</b>	<b>(171,472)</b>	<b>346,108</b>	<b>288,788</b>	<b>130,874</b>
<b>Ending Funds Available</b>	<b>\$ 174,657</b>	<b>\$ 3,185</b>	<b>\$ 3,185</b>	<b>\$ 349,293</b>	<b>\$ 638,081</b>	<b>\$ 768,955</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				349,293	638,081	768,955
<b>Total Reserves &amp; Internal Designations</b>				<b>349,293</b>	<b>638,081</b>	<b>768,955</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Requested expenditures include the addition of a shed and utility cart at Paintbrush Park; Fibar mulch replenishment for playgrounds in Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

**2018**

- Requested expenditures include playground replacement at Mitchell Gulch Park; Fibar mulch replenishment for playgrounds in Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

**2019**

- Requested expenditures include playground replacement at Metzler Ranch Park; Fibar mulch replenishment for playgrounds in Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

## 2017-2019 Balanced Financial Plan

## Philip S. Miller Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 124,099	\$ 424,328	\$ 424,328	\$ 377,978	\$ 382,328	\$ 378,337
<b>Revenues</b>						
Investment Earnings	\$ 239	\$ 1,145	\$ 1,145	\$ 300	\$ 289	\$ 272
Contributions & Donations	285,000	285,000	275,000	275,000	275,000	275,000
Other Revenue	234,175	29,141	-	-	-	-
<b>Total Revenues</b>	<b>\$ 519,414</b>	<b>\$ 315,286</b>	<b>\$ 276,145</b>	<b>\$ 275,300</b>	<b>\$ 275,289</b>	<b>\$ 275,272</b>
<b>Expenditures</b>						
Personnel	\$ -	\$ 41,995	\$ 41,995	\$ -	\$ -	\$ -
Services & Other	219,185	287,550	280,500	270,950	279,280	288,008
Transfers Out	-	200,000	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 219,185</b>	<b>\$ 529,545</b>	<b>\$ 322,495</b>	<b>\$ 270,950</b>	<b>\$ 279,280</b>	<b>\$ 288,008</b>
<b>Net Revenues/Expenditures</b>	<b>300,229</b>	<b>(214,259)</b>	<b>(46,350)</b>	<b>4,350</b>	<b>(3,991)</b>	<b>(12,736)</b>
<b>Ending Funds Available</b>	<b>\$ 424,328</b>	<b>\$ 210,069</b>	<b>\$ 377,978</b>	<b>\$ 382,328</b>	<b>\$ 378,337</b>	<b>\$ 365,601</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				382,328	378,337	365,601
<b>Total Reserves &amp; Internal Designations</b>				<b>382,328</b>	<b>378,337</b>	<b>365,601</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Personnel costs continue to fund half of a Special Events Specialist position are removed as costs shift to the Special Events Fund beginning in 2017
- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

**2018**

- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

**2019**

- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

## 2017-2019 Balanced Financial Plan

## Public Art Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 79,099	\$ 40,130	\$ 40,130	\$ 40,289	\$ 40,553	\$ 40,818
<b>Revenues</b>						
Investment Earnings	\$ 200	\$ 159	\$ 159	\$ 264	\$ 265	\$ 266
Contributions & Donations	25,000	25,000	25,000	25,000	25,000	25,000
Other Revenue	3	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 25,203</b>	<b>\$ 25,159</b>	<b>\$ 25,159</b>	<b>\$ 25,264</b>	<b>\$ 25,265</b>	<b>\$ 25,266</b>
<b>Expenditures</b>						
Services & Other	\$ 7,049	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	373	-	-	-	-	-
Capital	56,750	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 64,172</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Net Revenues/Expenditures</b>	<b>(38,969)</b>	<b>159</b>	<b>159</b>	<b>264</b>	<b>265</b>	<b>266</b>
<b>Ending Funds Available</b>	<b>\$ 40,130</b>	<b>\$ 40,289</b>	<b>\$ 40,289</b>	<b>\$ 40,553</b>	<b>\$ 40,818</b>	<b>\$ 41,084</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				40,553	40,818	41,084
<b>Total Reserves &amp; Internal Designations</b>				<b>40,553</b>	<b>40,818</b>	<b>41,084</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Funds are included for annual public art initiatives that are yet to be determined

**2018**

- Funds are included for annual public art initiatives that are yet to be determined

**2019**

- Funds are included for annual public art initiatives that are yet to be determined

## 2017-2019 Balanced Financial Plan

## Police Forfeiture Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 23,821	\$ 24,252	\$ 24,252	\$ 5,451	\$ 10,459	\$ 15,472
<b>Revenues</b>						
Intergovernmental	\$ 407	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Investment Earnings	24	27	27	8	13	18
<b>Total Revenues</b>	<b>\$ 431</b>	<b>\$ 5,027</b>	<b>\$ 5,027</b>	<b>\$ 5,008</b>	<b>\$ 5,013</b>	<b>\$ 5,018</b>
<b>Expenditures</b>						
Capital	\$ -	\$ 23,828	\$ 23,828	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 23,828</b>	<b>\$ 23,828</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Revenues/Expenditures</b>	<b>431</b>	<b>(18,801)</b>	<b>(18,801)</b>	<b>5,008</b>	<b>5,013</b>	<b>5,018</b>
<b>Ending Funds Available</b>	<b>\$ 24,252</b>	<b>\$ 5,451</b>	<b>\$ 5,451</b>	<b>\$ 10,459</b>	<b>\$ 15,472</b>	<b>\$ 20,490</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				10,459	15,472	20,490
<b>Total Reserves &amp; Internal Designations</b>				<b>10,459</b>	<b>15,472</b>	<b>20,490</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- No significant changes are included at this time

**2018**

- No significant changes are included at this time

**2019**

- No significant changes are included at this time



## 2017-2019 Balanced Financial Plan

## DDA TIF Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ -	\$ 963,810	\$ 963,810	\$ 963,810	\$ 359,488	\$ 359,532
<b>Revenues</b>						
Taxes						
Property	\$ -	\$ 9,600	\$ 9,600	\$ 50,000	\$ 200,900	\$ 542,951
Sales	1,186,160	1,221,202	1,221,202	1,291,016	1,545,735	1,751,785
Investment Earnings	-	989	989	4,263	2,316	2,317
Other Revenue	-	3,409,000	3,409,000	9,000	9,000	9,000
<b>Total Revenues</b>	<b>\$ 1,186,160</b>	<b>\$ 4,640,791</b>	<b>\$ 4,640,791</b>	<b>\$ 1,354,279</b>	<b>\$ 1,757,951</b>	<b>\$ 2,306,053</b>
<b>Expenditures</b>						
Services & Other	\$ 40,014	\$ -	\$ -	\$ 58,512	\$ 117,789	\$ 201,566
Capital	181,600	1,019,981	1,019,981	1,600,552	1,340,546	1,804,832
Debt & Financing	736	1,120,810	1,120,810	299,537	299,572	299,608
Transfers Out	-	2,500,000	2,500,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 222,350</b>	<b>\$ 4,640,791</b>	<b>\$ 4,640,791</b>	<b>\$ 1,958,601</b>	<b>\$ 1,757,907</b>	<b>\$ 2,306,006</b>
<b>Net Revenues/Expenditures</b>	<b>963,810</b>	<b>-</b>	<b>-</b>	<b>(604,322)</b>	<b>44</b>	<b>47</b>
<b>Ending Funds Available</b>	<b>\$ 963,810</b>	<b>\$ 963,810</b>	<b>\$ 963,810</b>	<b>\$ 359,488</b>	<b>\$ 359,532</b>	<b>\$ 359,579</b>
<b>Reserves &amp; Internal Designations</b>						
Debt Service Reserve				359,488	359,532	359,579
<b>Total Reserves &amp; Internal Designations</b>				<b>359,488</b>	<b>359,532</b>	<b>359,579</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Requested expenditures include the budgeted use of existing fund balance in order to accommodate capacity for new opportunities as they may arise
- Capital expenditures are estimated and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

**2018**

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

**2019**

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

**Fund Description & History:** Established in 2008, the Downtown Development Authority (DDA) is charged with encouraging redevelopment utilizing tax increment. The tax increment is the amount of sales and property tax collected over the base amount that was established in 2008. This increment is intended to be received in this fund at the end of the year for the purpose of paying debt incurred to fund improvements to the downtown area. Due to TIF requirements, debt is issued on behalf of the Town for improvements and is then repaid through future tax increment funds received.

There are two sources of revenue into this fund including a property tax increment and a sales tax increment. The property tax increment is adjusted for natural growth and is received fully in this fund. The base used to calculate the sales tax increment is static and the proportion contributed to the Downtown Development Tax Increment Financing Fund (DDA TIF Fund) is determined by Town Council after accommodating debt service needs and other agreements.

## 2017-2019 Balanced Financial Plan

## Special Events Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ 247,250	\$ 282,522	\$ 359,797
<b>Revenues</b>						
Charges for Service	\$ -	\$ 247,250	\$ 247,250	\$ 370,875	\$ 420,325	\$ 445,050
Investment Earnings	-	-	-	1,701	2,052	2,397
Transfers In	-	200,000	200,000	-	-	-
<b>Total Revenues</b>	\$ -	\$ 447,250	\$ 447,250	\$ 372,576	\$ 422,377	\$ 447,447
<b>Expenditures</b>						
Personnel	\$ -	\$ -	\$ -	\$ 70,189	\$ 73,291	\$ 136,430
Services & Other	-	137,300	137,300	201,815	205,832	209,929
Supplies	-	62,700	62,700	65,300	65,979	66,665
<b>Total Expenditures</b>	\$ -	\$ 200,000	\$ 200,000	\$ 337,304	\$ 345,102	\$ 413,024
<b>Net Revenues/Expenditures</b>	-	247,250	247,250	35,272	77,275	34,423
<b>Ending Funds Available</b>	-	247,250	247,250	282,522	359,797	394,220
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				282,522	359,797	394,220
<b>Total Reserves &amp; Internal Designations</b>				282,522	359,797	394,220
<b>Unobligated Reserves</b>				\$ -	\$ -	\$ -

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

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Charges for Service revenue is budgeted to increase by 25% over 2016 as growth in Town events is anticipated in the second year of special events for the Town
- Requested personnel expenditures include salary and benefits for the Special Events Specialist position. Funding for this position was split between the Philip S. Miller Trust Fund and Community Center Fund in 2016
- Services & Other and Supplies categories are requested to increase in order to more accurately capture special event and staffing costs

**2018**

- Charges for Service revenue is budgeted to increase by 13% over 2017 as growth in Town events is anticipated
- Continued funding for the Special Events Specialist position is requested

**2019**

- Charges for Service revenue is budgeted to increase by 6% over 2018 as growth in Town events is anticipated
- Requested expenditures include 50% of the Special Events Manager position salary and benefits. The remaining 50% of this position is funded in the Deputy Town Manager's Office in the General Fund. Future planning includes moving 100% of this position cost into the Special Events Fund beginning in 2020
- Continued funding for the Special Events Specialist position is requested
- Services & Other and Supplies categories are requested to increase to more accurately capture special event and staffing costs

## 2017-2019 Balanced Financial Plan      Parks and Recreation Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,859,262</b>	<b>\$ 1,379,146</b>	<b>\$ 1,379,146</b>	<b>\$ 2,368,287</b>	<b>\$ 1,335,113</b>	<b>\$ 269,180</b>
<b>Revenues</b>						
Intergovernmental	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	13,090	10,136	10,136	18,228	5,914	1,807
Impact Fees*	2,298,641	2,694,620	2,887,968	2,130,200	2,337,016	1,790,560
Contributions & Donations	40,000	20,000	20,000	20,000	20,000	20,000
Transfers In	7,536,000	3,950,000	3,950,000	9,861	-	-
<b>Total Revenues</b>	<b>\$10,137,731</b>	<b>\$ 6,674,756</b>	<b>\$ 6,868,104</b>	<b>\$ 2,178,289</b>	<b>\$ 2,362,930</b>	<b>\$ 1,812,367</b>
<b>Expenditures</b>						
Services & Other	\$ 13,671	\$ 16,811	\$ -	\$ -	\$ -	\$ -
Capital	-	-	-	-	-	-
Debt & Financing	708,762	711,963	711,963	709,963	707,863	712,063
Interfund Loan	1,688,460	742,000	742,000	731,500	721,000	710,500
Transfers Out	-	-	-	1,470,000	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,410,893</b>	<b>\$ 1,470,774</b>	<b>\$ 1,453,963</b>	<b>\$ 2,911,463</b>	<b>\$ 1,428,863</b>	<b>\$ 1,422,563</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 7,726,838</b>	<b>\$ 5,203,982</b>	<b>\$ 5,414,141</b>	<b>\$ (733,174)</b>	<b>\$ 934,067</b>	<b>\$ 389,804</b>
5 Year CIP (One-Time Expenditures)	8,206,954	5,501,662	4,425,000	300,000	2,000,000	-
<b>Net Revenues/Expenditures</b>	<b>(480,116)</b>	<b>(297,680)</b>	<b>989,141</b>	<b>(1,033,174)</b>	<b>(1,065,933)</b>	<b>389,804</b>
<b>Ending Funds Available</b>	<b>\$ 1,379,146</b>	<b>\$ 1,081,466</b>	<b>\$ 2,368,287</b>	<b>\$ 1,335,113</b>	<b>\$ 269,180</b>	<b>\$ 658,984</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,335,113	269,180	658,984
<b>Total Reserves &amp; Internal Designations</b>				<b>1,335,113</b>	<b>269,180</b>	<b>658,984</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- Impact fees are projected using 700 new single family and 100 multi-family units
- Capital funding is requested for a link to future parking and for the design of a new neighborhood park
- A portion of construction costs for a Parks and Facilities Maintenance Building are requested - costs for this project are shared with the General Long-term Planning and Municipal Facilities Capital Funds. This request is a one-time use of fund balance to transfer funds to the Municipal Facilities Capital Fund for the purpose of funding this project

#### 2018

- Impact fees are projected using 700 new single family and 192 multi family units
- Capital funding is requested for the construction of a new neighborhood park

#### 2019

- Impact fees are projected using 600 new single family and 72 multi family units

\* Impact Fee Revenue is projected using the 2016 Development Impact Fee schedule. Actual revenues may change based on guidance from Town Council regarding recommendations from the 2016 Impact and Development Fee Study.

## 2017-2019 Balanced Financial Plan

## Facilities Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,313,947</b>	<b>\$ 1,244,322</b>	<b>\$ 1,244,322</b>	<b>\$ 1,566,220</b>	<b>\$ 246,569</b>	<b>\$ 581,940</b>
<b>Revenues</b>						
Investment Earnings	\$ 5,109	\$ 9,929	\$ 9,929	\$ 5,500	\$ 2,615	\$ 4,472
Impact Fees	297,501	526,802	390,842	287,235	303,479	232,870
Transfers In	-	-	-	2,485,000	-	-
Interfund Loan Revenue	-	7,246	7,246	4,050	29,277	29,278
<b>Total Revenues</b>	<b>\$ 302,610</b>	<b>\$ 543,977</b>	<b>\$ 408,017</b>	<b>\$ 2,781,785</b>	<b>\$ 335,371</b>	<b>\$ 266,620</b>
<b>Expenditures</b>						
Services & Other	\$ 78,735	\$ 94,021	\$ 86,119	\$ 104,058	\$ -	\$ -
Transfers Out	293,500	-	-	497,378	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 372,235</b>	<b>\$ 94,021</b>	<b>\$ 86,119</b>	<b>\$ 601,436</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Change Excluding One-Time Capital</b>	<b>(69,625)</b>	<b>449,956</b>	<b>321,898</b>	<b>2,180,349</b>	<b>335,371</b>	<b>266,620</b>
5 Year Capital Improvement Program	-	-	-	3,500,000	-	-
<b>Ending Funds Available</b>	<b>\$ 1,244,322</b>	<b>\$ 1,694,278</b>	<b>\$ 1,566,220</b>	<b>\$ 246,569</b>	<b>\$ 581,940</b>	<b>\$ 848,560</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				246,569	581,940	848,560
<b>Total Reserves &amp; Internal Designations</b>				<b>246,569</b>	<b>581,940</b>	<b>848,560</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Impact fees are projected using 700 new single family and 100 multi-family units
- Increase in lease payments related to space rental for DoIT including additional space as approved in 2016
- Requested transfers out include an adjustment for impact fee revenue received between 2011 - 2014 that should have been distributed to Transportation Capital and Parks & Recreation Capital Funds
- A portion of construction costs for a Parks and Facilities Maintenance Building are included - costs for this project are shared with the General Long-term Planning and Parks & Recreation Capital Funds are reflected as Transfers In to this fund

**2018**

- Impact fees are projected using 700 new single family and 192 multi family units
- The lease for space rental is expected to end by 2018 due to plans for DoIT staff to relocate to Town Hall after the expansion project is complete

**2019**

- Impact fees are projected using 600 new single family and 72 multi family units

## 2017-2019 Balanced Financial Plan

## Fire Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 2,581,259</b>	<b>\$ 2,919,726</b>	<b>\$ 2,919,726</b>	<b>\$ 3,288,170</b>	<b>\$ 523,983</b>	<b>\$ 107,966</b>
<b>Revenues</b>						
Investment Earnings	\$ 12,784	\$ 16,260	\$ 16,260	\$ 13,975	\$ 6,022	\$ 4,863
Impact Fees	490,058	581,948	700,046	514,082	504,546	387,450
Transfers In	-	-	-	3,000,000	-	-
<b>Total Revenues</b>	<b>\$ 502,842</b>	<b>\$ 598,208</b>	<b>\$ 716,306</b>	<b>\$ 3,528,057</b>	<b>\$ 510,568</b>	<b>\$ 392,313</b>
<b>Expenditures</b>						
Services & Other	\$ 121,146	\$ 50,455	\$ 46,939	\$ 28,108	\$ 12,000	\$ -
Supplies	-	-	-	-	289,282	-
Capital	-	-	-	-	300,000	-
Interfund Loan	-	-	-	-	325,303	325,302
Transfers Out	43,229	55,059	55,059	1,501,981	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 164,375</b>	<b>\$ 105,514</b>	<b>\$ 101,998</b>	<b>\$ 1,530,089</b>	<b>\$ 926,585</b>	<b>\$ 325,302</b>
<b>Net Change Excluding One-Time Capital</b>	<b>338,467</b>	<b>492,694</b>	<b>614,308</b>	<b>1,997,968</b>	<b>(416,017)</b>	<b>67,011</b>
5 Year CIP (One-Time Expenditures)	\$ -	\$ 245,864	\$ 245,864	\$ 4,762,155	\$ -	\$ -
<b>Net Revenues/Expenditures</b>	<b>338,467</b>	<b>246,830</b>	<b>368,444</b>	<b>(2,764,187)</b>	<b>(416,017)</b>	<b>67,011</b>
<b>Ending Funds Available</b>	<b>\$ 2,919,726</b>	<b>\$ 3,166,556</b>	<b>\$ 3,288,170</b>	<b>\$ 523,983</b>	<b>\$ 107,966</b>	<b>\$ 174,977</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				523,983	107,966	174,977
<b>Total Reserves &amp; Internal Designations</b>				<b>523,983</b>	<b>107,966</b>	<b>174,977</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2016-2018 Notes and Assumptions**

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

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

**2017**

- Funds to construct the new Crystal Valley Fire Station for approximately \$4.7M and vehicle acquisitions for just under \$1.5M associated with the station are included in 2017. Continuance of lease payments for the Public Safety Training Center and a portion of the vehicle purchase associated with the Fire Prevention Officer position are requested in 2017. Transfers In reflects an interfund loan from the General Fund for \$3M to be paid back with future impact fees. Transfers out are associated with the requested vehicle acquisition for the new Crystal Valley Fire Station. The requests associated with the new position and Crystal Valley Fire Station are one-time expenditures and use of fund balance

**2018**

- Apparatus equipment, furnishings, radios, fitness and office equipment associated with the new Crystal Valley Fire Station are included in 2018 as proposed. Interfund loan payments to the General Fund associated with the new Crystal Valley Fire Station anticipated to open in the summer of 2018 are included as requested. Requested expenditures included the planned utilization of existing fund balance to accommodate one-time expenditures for the Crystal Valley Fire Station

**2019**

- Continuation of interfund loan payments to the General Fund associated with the new Crystal Valley Fire Station are included as proposed

## 2017-2019 Balanced Financial Plan

## Police Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 271,093	\$ 211,786	\$ 211,786	\$ 263,895	\$ 396,637	\$ 370,676
<b>Revenues</b>						
Investment Earnings	\$ 795	\$ 382	\$ 382	\$ 1,455	\$ 1,713	\$ 1,456
Impact Fees	258,025	321,527	355,941	262,495	257,947	197,410
Transfers In	270,000	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 528,820</b>	<b>\$ 321,909</b>	<b>\$ 356,323</b>	<b>\$ 263,950</b>	<b>\$ 259,660</b>	<b>\$ 198,866</b>
<b>Expenditures</b>						
Services & Other	\$ 23,113	\$ 21,991	\$ 20,117	\$ 8,634	\$ -	\$ -
Capital	410,176	186,661	-	-	-	-
Interfund Loan	60,173	67,420	67,420	64,224	89,451	89,451
Transfers Out	94,665	216,677	216,677	58,350	196,170	185,709
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 588,127</b>	<b>\$ 492,749</b>	<b>\$ 304,214</b>	<b>\$ 131,208</b>	<b>\$ 285,621</b>	<b>\$ 275,160</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (59,307)</b>	<b>\$ (170,840)</b>	<b>\$ 52,109</b>	<b>\$ 132,742</b>	<b>\$ (25,961)</b>	<b>\$ (76,294)</b>
5 Year CIP (One-Time Expenditures)	-	-	-	-	-	-
<b>Net Revenues/Expenditures</b>	<b>(59,307)</b>	<b>(170,840)</b>	<b>52,109</b>	<b>132,742</b>	<b>(25,961)</b>	<b>(76,294)</b>
<b>Ending Funds Available</b>	<b>\$ 211,786</b>	<b>\$ 40,946</b>	<b>\$ 263,895</b>	<b>\$ 396,637</b>	<b>\$ 370,676</b>	<b>\$ 294,382</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				396,637	370,676	294,382
<b>Total Reserves &amp; Internal Designations</b>				<b>396,637</b>	<b>370,676</b>	<b>294,382</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Lease payments for the Public Safety Training Center, interfund loan payments, and vehicle purchases associated with new positions are requested

**2018**

- Interfund loan payments and vehicle purchases associated with new positions are requested. Requested expenditures included the planned utilization of existing fund balance to accommodate one-time capital expenditures associated with vehicle purchases

**2019**

- Interfund loan payments and vehicle purchases associated with new positions are requested. Requested expenditures included the planned utilization of existing fund balance to accommodate one-time capital expenditures associated with vehicle purchases

## 2017-2019 Balanced Financial Plan

## Transportation Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$39,717,855</b>	<b>\$14,784,595</b>	<b>\$14,784,595</b>	<b>\$ 2,440,844</b>	<b>\$ 1,656,118</b>	<b>\$ (4,303,134)</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,391,505	\$ 1,555,807	\$ 1,759,149	\$ 1,795,505	\$ 1,913,158	\$ 1,599,458
Intergovernmental	-	-	-	-	284,000	269,000
Investment Earnings	109,823	1,839	1,839	12,520	4,337	-
Impact Fees	2,347,116	2,852,990	3,401,319	2,531,017	2,456,758	1,896,540
Contributions & Donations	3,012,573	3,601,382	1,155,678	577,333	977,333	1,200,000
Transfers In	2,800,000	1,000,000	1,000,000	423,517	-	-
Other Revenue	22	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 9,661,039</b>	<b>\$ 9,012,018</b>	<b>\$ 7,317,985</b>	<b>\$ 5,339,892</b>	<b>\$ 5,635,586</b>	<b>\$ 4,964,998</b>
<b>Expenditures</b>						
Personnel	\$ 111,679	\$ 117,153	\$ 117,153	\$ -	\$ -	\$ -
Services & Other	2,298	16,135	-	-	-	-
Capital	-	-	-	-	-	-
Debt & Financing	872,088	871,788	871,788	1,353,150	1,350,838	1,352,163
Interfund Loan	11,435,000	1,052,500	1,052,500	2,537,500	-	-
Transfers Out	190,643	-	-	176,968	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$12,611,708</b>	<b>\$ 2,057,576</b>	<b>\$ 2,041,441</b>	<b>\$ 4,067,618</b>	<b>\$ 1,350,838</b>	<b>\$ 1,352,163</b>
<b>Net Change Excluding One-Time Capital</b>	<b>(2,950,669)</b>	<b>6,954,442</b>	<b>5,276,544</b>	<b>1,272,274</b>	<b>4,284,748</b>	<b>3,612,835</b>
5 Year CIP (One Time Expenditures)	21,982,591	19,120,295	17,620,295	2,057,000	10,244,000	3,708,000
<b>Net Revenues/Expenditures</b>	<b>(24,933,260)</b>	<b>(12,165,853)</b>	<b>(12,343,751)</b>	<b>(784,726)</b>	<b>(5,959,252)</b>	<b>(95,165)</b>
<b>Ending Funds Available</b>	<b>\$14,784,595</b>	<b>\$ 2,618,742</b>	<b>\$ 2,440,844</b>	<b>\$ 1,656,118</b>	<b>\$ (4,303,134)</b>	<b>\$ (4,398,299)</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,656,118	(4,303,134)	(4,398,299)
<b>Total Reserves &amp; Internal Designations</b>				<b>1,656,118</b>	<b>(4,303,134)</b>	<b>(4,398,299)</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Five Year Capital Improvement Program requested projects include \$400,000 for design of improvements to Founders Parkway (SH86) and Allen Way, \$600,000 for design of improvements to Founders Parkway (SH86) and Crowfoot Valley Road and \$175,000 for design of an expansion to the Service Center Building
- Repayment of \$2.5 million principal to the Utilities Department for a 2014 interfund loan related to the North Meadows Extension
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds

**2018**

- Five Year Capital Improvement Program requested projects include \$1.5 million for the construction of the Service Center expansion, \$360,000 for right of way acquisition for improvements to Founders Parkway (SH86) and Allen Way and \$1,450,000 construction of improvements at Founders Parkway (SH86) and Crowfoot Valley Road

**2019**

- Five Year Capital Improvement Program requested projects include \$3,335,000 for construction of improvements to Founders Parkway (SH86) and Allen Way

*Note: Any changes in fees as a result of the current Impact Fee Study in progress could necessitate changes to appropriated amounts in the Transportation Funds*



## 2017-2019 Balanced Financial Plan      General Long Term Planning Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,902,132</b>	<b>\$ 1,907,442</b>	<b>\$ 1,907,442</b>	<b>\$ 1,567,056</b>	<b>\$ 1,147,070</b>	<b>\$ 1,627,386</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,083,449	\$ 1,208,939	\$ 1,365,478	\$ 1,393,698	\$ 1,485,022	\$ 1,241,524
Investment Earnings	7,391	9,605	9,605	4,416	1,678	748
Other Revenue	520	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,091,360</b>	<b>\$ 1,218,544</b>	<b>\$ 1,375,083</b>	<b>\$ 1,398,114</b>	<b>\$ 1,486,700</b>	<b>\$ 1,242,272</b>
<b>Expenditures</b>						
Services & Other	\$ 417,656	\$ -	\$ -	\$ 520,000	\$ 605,665	\$ 692,956
Supplies	231,694	-	-	113,100	134,719	200,035
Capital	137,710	961,038	745,085	-	-	-
Transfers Out	-	500,000	500,000	1,015,000	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 787,060</b>	<b>\$ 1,461,038</b>	<b>\$ 1,245,085</b>	<b>\$ 1,648,100</b>	<b>\$ 740,384</b>	<b>\$ 892,991</b>
<b>Net Change Excluding One-Time Capital</b>	<b>304,300</b>	<b>(242,494)</b>	<b>129,998</b>	<b>(249,986)</b>	<b>746,316</b>	<b>349,281</b>
5 Year CIP (One-Time Expenditures)	298,990	470,384	470,384	170,000	266,000	295,000
<b>Ending Funds Available</b>	<b>\$ 1,907,442</b>	<b>\$ 1,194,564</b>	<b>\$ 1,567,056</b>	<b>\$ 1,147,070</b>	<b>\$ 1,627,386</b>	<b>\$ 1,681,667</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,147,070	1,627,386	1,681,667
<b>Total Reserves &amp; Internal Designations</b>				<b>1,147,070</b>	<b>1,627,386</b>	<b>1,681,667</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- Use Tax revenue is projected using 700 new single family and 100 multi family units and is based on valuation rates included in the August 2015 International Code Council
- Capital funding is requested for projects including parking lot and concrete repair, various building improvements, Microsoft licensing, Town Hall environmental remediation and a wireless network ring installation
- A portion of construction costs for a Parks and Facilities Maintenance Building are requested - costs for this project are shared with the Parks & Recreation Capital and Municipal Facilities Capital Funds. This request is to transfer funds to the Municipal Facilities Capital Fund for the purpose of funding this project
- The projects that are currently planned will require the use of available fund balance as shown by the difference represented above

#### 2018

- Use Tax revenue is projected using 700 new single family and 192 multi family units and is based on a 1% increase of valuation rates included in the August 2015 International Code Council
- Capital funding is requested for projects including parking lot and concrete repair, various building improvements, office phone and wireless device replacements, and synthetic turf replacement

#### 2019

- Use Tax revenue is projected using 600 new single family and 72 multi family units and is based on a 1% increase of valuation rates included in the August 2015 International Code Council
- Capital funding is requested for projects including parking lot and concrete repair, various building improvements, office phone and wireless device replacements, security camera replacement and synthetic turf replacement



## 2017-2019 Balanced Financial Plan

## Water Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$12,374,849</b>	<b>\$19,723,681</b>	<b>\$19,723,681</b>	<b>\$18,917,500</b>	<b>\$21,028,005</b>	<b>\$24,299,756</b>
<b>Revenues</b>						
Intergovernmental	\$ 50,000	\$ -	\$ -	\$ 100,000	\$ 125,000	\$ 150,000
Charges for Service	12,294,411	12,947,433	12,947,433	13,723,793	14,260,932	14,798,767
Fines & Forfeitures	340,914	348,552	348,552	379,500	379,500	379,500
Investment Earnings	65,922	92,547	92,547	83,171	86,725	82,051
System Development Fees	3,026,612	2,034,686	2,034,686	3,015,800	3,095,000	3,176,600
Contributions & Donations	31,158	-	-	-	-	-
Interfund Loan Revenue	4,780,500	1,072,750	1,072,750	2,557,750	695,250	685,125
Debt & Financing Revenue	6,252,192	-	-	-	-	-
Other Revenue	308,347	71,550	71,550	72,550	72,550	72,550
<b>Total Revenues</b>	<b>\$27,150,056</b>	<b>\$16,567,518</b>	<b>\$16,567,518</b>	<b>\$19,932,564</b>	<b>\$18,714,957</b>	<b>\$19,344,593</b>
<b>Expenditures</b>						
Personnel	\$ 2,595,657	\$ 2,902,826	\$ 2,902,826	\$ 2,953,750	\$ 3,236,963	\$ 3,428,120
Services & Other	4,399,854	4,373,519	4,366,503	4,546,999	4,700,659	4,980,105
Supplies	1,121,741	1,158,903	1,158,903	1,220,833	1,125,952	1,155,616
Capital	43,867	971,319	971,319	251,982	151,482	151,482
Debt & Financing	8,000,430	1,253,587	1,253,587	1,740,767	1,746,879	1,752,251
Transfers Out	1,359,649	1,688,563	1,688,563	1,728,808	1,808,271	1,905,445
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$17,521,198</b>	<b>\$12,348,717</b>	<b>\$12,341,701</b>	<b>\$12,443,139</b>	<b>\$12,770,206</b>	<b>\$13,373,019</b>
<b>Net Change Excluding One-Time Capital</b>	<b>9,628,858</b>	<b>4,218,801</b>	<b>4,225,817</b>	<b>7,489,425</b>	<b>5,944,751</b>	<b>5,971,574</b>
5 Year Capital Improvement Program	2,280,026	5,031,998	5,031,998	5,378,920	2,673,000	4,182,641
<b>Net Revenues/Expenditures</b>	<b>7,348,832</b>	<b>(813,197)</b>	<b>(806,181)</b>	<b>2,110,505</b>	<b>3,271,751</b>	<b>1,788,933</b>
<b>Ending Funds Available</b>	<b>\$19,723,681</b>	<b>\$18,910,484</b>	<b>\$18,917,500</b>	<b>\$21,028,005</b>	<b>\$24,299,756</b>	<b>\$26,088,689</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				1,453,597	1,510,596	1,593,974
Catastrophic Events Reserve				5,346,135	4,054,983	4,199,203
Revenue Stabilization Reserve				1,590,000	1,685,400	1,786,524
Capital Reserve				11,638,273	16,048,777	17,508,988
<b>Total Reserves &amp; Internal Designations</b>				<b>20,028,005</b>	<b>23,299,756</b>	<b>25,088,689</b>
<b>Unobligated Reserves</b>				<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Significant capital project requests include \$3,475,000 water supply well construction and upgrades and \$660,000 for pumping and distribution system upgrades

**2018**

- Significant capital project requests include the \$853,000 for waterline rehabilitation and replacement projects and \$725,000 for water supply well rehabilitation and replacement

**2019**

- Significant capital project requests include \$1,403,641 for construction of a new Administration/Customer Service building, \$850,000 for pumping and distribution upgrades, \$374,000 for replacement of waterlines in the Glovers neighborhood and \$500,000 for existing well rehabilitation and replacement

*Note: Results of the current Rates and Fees Study in progress have not been incorporated and the numbers above include the current adopted rates and fees*

## 2017-2019 Balanced Financial Plan

## Water Resources Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$76,796,700</b>	<b>\$91,950,421</b>	<b>\$91,950,421</b>	<b>\$64,047,425</b>	<b>\$20,024,631</b>	<b>\$18,986,744</b>
<b>Revenues</b>						
Charges for Service	\$ 7,419,260	\$ 7,785,184	\$ 7,785,184	\$ 8,141,478	\$ 8,548,552	\$ 8,975,980
Fines & Forfeitures	49,291	51,500	51,500	51,500	51,500	51,500
Investment Earnings	325,539	193,321	193,321	120,077	53,992	36,035
System Development Fees	12,110,161	10,418,100	10,418,100	12,534,400	12,905,600	13,288,000
Transfers In	1,101,071	1,492,462	1,492,462	1,528,165	1,607,369	1,704,115
Interfund Loan Revenue	4,044,658	-	-	-	-	-
Debt & Financing Revenue	-	129,000	129,000	-	-	-
Other Revenue	203,533	240	240	129,240	129,240	4,396,990
<b>Total Revenues</b>	<b>\$25,253,513</b>	<b>\$20,069,807</b>	<b>\$20,069,807</b>	<b>\$22,504,860</b>	<b>\$23,296,253</b>	<b>\$28,452,620</b>
<b>Expenditures</b>						
Personnel	\$ 1,529,104	\$ 1,731,103	\$ 1,731,103	\$ 1,880,560	\$ 2,189,425	\$ 2,328,477
Services & Other	1,210,887	1,939,199	1,882,070	2,986,788	3,980,006	4,608,466
Supplies	236,656	302,025	302,025	326,721	332,498	344,979
Capital	3,203	129,885	129,885	36,405	36,521	36,639
Debt & Financing	2,463,840	4,624,212	4,624,212	4,627,577	4,625,258	4,650,189
Transfers Out	25,012	4,583	4,583	4,707	4,707	4,707
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 5,468,702</b>	<b>\$ 8,731,007</b>	<b>\$ 8,673,878</b>	<b>\$ 9,862,758</b>	<b>\$11,168,415</b>	<b>\$11,973,457</b>
<b>Net Change Excluding One-Time Capital</b>	<b>19,784,811</b>	<b>11,338,800</b>	<b>11,395,929</b>	<b>12,642,102</b>	<b>12,127,838</b>	<b>16,479,163</b>
5 Year Capital Improvement Program	4,631,090	39,298,925	39,298,925	56,664,896	13,165,725	9,773,204
<b>Net Revenues/Expenditures</b>	<b>15,153,721</b>	<b>(27,960,125)</b>	<b>(27,902,996)</b>	<b>(44,022,794)</b>	<b>(1,037,887)</b>	<b>6,705,959</b>
<b>Ending Funds Available</b>	<b>\$91,950,421</b>	<b>\$63,990,296</b>	<b>\$64,047,425</b>	<b>\$20,024,631</b>	<b>\$18,986,744</b>	<b>\$25,692,703</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				865,678	1,083,655	1,213,654
Catastrophic Events Reserve				2,429,715	1,607,435	1,760,610
Debt Service Reserve				4,621,825	4,621,825	4,621,825
Variable Interest Rate Reserve				1,632,000	1,632,000	1,632,000
Capital Reserve				9,975,413	9,541,829	15,964,614
<b>Total Reserves &amp; Internal Designations</b>				<b>19,524,631</b>	<b>18,486,744</b>	<b>25,192,703</b>
<b>Unobligated Reserves</b>				<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Significant capital project requests include \$15.6 million for construction of a diversion structure in Plum Creek, \$10.8 million for the addition of advanced treatment processes at Plum Creek Water Purification Facility, \$9.6 million for the WISE project, \$13.2 million for the Alternative Source of Supply project and \$5.6 million for construction of additional pipelines and pump stations

**2018**

- Significant capital project requests include \$6.8 million for the advanced oxidation facility project, \$4.1 million for the Alternative Source of Supply project and \$1.2 million for the Chatfield Reallocation project

**2019**

- Significant capital project requests include \$3.8 million for the WISE project, \$4 million for the Alternative Source of Supply Project and \$627,940 for construction of a new Administration/Customer Service building

*Note: Results of the current Rates and Fees Study in progress have not been incorporated and the numbers above include the current adopted rates and fees*

## 2017-2019 Balanced Financial Plan

## Stormwater Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 6,649,615</b>	<b>\$ 6,016,825</b>	<b>\$ 6,016,825</b>	<b>\$ 3,636,126</b>	<b>\$ 4,224,090</b>	<b>\$ 3,477,148</b>
<b>Revenues</b>						
Charges for Service	\$ 2,859,711	\$ 3,446,642	\$ 3,448,241	\$ 3,654,516	\$ 3,772,293	\$ 3,891,749
Fines & Forfeitures	253	1,500	1,500	1,500	1,500	1,500
Investment Earnings	19,833	22,780	22,780	19,134	11,096	4,693
System Development Fees	750,008	1,062,600	1,062,600	1,542,400	1,588,000	1,634,400
Contributions & Donations	3,815	2,315	2,315	2,315	2,315	2,315
Other Revenue	3,569	3,504	3,504	3,569	3,636	3,773
<b>Total Revenues</b>	<b>\$ 3,637,189</b>	<b>\$ 4,539,341</b>	<b>\$ 4,540,940</b>	<b>\$ 5,223,434</b>	<b>\$ 5,378,840</b>	<b>\$ 5,538,430</b>
<b>Expenditures</b>						
Personnel	\$ 1,301,761	\$ 1,506,658	\$ 1,506,658	\$ 1,487,490	\$ 1,621,516	\$ 1,695,855
Services & Other	601,332	599,958	515,301	590,670	605,894	625,527
Supplies	67,977	93,672	93,672	90,750	89,513	91,692
Capital	5,215	117,808	117,808	49,500	461,500	5,500
Interfund Loan	40,500	20,250	20,250	20,250	695,250	685,125
Transfers Out	120,466	96,260	96,260	98,510	98,845	99,551
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,137,251</b>	<b>\$ 2,434,606</b>	<b>\$ 2,349,949</b>	<b>\$ 2,337,170</b>	<b>\$ 3,572,518</b>	<b>\$ 3,203,250</b>
<b>Net Change Excluding One-Time Capital</b>	<b>1,499,938</b>	<b>2,104,735</b>	<b>2,190,991</b>	<b>2,886,264</b>	<b>1,806,322</b>	<b>2,335,180</b>
5 Year Capital Improvement Program	2,132,728	4,571,690	4,571,690	2,298,300	2,553,264	3,172,688
<b>Net Revenues/Expenditures</b>	<b>(632,790)</b>	<b>(2,466,955)</b>	<b>(2,380,699)</b>	<b>587,964</b>	<b>(746,942)</b>	<b>(837,508)</b>
<b>Ending Funds Available</b>	<b>\$ 6,016,825</b>	<b>\$ 3,549,870</b>	<b>\$ 3,636,126</b>	<b>\$ 4,224,090</b>	<b>\$ 3,477,148</b>	<b>\$ 2,639,640</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				361,485	386,154	402,179
Capital Reserve*				3,862,605	3,090,994	2,237,461
<b>Total Reserves &amp; Internal Designations</b>				<b>4,224,090</b>	<b>3,477,148</b>	<b>2,639,640</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Significant capital project requests include \$2 million for various stream stabilization projects, including \$533,361 for Hangman's Gulch stabilization, \$450,000 for Doulgas Lane tributary stabilization and \$789,547 for Parkview Tributary stabilization

**2018**

- Significant capital project requests include \$2.3 million for various stream stabilization projects, including \$1.2 million for East Plum Creek stabilization and \$592,828 for McMurdo Gulch stabilization

**2019**

- Significant capital project requests include \$638,165 for construction of an Administration/Customer Service building and \$2.2 million for various stream stabilization projects, including \$1.8 million for Industrial Tributary stabilization and \$334,164 for East Plum Creek stabilization

*\*Appropriated amounts will be adjusted in order to accommodate additional reserve amounts as required by the Reserve Policy*

*Note: Results of the current Rates and Fees Study in progress have not been incorporated and the numbers above include the current adopted rates and fees*

## 2017-2019 Balanced Financial Plan

## Wastewater Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$10,930,426</b>	<b>\$20,786,309</b>	<b>\$20,786,309</b>	<b>\$21,887,015</b>	<b>\$23,523,524</b>	<b>\$26,840,186</b>
<b>Revenues</b>						
Intergovernmental	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	9,087,751	9,400,850	9,400,850	9,987,393	10,392,993	10,798,593
Fines & Forfeitures	343	1,500	1,500	1,500	1,500	1,500
Investment Earnings	50,578	84,966	84,966	92,844	99,959	115,845
System Development Fees	5,097,705	2,213,349	2,213,349	2,671,895	2,751,095	2,832,695
Contributions & Donations	43,620	59,022	59,022	29,510	29,510	29,510
Interfund Loan Revenue	3,090,000	-	-	-	-	-
Other Revenue	140,015	18,100	18,100	136,240	136,240	136,240
<b>Total Revenues</b>	<b>\$17,518,512</b>	<b>\$11,777,787</b>	<b>\$11,777,787</b>	<b>\$12,919,382</b>	<b>\$13,411,297</b>	<b>\$13,914,383</b>
<b>Expenditures</b>						
Personnel	\$ 1,135,581	\$ 1,331,795	\$ 1,331,795	\$ 1,376,396	\$ 1,464,931	\$ 1,534,393
Services & Other	4,638,696	3,361,146	3,293,959	3,498,780	3,641,098	3,786,127
Supplies	192,931	278,734	278,734	294,446	288,598	292,225
Capital	5,939	110,617	110,617	76,750	84,750	79,750
Debt & Financing	330,885	332,538	332,538	333,258	333,546	335,274
Transfers Out	68,752	66,494	66,494	67,001	67,076	67,076
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 6,372,784</b>	<b>\$ 5,481,324</b>	<b>\$ 5,414,137</b>	<b>\$ 5,646,631</b>	<b>\$ 5,879,999</b>	<b>\$ 6,094,845</b>
<b>Net Change Excluding One-Time Capital</b>	<b>11,145,728</b>	<b>6,296,463</b>	<b>6,363,650</b>	<b>7,272,751</b>	<b>7,531,298</b>	<b>7,819,538</b>
5 Year Capital Improvement Program	1,289,845	5,342,944	5,262,944	5,636,242	4,214,636	4,772,951
<b>Net Revenues/Expenditures</b>	<b>9,855,883</b>	<b>953,519</b>	<b>1,100,706</b>	<b>1,636,509</b>	<b>3,316,662</b>	<b>3,046,587</b>
<b>Ending Funds Available</b>	<b>\$20,786,309</b>	<b>\$21,739,828</b>	<b>\$21,887,015</b>	<b>\$23,523,524</b>	<b>\$26,840,186</b>	<b>\$29,886,773</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				861,604	899,105	935,458
Catastrophic Events Reserve				1,647,022	1,784,709	1,895,931
Capital Reserve				20,014,898	23,156,372	26,055,384
<b>Total Reserves &amp; Internal Designations</b>				<b>22,523,524</b>	<b>25,840,186</b>	<b>28,886,773</b>
<b>Unobligated Reserves</b>				<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Significant capital project requests include \$4.6 million for capacity expansion and treatment for the PCWRA and \$200,000 for Castle Oaks lift station upgrades

**2018**

- Significant capital project requests include \$2.8 million for capacity expansion and treatment for the PCWRA and \$390,000 for sewer line improvements in the Young American subdivision

**2019**

- Significant capital project requests include \$3.3 million for capacity expansion and treatment for the PCWRA and \$588,308 for construction of an Administration/Customer Service building

*Note: Results of the current Rates and Fees Study in progress have not been incorporated and the numbers above include the current adopted rates and fees*

## 2017-2019 Balanced Financial Plan

## Golf Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,928,462</b>	<b>\$ 2,122,622</b>	<b>\$ 2,122,622</b>	<b>\$ 1,409,403</b>	<b>\$ 1,167,783</b>	<b>\$ 1,015,912</b>
<b>Revenues</b>						
Charges for Service	\$ 2,782,398	\$ 2,878,877	\$ 2,857,347	\$ 3,000,152	\$ 3,090,157	\$ 3,182,860
Investment Earnings	4,560	11,529	11,529	3,222	2,750	2,613
Transfers In	80,000	80,000	80,000	80,000	80,000	80,000
Debt & Financing Revenue	5,750,123	303,446	303,446	-	-	334,135
Other Revenue	1,671	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 8,618,752</b>	<b>\$ 3,273,852</b>	<b>\$ 3,252,322</b>	<b>\$ 3,083,374</b>	<b>\$ 3,172,907</b>	<b>\$ 3,599,608</b>
<b>Expenditures</b>						
Personnel	\$ 1,145,846	\$ 1,198,161	\$ 1,147,941	\$ 1,255,578	\$ 1,310,087	\$ 1,367,159
Services & Other	549,423	601,203	626,058	613,395	629,070	647,640
Supplies	501,215	543,918	549,951	543,800	549,739	558,977
Debt & Financing	5,277,962	658,300	677,632	654,238	653,799	652,592
Interfund Loan	606,730	7,825	7,825	7,512	7,512	7,512
Transfers Out	3,293	2,688	2,688	2,742	2,742	2,742
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 8,084,469</b>	<b>\$ 3,012,095</b>	<b>\$ 3,012,095</b>	<b>\$ 3,077,265</b>	<b>\$ 3,152,949</b>	<b>\$ 3,236,622</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 534,283</b>	<b>\$ 261,757</b>	<b>\$ 240,227</b>	<b>\$ 6,109</b>	<b>\$ 19,958</b>	<b>\$ 362,986</b>
5 Year CIP (One-Time Expenditures)	340,123	953,446	953,446	247,729	171,829	334,135
<b>Net Revenues/Expenditures</b>	<b>194,160</b>	<b>(691,689)</b>	<b>(713,219)</b>	<b>(241,620)</b>	<b>(151,871)</b>	<b>28,851</b>
<b>Ending Funds Available</b>	<b>\$ 2,122,622</b>	<b>\$ 1,430,933</b>	<b>\$ 1,409,403</b>	<b>\$ 1,167,783</b>	<b>\$ 1,015,912</b>	<b>\$ 1,044,763</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				200,000	200,000	200,000
Capital Reserve				145,061	145,061	145,061
Debt Service Reserve				500,815	500,815	500,815
<b>Total Reserves &amp; Internal Designations</b>				<b>845,876</b>	<b>845,876</b>	<b>845,876</b>
<b>Unobligated Reserves</b>				<b>\$ 321,907</b>	<b>\$ 170,036</b>	<b>\$ 198,887</b>

**2017-2019 Notes and Assumptions**

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

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

**2017**

- A rate increase of \$3.00 for all 18-hole posted fee categories and an increase of \$1.00 for all 9-hole posted fee categories with the exception of junior fees and league fees is requested
- Other requests include funding for the purchase of golf course maintenance equipment to replace equipment that is at the end of its useful life and capital expenditures of \$150,000 for course and clubhouse improvements

**2018**

- Requested expenditures include a lease for golf course maintenance equipment to replace equipment that is at the end of its useful life
- Parking lot repairs at Red Hawk Ridge are requested

**2019**

- Requested expenditures for a new golf cart lease are included for planning purposes. However, condition of the fleet will be assessed at this time and timing of this request may be adjusted as deemed appropriate

## 2017-2019 Balanced Financial Plan

## Development Services Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 6,338,733</b>	<b>\$ 6,664,534</b>	<b>\$ 6,664,534</b>	<b>\$ 4,164,534</b>	<b>\$ 4,165,823</b>	<b>\$ 4,167,260</b>
<b>Revenues</b>						
Licenses & Permits	\$ 3,240,263	\$ 4,036,612	\$ 4,036,612	\$ 5,092,205	\$ 4,680,841	\$ 4,864,022
Charges for Service	1,436,596	1,199,412	1,199,412	1,495,493	1,224,778	1,069,792
Investment Earnings	25,447	34,603	34,603	22,523	22,523	22,523
Other Revenue	791	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 4,703,097</b>	<b>\$ 5,270,627</b>	<b>\$ 5,270,627</b>	<b>\$ 6,610,221</b>	<b>\$ 5,928,142</b>	<b>\$ 5,956,337</b>
<b>Expenditures</b>						
Personnel	\$ 3,048,232	\$ 4,218,058	\$ 4,218,058	\$ 4,561,434	\$ 4,763,594	\$ 4,969,898
Services & Other	1,165,057	940,591	925,178	1,336,954	1,009,226	829,776
Supplies	64,130	79,871	79,871	594,818	88,300	89,455
Capital	7,495	-	-	-	-	-
Transfers Out	92,382	47,520	47,520	115,726	65,585	65,585
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 4,377,296</b>	<b>\$ 5,286,040</b>	<b>\$ 5,270,627</b>	<b>\$ 6,608,932</b>	<b>\$ 5,926,705</b>	<b>\$ 5,954,714</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 325,801</b>	<b>\$ (15,413)</b>	<b>\$ -</b>	<b>\$ 1,289</b>	<b>\$ 1,437</b>	<b>\$ 1,623</b>
5 Year CIP (One-Time Expenditures)	-	2,500,000	2,500,000	-	-	-
<b>Net Revenues/Expenditures</b>	<b>325,801</b>	<b>(2,515,413)</b>	<b>(2,500,000)</b>	<b>1,289</b>	<b>1,437</b>	<b>1,623</b>
<b>Ending Funds Available</b>	<b>\$ 6,664,534</b>	<b>\$ 4,149,121</b>	<b>\$ 4,164,534</b>	<b>\$ 4,165,823</b>	<b>\$ 4,167,260</b>	<b>\$ 4,168,883</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				4,165,823	4,167,260	4,168,883
<b>Total Reserves &amp; Internal Designations</b>				<b>4,165,823</b>	<b>4,167,260</b>	<b>4,168,883</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Continuation of positions added in 2016 to maintain levels of service as well as an additional Combination Building Inspector and half of one Fire Prevention Officer that will be shared with the Fire Department along with associated costs are requested. Funds are requested for additional contract labor, annual Adobe licensing, seasonal landscape inspections, continuation of the scanning project and furnishings associated with the department's move into the planned expansion. A portion of the facility rental amounts have been removed for 2017 in anticipation of Development Services Department relocation

**2018**

- Continuation of positions added to maintain levels of service in 2016 and 2017, additional contract labor, annual Adobe licensing software maintenance, and seasonal inspections are requested in 2018. Facility rental amounts have been removed for 2018 in anticipation of Development Services relocation

**2019**

- Continuation of positions added to maintain levels of service in 2016 and 2017, annual Adobe licensing software maintenance, and seasonal inspections are requested in 2019. Facility rental amounts have been removed for 2018 in anticipation of Development Services relocation



## 2017-2019 Balanced Financial Plan

## Community Center Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 3,483,498</b>	<b>\$ 1,474,682</b>	<b>\$ 1,474,682</b>	<b>\$ 882,605</b>	<b>\$ 1,544,972</b>	<b>\$ 2,341,485</b>
<b>Revenues</b>						
Taxes						
Use	\$ 233,506	\$ 260,151	\$ 301,707	\$ 307,942	\$ 328,120	\$ 274,319
Sales	1,949,673	1,985,261	2,123,374	2,276,204	2,420,235	2,554,984
Motor Vehicle	335,411	336,883	363,150	384,939	407,073	429,462
Intergovernmental	20,000	-	-	-	-	-
Charges for Service	3,807,082	3,920,000	3,920,000	4,038,530	4,159,691	4,284,482
Investment Earnings	12,201	5,114	5,114	10,747	17,526	23,193
Interfund Loan Revenue	425,973	424,000	424,000	418,000	412,000	406,000
Other Revenue	35,212	44,000	44,000	46,200	47,587	49,015
<b>Total Revenues</b>	<b>\$ 6,819,058</b>	<b>\$ 6,975,409</b>	<b>\$ 7,181,345</b>	<b>\$ 7,482,562</b>	<b>\$ 7,792,232</b>	<b>\$ 8,021,455</b>
<b>Expenditures</b>						
Personnel	\$ 3,183,746	\$ 3,609,294	\$ 3,609,294	\$ 3,709,791	\$ 3,830,341	\$ 3,970,008
Services & Other	2,149,261	2,037,701	2,037,701	2,143,644	2,214,687	2,293,063
Supplies	545,527	501,274	501,274	503,654	510,095	515,302
Debt & Financing	41,246	61,796	61,796	-	-	-
Transfers Out	2,612,518	98,167	98,167	103,086	158,086	103,762
<b>Total Expenditures</b>	<b>\$ 8,532,298</b>	<b>\$ 6,308,232</b>	<b>\$ 6,308,232</b>	<b>\$ 6,460,175</b>	<b>\$ 6,713,209</b>	<b>\$ 6,882,135</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (1,713,240)</b>	<b>\$ 667,177</b>	<b>\$ 873,113</b>	<b>\$ 1,022,387</b>	<b>\$ 1,079,023</b>	<b>\$ 1,139,320</b>
5 Year CIP (One-Time Expenditures)	295,576	1,465,190	1,465,190	360,020	282,510	702,354
<b>Net Revenues/Expenditures</b>	<b>(2,008,816)</b>	<b>(798,013)</b>	<b>(592,077)</b>	<b>662,367</b>	<b>796,513</b>	<b>436,966</b>
<b>Ending Funds Available</b>	<b>\$ 1,474,682</b>	<b>\$ 676,669</b>	<b>\$ 882,605</b>	<b>\$ 1,544,972</b>	<b>\$ 2,341,485</b>	<b>\$ 2,778,451</b>
<b>Reserves &amp; Internal Designations</b>						
Capital Reserve				399,388	419,357	440,325
Revenue Stabilization Reserve				89,073	94,663	97,763
<b>Total Reserves &amp; Internal Designations</b>				<b>488,461</b>	<b>514,020</b>	<b>538,088</b>
<b>Unobligated Reserves</b>				<b>\$ 1,056,511</b>	<b>\$ 1,827,465</b>	<b>\$ 2,240,363</b>

**2017-2019 Notes and Assumptions**Click [here](#) to view projected increases and Townwide assumptionsClick [here](#) to view details regarding the 5 Year Capital Improvement Program**2017**

- Revenue includes loan repayment from the Parks & Recreation Capital Fund
- Personnel costs continue to fund half of a Special Events Specialist position are shifted to the Special Events Fund beginning in 2017
- Requested capital expenditures include free weight equipment replacement, improvements to the walls around the turf field at the Miller Activity Complex, replacement of the chiller and condenser at the Community Center, and addition of a handicap ramp at a modular located at the Community Center

**2018**

- Revenue includes loan repayment from the Parks & Recreation Capital Fund
- A rate increase may be requested and will be determined during the 2018 budget development process. Projected capital expenditures include boiler replacements, the purchase of a van for the special needs program, pump replacement at the lap pool and the addition of an air handling unit to the spinning room at the Community Center

**2019**

- Revenue includes repayment of a loan from the Parks & Recreation Capital Fund that will be completed in 2019
- Replacement of existing cardio equipment is requested

## 2017-2019 Balanced Financial Plan

## Employee Benefits Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 3,196,852</b>	<b>\$ 2,930,299</b>	<b>\$ 2,930,299</b>	<b>\$ 2,949,562</b>	<b>\$ 3,024,374</b>	<b>\$ 3,416,128</b>
<b>Revenues</b>						
Charges for Service	\$ 5,043,087	\$ 6,169,184	\$ 6,169,184	\$ 6,754,754	\$ 7,780,763	\$ 8,465,903
Investment Earnings	15,145	19,263	19,263	22,126	23,761	27,693
Contributions & Donations	1,217,501	1,459,047	1,459,047	1,514,435	1,572,592	1,633,656
Interfund Loan Revenue	503,349	-	-	-	-	-
Other Revenue	20,300	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 6,799,382</b>	<b>\$ 7,647,494</b>	<b>\$ 7,647,494</b>	<b>\$ 8,291,315</b>	<b>\$ 9,377,116</b>	<b>\$10,127,252</b>
<b>Expenditures</b>						
Personnel	\$ 54,157	\$ 56,641	\$ 56,641	\$ 59,147	\$ 61,776	\$ 64,522
Services & Other	6,510,691	7,569,090	7,569,090	8,155,356	8,921,586	9,376,750
Supplies	1,087	2,500	2,500	2,000	2,000	2,000
Transfers Out	500,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 7,065,935</b>	<b>\$ 7,628,231</b>	<b>\$ 7,628,231</b>	<b>\$ 8,216,503</b>	<b>\$ 8,985,362</b>	<b>\$ 9,443,272</b>
<b>Net Revenues/Expenditures</b>	<b>(266,553)</b>	<b>19,263</b>	<b>19,263</b>	<b>74,812</b>	<b>391,754</b>	<b>683,980</b>
<b>Ending Funds Available</b>	<b>\$ 2,930,299</b>	<b>\$ 2,949,562</b>	<b>\$ 2,949,562</b>	<b>\$ 3,024,374</b>	<b>\$ 3,416,128</b>	<b>\$ 4,100,108</b>
<b>Reserves &amp; Internal Designations</b>						
Claims Reserve				1,471,508	1,592,560	1,679,832
Health Care Cost Reserve				776,433	911,784	1,210,138
<b>Total Reserves &amp; Internal Designations</b>				<b>2,247,941</b>	<b>2,504,344</b>	<b>2,889,970</b>
<b>Unobligated Reserves</b>				<b>\$ 776,433</b>	<b>\$ 911,784</b>	<b>\$ 1,210,138</b>

*This internal service fund will be updated with final guidance incorporated as part of the 2017 budget process.*

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage is included
- A reduction in costs for the Employee Wellness Program is requested due to rebates received from the Town's insurance provider
- New requested positions are included in estimates for healthcare plan costs

**2018**

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

**2019**

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



## 2017-2019 Balanced Financial Plan

## Fleet Services Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,868,021</b>	<b>\$ 2,567,409</b>	<b>\$ 2,567,409</b>	<b>\$ 2,472,325</b>	<b>\$ 1,773,499</b>	<b>\$ 1,699,674</b>
<b>Revenues</b>						
Charges for Service	\$ 3,015,724	\$ 3,257,727	\$ 3,257,727	\$ 3,424,674	\$ 3,674,849	\$ 3,825,903
Investment Earnings	3,065	11,064	11,064	2,914	2,388	2,827
Transfers In	540,147	321,112	321,112	1,889,592	251,170	185,709
Other Revenue	148,995	150,606	150,606	239,257	193,691	153,250
<b>Total Revenues</b>	<b>\$ 3,707,931</b>	<b>\$ 3,740,509</b>	<b>\$ 3,740,509</b>	<b>\$ 5,556,437</b>	<b>\$ 4,122,098</b>	<b>\$ 4,167,689</b>
<b>Expenditures</b>						
Personnel	\$ 451,454	\$ 490,454	\$ 490,454	\$ 516,466	\$ 539,569	\$ 563,810
Services & Other	154,099	158,641	158,641	158,779	162,316	165,946
Supplies	264,064	275,843	275,843	275,717	278,522	281,355
Capital	-	50,000	50,000	-	-	-
Transfers Out	14,908	11,367	11,367	11,149	11,149	11,149
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 884,525</b>	<b>\$ 986,305</b>	<b>\$ 986,305</b>	<b>\$ 962,111</b>	<b>\$ 991,556</b>	<b>\$ 1,022,260</b>
<b>Net Change Excluding One-Time Capital</b>	<b>2,823,406</b>	<b>2,754,204</b>	<b>2,754,204</b>	<b>4,594,326</b>	<b>3,130,542</b>	<b>3,145,429</b>
5 Year Capital Improvement Program	2,124,018	2,995,603	2,849,288	5,293,152	3,204,367	2,431,053
<b>Net Revenues/Expenditures</b>	<b>699,388</b>	<b>(241,399)</b>	<b>(95,084)</b>	<b>(698,826)</b>	<b>(73,825)</b>	<b>714,376</b>
<b>Ending Funds Available</b>	<b>\$ 2,567,409</b>	<b>\$ 2,326,010</b>	<b>\$ 2,472,325</b>	<b>\$ 1,773,499</b>	<b>\$ 1,699,674</b>	<b>\$ 2,414,050</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,773,499	1,699,674	2,414,050
<b>Total Reserves &amp; Internal Designations</b>				<b>1,773,499</b>	<b>1,699,674</b>	<b>2,414,050</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

*This internal service fund will be updated with final guidance incorporated as part of the 2017 budget process.*

**2017-2019 Notes and Assumptions**

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

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

**2017**

- Capital costs include a requested \$5,233,052 for 43 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

**2018**

- Capital costs include a requested \$3,266,270 for 30 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

**2019**

- Capital costs include a requested \$2,431,053 for 38 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

### 2017-2019 Balanced Financial Plan - Projected Increases and Assumptions

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

Category	2017 Proposed	2018 Forecast	2019 Forecast	Notes
<b>Revenues</b>				
Taxes				
Property	5.5%	5.5%	5.5%	Based on 5.5% Property Tax increase limitation as defined in Town Code
Use	4.5%	-5.9%	-16.3%	Based on number of residential permits and commercial valuation - 2016 includes 700 single family, 100 multi family and 582,400 sq. ft. of commercial development
Sales	7.2%	6.7%	5.8%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Motor Vehicle	6.0%	5.7%	5.5%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Franchise Fees	5.2%	4.8%	4.5%	Increases as growth occurs
Licenses & Permits	26.1%	-7.6%	3.9%	Includes fire, liquor and business permits, licenses, and building permits
Management Fees	4.0%	4.0%	4.0%	General Services revenue is received in the General Fund
Investment Earnings	0.6%	0.6%	0.6%	Average rate of interest earnings. Projections are based on actual 2015 earnings by fund
Residential Growth (Single Family/Multifamily)	700/100	700/192	600/72	Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees
Non-Residential Growth	582,400 sq. ft.	175,000 sq. ft.	140,000 sq. ft.	Based upon projected new non-residential development for Impact Fees, System Development Fees, Tap Fees
<b>Expenditures</b>				
Personnel				
Wages (Regular, Part-Time,	4.0%	4.0%	4.0%	4% is included based on performance review
Retirement Benefit Contribut	6.0%	6.0%	6.0%	6% contribution is included, there is no change proposed from 2016
Health Benefit Contribution	8.0%	8.0%	8.0%	Insurance costs for employer, an equal increase is anticipated for the employee portion of health insurance premiums as well
Services & Other	specific to each category	2.0%	2.0%	This is a general increase, certain account categories have specific treatment
Supplies	specific to each category	1.0%	1.0%	This is a general increase, certain account categories have specific treatment