

### 2016-2018 Balanced Financial Plan - Projected Increases and Assumptions

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

Category	2016 Proposed	2017 Forecast	2018 Forecast	Notes
<b>Revenues</b>				
Taxes				
Property	5.5%	5.0%	5.0%	2016 year based on preliminary County Assessor data
Use	9.7%	-17.4%	3.8%	Based on number of residential permits and commercial valuation - 2016 includes 700 single family and 316 multi family
Sales	3.6%	10.0%	6.4%	No change to fund distribution
Motor Vehicle	4.8%	5.8%	5.4%	No change to fund distribution
Franchise Fees	7.3%	6.9%	6.9%	Increases as growth occurs
Licenses & Permits	3.5%	7.4%	10.6%	Includes fire, liquor and business permits, licenses General Services revenue is received in the General Fund
Management Fees	4.2%	4.0%	4.0%	
Investment Earnings	0.5%	0.5%	0.5%	Projected on prior year ending fund balances
Impact Fees (Single Family/Multifamily)	700/316	700/100	700/192	Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees
<b>Expenditures</b>				
Personnel				
Wages (Regular, Part-Time, Seasonal)	4.0%	4.0%	4.0%	3% is included based on performance review and 1% additionally to address equity issues.
Retirement Benefit Contributic	6.0%	6.0%	6.0%	6% contribution is included, there is no change proposed from 2015
Health Benefit Contribution	8.0%	5.0%	5.0%	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

**2016-2018 Balanced Financial Plan - Townwide Summary**

<b>Category</b>	<b>2014 Actual</b>	<b>2015 Amended Budget</b>	<b>2015 Year-End Estimate</b>	<b>2016 Proposed Budget</b>	<b>2017 Forecast</b>	<b>2018 Forecast</b>
<b>Beginning Funds Available</b>	<b>\$ 221,721,297</b>	<b>\$ 195,941,357</b>	<b>\$ 195,941,357</b>	<b>\$ 164,544,601</b>	<b>\$ 130,937,171</b>	<b>\$ 129,091,302</b>
<b>Revenues</b>						
Taxes						
Property	\$ 1,004,892	\$ 1,051,652	\$ 1,058,617	\$ 1,126,441	\$ 1,182,283	\$ 1,240,917
Use	4,844,491	4,877,788	5,183,939	5,687,036	4,698,550	4,876,858
Sales	37,566,668	41,618,624	39,632,836	41,260,860	45,586,242	48,686,106
Motor Vehicle	5,256,078	5,383,323	5,654,540	5,929,464	6,270,409	6,607,457
Other	360,415	290,667	363,412	344,424	352,388	355,382
Franchise Fees	2,050,022	2,261,663	2,200,165	2,361,239	2,523,827	2,698,556
Licenses & Permits	3,422,613	3,914,732	4,083,396	4,227,342	4,539,063	5,020,325
Intergovernmental	4,903,214	5,262,049	5,229,162	4,571,628	5,838,777	4,543,973
Charges for Service	44,670,420	49,867,844	49,769,901	53,164,059	55,645,930	58,599,441
Management Fees	2,489,606	2,770,586	2,770,586	2,886,561	3,002,023	3,122,103
Fines & Forfeitures	953,125	995,150	1,224,888	1,240,362	1,249,588	1,259,004
Investment Earnings	965,752	673,481	776,800	623,503	528,984	483,450
Impact Fees	5,684,787	5,260,370	6,355,177	6,977,887	5,687,952	5,997,394
System Development Fees	14,950,272	14,020,495	16,622,119	15,728,735	16,249,499	16,815,077
Contributions & Donations	3,111,182	5,181,346	3,924,066	5,611,066	2,521,405	5,279,562
Transfers In	29,579,993	13,851,833	12,779,624	7,343,574	7,364,899	2,377,269
Interfund Loan Revenue	532,996	13,253,945	13,249,795	1,897,241	827,849	1,868,107
Debt & Financing Revenue	938,402	12,186,192	12,161,815	432,446	129,000	364,795
Other Revenue	1,054,136	1,443,595	1,773,613	4,023,293	551,338	610,136
<b>Total Revenues</b>	<b>\$164,339,064</b>	<b>\$184,165,335</b>	<b>\$184,814,451</b>	<b>\$165,437,161</b>	<b>\$164,750,006</b>	<b>\$170,805,912</b>
<b>Expenditures</b>						
Personnel	\$ 39,923,314	\$ 45,633,376	\$ 44,976,828	\$ 49,893,061	\$ 53,231,310	\$ 57,664,875
Services & Other	34,752,587	40,447,763	38,334,740	40,096,113	43,859,632	45,484,170
Supplies	5,207,855	5,396,343	5,434,356	5,747,690	5,742,889	6,127,415
Capital	20,198,437	18,324,950	17,163,518	14,299,622	10,839,413	7,699,880
5 Year Capital Improvement Program	49,645,078	69,253,839	59,432,324	65,996,894	29,042,819	21,443,932
Debt & Financing	8,525,410	22,343,022	22,484,776	11,262,589	10,570,281	10,623,574
Interfund Loan	532,996	13,253,945	13,811,999	1,889,995	3,361,299	1,838,829
Transfers Out	31,333,327	16,276,344	14,572,666	9,858,627	9,948,232	5,165,753
<b>Total Expenditures</b>	<b>\$190,119,004</b>	<b>\$230,929,582</b>	<b>\$216,211,207</b>	<b>\$199,044,591</b>	<b>\$166,595,875</b>	<b>\$156,048,428</b>
<b>Net Revenues/Expenditures</b>	<b>(25,779,940)</b>	<b>(46,764,247)</b>	<b>(31,396,756)</b>	<b>(33,607,430)</b>	<b>(1,845,869)</b>	<b>14,757,484</b>
<b>Ending Funds Available</b>	<b>\$195,941,357</b>	<b>\$149,177,110</b>	<b>\$164,544,601</b>	<b>\$130,937,171</b>	<b>\$129,091,302</b>	<b>\$143,848,786</b>

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## 2016-2018 Balanced Financial Plan - Townwide Summary

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Ending Funds Available</b>	\$ 195,941,357	\$ 149,177,110	\$ 164,544,601	\$ 130,937,171	\$ 129,091,302	\$ 143,848,786
<b>Reserves &amp; Internal Designations</b>						
Capital Reserve				72,550,703	71,547,140	81,138,149
Catastrophic Events Reserve				10,630,019	11,371,705	11,956,031
Claims Reserve				1,438,226	1,471,508	1,592,560
Committed for Fund Purpose				12,782,665	10,276,895	11,081,998
Contractual Reserve				300,000	300,000	300,000
Debt Service Reserve				5,122,640	5,122,640	5,122,640
Future Incentive Obligation				-	2,000,000	2,000,000
Health Care Cost Reserve				801,150	722,870	678,659
Operating Designations				3,227,258	3,759,834	3,963,357
Operational Capacity Reserve*				1,000,000	-	-
Opportunity/Economic Dev. Reserve				1,000,000	1,000,000	1,000,000
Revenue Stabilization Reserve				7,865,372	8,205,094	8,553,736
TABOR Reserve				1,672,908	1,667,242	1,834,755
Variable Interest Rate Reserve				1,632,000	1,632,000	1,632,000
<b>Total Reserves &amp; Internal Designations</b>				<b>120,022,941</b>	<b>119,076,928</b>	<b>130,853,885</b>
<b>Unobligated Reserves</b>				<b>\$ 10,914,230</b>	<b>\$ 10,014,374</b>	<b>\$ 12,994,901</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*

**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	<b>\$ 15,083,995</b>	<b>\$ 16,222,134</b>	<b>\$ 16,222,134</b>	<b>\$ 14,543,240</b>	<b>\$ 14,800,747</b>	<b>\$ 11,863,633</b>
<b>Revenues</b>						
Taxes						
Property	\$ 1,004,892	\$ 1,051,652	\$ 1,058,617	\$ 1,116,841	\$ 1,172,683	\$ 1,231,317
Sales	25,014,869	27,131,558	25,696,403	26,579,805	29,287,169	31,156,836
Motor Vehicle	2,980,563	3,111,465	3,300,499	3,434,181	3,631,646	3,831,387
Other	360,415	290,667	363,412	344,424	352,388	355,382
Franchise Fees	2,050,022	2,261,663	2,200,165	2,361,239	2,523,827	2,698,556
Licenses & Permits	76,906	76,000	82,608	80,730	81,475	79,883
Intergovernmental	421,725	299,887	310,287	311,758	318,628	325,774
Charges for Service	1,959,740	2,046,517	2,046,495	2,174,750	2,221,991	2,380,990
Management Fees	2,489,606	2,770,586	2,770,586	2,886,561	3,002,023	3,122,103
Fines & Forfeitures	542,459	543,450	822,389	837,310	846,536	855,952
Investment Earnings	95,563	60,924	60,924	74,555	57,428	59,078
Contributions & Donations	30,850	74,435	57,000	32,300	32,300	32,300
Transfers In	259,977	1,343,087	1,160,605	500,000	500,000	500,000
Interfund Loan Revenue	77,996	399,070	399,070	393,245	385,549	731,580
Debt & Financing Revenue	938,402	-	-	-	-	-
Other Revenue	335,707	321,466	313,979	295,952	162,256	165,202
<b>Total Revenues</b>	<b>\$ 38,639,692</b>	<b>\$ 41,782,427</b>	<b>\$ 40,643,039</b>	<b>\$ 41,423,651</b>	<b>\$ 44,575,899</b>	<b>\$ 47,526,340</b>
<b>Expenditures</b>						
Town Council	\$ 609,200	\$ 678,919	\$ 677,435	\$ 716,209	\$ 744,829	\$ 774,849
Town Manager	340,598	364,582	358,766	491,238	560,021	529,655
Deputy Town Manager	353,907	521,186	495,475	285,559	296,821	308,571
Human Resources	737,621	686,198	741,785	700,580	778,103	799,293
Community Relations	425,047	643,903	640,667	686,923	706,669	677,174
DoIT	2,042,787	2,621,615	2,604,907	2,918,515	2,926,733	3,236,060
Facilities	1,102,791	1,194,792	1,064,678	1,331,945	1,364,248	1,403,326
Town Attorney	498,018	690,047	638,069	735,695	757,953	780,703
Town Clerk	349,019	317,882	301,233	379,282	350,132	401,426
Municipal Court	318,264	333,370	333,333	391,388	400,215	415,111
Finance - Departmental	1,949,570	2,014,220	1,981,969	2,167,162	2,210,331	2,290,021
Police	10,092,803	10,988,386	10,982,868	11,867,464	12,977,655	13,888,269
Fire	11,138,754	12,036,083	11,921,781	12,816,902	13,685,071	15,918,026
Development Services	492,288	578,582	553,429	524,718	655,409	654,306
Parks	4,742,721	5,077,388	4,712,979	4,028,545	4,301,063	4,760,231
Finance Non-Departmental	2,308,165	4,901,678	4,312,559	1,124,019	4,797,760	671,249
<b>Total Expenditures</b>	<b>\$ 37,501,553</b>	<b>\$ 43,648,831</b>	<b>\$ 42,321,933</b>	<b>\$ 41,166,144</b>	<b>\$ 47,513,013</b>	<b>\$ 47,508,270</b>
<b>Net Revenues/Expenditures</b>	<b>1,138,139</b>	<b>(1,866,404)</b>	<b>(1,678,894)</b>	<b>257,507</b>	<b>(2,937,114)</b>	<b>18,070</b>
<b>Ending Funds Available</b>	<b>\$ 16,222,134</b>	<b>\$ 14,355,730</b>	<b>\$ 14,543,240</b>	<b>\$ 14,800,747</b>	<b>\$ 11,863,633</b>	<b>\$ 11,881,703</b>

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**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Ending Funds Available</b>	\$ 16,222,134	\$ 14,355,730	\$ 14,543,240	\$ 14,800,747	\$ 11,863,633	\$ 11,881,703
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Operational Capacity Reserve*				1,000,000	-	-
Revenue Stabilization Reserve				1,668,000	1,806,240	1,955,937
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				1,765,000	1,853,250	1,945,913
Opportunity/Economic Dev. Reserve				1,000,000	1,000,000	1,000,000
TABOR Reserve				1,672,908	1,667,242	1,834,755
<b>Total Reserves &amp; Internal Designations</b>				<b>8,405,908</b>	<b>7,676,732</b>	<b>8,139,105</b>
<b>Unobligated Reserves</b>				<b>\$ 6,394,839</b>	<b>\$ 4,186,901</b>	<b>\$ 3,742,598</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*

**Town Council**

Personnel	67,249	67,284	65,975	67,511	67,559	67,609
Services & Other	540,786	608,485	608,310	645,516	674,056	703,994
Supplies	1,165	3,150	3,150	3,182	3,214	3,246
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Council</b>	<b>\$ 609,200</b>	<b>\$ 678,919</b>	<b>\$ 677,435</b>	<b>\$ 716,209</b>	<b>\$ 744,829</b>	<b>\$ 774,849</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

**2016**

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

**2017**

- A 5% increase in service contract amounts is included, 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.

**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Town Manager</b>						
Personnel	333,347	352,655	339,782	462,937	481,192	500,288
Services & Other	4,845	9,991	8,322	24,349	74,798	25,256
Supplies	2,406	1,936	10,662	3,952	4,031	4,111
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Manager</b>	<b>\$ 340,598</b>	<b>\$ 364,582</b>	<b>\$ 358,766</b>	<b>\$ 491,238</b>	<b>\$ 560,021</b>	<b>\$ 529,655</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

**2016**

- Personnel costs increase due to the reassignment of the Sr. Management Analyst position from the Deputy Town Manager's Office to this division
- Training and office/operating costs increase related to the reassignment of the Sr. Management Analyst and for Town Manager needs

**2017**

- Costs are proposed for the biennial community survey

**2018**

- No significant changes are included at this time

**Deputy Town Manager**

Personnel	339,620	447,540	406,339	266,627	277,512	288,877
Services & Other	13,841	56,796	68,299	17,660	18,012	18,371
Supplies	446	16,850	20,837	1,272	1,297	1,323
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Deputy Town Manager</b>	<b>\$ 353,907</b>	<b>\$ 521,186</b>	<b>\$ 495,475</b>	<b>\$ 285,559</b>	<b>\$ 296,821</b>	<b>\$ 308,571</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

**2016**

- Costs reduce due to the reassignment of the Sr. Management Analyst from this division to the Town Manager's Office, including the biennial community survey which occurred in 2015

**2017**

- No significant changes are included at this time

**2018**

- No significant changes are included at this time

**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Human Resources</b>						
Personnel	423,625	435,613	435,268	452,869	547,110	569,266
Services & Other	251,681	246,633	290,212	242,984	222,537	225,141
Supplies	4,226	3,952	7,505	4,727	8,456	4,886
Capital	58,089	-	8,800	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Human Resources</b>	<b>\$ 737,621</b>	<b>\$ 686,198</b>	<b>\$ 741,785</b>	<b>\$ 700,580</b>	<b>\$ 778,103</b>	<b>\$ 799,293</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

**2016**

- Employee Recognition costs increase based on anticipated awards

**2017**

- A Senior Office Assistant position is proposed to be added to support the Human Resources area

**2018**

- No significant changes are included at this time

**Community Relations**

Personnel	245,429	346,866	328,545	362,532	377,563	393,254
Services & Other	164,695	207,114	226,222	310,834	265,414	270,091
Supplies	14,923	18,923	14,900	13,557	13,692	13,829
Capital	-	71,000	71,000	-	50,000	-
Transfers Out	-	-	-	-	-	-
<b>Total Community Relations</b>	<b>\$ 425,047</b>	<b>\$ 643,903</b>	<b>\$ 640,667</b>	<b>\$ 686,923</b>	<b>\$ 706,669</b>	<b>\$ 677,174</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

**2016**

- Increased video production and community marketing initiatives
- Increased web hosting fees

**2017**

- Capital expenditures are included to upgrade the Town's mobile application

**2018**

- No significant changes are included at this time

**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>DoIT</b>						
Personnel	1,227,411	1,467,650	1,474,574	1,712,467	1,883,576	2,061,024
Services & Other	584,880	772,869	764,237	849,673	847,497	863,787
Supplies	210,462	139,147	124,147	177,289	106,574	107,163
Capital	16,784	238,000	238,000	175,000	85,000	200,000
Transfers Out	3,250	3,949	3,949	4,086	4,086	4,086
<b>Total DoIT</b>	<b>\$ 2,042,787</b>	<b>\$ 2,621,615</b>	<b>\$ 2,604,907</b>	<b>\$ 2,918,515</b>	<b>\$ 2,926,733</b>	<b>\$ 3,236,060</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

**2016**

- Addition of salary and benefits for a Public Safety Technical Coordinator position
- Increased expenditures for aerial imagery, software/hardware licensing costs, additional software licenses, malware protection and IT Governance projects

**2017**

- Addition of salary and benefits for a Network Infrastructure Engineer position are requested

**2018**

- Addition of salary and benefits for a Security Engineer position are requested

**Facilities**

Personnel	483,576	558,010	505,096	704,214	733,939	763,182
Services & Other	507,952	505,272	431,933	485,706	485,336	494,796
Supplies	78,583	80,784	77,423	81,826	83,559	85,329
Capital	9,315	500	-	15,000	16,036	14,518
Transfers Out	23,365	50,226	50,226	45,199	45,378	45,501
<b>Total Facilities</b>	<b>\$ 1,102,791</b>	<b>\$ 1,194,792</b>	<b>\$ 1,064,678</b>	<b>\$ 1,331,945</b>	<b>\$ 1,364,248</b>	<b>\$ 1,403,326</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

**2016**

- Transition from contracted to in-house custodial service requiring additional personnel, capital and supply costs
- Preventative maintenance program for HVAC systems at Town facilities

**2017**

- No significant changes are included at this time

**2018**

- No significant changes are included at this time



**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Town Attorney</b>						
Personnel	327,002	481,957	439,409	543,597	565,297	587,478
Services & Other	162,684	195,790	180,310	186,726	187,177	187,636
Supplies	8,332	12,300	18,350	5,372	5,479	5,589
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Attorney</b>	<b>\$ 498,018</b>	<b>\$ 690,047</b>	<b>\$ 638,069</b>	<b>\$ 735,695</b>	<b>\$ 757,953</b>	<b>\$ 780,703</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

**2016**

- Upgrades for Asst. Town Attorney to Deputy Town Attorney and part time Administrative Assistant from 20- to 30+ are included

**2017**

- Continuation of position upgrades requested from 2016. No other changes are included at this time

**2018**

- No significant changes are included at this time

<b>Town Clerk</b>						
Personnel	224,835	233,259	237,210	243,144	253,283	263,851
Services & Other	113,650	83,623	62,553	135,128	95,829	136,545
Supplies	10,534	1,000	1,470	1,010	1,020	1,030
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Clerk</b>	<b>\$ 349,019</b>	<b>\$ 317,882</b>	<b>\$ 301,233</b>	<b>\$ 379,282</b>	<b>\$ 350,132</b>	<b>\$ 401,426</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

**2016**

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

**2017**

- One election is included with no other significant changes expected

**2018**

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

**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Municipal Court</b>						
Personnel	248,622	285,432	286,679	337,181	349,309	363,332
Services & Other	33,793	37,297	31,068	38,031	38,779	39,543
Supplies	13,767	10,641	15,586	16,176	12,127	12,236
Capital	22,082	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Municipal Court</b>	<b>\$ 318,264</b>	<b>\$ 333,370</b>	<b>\$ 333,333</b>	<b>\$ 391,388</b>	<b>\$ 400,215</b>	<b>\$ 415,111</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

**2016**

- Incorporated increased Judge time to accommodate additional monthly court session and one additional Full Court license as requested

**2017**

- Proposed continuation of ongoing Judge time included for additional monthly court date and software maintenance for additional Full Court license added in 2016

**2018**

- Ongoing Judge time for additional court sessions and software maintenance for additional Full Court license as these expenses are expected to continue in 2018 as proposed

**Finance - Departmental**

Personnel	1,406,498	1,612,754	1,578,457	1,702,199	1,772,948	1,845,818
Services & Other	509,681	366,481	369,712	410,208	410,841	417,216
Supplies	25,255	34,985	33,800	29,755	26,542	26,987
Capital	8,136	-	-	25,000	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Finance - Departmental</b>	<b>\$ 1,949,570</b>	<b>\$ 2,014,220</b>	<b>\$ 1,981,969</b>	<b>\$ 2,167,162</b>	<b>\$ 2,210,331</b>	<b>\$ 2,290,021</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

**2016**

- New sales tax software to be used for revenue reporting issuing business licenses, tax enforcement, and auditing of taxpayers
- Reporting software upgrade to improve financial transparency, reporting, and data mining
- Increase in training costs to be used for leadership training, GFOA and CGFOA conferences, Colorado Tax Audit Coalition (CTAC) conferences, CPA continuing education requirements and other miscellaneous training opportunities

**2017**

- No significant changes are included at this time

**2018**

- No significant changes are included at this time

### 2016-2018 Balanced Financial Plan - General Fund

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Police</b>						
Personnel	8,275,464	9,119,355	9,149,147	9,871,769	10,909,567	11,907,065
Services & Other	764,053	771,938	768,078	741,360	764,320	787,132
Supplies	447,177	549,978	506,637	576,980	585,821	591,708
Capital	448,850	185,681	197,572	245,440	240,149	97,488
Transfers Out	157,259	361,434	361,434	431,915	477,798	504,876
<b>Total Police</b>	<b>\$ 10,092,803</b>	<b>\$ 10,988,386</b>	<b>\$ 10,982,868</b>	<b>\$ 11,867,464</b>	<b>\$ 12,977,655</b>	<b>\$ 13,888,269</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

**2016**

- Four new Patrol Officers, one Animal Control Officer and associated costs are included with the new positions budgeted to start on July 1, 2016. Additionally, two vehicles for Investigations and one for the Traffic Unit Sergeant, body-worn cameras with Taser replacements, twelve mobile Toughbook computers and continuation of payments on the portable radio contract are included in 2016 as requested

**2017**

- Two new Patrol Officers, one Special Operations Sergeant and associated costs are included in 2017 as proposed. Other inclusions are mobile property room shelving, continuation of the body camera payments, ExecuTime scheduling module, continuation of mobile computer replacements and the final payment on the portable replacement contract

**2018**

- Two new Patrol Officers, two Dispatchers, one Detective and associated costs are included in 2018 as requested. Continuation of the body camera payments and software maintenance for ExecuTime scheduling are included as well

<b>Fire</b>						
Personnel	8,075,212	9,214,357	9,037,026	9,952,617	10,603,458	12,614,461
Services & Other	951,068	1,063,368	1,121,538	1,125,519	1,125,179	1,408,052
Supplies	496,705	552,339	551,815	606,497	597,258	859,091
Capital	720,472	371,564	376,949	233,459	490,141	-
Debt & Financing	230,257	-	-	-	-	-
Transfers Out	665,040	834,455	834,453	898,810	869,035	1,036,422
<b>Total Fire</b>	<b>\$ 11,138,754</b>	<b>\$ 12,036,083</b>	<b>\$ 11,921,781</b>	<b>\$ 12,816,902</b>	<b>\$ 13,685,071</b>	<b>\$ 15,918,026</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

**2016**

- One Assistant Training Officer, one Support Services/Emergency Technician and associated costs are included with the new positions proposed to start on July 1, 2016. Additional training funds and an allocation for accreditation are also included in 2016

**2017**

- One Office Assistant with associated costs, 5 CPR devices, 5 power stretchers, Paramedic training, and final payment on the portable radio replacement contract are included in 2017 as requested

**2018**

- Twelve new personnel members requested to begin in January and associated costs to staff the new Fire Station as well as services and supplies are included for approximately \$2M in 2018 as proposed

**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Development Services</b>						
Personnel	404,066	427,356	418,270	451,512	550,537	572,438
Services & Other	18,244	81,110	66,445	66,305	68,710	69,511
Supplies	5,108	7,469	6,067	4,254	8,665	5,978
Capital	62,751	60,000	60,000	-	-	-
Transfers Out	2,119	2,647	2,647	2,647	27,497	6,379
<b>Total Development Services</b>	<b>\$ 492,288</b>	<b>\$ 578,582</b>	<b>\$ 553,429</b>	<b>\$ 524,718</b>	<b>\$ 655,409</b>	<b>\$ 654,306</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

**2016**

- No significant changes are included at this time

**2017**

- One Code Compliance Liaison with associated costs is included in 2017

**2018**

- Continuation of the position added in 2017 is included in 2018

**Parks**

Personnel	1,880,390	2,214,829	1,978,443	2,163,087	2,258,244	2,365,483
Services & Other	1,053,368	1,441,709	1,233,111	1,303,768	1,272,767	1,309,309
Supplies	280,784	350,334	320,895	357,823	360,709	373,392
Capital	1,279,586	877,691	987,705	-	204,686	505,000
Transfers Out	248,593	192,825	192,825	203,867	204,657	207,047
<b>Total Parks</b>	<b>\$ 4,742,721</b>	<b>\$ 5,077,388</b>	<b>\$ 4,712,979</b>	<b>\$ 4,028,545</b>	<b>\$ 4,301,063</b>	<b>\$ 4,760,231</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

**2016**

- Salary adjustments associated with reorganizing existing positions are included
- Other items include Cartegraph software license and hardware expenses; trail map printing costs; demolition of a vacant structure at Gateway Mesa Open Space; and, consulting costs to determine rock scaling needs at Rock Park

**2017**

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

**2018**

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

**2016-2018 Balanced Financial Plan - General Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Finance Non-Departmental</b>						
Personnel	-	-	-	-	-	-
Services & Other	1,989,366	1,198,534	671,878	900,868	797,102	670,584
Supplies	2,200	644	2,303	651	658	665
Capital	116,599	1,200,000	1,138,378	220,000	-	-
Debt & Financing	-	2,500	-	2,500	-	-
Transfers Out	200,000	2,500,000	2,500,000	-	4,000,000	-
<b>Total Finance Non-Departmental</b>	<b>\$ 2,308,165</b>	<b>\$ 4,901,678</b>	<b>\$ 4,312,559</b>	<b>\$ 1,124,019</b>	<b>\$ 4,797,760</b>	<b>\$ 671,249</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

**2016**

- No significant changes are included at this time

**2017**

- \$3 million interfund loan made to the Fire Capital Fund for construction of the new Crystal Valley Fire Station.
- \$ 1 million transfer to the Economic Development Fund to accommodate the Public Finance Agreement for the Promenade at Castle Rock development

**2018**

- No significant changes are included at this time

<b>Total Expenditures</b>	<b>\$ 37,501,553</b>	<b>\$ 43,648,831</b>	<b>\$ 42,321,933</b>	<b>\$ 41,166,144</b>	<b>\$ 47,513,013</b>	<b>\$ 47,508,270</b>
<b>Net Revenues/Expenditures</b>	<b>1,138,139</b>	<b>(1,866,404)</b>	<b>(1,678,894)</b>	<b>257,507</b>	<b>(2,937,114)</b>	<b>18,070</b>
<b>Ending Funds Available</b>	<b>16,222,134</b>	<b>14,355,730</b>	<b>14,543,240</b>	<b>14,800,747</b>	<b>11,863,633</b>	<b>11,881,703</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Operational Capacity Reserve*				1,000,000	-	-
Revenue Stabilization Reserve				1,668,000	1,806,240	1,955,937
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				1,765,000	1,853,250	1,945,913
Opportunity/Economic Dev. Reserve				1,000,000	1,000,000	1,000,000
TABOR Reserve				1,672,908	1,667,242	1,834,755
<b>Total Reserves &amp; Internal Designations</b>				<b>8,405,908</b>	<b>7,676,732</b>	<b>8,139,105</b>
<b>Unobligated Reserves</b>				<b>\$ 6,394,839</b>	<b>\$ 4,186,901</b>	<b>\$ 3,742,598</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

**2016-2018 Balanced Financial Plan - Economic Development Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 5,648,954	\$ 2,695,860	\$ 2,695,860	\$ 1,995,220	\$ 1,781,522	\$ 3,048,076
<b>Revenues</b>						
Taxes						
Use	\$ 315,802	\$ 623,870	\$ 623,870	\$ 586,029	\$ 349,201	\$ 207,360
Investment Earnings	35,464	7,965	20,471	10,670	17,353	17,952
Transfers In	-	-	-	-	1,000,000	-
Other Revenue	63	-	8,035	-	-	-
<b>Total Revenues</b>	<b>\$ 351,329</b>	<b>\$ 631,835</b>	<b>\$ 652,376</b>	<b>\$ 596,699</b>	<b>\$ 1,366,554</b>	<b>\$ 225,312</b>
<b>Expenditures</b>						
Services & Other	\$ 3,304,423	\$ 2,155,286	\$ 1,353,016	\$ 810,397	\$ 100,000	\$ 100,000
<b>Total Expenditures</b>	<b>\$ 3,304,423</b>	<b>\$ 2,155,286</b>	<b>\$ 1,353,016</b>	<b>\$ 810,397</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Net Revenues/Expenditures</b>	<b>(2,953,094)</b>	<b>(1,523,451)</b>	<b>(700,640)</b>	<b>(213,698)</b>	<b>1,266,554</b>	<b>125,312</b>
<b>Ending Funds Available</b>	<b>\$ 2,695,860</b>	<b>\$ 1,172,409</b>	<b>\$ 1,995,220</b>	<b>\$ 1,781,522</b>	<b>\$ 3,048,076</b>	<b>\$ 3,173,388</b>
<b>Reserves &amp; Internal Designations</b>						
Future Incentive Obligation					2,000,000	2,000,000
Committed for Fund Purpose				1,781,522	1,048,076	1,173,388
<b>Total Reserves &amp; Internal Designations*</b>				<b>1,781,522</b>	<b>3,048,076</b>	<b>3,173,388</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* In addition to reserves in the Economic Development Fund, an additional \$1 million is reserved in the General Fund for Economic Development opportunities

**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

**2016**

- Use Tax revenue is based on anticipated commercial development with a total valuation of \$26,801,460; Services & Other budgeted to meet current obligated amounts related to existing economic development agreements and to allow for additional agreements should they be approved.
- Includes loan amount of \$50,000 for the Urban Renewal Authority; the deficit in this fund for 2016 is related to using fund balance for economic development initiatives as identified during the year

**2017**

- Use Tax revenue is based on anticipated commercial development with a total valuation of \$14,960,060. Includes loan amount of \$50,000 for the Urban Renewal Authority
- Additional reserve amount of \$2 million added 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 with a total valuation of \$7,868,020. Includes loan amount of \$50,000 for the Urban Renewal Authority

## 2016-2018 Balanced Financial Plan - Transportation Fund

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 8,151,995	\$ 4,459,326	\$ 4,459,326	\$ 3,302,203	\$ 2,229,719	\$ 3,004,037
<b>Revenues</b>						
Taxes						
Use	\$ 1,850,694	\$ 1,543,747	\$ 1,839,398	\$ 2,076,110	\$ 1,770,185	\$ 1,900,486
Sales	10,683,425	11,660,595	11,029,412	11,474,592	12,592,508	13,406,392
Motor Vehicle	1,983,130	1,966,632	2,036,227	2,158,400	2,282,509	2,400,222
Intergovernmental	2,945,407	2,894,983	2,894,983	3,141,507	4,317,786	3,030,836
Charges for Service	7,775	-	7,552	3,000	3,000	3,000
Investment Earnings	44,012	13,780	17,205	11,524	15,305	29,381
Contributions & Donations	105,551	160,000	160,000	127,000	6,000	6,000
Other Revenue	18,661	3,000	9,991	1,200	1,200	1,200
<b>Total Revenues</b>	<b>\$ 17,638,655</b>	<b>\$ 18,242,737</b>	<b>\$ 17,994,768</b>	<b>\$ 18,993,333</b>	<b>\$ 20,988,493</b>	<b>\$ 20,777,517</b>
<b>Expenditures</b>						
Personnel	\$ 3,097,854	\$ 3,420,910	\$ 3,346,312	\$ 3,444,880	\$ 3,585,025	\$ 3,727,064
Services & Other	5,916,355	8,887,177	8,890,242	10,007,855	11,564,296	11,249,817
Supplies	478,737	528,938	567,011	620,594	643,309	667,669
Capital	130,700	71,000	40,906	327,000	-	31,407
5 Year Capital Improvement Program	222,632	1,667,678	1,667,678	2,025,000	2,482,000	445,000
Debt & Financing	1,603,013	1,602,075	1,602,075	1,605,763	903,613	906,050
Transfers Out	9,882,033	4,037,667	3,037,667	2,034,725	1,035,932	1,037,923
<b>Total Expenditures</b>	<b>\$ 21,331,324</b>	<b>\$ 20,215,445</b>	<b>\$ 19,151,891</b>	<b>\$ 20,065,817</b>	<b>\$ 20,214,175</b>	<b>\$ 18,064,930</b>
<b>Net Revenues/Expenditures</b>	<b>(3,692,669)</b>	<b>(1,972,708)</b>	<b>(1,157,123)</b>	<b>(1,072,484)</b>	<b>774,318</b>	<b>2,712,587</b>
<b>Ending Funds Available</b>	<b>\$ 4,459,326</b>	<b>\$ 2,486,618</b>	<b>\$ 3,302,203</b>	<b>\$ 2,229,719</b>	<b>\$ 3,004,037</b>	<b>\$ 5,716,624</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				215,632	226,414	237,735
Catastrophic Events Reserve				1,629,227	1,710,688	1,796,222
<b>Total Reserves &amp; Internal Designations</b>				<b>1,844,859</b>	<b>1,937,102</b>	<b>2,033,957</b>
<b>Unobligated Reserves</b>				<b>\$ 384,860</b>	<b>\$ 1,066,935</b>	<b>\$ 3,682,667</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

#### 2016

- \$6,965,000 for the Pavement Maintenance Program
- Significant Capital Projects include improvements to downtown crosswalks and alleyways, improvements at Sunset Drive, Transportation Master Plan update, and the addition of two traffic signals
- Transfer of \$1 million to the Transportation Capital Fund, which was previously accumulated for the purpose of supporting the North Meadows Extension project
- Final payment of \$688,500 for the 2004 Sales and Use Tax Revenue Refunding Bonds
- Debt service payments of \$914,763 for the 2008 Transportation Action Plan (TAP) Revenue Bonds

#### 2017

- \$8,590,000 for the Pavement Maintenance Program
- Significant capital projects include \$1,667,000 for the reconstruction of Meadows Parkway and \$600,000 for traffic signal system improvements
- Debt service payments of \$903,613 for the 2008 TAP Revenue Bonds

#### 2018

- \$8,260,000 for the Pavement Maintenance Program
- Significant capital projects include \$230,000 for traffic signal system improvements
- Debt service payments of \$906,050 for the 2008 TAP Revenue Bonds

**2016-2018 Balanced Financial Plan - Conservation Trust Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 1,109,606	\$ 1,124,314	\$ 1,124,314	\$ 229,970	\$ 133,929	\$ 1,040,725
<b>Revenues</b>						
Licenses & Permits	\$ 115,515	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Intergovernmental	1,401,612	1,249,363	1,229,892	1,113,363	913,363	913,363
Investment Earnings	4,238	4,274	3,094	1,096	5,933	10,308
Other Revenue	9	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,521,374</b>	<b>\$ 1,363,637</b>	<b>\$ 1,342,986</b>	<b>\$ 1,224,459</b>	<b>\$ 1,029,296</b>	<b>\$ 1,033,671</b>
<b>Expenditures</b>						
Services & Other	\$ 45,510	\$ 3,965	\$ 70,000	\$ -	\$ -	\$ -
Supplies	30,333	-	80,000	-	-	-
Capital	212,341	198,825	51,330	370,500	122,500	212,500
Transfers Out	1,218,482	2,218,482	2,036,000	950,000	-	-
<b>Total Expenditures</b>	<b>\$ 1,506,666</b>	<b>\$ 2,421,272</b>	<b>\$ 2,237,330</b>	<b>\$ 1,320,500</b>	<b>\$ 122,500</b>	<b>\$ 212,500</b>
<b>Net Revenues/Expenditures</b>	<b>14,708</b>	<b>(1,057,635)</b>	<b>(894,344)</b>	<b>(96,041)</b>	<b>906,796</b>	<b>821,171</b>
<b>Ending Funds Available</b>	<b>\$ 1,124,314</b>	<b>\$ 66,679</b>	<b>\$ 229,970</b>	<b>\$ 133,929</b>	<b>\$ 1,040,725</b>	<b>\$ 1,861,896</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				133,929	1,040,725	1,861,896
<b>Total Reserves &amp; Internal Designations</b>				<b>133,929</b>	<b>1,040,725</b>	<b>1,861,896</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

**2016**

- Capital improvements including Metzler Ranch Park dugout covers, turf repair and hockey board replacement; Butterfield Park improvements; Fibar mulch replenishment at playgrounds at Town parks; tree removal and replacement; furniture replacement; irrigation system improvements; parks maintenance equipment and, POST Partners program funding
- Transfers out include a contribution of \$950,000 to the Parks & Recreation Capital Fund for the construction of Festival Park improvements

**2017**

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

**2018**

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



**2016-2018 Balanced Financial Plan - Philip S. Miller Trust Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 164,183	\$ 124,099	\$ 124,099	\$ 187,092	\$ 172,833	\$ 143,766
<b>Revenues</b>						
Investment Earnings	\$ 234	\$ 726	\$ 166	\$ 1,145	\$ 1,224	\$ 1,230
Contributions & Donations	283,000	283,000	285,000	285,000	285,000	285,000
Other Revenue	34,177	30,000	29,532	29,141	28,751	28,361
<b>Total Revenues</b>	<b>\$ 317,411</b>	<b>\$ 313,726</b>	<b>\$ 314,698</b>	<b>\$ 315,286</b>	<b>\$ 314,975</b>	<b>\$ 314,591</b>
<b>Expenditures</b>						
Personnel	\$ -	\$ -	\$ -	\$ 41,995	\$ 43,764	\$ 45,276
Services & Other	230,000	251,705	251,705	287,550	300,278	313,624
Transfers Out	127,495	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 357,495</b>	<b>\$ 251,705</b>	<b>\$ 251,705</b>	<b>\$ 329,545</b>	<b>\$ 344,042</b>	<b>\$ 358,900</b>
<b>Net Revenues/Expenditures</b>	<b>(40,084)</b>	<b>62,021</b>	<b>62,993</b>	<b>(14,259)</b>	<b>(29,067)</b>	<b>(44,309)</b>
<b>Ending Funds Available</b>	<b>\$ 124,099</b>	<b>\$ 186,120</b>	<b>\$ 187,092</b>	<b>\$ 172,833</b>	<b>\$ 143,766</b>	<b>\$ 99,457</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				172,833	143,766	99,457
<b>Total Reserves &amp; Internal Designations</b>				<b>172,833</b>	<b>143,766</b>	<b>99,457</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

**2016**

- Personnel costs are added to fund half of a Special Events Specialist position. The other half is funded in the Community Center Fund
- Costs for leasing holiday lighting decorations are included in the Services & Other category

**2017**

- Personnel costs continue to fund half of a Special Events Specialist position. The other half is funded in the Community Center Fund
- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

**2018**

- As approved for 2016, personnel costs continue for the Special Events Specialist position as split with the Community Center Fund
- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

**2016-2018 Balanced Financial Plan - Public Art Fund**

<b>Category</b>	<b>2014 Actual</b>	<b>2015 Amended Budget</b>	<b>2015 Year-End Estimate</b>	<b>2016 Proposed Budget</b>	<b>2017 Forecast</b>	<b>2018 Forecast</b>
<b>Beginning Funds Available</b>	\$ 66,023	\$ 79,099	\$ 79,099	\$ 29,649	\$ 29,808	\$ 29,967
<b>Revenues</b>						
Investment Earnings	\$ 167	\$ 310	\$ 134	\$ 159	\$ 159	\$ 160
Contributions & Donations	25,000	25,000	25,000	25,000	25,000	25,000
Other Revenue	1	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 25,168</b>	<b>\$ 25,310</b>	<b>\$ 25,134</b>	<b>\$ 25,159</b>	<b>\$ 25,159</b>	<b>\$ 25,160</b>
<b>Expenditures</b>						
Services & Other	\$ 12,092	\$ 75,000	\$ 73,938	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	-	-	646	-	-	-
<b>Total Expenditures</b>	<b>\$ 12,092</b>	<b>\$ 75,000</b>	<b>\$ 74,584</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Net Revenues/Expenditures</b>	<b>13,076</b>	<b>(49,690)</b>	<b>(49,450)</b>	<b>159</b>	<b>159</b>	<b>160</b>
<b>Ending Funds Available</b>	<b>\$ 79,099</b>	<b>\$ 29,409</b>	<b>\$ 29,649</b>	<b>\$ 29,808</b>	<b>\$ 29,967</b>	<b>\$ 30,127</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				29,808	29,967	30,127
<b>Total Reserves &amp; Internal Designations</b>				<b>29,808</b>	<b>29,967</b>	<b>30,127</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

**2016**

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

**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

**2016-2018 Balanced Financial Plan - Police Forfeiture Fund**

<b>Category</b>	<b>2014 Actual</b>	<b>2015 Amended Budget</b>	<b>2015 Year-End Estimate</b>	<b>2016 Proposed Budget</b>	<b>2017 Forecast</b>	<b>2018 Forecast</b>
<b>Beginning Funds Available</b>	\$ 12,610	\$ 23,821	\$ 23,821	\$ 23,833	\$ 5,032	\$ 10,086
<b>Revenues</b>						
Intergovernmental	\$ 11,200	\$ 23,816	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Investment Earnings	11	95	12	27	54	82
<b>Total Revenues</b>	<b>\$ 11,211</b>	<b>\$ 23,911</b>	<b>\$ 12</b>	<b>\$ 5,027</b>	<b>\$ 5,054</b>	<b>\$ 5,082</b>
<b>Expenditures</b>						
Services & Other	\$ -	\$ 23,816	\$ -	\$ -	\$ -	\$ -
Capital	-	-	-	23,828	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 23,816</b>	<b>\$ -</b>	<b>\$ 23,828</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Revenues/Expenditures</b>	<b>11,211</b>	<b>95</b>	<b>12</b>	<b>(18,801)</b>	<b>5,054</b>	<b>5,082</b>
<b>Ending Funds Available</b>	<b>\$ 23,821</b>	<b>\$ 23,916</b>	<b>\$ 23,833</b>	<b>\$ 5,032</b>	<b>\$ 10,086</b>	<b>\$ 15,168</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				5,032	10,086	15,168
<b>Total Reserves &amp; Internal Designations</b>				<b>5,032</b>	<b>10,086</b>	<b>15,168</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

**2016**

- Funds included to supplement the purchase of body cameras with Taser replacements as this is an eligible purchase for these funds

**2017**

- No significant changes are included at this time

**2018**

- No significant changes are included at this time

**2016-2018 Balanced Financial Plan - Downtown Development TIF Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ 187,742	\$ 187,742	\$ 187,742
<b>Revenues</b>						
Taxes						
Property	\$ -	\$ -	\$ -	\$ 9,600	\$ 9,600	\$ 9,600
Sales	-	800,000	987,742	1,221,202	1,519,090	1,795,756
Investment Earnings	-	-	-	989	989	989
Other Revenue	-	800,000	800,000	3,409,000	9,000	9,000
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 1,600,000</b>	<b>\$ 1,787,742</b>	<b>\$ 4,640,791</b>	<b>\$ 1,538,679</b>	<b>\$ 1,815,345</b>
<b>Expenditures</b>						
Capital	\$ -	\$ 800,000	\$ 800,000	\$ 1,019,981	\$ 1,317,808	\$ 1,594,409
Debt & Financing	-	800,000	800,000	1,120,810	220,871	220,936
Transfers Out	-	-	-	2,500,000	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 1,600,000</b>	<b>\$ 1,600,000</b>	<b>\$ 4,640,791</b>	<b>\$ 1,538,679</b>	<b>\$ 1,815,345</b>
<b>Net Revenues/Expenditures</b>	<b>-</b>	<b>-</b>	<b>187,742</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 187,742</b>	<b>\$ 187,742</b>	<b>\$ 187,742</b>	<b>\$ 187,742</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				187,742	187,742	187,742
<b>Total Reserves &amp; Internal Designations</b>				<b>187,742</b>	<b>187,742</b>	<b>187,742</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

**2016**

- Includes receipt of funds from a line of credit and subsequent issuance of a loan totaling \$900,000 for the Move, LLC
- Includes receipt of funds from a term loan totaling \$2,500,000 that will be transferred out to the Parks & Recreation Capital Fund for construction of improvements at Festival Park. Corresponding debt service for the loan is also included.
- Capital expenditures are estimated and require Council approval

**2017**

- Capital expenditures are estimated and require Council approval

**2018**

- Capital expenditures are estimated and require Council approval

**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.

Incremental revenue amounts earned from 2012 to 2014 totaled \$1.2 million, but were not able to be received into the DDA TIF Fund since the Town had not yet incurred debt on behalf of the DDA. These funds, however, were budgeted for use in the Finance Non-Departmental division in 2015. This 2015 amount is intended to be spent on Council approved downtown projects and may need to be carried forward in a future budget amendment into 2016. The Town created this fund and incurred debt on behalf of the DDA in 2015. Projects in this fund include a \$900,000 loan for The Move construction project and \$2.5M for the Festival Park improvement project in 2016. Although the budget reflects using all available resources within each year, actual use of available funds requires approval by Town Council.

**2016-2018 Balanced Financial Plan - Parks & Recreation Capital Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 16,205,387	\$ 1,859,262	\$ 1,859,262	\$ 414,060	\$ 1,209,853	\$ 1,710,863
<b>Revenues</b>						
Intergovernmental	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
Investment Earnings	25,779	4,370	9,551	10,136	12,773	7,532
Impact Fees	2,340,112	1,985,200	2,439,055	2,694,620	2,209,700	2,416,240
Contributions & Donations	320,000	520,000	40,000	20,000	20,000	20,000
Transfers In	1,163,467	7,536,000	7,536,000	3,950,000	-	-
<b>Total Revenues</b>	<b>\$ 3,849,358</b>	<b>\$ 10,295,570</b>	<b>\$ 10,274,606</b>	<b>\$ 6,674,756</b>	<b>\$ 2,242,473</b>	<b>\$ 2,443,772</b>
<b>Expenditures</b>						
Services & Other	\$ 11,819	\$ 28,839	\$ 28,839	\$ -	\$ -	\$ -
Capital	15,806,201	9,293,747	9,293,747	4,425,000	300,000	2,000,000
Debt & Financing	710,463	708,763	708,763	711,963	709,963	707,863
Interfund Loan	455,000	1,701,875	1,688,459	742,000	731,500	721,000
Transfers Out	1,212,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 18,195,483</b>	<b>\$ 11,733,224</b>	<b>\$ 11,719,808</b>	<b>\$ 5,878,963</b>	<b>\$ 1,741,463</b>	<b>\$ 3,428,863</b>
<b>Net Revenues/Expenditures</b>	<b>(14,346,125)</b>	<b>(1,437,654)</b>	<b>(1,445,202)</b>	<b>795,793</b>	<b>501,010</b>	<b>(985,091)</b>
<b>Ending Funds Available</b>	<b>\$ 1,859,262</b>	<b>\$ 421,608</b>	<b>\$ 414,060</b>	<b>\$ 1,209,853</b>	<b>\$ 1,710,863</b>	<b>\$ 725,772</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,209,853	1,710,863	725,772
<b>Total Reserves &amp; Internal Designations</b>				<b>1,209,853</b>	<b>1,710,863</b>	<b>725,772</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

**2016**

- Impact fees are based on 700 new single family and 316 multi family units
- Transfers in from Conservation Trust Fund, General Long Term Planning Fund and the DDA TIF Fund for construction of improvements at Festival Park
- Capital funding is included for the construction of improvements at Festival Park, purchase of a sweeper, the addition of an LED sign at Philip S. Miller Park and the addition of a connect to a parking lot for the aerial trekking course anticipated to open in the spring of 2016

**2017**

- Impact fees are based on 700 new single family and 100 multi family units
- Capital funding is included for a link to future parking and for the design of a new neighborhood park

**2018**

- Impact fees are based on 700 new single family and 192 multi family units
- Capital funding is included for the construction of a new neighborhood park

**2016-2018 Balanced Financial Plan - Municipal Facilities Capital Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 997,443	\$ 1,313,947	\$ 1,313,947	\$ 1,414,116	\$ 1,871,974	\$ 2,312,063
<b>Revenues</b>						
Investment Earnings	\$ 5,751	\$ 5,092	\$ 3,647	\$ 9,929	\$ 11,787	\$ 13,817
Impact Fees	444,330	395,510	481,246	526,802	428,824	462,058
Transfers In	14,631	-	-	-	-	-
Interfund Loan Revenue	-	-	-	7,246	4,050	29,277
<b>Total Revenues</b>	<b>\$ 464,712</b>	<b>\$ 400,602</b>	<b>\$ 484,893</b>	<b>\$ 543,977</b>	<b>\$ 444,661</b>	<b>\$ 505,152</b>
<b>Expenditures</b>						
Services & Other	\$ 148,208	\$ 93,238	\$ 91,224	\$ 86,119	\$ 4,572	\$ 4,572
Transfers Out	-	293,500	293,500	-	-	-
<b>Total Expenditures</b>	<b>\$ 148,208</b>	<b>\$ 386,738</b>	<b>\$ 384,724</b>	<b>\$ 86,119</b>	<b>\$ 4,572</b>	<b>\$ 4,572</b>
<b>Net Revenues/Expenditures</b>	<b>316,504</b>	<b>13,864</b>	<b>100,169</b>	<b>457,858</b>	<b>440,089</b>	<b>500,580</b>
<b>Ending Funds Available</b>	<b>\$ 1,313,947</b>	<b>\$ 1,327,811</b>	<b>\$ 1,414,116</b>	<b>\$ 1,871,974</b>	<b>\$ 2,312,063</b>	<b>\$ 2,812,643</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,871,974	2,312,063	2,812,643
<b>Total Reserves &amp; Internal Designations</b>				<b>1,871,974</b>	<b>2,312,063</b>	<b>2,812,643</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

**2016**

- Impact fees are based on 700 new single family and 316 multi family units
- Scheduled increase in lease payments related to space rental for the Division of Innovation and Technology (DoIT)

**2017**

- Impact fees are based on 700 new single family and 100 multi family units
- Scheduled increase in lease payments related to space rental for DoIT - in the event that additional office space is identified for Development Services, DoIT would relocate to Town Hall and the lease for the existing offices would be eliminated

**2018**

- Impact fees are based on 700 new single family and 192 multi family units
- Scheduled increase in lease payments related to space rental for DoIT - in the event that additional office space is identified for Development Services, DoIT would relocate to Town Hall and the lease for the existing offices would be eliminated

**2016-2018 Balanced Financial Plan - Fire Capital Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 2,335,261	\$ 2,581,259	\$ 2,581,259	\$ 2,851,889	\$ 3,102,235	\$ 256,374
<b>Revenues</b>						
Investment Earnings	\$ 15,574	\$ 10,149	\$ 9,097	\$ 16,260	\$ 843	\$ 1,203
Impact Fees	458,638	438,220	531,827	581,948	465,300	481,588
Transfers In	15,977	-	-	-	3,000,000	-
Other Revenue	31	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 490,220</b>	<b>\$ 448,369</b>	<b>\$ 540,924</b>	<b>\$ 598,208</b>	<b>\$ 3,466,143</b>	<b>\$ 482,791</b>
<b>Expenditures</b>						
Services & Other	\$ 50,480	\$ 59,372	\$ 59,372	\$ 46,939	\$ 46,939	\$ 46,939
Supplies	34,300	-	-	-	-	-
Capital	124,722	170,000	170,000	245,864	5,124,065	-
Interfund Loan	-	-	-	-	-	325,303
Transfers Out	34,720	40,922	40,922	55,059	1,141,000	-
<b>Total Expenditures</b>	<b>\$ 244,222</b>	<b>\$ 270,294</b>	<b>\$ 270,294</b>	<b>\$ 347,862</b>	<b>\$ 6,312,004</b>	<b>\$ 372,242</b>
<b>Net Revenues/Expenditures</b>	<b>245,998</b>	<b>178,075</b>	<b>270,630</b>	<b>250,346</b>	<b>(2,845,861)</b>	<b>110,549</b>
<b>Ending Funds Available</b>	<b>\$ 2,581,259</b>	<b>\$ 2,759,334</b>	<b>\$ 2,851,889</b>	<b>\$ 3,102,235</b>	<b>\$ 256,374</b>	<b>\$ 366,923</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				3,102,235	256,374	366,923
<b>Total Reserves &amp; Internal Designations</b>				<b>3,102,235</b>	<b>256,374</b>	<b>366,923</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

**2016**

- Funds for the architectural design of the new Crystal Valley Fire Station, lease payments for the Public Safety Training Center and vehicle purchases associated with new positions are included in 2016. If an opportunity arose to purchase or build a Public Safety Training Center then lease payments would no longer be paid

**2017**

- Funds to begin construction of the new Crystal Valley Fire Station for \$5.14M and vehicle acquisitions for \$1.14M associated with the station are included in 2017. Continuance of lease payments for the Public Safety Training Center are included as proposed

**2018**

- Interfund loan payments to the General Fund associated with the new Crystal Valley Fire Station anticipated to open in the summer of 2018 and lease payments for the Public Safety Training Center are included as requested

**2016-2018 Balanced Financial Plan - Police Capital Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 219,700	\$ 271,093	\$ 271,093	\$ 53,073	\$ 70,768	\$ 115,607
<b>Revenues</b>						
Investment Earnings	\$ 587	\$ 1,001	\$ 518	\$ 382	\$ 652	\$ 652
Impact Fees	253,565	241,590	290,339	321,527	248,728	266,082
Transfers In	8,316	270,000	270,000	-	-	-
<b>Total Revenues</b>	<b>\$ 262,468</b>	<b>\$ 512,591</b>	<b>\$ 560,857</b>	<b>\$ 321,909</b>	<b>\$ 249,380</b>	<b>\$ 266,734</b>
<b>Expenditures</b>						
Services & Other	\$ 1,153	\$ 26,075	\$ 26,075	\$ 20,117	\$ 20,117	\$ 20,117
Capital	-	600,000	600,000	-	-	-
Interfund Loan	61,599	60,173	60,173	67,420	64,224	89,451
Transfers Out	148,323	92,629	92,629	216,677	120,200	171,127
<b>Total Expenditures</b>	<b>\$ 211,075</b>	<b>\$ 778,877</b>	<b>\$ 778,877</b>	<b>\$ 304,214</b>	<b>\$ 204,541</b>	<b>\$ 280,695</b>
<b>Net Revenues/Expenditures</b>	<b>51,393</b>	<b>(266,286)</b>	<b>(218,020)</b>	<b>17,695</b>	<b>44,839</b>	<b>(13,961)</b>
<b>Ending Funds Available</b>	<b>\$ 271,093</b>	<b>\$ 4,807</b>	<b>\$ 53,073</b>	<b>\$ 70,768</b>	<b>\$ 115,607</b>	<b>\$ 101,646</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				70,768	115,607	101,646
<b>Total Reserves &amp; Internal Designations</b>				<b>70,768</b>	<b>115,607</b>	<b>101,646</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

**2016**

- Lease payments for the Public Safety Training Center, interfund loan payments to the General Fund, and vehicle purchases associated with new positions are included in 2016. Interfund loan payments to the General Fund may be adjusted if funds are available as a result of positive development. If an opportunity arose to purchase or build a Public Safety Training Center then lease payments would no longer be paid

**2017**

- Lease payments for the Public Safety Training Center, interfund loan payments, and vehicle purchases associated with new positions are included in 2017

**2018**

- Lease payments for the Public Safety Training Center, interfund loan payments, and vehicle purchases associated with new positions are included in 2018.



**2016-2018 Balanced Financial Plan - Transportation Capital Projects Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 39,343,939	\$ 39,717,855	\$ 39,717,855	\$ 8,226,201	\$ 1,163,003	\$ 1,292,372
<b>Revenues</b>						
Taxes						
Use	\$ 1,375,846	\$ 1,391,456	\$ 1,428,974	\$ 1,555,807	\$ 1,326,551	\$ 1,424,197
Intergovernmental	-	-	-	-	284,000	269,000
Investment Earnings	108,542	147,858	105,870	1,839	1,735	8,309
Impact Fees	2,188,142	2,199,850	2,612,710	2,852,990	2,335,400	2,371,426
Contributions & Donations	1,009,083	2,791,000	2,066,868	3,601,382	577,333	3,277,333
Transfers In	24,018,668	3,000,000	2,000,000	1,000,000	-	-
Other Revenue	4	-	50	-	-	-
<b>Total Revenues</b>	<b>\$ 28,700,285</b>	<b>\$ 9,530,164</b>	<b>\$ 8,214,472</b>	<b>\$ 9,012,018</b>	<b>\$ 4,525,019</b>	<b>\$ 7,350,265</b>
<b>Expenditures</b>						
Personnel	\$ 73,592	\$ 112,759	\$ 112,130	\$ 117,153	\$ -	\$ -
Services & Other	11,243	27,680	27,680	-	-	-
Capital	-	-	-	-	-	-
5 Year Capital Improvement Program	27,369,446	36,553,003	27,069,228	14,033,775	505,000	4,637,000
Debt & Financing	872,088	871,788	872,088	871,788	1,353,150	1,350,838
Interfund Loan	-	11,435,000	11,435,000	1,052,500	2,537,500	-
Transfers Out	-	190,000	190,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 28,326,369</b>	<b>\$ 49,190,230</b>	<b>\$ 39,706,126</b>	<b>\$ 16,075,216</b>	<b>\$ 4,395,650</b>	<b>\$ 5,987,838</b>
<b>Net Revenues/Expenditures</b>	<b>373,916</b>	<b>(39,660,066)</b>	<b>(31,491,654)</b>	<b>(7,063,198)</b>	<b>129,369</b>	<b>1,362,427</b>
<b>Ending Funds Available</b>	<b>\$ 39,717,855</b>	<b>\$ 57,789</b>	<b>\$ 8,226,201</b>	<b>\$ 1,163,003</b>	<b>\$ 1,292,372</b>	<b>\$ 2,654,799</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,163,003	1,292,372	2,654,799
<b>Total Reserves &amp; Internal Designations</b>				<b>1,163,003</b>	<b>1,292,372</b>	<b>2,654,799</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

**2016**

- Estimated \$9.5 million of remaining construction costs to complete the North Meadows Extension Project are included
- Five Year Capital Improvement Program projects include \$3.05 million for improvements to the Plum Creek Parkway & Perry Street and Plum Creek Parkway & Wilcox Street intersections and \$1.5 million for the initial design and planning costs of the Crystal Valley Parkway & I-25 interchange
- Repayment of \$1 million principal to the Water Fund in the Utilities Department for a 2014 interfund loan
- Interest payment of \$871,788 for the 2013 Transportation Action Plan (TAP) Bonds

**2017**

- Five Year Capital Improvement Program projects include \$355,000 for the design of improvements to Founders Parkway (SH86) and Allen Way and \$150,000 for the design of an expansion to the Service Center Building
- Repayment of \$2.5 million principal to the Utilities Department for 2014 interfund loan
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds

**2018**

- Five Year Capital Improvement Program projects include \$1.35 million for the construction of the Service Center expansion, \$337,000 for right of way acquisition for improvements to Founders Parkway (SH86) and Allen Way, \$650,000 design of improvements at Founders Parkway (SH86) and Crowfoot Valley Road and \$2.3 million for further project costs associated with the Crystal Valley Parkway interchange at I-25
- Principal and interest payments of \$1,350,838 for the 2013 TAP Bonds

**2016-2018 Balanced Financial Plan - General Long Term Planning Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 1,856,858	\$ 1,902,132	\$ 1,902,132	\$ 1,800,753	\$ 1,303,828	\$ 1,121,315
<b>Revenues</b>						
Taxes						
Use	\$ 1,071,362	\$ 1,080,070	\$ 1,063,183	\$ 1,208,939	\$ 1,030,796	\$ 1,106,671
Investment Earnings	7,804	7,167	5,268	9,605	8,618	6,597
Other Revenue	828	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,079,994</b>	<b>\$ 1,087,237</b>	<b>\$ 1,068,451</b>	<b>\$ 1,218,544</b>	<b>\$ 1,039,414</b>	<b>\$ 1,113,268</b>
<b>Expenditures</b>						
Services & Other	\$ 75,941	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	115,180	-	-	-	-	-
Capital	843,599	1,302,284	1,169,830	1,215,469	1,221,927	1,492,358
Transfers Out	-	-	-	500,000	-	-
<b>Total Expenditures</b>	<b>\$ 1,034,720</b>	<b>\$ 1,302,284</b>	<b>\$ 1,169,830</b>	<b>\$ 1,715,469</b>	<b>\$ 1,221,927</b>	<b>\$ 1,492,358</b>
<b>Net Revenues/Expenditures</b>	<b>45,274</b>	<b>(215,047)</b>	<b>(101,379)</b>	<b>(496,925)</b>	<b>(182,513)</b>	<b>(379,090)</b>
<b>Ending Funds Available</b>	<b>\$ 1,902,132</b>	<b>\$ 1,687,085</b>	<b>\$ 1,800,753</b>	<b>\$ 1,303,828</b>	<b>\$ 1,121,315</b>	<b>\$ 742,225</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,303,828	1,121,315	742,225
<b>Total Reserves &amp; Internal Designations</b>				<b>1,303,828</b>	<b>1,121,315</b>	<b>742,225</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

**2016**

- Impact fees are based on 700 new single family and 316 multi family units
- Capital funding is included for numerous facilities, parks and IT related projects including completion of the Town's fiber network, parking lot and concrete repair, various building improvements, server and other device replacement, computer replacement program and Microsoft licensing
- Transfers out include use of fund balance for a contribution of \$500,000 to the Parks & Recreation Capital Fund for the construction of Festival Park improvements

**2017**

- Impact fees are based on 700 new single family and 100 multi family units
- Capital funding is included for numerous projects including parking lot and concrete repair, various building improvements, server and other device replacement, computer replacement program, Microsoft licensing and synthetic turf replacement. The projects that are currently planned will require the use of available fund balance as shown by the deficit represented above

**2018**

- Impact fees are based on 700 new single family and 192 multi family units
- Capital funding is included for numerous facilities, parks and IT related projects including parking lot and concrete repair, various building improvements, server and other device replacement, computer replacement program, Microsoft licensing, door security system improvements and synthetic turf replacement. The projects that are currently planned will require the use of available fund balance as shown by the deficit represented above

**2016-2018 Balanced Financial Plan - Water Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 19,482,549	\$ 12,374,849	\$ 12,374,849	\$ 16,623,884	\$ 17,547,756	\$ 18,576,752
<b>Revenues</b>						
Intergovernmental	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	10,919,743	12,648,167	12,196,558	12,947,433	13,668,564	14,426,723
Fines & Forfeitures	359,944	390,200	344,539	348,552	348,552	348,552
Investment Earnings	101,377	42,280	65,036	92,547	82,371	85,925
System Development Fees	1,672,910	1,621,998	2,440,493	2,034,686	2,082,388	2,158,700
Contributions & Donations	-	-	-	-	-	-
Interfund Loan Revenue	-	4,780,500	4,780,500	1,072,750	20,250	695,250
Debt & Financing Revenue	-	6,252,192	6,252,192	-	-	-
Other Revenue	103,773	71,550	231,022	71,550	71,550	71,550
<b>Total Revenues</b>	<b>\$ 13,257,747</b>	<b>\$ 25,806,887</b>	<b>\$ 26,310,340</b>	<b>\$ 16,567,518</b>	<b>\$ 16,273,675</b>	<b>\$ 17,786,700</b>
<b>Expenditures</b>						
Personnel	\$ 2,270,638	\$ 2,591,459	\$ 2,515,831	\$ 2,902,826	\$ 3,132,247	\$ 3,255,498
Services & Other	3,744,651	4,268,867	4,160,952	4,366,503	4,447,850	4,675,830
Supplies	926,049	1,056,850	1,078,928	1,158,903	1,141,300	1,188,392
Capital	55,652	867,914	184,974	991,319	868,874	868,374
5 Year Capital Improvement Program	1,031,353	4,765,088	4,471,910	3,281,945	2,218,502	2,363,000
Debt & Financing	1,768,826	8,019,971	8,125,695	1,253,587	1,740,767	1,746,879
Transfers Out	10,568,278	1,413,707	1,523,015	1,688,563	1,695,139	1,823,925
<b>Total Expenditures</b>	<b>\$ 20,365,447</b>	<b>\$ 22,983,856</b>	<b>\$ 22,061,305</b>	<b>\$ 15,643,646</b>	<b>\$ 15,244,679</b>	<b>\$ 15,921,898</b>
<b>Net Revenues/Expenditures</b>	<b>(7,107,700)</b>	<b>2,823,031</b>	<b>4,249,035</b>	<b>923,872</b>	<b>1,028,996</b>	<b>1,864,802</b>
<b>Ending Funds Available</b>	<b>\$ 12,374,849</b>	<b>\$ 15,197,880</b>	<b>\$ 16,623,884</b>	<b>\$ 17,547,756</b>	<b>\$ 18,576,752</b>	<b>\$ 20,441,554</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				1,404,705	1,453,566	1,519,953
Catastrophic Events Reserve				3,916,415	4,054,983	4,199,203
Revenue Stabilization Reserve				1,590,000	1,685,400	1,786,524
Capital Reserve				9,636,636	10,382,803	11,935,874
<b>Total Reserves &amp; Internal Designations</b>				<b>16,547,756</b>	<b>17,576,752</b>	<b>19,441,554</b>
<b>Unobligated Reserves</b>				<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</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

**2016**

- Revenue projections reflect the 2015 Rates & Fees Study, while expenditures reflect updated financial plans for 2016 through 2018 which are also being used for the 2015 Rates & Fees Study; in 2016, there is no projected rate increase for Water Fund rates and a 39% increase, or approximately \$907 per single family unit, to the Water Fund System Development Fee
- The Capital Improvement Program reflects updates to each funds capital project projection through 2050; significant projects include a waterline loop at Topeka Way, the demolition of tank 6B, and filter media upgrade at the Ray Waterman Water Treatment Plant

**2017**

- Significant capital projects include the installation of a new pressure reducing valve station in the downtown area, demolition of tank 5, and waterline replacement in Crowfoot Valley road

**2018**

- Significant capital projects include the \$703,000 for the construction of a transmission line at Highway 85

**2016-2018 Balanced Financial Plan - Water Resources Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 81,410,163	\$ 76,796,700	\$ 76,796,700	\$ 78,350,770	\$ 53,218,396	\$ 48,092,423
<b>Revenues</b>						
Charges for Service	\$ 7,003,357	\$ 7,257,600	\$ 7,258,582	\$ 7,785,184	\$ 8,308,624	\$ 8,848,864
Fines & Forfeitures	49,605	58,500	57,587	51,500	51,500	51,500
Investment Earnings	379,391	247,221	344,995	193,321	120,077	53,992
System Development Fees	11,144,560	10,285,198	10,791,000	10,418,100	10,776,500	11,147,500
Transfers In	1,040,972	1,157,413	1,266,721	1,492,462	1,498,849	1,626,142
Interfund Loan Revenue	455,000	4,046,875	4,046,875	-	-	-
Debt & Financing Revenue	-	129,000	114,500	129,000	129,000	129,000
Other Revenue	57,238	240	118,490	240	240	240
<b>Total Revenues</b>	<b>\$ 20,130,123</b>	<b>\$ 23,182,047</b>	<b>\$ 23,998,750</b>	<b>\$ 20,069,807</b>	<b>\$ 20,884,790</b>	<b>\$ 21,857,238</b>
<b>Expenditures</b>						
Personnel	\$ 1,372,440	\$ 1,441,001	\$ 1,583,930	\$ 1,731,103	\$ 1,837,389	\$ 1,975,760
Services & Other	1,172,712	2,203,040	1,771,227	1,882,070	4,214,973	4,623,593
Supplies	256,858	281,583	279,323	302,025	314,600	323,628
Capital	2,034	51,838	45,487	129,885	127,651	127,767
5 Year Capital Improvement Program	16,015,703	14,008,645	14,077,668	36,528,303	14,883,990	6,005,830
Debt & Financing	2,420,895	4,624,283	4,662,619	4,624,212	4,627,577	4,625,258
Transfers Out	3,502,944	24,430	24,426	4,583	4,583	4,583
<b>Total Expenditures</b>	<b>\$ 24,743,586</b>	<b>\$ 22,634,820</b>	<b>\$ 22,444,680</b>	<b>\$ 45,202,181</b>	<b>\$ 26,010,763</b>	<b>\$ 17,686,419</b>
<b>Net Revenues/Expenditures</b>	<b>(4,613,463)</b>	<b>547,227</b>	<b>1,554,070</b>	<b>(25,132,374)</b>	<b>(5,125,973)</b>	<b>4,170,819</b>
<b>Ending Funds Available</b>	<b>\$ 76,796,700</b>	<b>\$ 77,343,927</b>	<b>\$ 78,350,770</b>	<b>\$ 53,218,396</b>	<b>\$ 48,092,423</b>	<b>\$ 52,263,242</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				652,533	1,061,160	1,153,830
Catastrophic Events Reserve				1,283,183	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				44,528,855	38,670,003	42,594,977
<b>Total Reserves &amp; Internal Designations</b>				<b>52,718,396</b>	<b>47,592,423</b>	<b>51,763,242</b>
<b>Unobligated Reserves</b>				<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</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

**2016**

- Revenue projections reflect the 2015 Rates & Fees Study, while expenditures reflect updated financial plans for 2016 through 2018 which are also being used for the 2015 Rates & Fees Study; in 2016, there is a projected 3% rate increase for the Water Resources User Fee and a 6% increase, or approximately \$830 per single family unit, to the Water Resources System Development Fee
- The Capital Improvement Program reflects updates to each funds capital project projection through 2050; significant projects include \$7.2 million for ultraviolet and advanced oxidation treatment to the Plum Creek Water Purification facility, \$13.4 million for the WISE project, and \$4.5 million for the Alternative Source of Supply project

**2017**

- Significant capital projects include \$739k for the WISE project and \$12.6 million for the Alternative Source of Supply project

**2018**

- Significant capital projects include \$1 million for the WISE project and \$4.4 million for the Alternative Source of Supply project

**2016-2018 Balanced Financial Plan - Stormwater Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 4,127,459	\$ 6,649,615	\$ 6,649,615	\$ 4,975,031	\$ 4,214,361	\$ 5,719,436
<b>Revenues</b>						
Intergovernmental	\$ -	\$ 544,000	\$ 544,000	\$ -	\$ -	\$ -
Charges for Service	2,623,690	2,730,581	3,400,949	3,446,642	3,435,687	3,541,557
Fines & Forfeitures	460	1,500	157	1,500	1,500	1,500
Investment Earnings	19,329	18,089	23,671	22,780	19,134	11,096
System Development Fees	506,534	603,124	1,098,000	1,062,600	1,101,100	1,141,000
Contributions & Donations	286,944	2,315	2,315	2,315	2,315	2,315
Transfers In	1,364,941	-	-	-	-	-
Other Revenue	5,733	3,440	3,440	3,504	3,569	3,636
<b>Total Revenues</b>	<b>\$ 4,807,631</b>	<b>\$ 3,903,049</b>	<b>\$ 5,072,532</b>	<b>\$ 4,539,341</b>	<b>\$ 4,563,305</b>	<b>\$ 4,701,104</b>
<b>Expenditures</b>						
Personnel	\$ 1,094,995	\$ 1,290,821	\$ 1,308,800	\$ 1,506,658	\$ 1,604,302	\$ 1,668,949
Services & Other	407,567	646,642	577,641	515,301	542,081	551,619
Supplies	93,305	101,760	96,620	93,672	97,273	94,991
Capital	9,732	15,563	15,562	117,808	117,808	117,808
5 Year Capital Improvement Program	601,961	4,652,331	4,589,866	2,950,062	579,902	504,864
Interfund Loan	-	40,500	40,500	20,250	20,250	695,250
Transfers Out	77,915	118,127	118,127	96,260	96,614	97,034
<b>Total Expenditures</b>	<b>\$ 2,285,475</b>	<b>\$ 6,865,744</b>	<b>\$ 6,747,116</b>	<b>\$ 5,300,011</b>	<b>\$ 3,058,230</b>	<b>\$ 3,730,515</b>
<b>Net Revenues/Expenditures</b>	<b>2,522,156</b>	<b>(2,962,695)</b>	<b>(1,674,584)</b>	<b>(760,670)</b>	<b>1,505,075</b>	<b>970,589</b>
<b>Ending Funds Available</b>	<b>\$ 6,649,615</b>	<b>\$ 3,686,920</b>	<b>\$ 4,975,031</b>	<b>\$ 4,214,361</b>	<b>\$ 5,719,436</b>	<b>\$ 6,690,025</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				352,605	373,943	385,927
Catastrophic Events Reserve				1,125,482	1,163,890	1,201,565
Capital Reserve				2,236,274	3,681,603	4,602,533
<b>Total Reserves &amp; Internal Designations</b>				<b>3,714,361</b>	<b>5,219,436</b>	<b>6,190,025</b>
<b>Unobligated Reserves</b>				<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</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

**2016**

- Revenue projections reflect the 2015 Rates & Fees Study, while expenditures reflect updated financial plans for 2016 through 2018 which are also being used for the 2015 Rates & Fees Study; in 2016, there is no projected rate increase for Stormwater Fund charges and a 27% increase, or approximately \$204 per single family unit, to the Stormwater Fund System Development Fee
- The Capital Improvement Program reflects updates to each funds capital project projection through 2050; significant projects include \$2.2 million for stabilization projects and \$600,000 for improvements at Hangman's Gulch

**2017**

- Significant capital projects include \$537,500 for stabilization projects

**2018**

- Significant capital projects include \$387,500 for stabilization projects and \$100,000 for storm sewer improvements in the Young American subdivision

**2016-2018 Balanced Financial Plan - Wastewater Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	<b>\$ 11,070,644</b>	<b>\$ 10,930,426</b>	<b>\$ 10,930,426</b>	<b>\$ 15,286,418</b>	<b>\$ 17,358,541</b>	<b>\$ 20,228,405</b>
<b>Revenues</b>						
Intergovernmental	\$ 8,270	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	8,605,549	9,038,400	8,923,707	9,400,850	9,850,891	10,317,132
Fines & Forfeitures	657	1,500	216	1,500	1,500	1,500
Investment Earnings	55,878	40,248	54,122	84,966	92,844	99,959
System Development Fees	1,626,268	1,510,175	2,292,626	2,213,349	2,289,511	2,367,877
Contributions & Donations	29,510	59,022	59,022	59,022	59,022	59,022
Interfund Loan Revenue	-	3,090,000	3,090,000	-	-	-
Other Revenue	136,313	16,690	48,340	18,100	18,100	18,100
<b>Total Revenues</b>	<b>\$ 10,462,445</b>	<b>\$ 13,756,035</b>	<b>\$ 14,468,033</b>	<b>\$ 11,777,787</b>	<b>\$ 12,311,868</b>	<b>\$ 12,863,590</b>
<b>Expenditures</b>						
Personnel	\$ 1,144,250	\$ 1,249,563	\$ 1,155,786	\$ 1,331,795	\$ 1,493,700	\$ 1,553,357
Services & Other	3,217,496	3,625,254	3,458,417	3,293,959	3,435,820	3,570,396
Supplies	220,864	243,291	296,793	278,734	297,470	298,129
Capital	21,457	84,313	34,312	73,623	109,873	134,873
5 Year Capital Improvement Program	2,568,259	4,765,802	4,766,747	4,328,521	3,705,360	3,682,636
Debt & Financing	333,261	331,446	331,446	332,538	333,258	333,546
Transfers Out	3,097,076	68,540	68,540	66,494	66,523	66,926
<b>Total Expenditures</b>	<b>\$ 10,602,663</b>	<b>\$ 10,368,209</b>	<b>\$ 10,112,041</b>	<b>\$ 9,705,664</b>	<b>\$ 9,442,004</b>	<b>\$ 9,639,863</b>
<b>Net Revenues/Expenditures</b>	<b>(140,218)</b>	<b>3,387,826</b>	<b>4,355,992</b>	<b>2,072,123</b>	<b>2,869,864</b>	<b>3,223,727</b>
<b>Ending Funds Available</b>	<b>\$ 10,930,426</b>	<b>\$ 14,318,252</b>	<b>\$ 15,286,418</b>	<b>\$ 17,358,541</b>	<b>\$ 20,228,405</b>	<b>\$ 23,452,132</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				817,415	871,165	903,647
Catastrophic Events Reserve				1,675,712	1,784,709	1,895,931
Capital Reserve				13,865,414	16,572,531	19,652,554
<b>Total Reserves &amp; Internal Designations</b>				<b>16,358,541</b>	<b>19,228,405</b>	<b>22,452,132</b>
<b>Unobligated Reserves</b>				<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</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

**2016**

- Revenue projections reflect the 2015 Rates & Fees Study, while expenditures reflect updated financial plans for 2016 through 2018 which are also being used for the 2015 Rates & Fees Study; in 2016, there is no projected rate increase for Wastewater Fund charges and a 6% increase, or approximately \$187 per single family unit, to the Wastewater Fund System Development Fee
- The Capital Improvement Program reflects updates to each funds capital project projection through 2050; significant projects include \$2.3 million for capacity expansion and treatment for the Plum Creek Water Reclamation Authority (PCWRA) and \$750,000 for sewer system upsizing at Plum Creek

**2017**

- Significant capital projects include \$2.4 million for capacity expansion and treatment for the PCWRA

**2018**

- Significant capital projects include \$2.5 million for capacity expansion and treatment for the PCWRA

**2016-2018 Balanced Financial Plan - Golf Course Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 1,685,172	\$ 1,928,462	\$ 1,928,462	\$ 2,021,731	\$ 1,311,042	\$ 1,013,723
<b>Revenues</b>						
Charges for Service	\$ 2,770,713	\$ 2,834,879	\$ 2,775,420	\$ 2,859,877	\$ 2,930,207	\$ 3,018,114
Investment Earnings	2,875	7,121	3,000	11,529	9,888	9,387
Transfers In	80,000	80,000	80,000	80,000	80,000	80,000
Debt & Financing Revenue	-	5,805,000	5,795,123	303,446	-	235,795
Other Revenue	2,674	-	504	-	-	-
<b>Total Revenues</b>	<b>\$ 2,856,262</b>	<b>\$ 8,727,000</b>	<b>\$ 8,654,047</b>	<b>\$ 3,254,852</b>	<b>\$ 3,020,095</b>	<b>\$ 3,343,296</b>
<b>Expenditures</b>						
Personnel	\$ 1,066,283	\$ 1,142,273	\$ 1,186,921	\$ 1,147,941	\$ 1,194,988	\$ 1,243,334
Services & Other	442,363	636,461	599,371	626,058	633,950	649,450
Supplies	509,646	503,266	502,539	549,951	549,006	555,489
Capital	30,189	350,000	340,123	953,446	247,875	235,868
Debt & Financing	545,351	5,340,770	5,340,664	677,632	681,082	732,204
Interfund Loan	16,397	16,397	587,867	7,825	7,825	7,825
Transfers Out	2,743	574,768	3,293	2,688	2,688	2,688
<b>Total Expenditures</b>	<b>\$ 2,612,972</b>	<b>\$ 8,563,935</b>	<b>\$ 8,560,778</b>	<b>\$ 3,965,541</b>	<b>\$ 3,317,414</b>	<b>\$ 3,426,858</b>
<b>Net Revenues/Expenditures</b>	<b>243,290</b>	<b>163,065</b>	<b>93,269</b>	<b>(710,689)</b>	<b>(297,319)</b>	<b>(83,562)</b>
<b>Ending Funds Available</b>	<b>\$ 1,928,462</b>	<b>\$ 2,091,527</b>	<b>\$ 2,021,731</b>	<b>\$ 1,311,042</b>	<b>\$ 1,013,723</b>	<b>\$ 930,161</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				200,000	200,000	200,000
Capital Reserve				150,000	-	-
Debt Service Reserve				500,815	500,815	500,815
<b>Total Reserves &amp; Internal Designations</b>				<b>850,815</b>	<b>700,815</b>	<b>700,815</b>
<b>Unobligated Reserves</b>				<b>\$ 460,227</b>	<b>\$ 312,908</b>	<b>\$ 229,346</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

**2016**

- No rate increase is planned for golf course fees. Changes include the addition of a lease for golf course maintenance equipment is included; increased personnel costs for an Assistant Food & Beverage Manager and capital expenditures of \$650,000 for course and clubhouse improvements

**2017**

- A rate increase may be requested and will be determined during the 2017 budget development process. Changes 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**

- If no rate increase takes place in 2017, a rate increase may be requested and will be determined during the 2018 budget development process. Projections include a lease for golf course maintenance equipment to replace equipment that is at the end of its useful life

**2016-2018 Balanced Financial Plan - Development Services Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 6,014,004	\$ 6,338,733	\$ 6,338,733	\$ 6,600,540	\$ 4,100,540	\$ 4,237,040
<b>Revenues</b>						
Licenses & Permits	\$ 3,230,192	\$ 3,728,732	\$ 3,890,788	\$ 4,036,612	\$ 4,347,588	\$ 4,830,442
Charges for Service	821,652	1,170,913	1,252,413	1,199,412	1,074,412	799,412
Investment Earnings	28,591	23,260	18,178	34,603	28,169	18,060
Other Revenue	992	-	115	-	-	-
<b>Total Revenues</b>	<b>\$ 4,081,427</b>	<b>\$ 4,922,905</b>	<b>\$ 5,161,494</b>	<b>\$ 5,270,627</b>	<b>\$ 5,450,169</b>	<b>\$ 5,647,914</b>
<b>Expenditures</b>						
Personnel	\$ 2,768,293	\$ 3,481,808	\$ 3,452,008	\$ 4,218,058	\$ 4,393,654	\$ 4,568,316
Services & Other	845,319	1,152,525	1,304,053	925,178	791,312	813,293
Supplies	85,878	157,962	72,039	79,871	81,135	82,237
Capital	-	-	-	2,500,000	-	-
Transfers Out	57,208	130,610	71,587	47,520	47,568	47,568
<b>Total Expenditures</b>	<b>\$ 3,756,698</b>	<b>\$ 4,922,905</b>	<b>\$ 4,899,687</b>	<b>\$ 7,770,627</b>	<b>\$ 5,313,669</b>	<b>\$ 5,511,414</b>
<b>Net Revenues/Expenditures</b>	<b>324,729</b>	<b>-</b>	<b>261,807</b>	<b>(2,500,000)</b>	<b>136,500</b>	<b>136,500</b>
<b>Ending Funds Available</b>	<b>\$ 6,338,733</b>	<b>\$ 6,338,733</b>	<b>\$ 6,600,540</b>	<b>\$ 4,100,540</b>	<b>\$ 4,237,040</b>	<b>\$ 4,373,540</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				4,100,540	4,237,040	4,373,540
<b>Total Reserves &amp; Internal Designations</b>				<b>4,100,540</b>	<b>4,237,040</b>	<b>4,373,540</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

**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

**2016**

- As options are being evaluated for Development Services space opportunities, \$2.5M has been requested to allow for relocation opportunities in 2016. Continuation of positions with associated costs added in 2015 are included as well

**2017**

- Facility rental amounts have been removed for 2017 in anticipation of Development Services relocation from Town Hall

**2018**

- Facility rental amounts have been removed for 2018 in anticipation of Development Services relocation from Town Hall



**2016-2018 Balanced Financial Plan - Community Center Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 1,963,773	\$ 3,483,498	\$ 3,483,498	\$ 708,778	\$ 480,955	\$ 1,161,710
<b>Revenues</b>						
Taxes						
Use	\$ 230,787	\$ 238,645	\$ 228,514	\$ 260,151	\$ 221,817	\$ 238,144
Sales	1,868,374	2,026,471	1,919,279	1,985,261	2,187,475	2,327,122
Motor Vehicle	292,385	305,226	317,814	336,883	356,254	375,848
Intergovernmental	15,000	-	-	-	-	-
Charges for Service	3,020,280	3,841,095	3,809,068	3,920,000	4,038,530	4,159,691
Investment Earnings	15,725	12,449	18,532	5,114	8,815	13,725
Transfers In	1,212,000	-	-	-	-	-
Interfund Loan Revenue	-	430,000	430,000	424,000	418,000	412,000
Other Revenue	27,085	27,236	39,965	44,000	46,200	47,587
<b>Total Revenues</b>	<b>\$ 6,681,636</b>	<b>\$ 6,881,122</b>	<b>\$ 6,763,172</b>	<b>\$ 6,975,409</b>	<b>\$ 7,277,091</b>	<b>\$ 7,574,117</b>
<b>Expenditures</b>						
Personnel	\$ 2,586,827	\$ 3,117,662	\$ 3,119,290	\$ 3,609,294	\$ 3,745,826	\$ 3,871,500
Services & Other	1,619,726	1,876,500	1,948,693	1,990,701	2,041,270	2,099,446
Supplies	604,556	465,261	477,122	501,274	516,053	531,275
Capital	215,485	1,515,030	1,338,843	942,000	195,020	67,510
Debt & Financing	41,256	41,426	41,426	61,796	-	-
Transfers Out	94,061	2,612,518	2,612,518	98,167	98,167	98,167
<b>Total Expenditures</b>	<b>\$ 5,161,911</b>	<b>\$ 9,628,397</b>	<b>\$ 9,537,892</b>	<b>\$ 7,203,232</b>	<b>\$ 6,596,336</b>	<b>\$ 6,667,898</b>
<b>Net Revenues/Expenditures</b>	<b>1,519,725</b>	<b>(2,747,275)</b>	<b>(2,774,720)</b>	<b>(227,823)</b>	<b>680,755</b>	<b>906,219</b>
<b>Ending Funds Available</b>	<b>\$ 3,483,498</b>	<b>\$ 736,223</b>	<b>\$ 708,778</b>	<b>\$ 480,955</b>	<b>\$ 1,161,710</b>	<b>\$ 2,067,929</b>
<b>Reserves &amp; Internal Designations</b>						
Capital Reserve				368,524	386,950	406,298
Revenue Stabilization Reserve				91,200	50,000	-
<b>Total Reserves &amp; Internal Designations</b>				<b>459,724</b>	<b>436,950</b>	<b>406,298</b>
<b>Unobligated Reserves</b>				<b>\$ 21,231</b>	<b>\$ 724,760</b>	<b>\$ 1,661,631</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

**2016**

- No rate increase is planned for recreation center fees. Personnel costs increase due to the transition from a contracted service to an in-house custodial service and for half of the salary/benefits of a Special Events Specialist position. The other half is funded in the Philip S. Miller Trust Fund
- Capital expenditures include Butterfield pool improvements, fitness equipment replacement and other recreation center improvements

**2017**

- A rate increase may be requested and will be determined during the 2017 budget development process. Projected capital expenditures include fitness equipment replacement and improvements at the recreation center gymnasium

**2018**

- If no rate increase takes place in 2017, a rate increase may be requested and will be determined during the 2018 budget development process. Projected capital expenditures include resurfacing the pool at Community Center

**2016-2018 Balanced Financial Plan - Employee Benefits Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 3,388,318	\$ 3,196,852	\$ 3,196,852	\$ 2,873,186	\$ 2,892,449	\$ 2,917,248
<b>Revenues</b>						
Charges for Service	\$ 4,511,530	\$ 5,274,016	\$ 5,061,650	\$ 6,169,184	\$ 6,726,912	\$ 7,437,414
Investment Earnings	17,591	12,593	10,428	19,263	24,799	32,630
Contributions & Donations	1,021,244	1,266,574	1,228,861	1,459,047	1,514,435	1,572,592
Interfund Loan Revenue	-	507,500	503,350	-	-	-
Other Revenue	9,600	-	10,150	-	-	-
<b>Total Revenues</b>	<b>\$ 5,559,965</b>	<b>\$ 7,060,683</b>	<b>\$ 6,814,439</b>	<b>\$ 7,647,494</b>	<b>\$ 8,266,146</b>	<b>\$ 9,042,636</b>
<b>Expenditures</b>						
Personnel	\$ 58,518	\$ 60,726	\$ 54,454	\$ 56,641	\$ 58,991	\$ 61,420
Services & Other	5,689,865	6,592,459	6,582,201	7,569,090	8,179,856	8,946,086
Supplies	3,048	2,500	1,450	2,500	2,500	2,500
Transfers Out	-	500,000	500,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 5,751,431</b>	<b>\$ 7,155,685</b>	<b>\$ 7,138,105</b>	<b>\$ 7,628,231</b>	<b>\$ 8,241,347</b>	<b>\$ 9,010,006</b>
<b>Net Revenues/Expenditures</b>	<b>(191,466)</b>	<b>(95,002)</b>	<b>(323,666)</b>	<b>19,263</b>	<b>24,799</b>	<b>32,630</b>
<b>Ending Funds Available</b>	<b>\$ 3,196,852</b>	<b>\$ 3,101,850</b>	<b>\$ 2,873,186</b>	<b>\$ 2,892,449</b>	<b>\$ 2,917,248</b>	<b>\$ 2,949,878</b>
<b>Reserves &amp; Internal Designations</b>						
Claims Reserve				1,438,226	1,471,508	1,592,560
Health Care Cost Reserve				801,150	722,870	678,659
<b>Total Reserves &amp; Internal Designations</b>				<b>2,239,376</b>	<b>2,194,378</b>	<b>2,271,219</b>
<b>Unobligated Reserves</b>				<b>\$ 653,073</b>	<b>\$ 722,870</b>	<b>\$ 678,659</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

**2016**

- Healthcare plan costs are anticipated to increase by 8% for Town employees but the actual cost is likely to be lower based upon employees' benefit selections; and, include 20 new positions requested as part of the 2016 budget
- Claim costs are projected to increase

**2017**

- Estimated 5% increase in employee contribution for medical, dental and vision benefits coverage is included
- New proposed positions are included in estimates for healthcare plan costs

**2018**

- Estimated 5% increase in employee contribution for medical, dental and vision benefits coverage is included
- New proposed positions are included in estimates for healthcare plan costs

**2016-2018 Balanced Financial Plan - Fleet Services Fund**

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
<b>Beginning Funds Available</b>	\$ 1,383,261	\$ 1,868,021	\$ 1,868,021	\$ 1,845,222	\$ 1,750,138	\$ 1,007,939
<b>Revenues</b>						
Charges for Service	\$ 2,426,391	\$ 3,025,676	\$ 3,037,507	\$ 3,257,727	\$ 3,387,112	\$ 3,666,544
Investment Earnings	1,269	6,509	2,881	11,064	8,034	1,386
Transfers In	401,044	465,333	466,298	321,112	1,286,050	171,127
Other Revenue	321,247	169,973	160,000	150,606	210,472	265,260
<b>Total Revenues</b>	<b>\$ 3,149,951</b>	<b>\$ 3,667,491</b>	<b>\$ 3,666,686</b>	<b>\$ 3,740,509</b>	<b>\$ 4,891,668</b>	<b>\$ 4,104,317</b>
<b>Expenditures</b>						
Personnel	\$ 427,278	\$ 459,477	\$ 461,146	\$ 490,454	\$ 510,330	\$ 530,975
Services & Other	141,077	166,852	157,866	158,641	162,964	167,424
Supplies	247,028	270,500	266,338	275,843	281,141	286,542
Capital	3,661	-	-	50,000	-	-
5 Year Capital Improvement Program	1,835,724	2,841,292	2,789,227	2,849,288	4,668,065	3,805,602
Transfers Out	10,423	14,908	14,908	11,367	11,367	11,501
<b>Total Expenditures</b>	<b>\$ 2,665,191</b>	<b>\$ 3,753,029</b>	<b>\$ 3,689,485</b>	<b>\$ 3,835,593</b>	<b>\$ 5,633,867</b>	<b>\$ 4,802,044</b>
<b>Net Revenues/Expenditures</b>	<b>484,760</b>	<b>(85,538)</b>	<b>(22,799)</b>	<b>(95,084)</b>	<b>(742,199)</b>	<b>(697,727)</b>
<b>Ending Funds Available</b>	<b>\$ 1,868,021</b>	<b>\$ 1,782,483</b>	<b>\$ 1,845,222</b>	<b>\$ 1,750,138</b>	<b>\$ 1,007,939</b>	<b>\$ 310,212</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,750,138	1,007,939	310,212
<b>Total Reserves &amp; Internal Designations</b>				<b>1,750,138</b>	<b>1,007,939</b>	<b>310,212</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

**2016**

- Capital costs include \$2,739,288 for 40 vehicles/equipment
- Estimated \$110,000 for Fleet Management software upgrade
- \$50,000 for heavy duty mobile lifts
- Transfers in from other departments are planned to pay for new vehicle additions

**2017**

- Capital costs include \$4,668,065 for 51 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

**2018**

- Capital costs include \$3,805,602 for 36 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions