

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

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

Category	2017 Proposed	2018 Forecast	2019 Forecast	Notes
<b>Revenues</b>				
Taxes				
Property	5.5%	5.5%	5.5%	Based on 5.5% Property Tax increase limitation as defined in Town Code
Use	4.4%	-10.1%	-16.3%	Based on number of residential permits and commercial valuation - 2016 includes 700 single family, 100 multi family and 582,400 sq. ft. of commercial development
Sales	7.2%	6.7%	5.8%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Motor Vehicle	6.0%	5.7%	5.5%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Franchise Fees	5.2%	4.8%	4.5%	Increases as growth occurs
Licenses & Permits	25.5%	-7.6%	3.9%	Includes fire, liquor and business permits, licenses, and building permits
Management Fees	13.0%	4.0%	4.0%	General Services revenue is received in the General Fund
Investment Earnings	0.6%	0.6%	0.6%	Average rate of interest earnings. Projections are based on actual 2015 earnings by fund
Residential Growth (Single Family/Multifamily)	700/100	700/192	600/72	Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees
Non-Residential Growth	582,400 sq. ft.	175,000 sq. ft.	140,000 sq. ft.	Based upon projected new non-residential development for Impact Fees, System Development Fees, Tap Fees
<b>Expenditures</b>				
Personnel				
Wages (Regular, Part-Time,	4.0%	4.0%	4.0%	4% is included based on performance review
Retirement Benefit Contribut	7.0%	7.0%	7.0%	7% contribution is included in each year
Health Benefit Contribution	0.0%	8.0%	8.0%	Insurance costs for employer, an equal increase is anticipated for the employee portion of health insurance premiums as well
Services & Other	specific to each category	2.0%	2.0%	This is a general increase, certain account categories have specific treatment
Supplies	specific to each category	1.0%	1.0%	This is a general increase, certain account categories have specific treatment

# 2017-2019 Balanced Financial Plan

# Townwide Summary

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$195,941,357</b>	<b>\$201,418,022</b>	<b>\$201,418,022</b>	<b>\$109,514,319</b>	<b>\$106,113,981</b>	<b>\$111,325,264</b>
<b>Revenues</b>						
Taxes						
Property	\$ 1,025,548	\$ 1,126,441	\$ 1,126,441	\$ 1,228,267	\$ 1,443,972	\$ 1,854,392
Use	5,267,252	5,687,036	6,634,337	6,925,229	6,222,788	5,208,777
Sales	40,476,326	41,260,860	43,998,347	47,146,597	50,304,462	53,227,179
Motor Vehicle	6,029,591	5,929,464	6,528,239	6,919,934	7,317,830	7,720,311
Other	340,343	321,424	358,478	379,501	400,118	420,124
Franchise Fees	2,164,096	2,361,239	2,293,554	2,413,335	2,529,105	2,643,800
Licenses & Permits	3,472,872	4,227,342	4,249,387	5,333,793	4,929,473	5,119,927
Intergovernmental	4,926,558	4,571,628	4,690,294	5,539,797	5,460,025	4,088,993
Charges for Service	49,855,375	53,430,309	54,349,400	58,445,579	61,533,146	64,226,972
Management Fees	2,770,586	2,886,561	2,886,561	3,274,465	3,438,189	3,610,098
Fines & Forfeitures	1,206,515	1,240,362	942,330	979,683	987,540	995,716
Investment Earnings	778,168	623,503	613,823	723,952	626,663	692,721
Impact Fees	5,691,343	6,977,887	7,736,116	6,591,468	9,256,212	7,298,290
System Development Fees	20,984,485	15,728,735	19,206,895	22,433,738	22,706,513	23,883,634
Contributions & Donations	4,912,681	5,611,066	2,943,762	2,509,271	4,561,023	1,925,668
Transfers In	12,916,348	7,543,574	7,173,796	9,941,136	8,089,789	2,548,637
Interfund Loan Revenue	13,830,862	1,897,241	1,897,241	3,383,745	1,836,049	1,815,422
Debt & Financing Revenue	12,002,315	70,362,307	70,362,307	-	-	334,135
Other Revenue	1,639,597	3,146,293	3,352,048	906,513	766,772	5,002,973
<b>Total Revenues</b>	<b>\$190,290,861</b>	<b>\$234,933,272</b>	<b>\$241,343,356</b>	<b>\$185,076,003</b>	<b>\$192,409,669</b>	<b>\$192,617,769</b>
<b>Expenditures</b>						
Personnel	\$ 44,513,943	\$ 50,124,902	\$ 48,848,214	\$ 53,272,555	\$ 58,786,205	\$ 62,208,953
Services & Other	39,656,077	43,668,496	43,456,291	44,721,562	44,475,529	49,831,174
Supplies	5,489,869	5,941,903	5,937,253	6,848,230	7,104,997	6,839,807
Capital	1,709,055	5,366,503	5,284,533	2,130,587	1,915,983	2,073,170
5 Year Capital Improvement Program	44,769,333	133,384,702	130,928,749	55,608,100	52,437,178	36,206,151
Debt & Financing	19,608,727	86,134,497	86,851,197	9,970,343	9,753,944	10,272,973
Interfund Loan	13,830,862	1,889,995	1,889,995	3,383,745	1,836,049	1,815,422
Transfers Out	15,236,330	10,058,627	10,050,827	12,541,219	10,888,501	5,418,827
<b>Total Expenditures</b>	<b>\$184,814,196</b>	<b>\$336,569,625</b>	<b>\$333,247,059</b>	<b>\$188,476,341</b>	<b>\$187,198,386</b>	<b>\$174,666,477</b>
<b>Contribution to or (Use of) Fund Bal.</b>	<b>5,476,665</b>	<b>(101,636,353)</b>	<b>(91,903,703)</b>	<b>(3,400,338)</b>	<b>5,211,283</b>	<b>17,951,292</b>
<b>Ending Funds Available</b>	<b>\$201,418,022</b>	<b>\$ 99,781,669</b>	<b>\$109,514,319</b>	<b>\$106,113,981</b>	<b>\$111,325,264</b>	<b>\$129,276,556</b>

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# 2017-2019 Balanced Financial Plan

# Townwide Summary

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Ending Funds Available</b>	<b>\$201,418,022</b>	<b>\$ 99,781,669</b>	<b>\$109,514,319</b>	<b>\$106,113,981</b>	<b>\$111,325,264</b>	<b>\$129,276,556</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				6,334,597	7,149,319	6,496,818
Catastrophic Events Reserve				12,052,099	12,593,402	13,124,338
Capital Reserve				53,994,874	61,315,285	72,613,695
Operating Designations				3,574,271	3,892,927	4,159,262
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,706,638	1,868,128	1,849,736
Future Incentive Obligation				2,000,000	2,000,000	2,000,000
Committed for Fund Purpose				8,247,271	7,417,684	12,322,418
Debt Service Reserve				814,541	814,569	814,599
Claims Reserve				1,407,066	1,592,802	1,747,281
Health Care Cost Reserve				702,439	619,304	551,356
<b>Total Reserves &amp; Internal Designations</b>				<b>92,233,796</b>	<b>100,773,420</b>	<b>117,310,503</b>
<b>Unobligated Reserves</b>				<b>\$ 13,880,186</b>	<b>\$ 10,551,844</b>	<b>\$ 11,966,053</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.*

# 2017-2019 Balanced Financial Plan

# General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$16,222,134</b>	<b>\$16,746,964</b>	<b>\$16,746,964</b>	<b>\$18,498,447</b>	<b>\$16,919,138</b>	<b>\$17,179,761</b>
<b>Revenues</b>						
Taxes						
Property	\$ 1,025,548	\$ 1,116,841	\$ 1,116,841	\$ 1,178,267	\$ 1,243,072	\$ 1,311,441
Sales	26,110,841	26,579,805	28,433,754	30,479,934	32,408,298	34,212,399
Motor Vehicle	3,419,177	3,434,181	3,701,943	3,924,060	4,149,693	4,377,926
Other	340,343	321,424	358,478	379,501	400,118	420,124
Franchise Fees	2,164,096	2,361,239	2,293,554	2,413,335	2,529,105	2,643,800
Licenses & Permits	88,355	80,730	82,775	91,588	94,132	96,770
Intergovernmental	327,450	311,758	312,028	318,284	324,705	331,297
Charges for Service	2,102,349	2,174,750	2,300,457	2,453,273	2,655,344	2,765,892
Management Fees	2,770,586	2,886,561	2,886,561	3,274,465	3,438,189	3,610,098
Fines & Forfeitures	815,713	837,310	526,330	545,683	553,540	561,716
Investment Earnings	61,208	74,555	74,555	92,975	89,464	91,573
Contributions & Donations	57,779	32,300	30,000	30,000	30,000	30,000
Transfers In	589,130	500,000	500,000	525,000	551,250	578,813
Interfund Loan Revenue	986,382	393,245	393,245	381,186	701,989	697,488
Other Revenue	345,784	318,952	318,371	269,257	173,628	180,955
<b>Total Revenues</b>	<b>\$41,204,741</b>	<b>\$41,423,651</b>	<b>\$43,328,892</b>	<b>\$46,356,808</b>	<b>\$49,342,527</b>	<b>\$51,910,292</b>
<b>Expenditures</b>						
Town Council	\$ 638,838	\$ 716,209	\$ 700,645	\$ 750,530	\$ 780,885	\$ 812,728
Town Manager	351,945	491,238	470,700	593,872	562,450	631,850
Deputy Town Manager	504,795	404,554	404,170	401,531	418,126	375,563
Human Resources	725,908	700,580	700,283	739,536	762,764	787,051
Community Relations	572,919	686,923	686,581	769,271	791,767	817,703
DoIT	2,160,798	2,743,515	2,639,203	3,055,830	3,173,017	3,397,759
Facilities	1,129,629	1,331,945	1,331,446	1,334,890	1,456,074	1,527,028
Town Attorney	522,430	735,695	697,161	754,644	826,964	852,806
Town Clerk	305,805	379,282	368,014	366,800	395,242	367,957
Municipal Court	319,059	391,388	375,152	417,925	437,869	456,336
Finance - Departmental	1,936,355	2,167,162	2,125,445	2,273,583	2,409,735	2,502,597
Police	10,787,774	11,867,464	11,827,668	12,904,621	14,125,764	15,311,776
Fire	11,764,869	12,816,902	12,791,986	13,480,858	15,791,882	16,407,267
Development Services	513,199	536,510	479,778	649,051	639,620	664,932
Parks	3,968,898	4,028,545	3,909,754	4,039,002	4,122,630	4,290,636
Finance Non-Departmental	3,312,887	1,017,829	1,017,829	1,437,393	1,255,865	1,197,800
Downtown Projects	607,872	-	-	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$40,123,980</b>	<b>\$41,015,741</b>	<b>\$40,525,815</b>	<b>\$43,969,337</b>	<b>\$47,950,654</b>	<b>\$50,401,789</b>
<b>Net Change Excluding One-Time Capital</b>	<b>1,080,761</b>	<b>407,910</b>	<b>2,803,077</b>	<b>2,387,471</b>	<b>1,391,873</b>	<b>1,508,503</b>
Interfund loan for Fire Station 152 Construction				3,000,000		
5 Year CIP (One-Time Expenditures)	555,931	1,051,594	1,051,594	966,780	1,131,250	967,813
<b>Contribution to or (Use of) Fund Balance</b>	<b>524,830</b>	<b>(643,684)</b>	<b>1,751,483</b>	<b>(1,579,309)</b>	<b>260,623</b>	<b>540,690</b>
<b>Ending Funds Available</b>	<b>\$16,746,964</b>	<b>\$16,103,280</b>	<b>\$18,498,447</b>	<b>\$16,919,138</b>	<b>\$17,179,761</b>	<b>\$17,720,451</b>

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## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Ending Funds Available</b>	<b>\$16,746,964</b>	<b>\$16,103,280</b>	<b>\$18,498,447</b>	<b>\$16,919,138</b>	<b>\$17,179,761</b>	<b>\$17,720,451</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,774,398	1,869,134	1,956,815
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				2,039,766	2,141,754	2,248,842
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,706,638	1,868,128	1,849,736
<b>Total Reserves &amp; Internal Designations</b>				<b>7,920,802</b>	<b>8,439,016</b>	<b>8,788,893</b>
<b>Unobligated Reserves</b>				<b>\$ 8,998,336</b>	<b>\$ 8,740,745</b>	<b>\$ 8,931,558</b>

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

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

### General Fund Expenditures by Division

<b>Town Council</b>						
Personnel	65,497	67,511	67,006	66,870	66,906	66,943
Services & Other	571,754	645,516	630,457	680,478	710,765	742,539
Supplies	1,587	3,182	3,182	3,182	3,214	3,246
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Council</b>	<b>\$ 638,838</b>	<b>\$ 716,209</b>	<b>\$ 700,645</b>	<b>\$ 750,530</b>	<b>\$ 780,885</b>	<b>\$ 812,728</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- Service contract amounts are included as requested by the service organization including an increase of \$17,000 for the Economic Development Council service contract and a \$17,400 increase for the Downtown Merchants Association, however, actual service contract amounts will be approved by Town Council

#### 2018

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

#### 2019

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

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Town Manager						
Personnel	329,439	462,937	441,931	466,007	484,004	502,811
Services & Other	10,146	24,349	24,658	97,913	48,454	99,006
Supplies	12,360	3,952	4,111	29,952	29,992	30,033
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Manager	\$ 351,945	\$ 491,238	\$ 470,700	\$ 593,872	\$ 562,450	\$ 631,850

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

<b>Deputy Town Manager</b>						
Personnel	390,903	372,817	361,665	380,088	396,259	353,263
Services & Other	92,368	30,465	39,922	20,171	20,582	21,002
Supplies	21,524	1,272	2,583	1,272	1,285	1,298
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Deputy Town Manager</b>	<b>\$ 504,795</b>	<b>\$ 404,554</b>	<b>\$ 404,170</b>	<b>\$ 401,531</b>	<b>\$ 418,126</b>	<b>\$ 375,563</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- No significant changes are included at this time

#### 2018

- No significant changes are included at this time

#### 2019

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

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Human Resources</b>						
Personnel	432,588	452,869	438,297	462,218	482,846	504,481
Services & Other	269,627	242,984	245,176	272,591	275,144	277,749
Supplies	23,693	4,727	16,810	4,727	4,774	4,821
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Human Resources</b>	<b>\$ 725,908</b>	<b>\$ 700,580</b>	<b>\$ 700,283</b>	<b>\$ 739,536</b>	<b>\$ 762,764</b>	<b>\$ 787,051</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

- No significant changes are included at this time

#### 2019

- No significant changes are included at this time

<b>Community Relations</b>						
Personnel	332,232	362,532	368,190	380,390	397,668	415,816
Services & Other	227,131	310,834	304,834	372,908	380,407	388,058
Supplies	13,556	13,557	13,557	15,973	13,692	13,829
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Community Relations</b>	<b>\$ 572,919</b>	<b>\$ 686,923</b>	<b>\$ 686,581</b>	<b>\$ 769,271</b>	<b>\$ 791,767</b>	<b>\$ 817,703</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

- No significant changes are included at this time

#### 2019

- No significant changes are included at this time

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>DoIT</b>						
Personnel	1,492,090	1,712,467	1,604,607	1,872,492	2,059,778	2,270,400
Services & Other	547,263	849,673	849,673	822,636	770,284	784,148
Supplies	117,496	177,289	180,837	356,532	325,068	325,324
Capital	-	-	-	-	-	-
Transfers Out	3,949	4,086	4,086	4,170	17,887	17,887
<b>Total DoIT</b>	<b>\$ 2,160,798</b>	<b>\$ 2,743,515</b>	<b>\$ 2,639,203</b>	<b>\$ 3,055,830</b>	<b>\$ 3,173,017</b>	<b>\$ 3,397,759</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

<b>Facilities</b>						
Personnel	512,897	704,214	697,910	706,523	796,871	839,833
Services & Other	426,706	485,706	488,826	496,895	526,609	553,546
Supplies	134,101	81,826	84,511	83,341	84,378	85,433
Capital	7,589	15,000	15,000	-	-	-
Transfers Out	48,336	45,199	45,199	48,131	48,216	48,216
<b>Total Facilities</b>	<b>\$ 1,129,629</b>	<b>\$ 1,331,945</b>	<b>\$ 1,331,446</b>	<b>\$ 1,334,890</b>	<b>\$ 1,456,074</b>	<b>\$ 1,527,028</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- No significant changes are included at this time

#### 2018

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

#### 2019

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



## 2017-2019 Balanced Financial Plan

## General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Town Attorney						
Personnel	432,214	543,597	538,943	562,497	634,310	659,638
Services & Other	74,924	186,726	152,846	186,775	187,228	187,688
Supplies	15,292	5,372	5,372	5,372	5,426	5,480
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Attorney	\$ 522,430	\$ 735,695	\$ 697,161	\$ 754,644	\$ 826,964	\$ 852,806

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- No significant changes are included at this time

#### 2018

- No significant changes are included at this time

#### 2019

- No significant changes are included at this time

<b>Town Clerk</b>						
Personnel	236,707	243,144	240,883	270,654	265,025	277,145
Services & Other	67,380	135,128	126,121	95,136	129,197	89,782
Supplies	1,718	1,010	1,010	1,010	1,020	1,030
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Town Clerk</b>	<b>\$ 305,805</b>	<b>\$ 379,282</b>	<b>\$ 368,014</b>	<b>\$ 366,800</b>	<b>\$ 395,242</b>	<b>\$ 367,957</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

- One election is included with no other significant changes expected

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Municipal Court</b>						
Personnel	280,216	337,181	320,384	354,421	387,799	405,429
Services & Other	22,016	38,031	37,973	42,057	42,806	43,571
Supplies	16,827	16,176	16,795	21,447	7,264	7,336
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Municipal Court</b>	<b>\$ 319,059</b>	<b>\$ 391,388</b>	<b>\$ 375,152</b>	<b>\$ 417,925</b>	<b>\$ 437,869</b>	<b>\$ 456,336</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

<b>Finance - Departmental</b>						
Personnel	1,552,070	1,702,199	1,668,765	1,812,377	1,943,080	2,030,383
Services & Other	355,029	410,208	401,326	432,551	437,716	442,987
Supplies	29,256	29,755	30,354	28,655	28,939	29,227
Capital	-	25,000	25,000	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Finance - Departmental</b>	<b>\$ 1,936,355</b>	<b>\$ 2,167,162</b>	<b>\$ 2,125,445</b>	<b>\$ 2,273,583</b>	<b>\$ 2,409,735</b>	<b>\$ 2,502,597</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

- No significant requests are included at this time

#### 2019

- No significant requests are included at this time

## 2017-2019 Balanced Financial Plan

## General Fund

2016				2017		
Category	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Police						
Personnel	9,119,171	9,871,769	9,843,243	10,863,967	12,201,212	13,300,397
Services & Other	738,691	741,360	769,337	822,635	834,806	876,326
Supplies	370,906	691,206	645,964	710,057	671,668	671,395
Capital	94,911	28,553	34,548	-	-	-
Debt & Financing	102,661	102,661	102,661	102,661	-	-
Transfers Out	361,434	431,915	431,915	405,301	418,078	463,658
Total Police	\$10,787,774	\$11,867,464	\$11,827,668	\$12,904,621	\$14,125,764	\$15,311,776

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

<b>Fire</b>						
Personnel	9,123,234	9,952,617	10,003,243	10,418,443	12,484,399	13,131,985
Services & Other	1,004,029	1,125,519	1,092,891	1,223,101	1,474,322	1,545,854
Supplies	491,624	629,817	586,903	629,283	800,077	678,180
Capital	101,388	-	-	100,000	-	-
Debt & Financing	210,139	210,139	210,139	210,141	-	-
Transfers Out	834,455	898,810	898,810	899,890	1,033,084	1,051,248
<b>Total Fire</b>	<b>\$11,764,869</b>	<b>\$12,816,902</b>	<b>\$12,791,986</b>	<b>\$13,480,858</b>	<b>\$15,791,882</b>	<b>\$16,407,267</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

## 2017-2019 Balanced Financial Plan

## General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Development Services</b>						
Personnel	403,995	451,512	408,713	538,085	559,807	582,490
Services & Other	103,954	78,097	64,102	67,915	65,336	67,119
Supplies	2,603	4,254	4,316	10,126	7,470	8,316
Capital	-	-	-	-	-	-
Transfers Out	2,647	2,647	2,647	32,925	7,007	7,007
<b>Total Development Services</b>	<b>\$ 513,199</b>	<b>\$ 536,510</b>	<b>\$ 479,778</b>	<b>\$ 649,051</b>	<b>\$ 639,620</b>	<b>\$ 664,932</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- One Neighborhood Services Liaison with associated costs requested

#### 2018

- No other significant changes

#### 2019

- No other significant changes

<b>Parks</b>						
Personnel	1,919,805	2,163,087	2,044,296	2,137,271	2,246,212	2,338,762
Services & Other	1,186,536	1,303,768	1,303,768	1,338,591	1,296,749	1,366,654
Supplies	264,229	357,823	357,823	340,362	351,003	355,872
Capital	405,503	-	-	-	5,000	5,100
Transfers Out	192,825	203,867	203,867	222,778	223,666	224,248
<b>Total Parks</b>	<b>\$ 3,968,898</b>	<b>\$ 4,028,545</b>	<b>\$ 3,909,754</b>	<b>\$ 4,039,002</b>	<b>\$ 4,122,630</b>	<b>\$ 4,290,636</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

# 2017-2019 Balanced Financial Plan

# General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Finance Non-Departmental						
Personnel	241,183	-	-	-	-	-
Services & Other	568,771	794,678	794,678	1,116,742	935,207	877,135
Supplies	2,933	651	651	320,651	320,658	320,665
Capital	-	220,000	220,000	-	-	-
Debt & Financing	-	2,500	2,500	-	-	-
Transfers Out	2,500,000	-	-	-	-	-
Total Finance Non-Departmental	\$ 3,312,887	\$ 1,017,829	\$ 1,017,829	\$ 1,437,393	\$ 1,255,865	\$ 1,197,800

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

- No significant changes are included at this time

### 2019

- No significant changes are included at this time

<b>Downtown Projects</b>						
Personnel	-	-	-	-	-	-
Services & Other	572,693	-	-	-	-	-
Supplies	20,259	-	-	-	-	-
Capital	14,920	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total Downtown Projects</b>	<b>\$ 607,872</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017 - 2019

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

<b>Total Expenditures (Excluding One-Time)</b>	<b>\$40,123,980</b>	<b>\$41,015,741</b>	<b>\$40,525,815</b>	<b>\$43,969,337</b>	<b>\$47,950,654</b>	<b>\$50,401,789</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 1,080,761</b>	<b>\$ 407,910</b>	<b>\$ 2,803,077</b>	<b>\$ 2,387,471</b>	<b>\$ 1,391,873</b>	<b>\$ 1,508,503</b>
Non-Departmental Interfund Loan				3,000,000		
5 Year CIP (One-Time Expenditures)	555,931	1,051,594	1,051,594	966,780	1,131,250	967,813
<b>Contribution to or (Use of) Fund Balance</b>	<b>524,830</b>	<b>(643,684)</b>	<b>1,751,483</b>	<b>(1,579,309)</b>	<b>260,623</b>	<b>540,690</b>
<b>Ending Funds Available</b>	<b>\$16,746,964</b>	<b>\$16,103,280</b>	<b>\$18,498,447</b>	<b>\$16,919,138</b>	<b>\$17,179,761</b>	<b>\$17,720,451</b>
<b>Reserves &amp; Internal Designations</b>						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,774,398	1,869,134	1,956,815
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				2,039,766	2,141,754	2,248,842
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,706,638	1,868,128	1,849,736
<b>Total Reserves &amp; Internal Designations</b>				<b>7,920,802</b>	<b>8,439,016</b>	<b>8,788,893</b>
<b>Unobligated Reserves</b>				<b>\$ 8,998,336</b>	<b>\$ 8,740,745</b>	<b>\$ 8,931,558</b>

# 2017-2019 Balanced Financial Plan

# Economic Development Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 2,695,860</b>	<b>\$ 2,670,491</b>	<b>\$ 2,670,491</b>	<b>\$ 3,136,406</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>
<b>Revenues</b>						
Taxes						
Use	\$ 688,397	\$ 586,029	\$ 1,256,319	\$ 1,436,067	\$ 373,940	\$ 318,964
Investment Earnings	28,633	10,670	19,993	42,906	36,368	36,368
Other Revenue	180,002	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 897,032</b>	<b>\$ 596,699</b>	<b>\$ 1,276,312</b>	<b>\$ 1,478,973</b>	<b>\$ 410,308</b>	<b>\$ 355,332</b>
<b>Expenditures</b>						
Services & Other	\$ 922,401	\$ 810,397	\$ 810,397	\$ 2,615,379	\$ 410,308	\$ 355,332
<b>Total Expenditures</b>	<b>\$ 922,401</b>	<b>\$ 810,397</b>	<b>\$ 810,397</b>	<b>\$ 2,615,379</b>	<b>\$ 410,308</b>	<b>\$ 355,332</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>(25,369)</b>	<b>(213,698)</b>	<b>465,915</b>	<b>(1,136,406)</b>	<b>-</b>	<b>-</b>
<b>Ending Funds Available</b>	<b>\$ 2,670,491</b>	<b>\$ 2,456,793</b>	<b>\$ 3,136,406</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>
<b>Reserves &amp; Internal Designations</b>						
Future Incentive Obligation				2,000,000	2,000,000	2,000,000
<b>Total Reserves &amp; Internal Designations*</b>				<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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

# 2017-2019 Balanced Financial Plan

# Transportation Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 4,459,326</b>	<b>\$ 4,393,333</b>	<b>\$ 4,393,333</b>	<b>\$ 3,242,990</b>	<b>\$ 5,133,267</b>	<b>\$ 2,501,561</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,870,394	\$ 2,076,110	\$ 2,188,853	\$ 2,234,089	\$ 2,380,481	\$ 1,990,154
Sales	11,229,091	11,474,592	12,220,017	13,099,443	13,930,194	14,708,011
Motor Vehicle	2,275,003	2,158,400	2,463,146	2,610,935	2,761,064	2,912,923
Intergovernmental	3,024,280	3,141,507	3,259,903	4,430,016	3,136,648	3,176,807
Charges for Service	7,006	3,000	5,576	3,000	3,000	3,000
Investment Earnings	12,703	11,524	11,524	20,135	29,973	36,776
Contributions & Donations	196,234	127,000	127,000	191,000	6,000	6,000
Debt & Financing Revenue	-	8,794,503	8,794,503	-	-	-
Other Revenue	16,560	1,200	1,900	1,200	1,200	1,200
<b>Total Revenues</b>	<b>\$18,631,271</b>	<b>\$27,787,836</b>	<b>\$29,072,422</b>	<b>\$22,589,818</b>	<b>\$22,248,560</b>	<b>\$22,834,871</b>
<b>Expenditures</b>						
Personnel	\$ 3,149,123	\$ 3,444,880	\$ 3,250,968	\$ 3,961,810	\$ 4,130,714	\$ 4,307,602
Services & Other	8,728,212	10,653,509	10,666,645	8,578,706	8,273,360	11,253,992
Supplies	700,270	620,594	621,500	676,415	647,722	656,421
Capital	55,771	527,000	527,000	54,955	-	-
Debt & Financing	1,599,975	10,400,266	10,400,266	296,700	395,700	880,775
Transfers Out	3,837,667	2,034,725	2,034,725	1,081,455	6,732,770	1,160,837
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$18,071,018</b>	<b>\$27,680,974</b>	<b>\$27,501,104</b>	<b>\$14,650,041</b>	<b>\$20,180,266</b>	<b>\$18,259,627</b>
<b>Net Change Excluding One-Time Capital</b>	<b>560,253</b>	<b>106,862</b>	<b>1,571,318</b>	<b>7,939,777</b>	<b>2,068,294</b>	<b>4,575,244</b>
5 Year CIP (One-Time Expenditures)	626,246	2,721,661	2,721,661	6,049,500	4,700,000	4,180,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(65,993)</b>	<b>(2,614,799)</b>	<b>(1,150,343)</b>	<b>1,890,277</b>	<b>(2,631,706)</b>	<b>395,244</b>
<b>Ending Funds Available</b>	<b>\$ 4,393,333</b>	<b>\$ 1,778,534</b>	<b>\$ 3,242,990</b>	<b>\$ 5,133,267</b>	<b>\$ 2,501,561</b>	<b>\$ 2,896,805</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				298,638	312,681	310,389
Catastrophic Events Reserve				1,629,227	1,710,688	1,796,222
<b>Total Reserves &amp; Internal Designations</b>				<b>1,927,865</b>	<b>2,023,369</b>	<b>2,106,611</b>
<b>Unobligated Reserves</b>				<b>\$ 3,205,402</b>	<b>\$ 478,192</b>	<b>\$ 790,194</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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

## 2017-2019 Balanced Financial Plan

## Conservation Trust Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,124,314</b>	<b>\$ 174,656</b>	<b>\$ 174,656</b>	<b>\$ 44,905</b>	<b>\$ 394,812</b>	<b>\$ 679,575</b>
<b>Revenues</b>						
Licenses & Permits	\$ 144,256	\$ 110,000	\$ 130,000	\$ 150,000	\$ 154,500	\$ 159,135
Intergovernmental	1,245,921	1,113,363	1,113,363	417,497	421,672	425,889
Investment Earnings	3,875	1,096	1,294	4,244	10,408	14,457
Other Revenue	7	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,394,059</b>	<b>\$ 1,224,459</b>	<b>\$ 1,244,657</b>	<b>\$ 571,741</b>	<b>\$ 586,580</b>	<b>\$ 599,481</b>
<b>Expenditures</b>						
Personnel	\$ -	\$ 75,431	\$ 53,908	\$ 85,334	\$ 89,317	\$ 93,509
Services & Other	103,257	-	3,752	-	-	-
Supplies	22,229	-	172	74,500	44,500	44,500
Capital	182,231	129,500	125,576	14,000	-	-
Transfers Out	2,036,000	950,000	950,000	-	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,343,717</b>	<b>\$ 1,154,931</b>	<b>\$ 1,133,408</b>	<b>\$ 173,834</b>	<b>\$ 133,817</b>	<b>\$ 138,009</b>
<b>Net Change Excluding One-Time Capital</b>	<b>(949,658)</b>	<b>69,528</b>	<b>111,249</b>	<b>397,907</b>	<b>452,763</b>	<b>461,472</b>
5 Year CIP (One-Time Expenditures)	-	241,000	241,000	48,000	168,000	343,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(949,658)</b>	<b>(171,472)</b>	<b>(129,751)</b>	<b>349,907</b>	<b>284,763</b>	<b>118,472</b>
<b>Ending Funds Available</b>	<b>\$ 174,656</b>	<b>\$ 3,184</b>	<b>\$ 44,905</b>	<b>\$ 394,812</b>	<b>\$ 679,575</b>	<b>\$ 798,047</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				394,812	679,575	798,047
<b>Total Reserves &amp; Internal Designations</b>				<b>394,812</b>	<b>679,575</b>	<b>798,047</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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



## 2017-2019 Balanced Financial Plan

## Philip S. Miller Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 124,099	\$ 424,328	\$ 424,328	\$ 202,428	\$ 211,683	\$ 212,865
<b>Revenues</b>						
Investment Earnings	\$ 239	\$ 1,145	\$ 359	\$ 155	\$ 159	\$ 157
Contributions & Donations	285,000	285,000	275,000	275,000	275,000	275,000
Other Revenue	234,175	29,141	-	-	-	-
<b>Total Revenues</b>	<b>\$ 519,414</b>	<b>\$ 315,286</b>	<b>\$ 275,359</b>	<b>\$ 275,155</b>	<b>\$ 275,159</b>	<b>\$ 275,157</b>
<b>Expenditures</b>						
Personnel	\$ -	\$ 41,995	\$ 26,919	\$ -	\$ -	\$ -
Services & Other	219,185	287,550	268,000	265,900	273,977	282,440
Supplies	-	-	2,340	-	-	-
Transfers Out	-	200,000	200,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 219,185</b>	<b>\$ 529,545</b>	<b>\$ 497,259</b>	<b>\$ 265,900</b>	<b>\$ 273,977</b>	<b>\$ 282,440</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>300,229</b>	<b>(214,259)</b>	<b>(221,900)</b>	<b>9,255</b>	<b>1,182</b>	<b>(7,283)</b>
<b>Ending Funds Available</b>	<b>\$ 424,328</b>	<b>\$ 210,069</b>	<b>\$ 202,428</b>	<b>\$ 211,683</b>	<b>\$ 212,865</b>	<b>\$ 205,582</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				211,683	212,865	205,582
<b>Total Reserves &amp; Internal Designations</b>				<b>211,683</b>	<b>212,865</b>	<b>205,582</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

# 2017-2019 Balanced Financial Plan

# Public Art Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 79,099	\$ 40,131	\$ 40,131	\$ 40,441	\$ 40,706	\$ 40,973
<b>Revenues</b>						
Investment Earnings	\$ 201	\$ 159	\$ 310	\$ 265	\$ 267	\$ 269
Contributions & Donations	25,000	25,000	25,000	25,000	25,000	25,000
Other Revenue	3	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 25,204</b>	<b>\$ 25,159</b>	<b>\$ 25,310</b>	<b>\$ 25,265</b>	<b>\$ 25,267</b>	<b>\$ 25,269</b>
<b>Expenditures</b>						
Services & Other	\$ 7,049	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	373	-	-	-	-	-
Capital	56,750	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 64,172</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>(38,968)</b>	<b>159</b>	<b>310</b>	<b>265</b>	<b>267</b>	<b>269</b>
<b>Ending Funds Available</b>	<b>\$ 40,131</b>	<b>\$ 40,290</b>	<b>\$ 40,441</b>	<b>\$ 40,706</b>	<b>\$ 40,973</b>	<b>\$ 41,242</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				40,706	40,973	41,242
<b>Total Reserves &amp; Internal Designations</b>				<b>40,706</b>	<b>40,973</b>	<b>41,242</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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

## 2017-2019 Balanced Financial Plan

## Police Forfeiture Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 23,821	\$ 24,253	\$ 24,253	\$ 5,452	\$ 10,460	\$ 15,473
<b>Revenues</b>						
Intergovernmental	\$ 407	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Investment Earnings	25	27	27	8	13	18
<b>Total Revenues</b>	<b>\$ 432</b>	<b>\$ 5,027</b>	<b>\$ 5,027</b>	<b>\$ 5,008</b>	<b>\$ 5,013</b>	<b>\$ 5,018</b>
<b>Expenditures</b>						
Capital	\$ -	\$ 23,828	\$ 23,828	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 23,828</b>	<b>\$ 23,828</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>432</b>	<b>(18,801)</b>	<b>(18,801)</b>	<b>5,008</b>	<b>5,013</b>	<b>5,018</b>
<b>Ending Funds Available</b>	<b>\$ 24,253</b>	<b>\$ 5,452</b>	<b>\$ 5,452</b>	<b>\$ 10,460</b>	<b>\$ 15,473</b>	<b>\$ 20,491</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				10,460	15,473	20,491
<b>Total Reserves &amp; Internal Designations</b>				<b>10,460</b>	<b>15,473</b>	<b>20,491</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- No significant changes are included at this time

#### 2018

- No significant changes are included at this time

#### 2019

- No significant changes are included at this time

# 2017-2019 Balanced Financial Plan

# DDA TIF Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ -	\$ 963,810	\$ 963,810	\$ 963,810	\$ 359,488	\$ 359,532
<b>Revenues</b>						
Taxes						
Property	\$ -	\$ 9,600	\$ 9,600	\$ 50,000	\$ 200,900	\$ 542,951
Sales	1,186,160	1,221,202	1,221,202	1,291,016	1,545,735	1,751,785
Investment Earnings	-	989	989	206	-	-
Debt & Financing Revenue	-	900,000	900,000	-	-	-
Other Revenue	-	2,509,000	2,509,000	9,000	9,000	9,000
<b>Total Revenues</b>	<b>\$ 1,186,160</b>	<b>\$ 4,640,791</b>	<b>\$ 4,640,791</b>	<b>\$ 1,350,222</b>	<b>\$ 1,755,635</b>	<b>\$ 2,303,736</b>
<b>Expenditures</b>						
Services & Other	\$ 40,014	\$ -	\$ 6,901	\$ 58,512	\$ 117,789	\$ 201,566
Capital	181,600	1,019,981	1,013,080	1,596,495	1,338,230	1,800,199
Debt & Financing	736	1,120,810	1,120,810	299,537	299,572	299,608
Transfers Out	-	2,500,000	2,500,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 222,350</b>	<b>\$ 4,640,791</b>	<b>\$ 4,640,791</b>	<b>\$ 1,954,544</b>	<b>\$ 1,755,591</b>	<b>\$ 2,301,373</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>963,810</b>	<b>-</b>	<b>-</b>	<b>(604,322)</b>	<b>44</b>	<b>2,363</b>
<b>Ending Funds Available</b>	<b>\$ 963,810</b>	<b>\$ 963,810</b>	<b>\$ 963,810</b>	<b>\$ 359,488</b>	<b>\$ 359,532</b>	<b>\$ 361,895</b>
<b>Reserves &amp; Internal Designations</b>						
Debt Service Reserve				313,726	313,754	313,784
Committed for Fund Purpose				45,762	45,778	48,111
<b>Total Reserves &amp; Internal Designations</b>				<b>359,488</b>	<b>359,532</b>	<b>361,895</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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

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

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

## 2017-2019 Balanced Financial Plan

## Special Events Fund

Category	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ 247,250	\$ 282,528	\$ 359,820
<b>Revenues</b>						
Charges for Service	\$ -	\$ 247,250	\$ 247,250	\$ 370,875	\$ 420,325	\$ 445,050
Investment Earnings	-	-	-	1,707	2,069	2,429
Transfers In	-	200,000	200,000	-	-	-
<b>Total Revenues</b>	\$ -	\$ 447,250	\$ 447,250	\$ 372,582	\$ 422,394	\$ 447,479
<b>Expenditures</b>						
Personnel	\$ -	\$ -	\$ -	\$ 70,189	\$ 73,291	\$ 136,430
Services & Other	-	137,300	137,300	201,815	205,832	209,929
Supplies	-	62,700	62,700	65,300	65,979	66,665
<b>Total Expenditures</b>	\$ -	\$ 200,000	\$ 200,000	\$ 337,304	\$ 345,102	\$ 413,024
<b>Contribution to or (Use of) Fund Balance</b>	-	247,250	247,250	35,278	77,292	34,455
<b>Ending Funds Available</b>	-	247,250	247,250	282,528	359,820	394,275
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				282,528	359,820	394,275
<b>Total Reserves &amp; Internal Designations</b>				282,528	359,820	394,275
<b>Unobligated Reserves</b>				\$ -	\$ -	\$ -

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

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

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

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,859,262</b>	<b>\$ 1,379,146</b>	<b>\$ 1,379,146</b>	<b>\$ 1,275,426</b>	<b>\$ 482,975</b>	<b>\$ 13,865</b>
<b>Revenues</b>						
Intergovernmental	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	13,090	10,136	10,748	9,351	1,493	-
Impact Fees	2,298,641	2,694,620	2,887,968	2,379,800	2,788,260	2,155,400
Contributions & Donations	40,000	20,000	20,000	20,000	20,000	20,000
Transfers In	7,536,000	3,950,000	3,950,000	9,861	-	-
<b>Total Revenues</b>	<b>\$10,137,731</b>	<b>\$ 6,674,756</b>	<b>\$ 6,868,716</b>	<b>\$ 2,419,012</b>	<b>\$ 2,809,753</b>	<b>\$ 2,175,400</b>
<b>Expenditures</b>						
Services & Other	\$ 13,671	\$ 16,811	\$ 16,811	\$ -	\$ -	\$ -
Capital	-	-	-	-	-	-
Debt & Financing	708,763	711,963	711,963	709,963	707,863	712,063
Interfund Loan	1,688,459	742,000	742,000	731,500	721,000	710,500
Transfers Out	-	-	-	1,470,000	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,410,893</b>	<b>\$ 1,470,774</b>	<b>\$ 1,470,774</b>	<b>\$ 2,911,463</b>	<b>\$ 1,428,863</b>	<b>\$ 1,422,563</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 7,726,838</b>	<b>\$ 5,203,982</b>	<b>\$ 5,397,942</b>	<b>\$ (492,451)</b>	<b>\$ 1,380,890</b>	<b>\$ 752,837</b>
5 Year CIP (One-Time Expenditures)	8,206,954	5,501,662	5,501,662	300,000	1,850,000	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(480,116)</b>	<b>(297,680)</b>	<b>(103,720)</b>	<b>(792,451)</b>	<b>(469,110)</b>	<b>752,837</b>
<b>Ending Funds Available</b>	<b>\$ 1,379,146</b>	<b>\$ 1,081,466</b>	<b>\$ 1,275,426</b>	<b>\$ 482,975</b>	<b>\$ 13,865</b>	<b>\$ 766,702</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				482,975	13,865	766,702
<b>Total Reserves &amp; Internal Designations</b>				<b>482,975</b>	<b>13,865</b>	<b>766,702</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

## 2017-2019 Balanced Financial Plan

## Facilities Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,313,947</b>	<b>\$ 1,244,324</b>	<b>\$ 1,244,324</b>	<b>\$ 1,553,108</b>	<b>\$ 287,176</b>	<b>\$ 661,192</b>
<b>Revenues</b>						
Investment Earnings	\$ 5,110	\$ 9,929	\$ 4,717	\$ 5,382	\$ 2,502	\$ 4,280
Impact Fees	297,502	526,802	390,842	321,142	344,704	265,740
Transfers In	-	-	-	2,485,000	-	-
Interfund Loan Revenue	-	7,246	7,246	26,809	26,810	26,809
<b>Total Revenues</b>	<b>\$ 302,612</b>	<b>\$ 543,977</b>	<b>\$ 402,805</b>	<b>\$ 2,838,333</b>	<b>\$ 374,016</b>	<b>\$ 296,829</b>
<b>Expenditures</b>						
Services & Other	\$ 78,735	\$ 94,021	\$ 94,021	\$ 106,887	\$ -	\$ -
Transfers Out	293,500	-	-	497,378	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 372,235</b>	<b>\$ 94,021</b>	<b>\$ 94,021</b>	<b>\$ 604,265</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Change Excluding One-Time Capital</b>	<b>(69,623)</b>	<b>449,956</b>	<b>308,784</b>	<b>2,234,068</b>	<b>374,016</b>	<b>296,829</b>
5 Year CIP (One-Time Expenditures)	-	-	-	3,500,000	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(69,623)</b>	<b>449,956</b>	<b>308,784</b>	<b>(1,265,932)</b>	<b>374,016</b>	<b>296,829</b>
<b>Ending Funds Available</b>	<b>\$ 1,244,324</b>	<b>\$ 1,694,280</b>	<b>\$ 1,553,108</b>	<b>\$ 287,176</b>	<b>\$ 661,192</b>	<b>\$ 958,021</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				287,176	661,192	958,021
<b>Total Reserves &amp; Internal Designations</b>				<b>287,176</b>	<b>661,192</b>	<b>958,021</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

## 2017-2019 Balanced Financial Plan

## Fire Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 2,581,259	\$ 2,919,725	\$ 2,919,725	\$ 3,094,653	\$ 335,861	\$ 167,229
<b>Revenues</b>						
Investment Earnings	\$ 12,783	\$ 16,260	\$ 16,260	\$ 12,237	\$ 1,819	\$ 687
Impact Fees	490,058	581,948	700,046	553,282	756,134	598,940
Transfers In	-	-	-	3,000,000	-	-
<b>Total Revenues</b>	<b>\$ 502,841</b>	<b>\$ 598,208</b>	<b>\$ 716,306</b>	<b>\$ 3,565,519</b>	<b>\$ 757,953</b>	<b>\$ 599,627</b>
<b>Expenditures</b>						
Services & Other	\$ 121,146	\$ 50,455	\$ 50,455	\$ 60,175	\$ 12,000	\$ -
Supplies	-	-	-	-	289,282	-
Capital	-	190,000	190,000	-	300,000	-
Interfund Loan	-	-	-	-	325,303	325,302
Transfers Out	43,229	55,059	55,059	1,501,981	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 164,375</b>	<b>\$ 295,514</b>	<b>\$ 295,514</b>	<b>\$ 1,562,156</b>	<b>\$ 926,585</b>	<b>\$ 325,302</b>
<b>Net Change Excluding One-Time Capital</b>	<b>338,466</b>	<b>302,694</b>	<b>420,792</b>	<b>2,003,363</b>	<b>(168,632)</b>	<b>274,325</b>
5 Year CIP (One-Time Expenditures)	\$ -	\$ 245,864	\$ 245,864	\$ 4,762,155	\$ -	\$ -
<b>Contribution to or (Use of) Fund Balance</b>	<b>338,466</b>	<b>56,830</b>	<b>174,928</b>	<b>(2,758,792)</b>	<b>(168,632)</b>	<b>274,325</b>
<b>Ending Funds Available</b>	<b>\$ 2,919,725</b>	<b>\$ 2,976,555</b>	<b>\$ 3,094,653</b>	<b>\$ 335,861</b>	<b>\$ 167,229</b>	<b>\$ 441,554</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				335,861	167,229	441,554
<b>Total Reserves &amp; Internal Designations</b>				<b>335,861</b>	<b>167,229</b>	<b>441,554</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2016-2018 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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



## 2017-2019 Balanced Financial Plan

## Police Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	\$ 271,093	\$ 211,786	\$ 211,786	\$ 76,276	\$ 195,559	\$ 229,741
<b>Revenues</b>						
Investment Earnings	\$ 795	\$ 382	\$ 1,298	\$ 616	\$ 799	\$ 559
Impact Fees	258,025	321,527	355,941	284,895	316,537	243,290
Transfers In	270,000	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 528,820</b>	<b>\$ 321,909</b>	<b>\$ 357,239</b>	<b>\$ 285,511</b>	<b>\$ 317,336</b>	<b>\$ 243,849</b>
<b>Expenditures</b>						
Services & Other	\$ 23,113	\$ 21,991	\$ 21,991	\$ 20,895	\$ -	\$ -
Capital	410,176	186,661	186,661	-	-	-
Interfund Loan	60,173	67,420	67,420	86,983	86,984	86,983
Transfers Out	94,665	216,677	216,677	58,350	196,170	185,709
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 588,127</b>	<b>\$ 492,749</b>	<b>\$ 492,749</b>	<b>\$ 166,228</b>	<b>\$ 283,154</b>	<b>\$ 272,692</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (59,307)</b>	<b>\$ (170,840)</b>	<b>\$ (135,510)</b>	<b>\$ 119,283</b>	<b>\$ 34,182</b>	<b>\$ (28,843)</b>
5 Year CIP (One-Time Expenditures)	-	-	-	-	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>(59,307)</b>	<b>(170,840)</b>	<b>(135,510)</b>	<b>119,283</b>	<b>34,182</b>	<b>(28,843)</b>
<b>Ending Funds Available</b>	<b>\$ 211,786</b>	<b>\$ 40,946</b>	<b>\$ 76,276</b>	<b>\$ 195,559</b>	<b>\$ 229,741</b>	<b>\$ 200,898</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				195,559	229,741	200,898
<b>Total Reserves &amp; Internal Designations</b>				<b>195,559</b>	<b>229,741</b>	<b>200,898</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

# 2017-2019 Balanced Financial Plan

# Transportation Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$39,717,855</b>	<b>\$14,784,596</b>	<b>\$14,784,596</b>	<b>\$ 1,256,331</b>	<b>\$ 1,793,837</b>	<b>\$ 1,254,257</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,391,505	\$ 1,555,807	\$ 1,638,682	\$ 1,672,548	\$ 1,782,144	\$ 1,489,926
Intergovernmental	-	-	-	269,000	1,447,000	-
Investment Earnings	109,823	1,839	1,839	22,377	11,204	-
Impact Fees	2,347,117	2,852,990	3,401,319	3,052,349	5,050,577	4,034,920
Contributions & Donations	3,012,573	3,601,382	1,155,678	577,333	2,707,333	-
Transfers In	2,800,000	1,000,000	1,000,000	423,517	5,600,000	-
Other Revenue	22	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 9,661,040</b>	<b>\$ 9,012,018</b>	<b>\$ 7,197,518</b>	<b>\$ 6,017,124</b>	<b>\$16,598,258</b>	<b>\$ 5,524,846</b>
<b>Expenditures</b>						
Personnel	\$ 111,679	\$ 117,153	\$ 114,765	\$ -	\$ -	\$ -
Services & Other	2,298	16,135	16,135	-	-	-
Debt & Financing	872,088	871,788	872,088	1,353,150	1,350,838	1,352,163
Interfund Loan	11,435,000	1,052,500	1,052,500	2,537,500	-	-
Transfers Out	190,643	-	-	176,968	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$12,611,708</b>	<b>\$ 2,057,576</b>	<b>\$ 2,055,488</b>	<b>\$ 4,067,618</b>	<b>\$ 1,350,838</b>	<b>\$ 1,352,163</b>
<b>Net Change Excluding One-Time Capital</b>	<b>(2,950,668)</b>	<b>6,954,442</b>	<b>5,142,030</b>	<b>1,949,506</b>	<b>15,247,420</b>	<b>4,172,683</b>
5 Year CIP (One-Time Expenditures)	21,982,591	20,170,295	18,670,295	1,412,000	15,787,000	650,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(24,933,259)</b>	<b>(13,215,853)</b>	<b>(13,528,265)</b>	<b>537,506</b>	<b>(539,580)</b>	<b>3,522,683</b>
<b>Ending Funds Available</b>	<b>\$14,784,596</b>	<b>\$ 1,568,743</b>	<b>\$ 1,256,331</b>	<b>\$ 1,793,837</b>	<b>\$ 1,254,257</b>	<b>\$ 4,776,940</b>
<b>Reserves &amp; Internal Designations*</b>						
Committed for Fund Purpose				1,293,837	4,257	2,776,940
Capital Reserve				500,000	1,250,000	2,000,000
<b>Total Reserves &amp; Internal Designations</b>				<b>1,793,837</b>	<b>1,254,257</b>	<b>4,776,940</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

- Five Year CIP requested projects include \$360,000 for design of improvements and right of way acquisition at Founders Parkway (SH86) and Allen Way and \$175,000 for design of an expansion to the Service Center Building
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included

### 2018

- Five Year CIP requested projects include \$2 million for the construction of the Service Center expansion, \$3.7 million for construction of improvements to Founders Parkway (SH86) and Allen Way and \$2.4 million for construction of improvements at Founders Parkway (SH86) and Crowfoot Valley Road
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included

### 2019

- Five Year CIP requested projects include \$500,000 for design of 5th Street widening and \$150,000 for design of Plum Creek at Gilbert roundabout
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included

\* Capital Reserve Includes the accumulation of funds for future project expenditures related to North Meadows Drive Widening (\$250,000 per year) and Crystal Valley Parkway Interchange (\$250,000 in 2017 and \$500,000 per year beginning in 2018)

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

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,902,132</b>	<b>\$ 1,907,442</b>	<b>\$ 1,907,442</b>	<b>\$ 1,224,356</b>	<b>\$ 112,095</b>	<b>\$ 494,896</b>
<b>Revenues</b>						
Taxes						
Use	\$ 1,083,450	\$ 1,208,939	\$ 1,275,666	\$ 1,302,029	\$ 1,387,347	\$ 1,159,864
Investment Earnings	7,391	9,605	8,291	3,810	1,838	2,799
Other Revenue	520	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,091,361</b>	<b>\$ 1,218,544</b>	<b>\$ 1,283,957</b>	<b>\$ 1,305,839</b>	<b>\$ 1,389,185</b>	<b>\$ 1,162,663</b>
<b>Expenditures</b>						
Services & Other	\$ 417,656	\$ -	\$ 10,631	\$ 520,000	\$ 605,665	\$ 692,956
Supplies	231,694	-	64,639	113,100	134,719	200,035
Capital	137,711	996,659	921,389	-	-	-
Transfers Out	-	500,000	500,000	1,015,000	-	-
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 787,061</b>	<b>\$ 1,496,659</b>	<b>\$ 1,496,659</b>	<b>\$ 1,648,100</b>	<b>\$ 740,384</b>	<b>\$ 892,991</b>
<b>Net Change Excluding One-Time Capital</b>	<b>304,300</b>	<b>(278,115)</b>	<b>(212,702)</b>	<b>(342,261)</b>	<b>648,801</b>	<b>269,672</b>
5 Year CIP (One-Time Expenditures)	298,990	470,384	470,384	770,000	266,000	295,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>5,310</b>	<b>(748,499)</b>	<b>(683,086)</b>	<b>(1,112,261)</b>	<b>382,801</b>	<b>(25,328)</b>
<b>Ending Funds Available</b>	<b>\$ 1,907,442</b>	<b>\$ 1,158,943</b>	<b>\$ 1,224,356</b>	<b>\$ 112,095</b>	<b>\$ 494,896</b>	<b>\$ 469,568</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				112,095	494,896	469,568
<b>Total Reserves &amp; Internal Designations</b>				<b>112,095</b>	<b>494,896</b>	<b>469,568</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

- Use Tax revenue is projected using 700 new single family and 192 multi family units and is based on a 1% increase of valuation rates included in the August 2015 International Code Council
- Capital funding is requested for synthetic turf replacement

### 2019

- Use Tax revenue is projected using 600 new single family and 72 multi family units and is based on a 1% increase of valuation rates included in the August 2015 International Code Council
- Capital funding is requested for synthetic turf replacement

# 2017-2019 Balanced Financial Plan

# Water Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$12,374,849</b>	<b>\$19,762,952</b>	<b>\$19,762,952</b>	<b>\$19,738,310</b>	<b>\$22,031,926</b>	<b>\$25,403,668</b>
<b>Revenues</b>						
Intergovernmental	\$ 50,000	\$ -	\$ -	\$ 100,000	\$ 125,000	\$ 150,000
Charges for Service	12,294,410	12,947,433	13,192,087	14,114,336	14,518,881	14,924,122
Fines & Forfeitures	340,914	348,552	363,500	379,500	379,500	379,500
Investment Earnings	65,922	92,547	93,347	105,885	119,635	132,019
System Development Fees	3,026,611	2,034,686	2,939,000	2,825,581	2,896,343	2,967,896
Contributions & Donations	31,158	-	-	-	-	-
Interfund Loan Revenue	4,780,500	1,072,750	1,072,750	2,557,750	695,250	685,125
Debt & Financing Revenue	6,252,192	-	-	-	-	-
Other Revenue	308,346	71,550	165,381	72,550	72,550	72,550
<b>Total Revenues</b>	<b>\$27,150,053</b>	<b>\$16,567,518</b>	<b>\$17,826,065</b>	<b>\$20,155,602</b>	<b>\$18,807,159</b>	<b>\$19,311,212</b>
<b>Expenditures</b>						
Personnel	\$ 2,556,380	\$ 2,902,826	\$ 2,717,476	\$ 2,944,848	\$ 3,229,329	\$ 3,420,392
Services & Other	4,399,852	4,451,245	4,458,839	4,595,827	4,700,502	4,979,940
Supplies	1,121,744	1,158,903	1,166,687	1,220,833	1,125,954	1,155,618
Capital	43,868	1,281,319	1,281,319	251,982	151,482	151,482
Debt & Financing	8,000,431	1,253,587	1,969,987	1,740,767	1,746,879	1,752,251
Transfers Out	1,359,649	1,688,563	1,684,401	1,728,809	1,808,271	1,905,445
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$17,481,924</b>	<b>\$12,736,443</b>	<b>\$13,278,709</b>	<b>\$12,483,066</b>	<b>\$12,762,417</b>	<b>\$13,365,128</b>
<b>Net Change Excluding One-Time Capital</b>	<b>9,668,129</b>	<b>3,831,075</b>	<b>4,547,356</b>	<b>7,672,536</b>	<b>6,044,742</b>	<b>5,946,084</b>
5 Year CIP (One-Time Expenditures)	2,280,026	5,206,998	4,571,998	5,378,920	2,673,000	4,182,641
<b>Contribution to or (Use of) Fund Balance</b>	<b>7,388,103</b>	<b>(1,375,923)</b>	<b>(24,642)</b>	<b>2,293,616</b>	<b>3,371,742</b>	<b>1,763,443</b>
<b>Ending Funds Available</b>	<b>\$19,762,952</b>	<b>\$18,387,029</b>	<b>\$19,738,310</b>	<b>\$22,031,926</b>	<b>\$25,403,668</b>	<b>\$27,167,111</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				1,460,251	1,509,298	1,592,658
Catastrophic Events Reserve				5,346,135	5,533,250	5,726,913
Revenue Stabilization Reserve				1,590,000	1,685,400	1,786,524
Capital Reserve				12,635,540	15,675,720	17,061,016
Committed for Fund Purpose				1,000,000	1,000,000	1,000,000
<b>Total Reserves &amp; Internal Designations</b>				<b>22,031,926</b>	<b>25,403,668</b>	<b>27,167,111</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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

## 2017-2019 Balanced Financial Plan

## Water Resources Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$76,796,700</b>	<b>\$91,940,477</b>	<b>\$91,940,477</b>	<b>\$19,870,581</b>	<b>\$18,206,807</b>	<b>\$18,618,551</b>
<b>Revenues</b>						
Charges for Service	\$ 7,419,260	\$ 7,785,184	\$ 7,753,789	\$ 8,676,054	\$ 9,238,076	\$ 9,828,811
Fines & Forfeitures	49,292	51,500	51,500	51,500	51,500	51,500
Investment Earnings	325,540	193,321	193,321	235,257	138,190	174,124
System Development Fees	12,110,161	10,418,100	12,174,400	15,401,681	15,832,928	16,276,250
Transfers In	1,101,071	1,492,462	1,122,684	1,528,166	1,607,369	1,704,115
Interfund Loan Revenue	4,044,658	-	-	-	-	-
Debt & Financing Revenue	-	60,364,358	60,364,358	-	-	-
Other Revenue	203,533	240	22,746	129,240	129,240	4,396,990
<b>Total Revenues</b>	<b>\$25,253,515</b>	<b>\$80,305,165</b>	<b>\$81,682,798</b>	<b>\$26,021,898</b>	<b>\$26,997,303</b>	<b>\$32,431,790</b>
<b>Expenditures</b>						
Personnel	\$ 1,539,047	\$ 1,731,103	\$ 1,655,547	\$ 1,875,148	\$ 2,185,095	\$ 2,323,925
Services & Other	1,210,886	1,939,199	1,947,421	3,020,268	3,992,393	4,621,474
Supplies	236,658	302,025	306,478	326,722	332,500	344,981
Capital	3,204	129,885	129,885	36,405	36,521	36,639
Debt & Financing	2,463,841	70,408,149	70,408,149	4,269,928	4,265,747	4,288,247
Transfers Out	25,012	4,583	4,583	4,707	4,707	4,707
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 5,478,648</b>	<b>\$74,514,944</b>	<b>\$74,452,063</b>	<b>\$ 9,533,178</b>	<b>\$10,816,963</b>	<b>\$11,619,973</b>
<b>Net Change Excluding One-Time Capital</b>	<b>19,774,867</b>	<b>5,790,221</b>	<b>7,230,735</b>	<b>16,488,720</b>	<b>16,180,340</b>	<b>20,811,817</b>
5 Year CIP (One-Time Expenditures)	4,631,090	79,300,629	79,300,631	18,152,494	15,768,596	15,328,356
<b>Contribution to or (Use of) Fund Balance</b>	<b>15,143,777</b>	<b>(73,510,408)</b>	<b>(72,069,896)</b>	<b>(1,663,774)</b>	<b>411,744</b>	<b>5,483,461</b>
<b>Ending Funds Available</b>	<b>\$91,940,477</b>	<b>\$18,430,069</b>	<b>\$19,870,581</b>	<b>\$18,206,807</b>	<b>\$18,618,551</b>	<b>\$24,102,012</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				870,356	1,084,998	1,215,063
Catastrophic Events Reserve				2,429,715	2,514,755	2,602,771
Capital Reserve				14,406,736	14,518,798	19,784,178
Committed for Fund Purpose				500,000	500,000	500,000
<b>Total Reserves &amp; Internal Designations</b>				<b>18,206,807</b>	<b>18,618,551</b>	<b>24,102,012</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- Significant capital project requests include \$9.8 million for construction of the Plum Creek Diversion Structure and related infrastructure, \$5.6 million for future pipelines and pump stations and \$1.2 million the Chatfield Reallocation Project

#### 2018

- Significant capital project requests include \$10.8 million for improvements to the Plum Creek Water Purification Facility, \$2.8 million for the Alternative Source of Supply Project and \$1.2 million for the Chatfield Reallocation Project

#### 2019

- Significant capital project requests include \$3.8 million for the WISE project, \$6.9 million for improvements to the Plum Creek Water Purification Facility, \$2.7 million for the Alternative Source of Supply Project and \$627,940 for construction of a new Administration/Customer Service building

# 2017-2019 Balanced Financial Plan

# Stormwater Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 6,649,615</b>	<b>\$ 6,027,252</b>	<b>\$ 6,027,252</b>	<b>\$ 3,647,233</b>	<b>\$ 4,320,580</b>	<b>\$ 4,289,678</b>
<b>Revenues</b>						
Charges for Service	\$ 2,859,711	\$ 3,446,642	\$ 3,448,241	\$ 3,948,295	\$ 4,238,924	\$ 4,559,872
Fines & Forfeitures	253	1,500	500	1,500	1,500	1,500
Investment Earnings	19,833	22,780	22,780	20,615	22,086	22,339
System Development Fees	750,008	1,062,600	1,498,400	1,206,115	1,242,150	1,244,246
Contributions & Donations	3,815	2,315	2,315	2,315	2,315	2,315
Other Revenue	3,569	3,504	3,504	3,569	3,636	3,773
<b>Total Revenues</b>	<b>\$ 3,637,189</b>	<b>\$ 4,539,341</b>	<b>\$ 4,975,740</b>	<b>\$ 5,182,409</b>	<b>\$ 5,510,611</b>	<b>\$ 5,834,045</b>
<b>Expenditures</b>						
Personnel	\$ 1,291,335	\$ 1,506,658	\$ 1,423,521	\$ 1,483,474	\$ 1,618,611	\$ 1,692,755
Services & Other	601,330	661,502	664,919	630,418	624,497	645,061
Supplies	67,979	93,672	94,227	91,250	90,014	92,193
Capital	(1)	347,500	347,622	-	-	-
Interfund Loan	40,500	20,250	20,250	20,250	695,250	685,125
Transfers Out	120,466	96,260	92,622	98,510	98,845	99,551
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 2,121,609</b>	<b>\$ 2,725,842</b>	<b>\$ 2,643,161</b>	<b>\$ 2,323,902</b>	<b>\$ 3,127,217</b>	<b>\$ 3,214,685</b>
<b>Net Change Excluding One-Time Capital</b>	<b>1,515,580</b>	<b>1,813,499</b>	<b>2,332,579</b>	<b>2,858,507</b>	<b>2,383,394</b>	<b>2,619,360</b>
5 Year CIP (One-Time Expenditures)	2,137,943	4,712,598	4,712,598	2,185,160	2,414,296	2,451,202
<b>Contribution to or (Use of) Fund Balance</b>	<b>(622,363)</b>	<b>(2,899,099)</b>	<b>(2,380,019)</b>	<b>673,347</b>	<b>(30,902)</b>	<b>168,158</b>
<b>Ending Funds Available</b>	<b>\$ 6,027,252</b>	<b>\$ 3,128,153</b>	<b>\$ 3,647,233</b>	<b>\$ 4,320,580</b>	<b>\$ 4,289,678</b>	<b>\$ 4,457,836</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				367,524	388,854	405,002
Capital Reserve				3,453,056	3,400,824	3,552,834
Committed for Fund Purpose				500,000	500,000	500,000
<b>Total Reserves &amp; Internal Designations</b>				<b>4,320,580</b>	<b>4,289,678</b>	<b>4,457,836</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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

# 2017-2019 Balanced Financial Plan

# Wastewater Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$10,930,426</b>	<b>\$20,022,468</b>	<b>\$20,022,468</b>	<b>\$21,723,468</b>	<b>\$23,938,489</b>	<b>\$27,458,257</b>
<b>Revenues</b>						
Intergovernmental	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	9,087,750	9,400,850	9,581,793	10,335,752	10,684,111	11,032,471
Fines & Forfeitures	343	1,500	500	1,500	1,500	1,500
Investment Earnings	50,578	84,966	84,966	81,747	91,982	104,974
System Development Fees	5,097,705	2,213,349	2,595,095	3,000,361	2,735,092	3,395,242
Contributions & Donations	43,620	59,022	29,510	29,510	29,510	29,510
Interfund Loan Revenue	3,090,000	-	-	-	-	-
Other Revenue	140,015	18,100	136,540	136,240	136,240	136,240
<b>Total Revenues</b>	<b>\$17,518,511</b>	<b>\$11,777,787</b>	<b>\$12,428,404</b>	<b>\$13,585,110</b>	<b>\$13,678,435</b>	<b>\$14,699,937</b>
<b>Expenditures</b>						
Personnel	\$ 1,138,393	\$ 1,331,795	\$ 1,268,974	\$ 1,370,608	\$ 1,460,218	\$ 1,529,449
Services & Other	5,399,723	5,792,391	5,802,390	3,591,783	3,709,843	3,857,559
Supplies	192,932	278,734	280,204	294,446	288,598	292,225
Capital	5,939	195,617	198,699	76,750	84,750	79,750
Debt & Financing	330,885	332,538	332,538	333,258	333,546	335,274
Transfers Out	68,752	66,494	66,494	67,001	67,076	67,076
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 7,136,624</b>	<b>\$ 7,997,569</b>	<b>\$ 7,949,299</b>	<b>\$ 5,733,846</b>	<b>\$ 5,944,031</b>	<b>\$ 6,161,333</b>
<b>Net Change Excluding One-Time Capital</b>	<b>10,381,887</b>	<b>3,780,218</b>	<b>4,479,105</b>	<b>7,851,264</b>	<b>7,734,404</b>	<b>8,538,604</b>
5 Year CIP (One-Time Expenditures)	1,289,845	2,969,060	2,778,105	5,636,243	4,214,636	4,772,951
<b>Contribution to or (Use of) Fund Balance</b>	<b>9,092,042</b>	<b>811,158</b>	<b>1,701,000</b>	<b>2,215,021</b>	<b>3,519,768</b>	<b>3,765,653</b>
<b>Ending Funds Available</b>	<b>\$20,022,468</b>	<b>\$20,833,626</b>	<b>\$21,723,468</b>	<b>\$23,938,489</b>	<b>\$27,458,257</b>	<b>\$31,223,910</b>
<b>Reserves &amp; Internal Designations</b>						
Operating Designations				876,140	909,777	946,539
Catastrophic Events Reserve				1,647,022	1,784,709	1,895,931
Capital Reserve				20,415,327	23,763,771	27,381,440
Committed for Fund Purpose				1,000,000	1,000,000	1,000,000
<b>Total Reserves &amp; Internal Designations</b>				<b>23,938,489</b>	<b>27,458,257</b>	<b>31,223,910</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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



# 2017-2019 Balanced Financial Plan

# Golf Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,928,462</b>	<b>\$ 2,109,534</b>	<b>\$ 2,109,534</b>	<b>\$ 1,426,160</b>	<b>\$ 1,188,786</b>	<b>\$ 1,039,605</b>
<b>Revenues</b>						
Charges for Service	\$ 2,782,398	\$ 2,878,877	\$ 2,876,347	\$ 3,000,152	\$ 3,090,157	\$ 3,182,860
Investment Earnings	4,561	11,529	10,922	3,274	2,790	2,640
Transfers In	80,000	80,000	80,000	80,000	80,000	80,000
Debt & Financing Revenue	5,750,123	303,446	303,446	-	-	334,135
Other Revenue	1,671	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 8,618,753</b>	<b>\$ 3,273,852</b>	<b>\$ 3,270,715</b>	<b>\$ 3,083,426</b>	<b>\$ 3,172,947</b>	<b>\$ 3,599,635</b>
<b>Expenditures</b>						
Personnel	\$ 1,158,935	\$ 1,198,161	\$ 1,193,742	\$ 1,253,192	\$ 1,307,549	\$ 1,364,463
Services & Other	549,423	601,203	594,170	611,587	800,787	649,380
Supplies	501,215	543,918	543,918	543,800	549,739	558,977
Debt & Financing	5,277,962	658,300	658,300	654,238	653,799	652,592
Interfund Loan	606,730	7,825	7,825	7,512	7,512	7,512
Transfers Out	3,293	2,688	2,688	2,742	2,742	2,742
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 8,097,558</b>	<b>\$ 3,012,095</b>	<b>\$ 3,000,643</b>	<b>\$ 3,073,071</b>	<b>\$ 3,322,128</b>	<b>\$ 3,235,666</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 521,195</b>	<b>\$ 261,757</b>	<b>\$ 270,072</b>	<b>\$ 10,355</b>	<b>\$ (149,181)</b>	<b>\$ 363,969</b>
5 Year CIP (One-Time Expenditures)	340,123	953,446	953,446	247,729	-	334,135
<b>Contribution to or (Use of) Fund Balance</b>	<b>181,072</b>	<b>(691,689)</b>	<b>(683,374)</b>	<b>(237,374)</b>	<b>(149,181)</b>	<b>29,834</b>
<b>Ending Funds Available</b>	<b>\$ 2,109,534</b>	<b>\$ 1,417,845</b>	<b>\$ 1,426,160</b>	<b>\$ 1,188,786</b>	<b>\$ 1,039,605</b>	<b>\$ 1,069,439</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				200,000	200,000	200,000
Capital Reserve				145,061	145,061	145,061
Debt Service Reserve				500,815	500,815	500,815
<b>Total Reserves &amp; Internal Designations</b>				<b>845,876</b>	<b>845,876</b>	<b>845,876</b>
<b>Unobligated Reserves</b>				<b>\$ 342,910</b>	<b>\$ 193,729</b>	<b>\$ 223,563</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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



## 2017-2019 Balanced Financial Plan

## Development Services Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 6,338,733</b>	<b>\$ 6,673,813</b>	<b>\$ 6,673,813</b>	<b>\$ 2,436,957</b>	<b>\$ 2,383,312</b>	<b>\$ 2,273,300</b>
<b>Revenues</b>						
Licenses & Permits	\$ 3,240,261	\$ 4,036,612	\$ 4,036,612	\$ 5,092,205	\$ 4,680,841	\$ 4,864,022
Charges for Service	1,436,596	1,199,412	2,059,783	1,495,493	1,224,778	1,069,792
Investment Earnings	25,447	34,603	26,604	27,050	26,585	25,925
Other Revenue	791	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 4,703,095</b>	<b>\$ 5,270,627</b>	<b>\$ 6,122,999</b>	<b>\$ 6,614,748</b>	<b>\$ 5,932,204</b>	<b>\$ 5,959,739</b>
<b>Expenditures</b>						
Personnel	\$ 3,038,952	\$ 4,218,058	\$ 3,906,445	\$ 4,561,547	\$ 4,763,159	\$ 4,968,868
Services & Other	1,165,056	941,313	1,245,951	1,396,302	1,125,172	963,070
Supplies	64,130	79,871	59,939	94,818	88,300	89,455
Capital	7,495	-	-	-	-	-
Transfers Out	92,382	47,520	47,520	115,726	65,585	65,585
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 4,368,015</b>	<b>\$ 5,286,762</b>	<b>\$ 5,259,855</b>	<b>\$ 6,168,393</b>	<b>\$ 6,042,216</b>	<b>\$ 6,086,978</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ 335,080</b>	<b>\$ (16,135)</b>	<b>\$ 863,144</b>	<b>\$ 446,355</b>	<b>\$ (110,012)</b>	<b>\$ (127,239)</b>
5 Year CIP (One-Time Expenditures)	-	5,100,000	5,100,000	500,000	-	-
<b>Contribution to or (Use of) Fund Balance</b>	<b>335,080</b>	<b>(5,116,135)</b>	<b>(4,236,856)</b>	<b>(53,645)</b>	<b>(110,012)</b>	<b>(127,239)</b>
<b>Ending Funds Available</b>	<b>\$ 6,673,813</b>	<b>\$ 1,557,678</b>	<b>\$ 2,436,957</b>	<b>\$ 2,383,312</b>	<b>\$ 2,273,300</b>	<b>\$ 2,146,061</b>
<b>Reserves &amp; Internal Designations</b>						
Revenue Stabilization Reserve				2,383,312	2,988,318	2,146,061
<b>Total Reserves &amp; Internal Designations</b>				<b>2,383,312</b>	<b>2,273,300</b>	<b>2,146,061</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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

# 2017-2019 Balanced Financial Plan

# Community Center Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 3,483,498</b>	<b>\$ 1,493,791</b>	<b>\$ 1,493,791</b>	<b>\$ 608,733</b>	<b>\$ 1,118,736</b>	<b>\$ 1,748,035</b>
<b>Revenues</b>						
Taxes						
Use	\$ 233,506	\$ 260,151	\$ 274,817	\$ 280,496	\$ 298,876	\$ 249,869
Sales	1,950,234	1,985,261	2,123,374	2,276,204	2,420,235	2,554,984
Motor Vehicle	335,411	336,883	363,150	384,939	407,073	429,462
Intergovernmental	20,000	-	-	-	-	-
Charges for Service	3,807,084	3,920,000	3,920,000	4,073,530	4,195,441	4,321,005
Investment Earnings	12,201	5,114	4,865	10,419	15,378	19,183
Interfund Loan Revenue	425,973	424,000	424,000	418,000	412,000	406,000
Other Revenue	35,212	44,000	44,000	46,200	47,587	49,015
<b>Total Revenues</b>	<b>\$ 6,819,621</b>	<b>\$ 6,975,409</b>	<b>\$ 7,154,206</b>	<b>\$ 7,489,788</b>	<b>\$ 7,796,590</b>	<b>\$ 8,029,518</b>
<b>Expenditures</b>						
Personnel	\$ 3,165,198	\$ 3,609,294	\$ 3,640,962	\$ 3,797,840	\$ 3,920,739	\$ 4,062,777
Services & Other	2,149,261	2,037,701	2,123,157	2,221,310	2,302,064	2,820,381
Supplies	545,529	501,274	501,274	507,387	511,240	513,897
Debt & Financing	41,246	61,796	61,796	-	-	-
Transfers Out	2,612,518	98,167	98,167	98,248	153,248	103,762
<b>Total Expenditures</b>	<b>\$ 8,513,752</b>	<b>\$ 6,308,232</b>	<b>\$ 6,425,356</b>	<b>\$ 6,624,785</b>	<b>\$ 6,887,291</b>	<b>\$ 7,500,817</b>
<b>Net Change Excluding One-Time Capital</b>	<b>\$ (1,694,131)</b>	<b>\$ 667,177</b>	<b>\$ 728,850</b>	<b>\$ 865,003</b>	<b>\$ 909,299</b>	<b>\$ 528,701</b>
5 Year CIP (One-Time Expenditures)	295,576	1,743,908	1,613,908	355,000	280,000	270,000
<b>Contribution to or (Use of) Fund Balance</b>	<b>(1,989,707)</b>	<b>(1,076,731)</b>	<b>(885,058)</b>	<b>510,003</b>	<b>629,299</b>	<b>258,701</b>
<b>Ending Funds Available</b>	<b>\$ 1,493,791</b>	<b>\$ 417,060</b>	<b>\$ 608,733</b>	<b>\$ 1,118,736</b>	<b>\$ 1,748,035</b>	<b>\$ 2,006,736</b>
<b>Reserves &amp; Internal Designations</b>						
Capital Reserve				399,388	419,357	440,325
Revenue Stabilization Reserve				88,249	93,786	97,029
<b>Total Reserves &amp; Internal Designations</b>				<b>487,637</b>	<b>513,143</b>	<b>537,354</b>
<b>Unobligated Reserves</b>				<b>\$ 631,099</b>	<b>\$ 1,234,892</b>	<b>\$ 1,469,382</b>

## 2017-2019 Notes and Assumptions

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

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

### 2017

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

### 2018

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

### 2019

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

## 2017-2019 Balanced Financial Plan

## Employee Benefits Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 3,196,852</b>	<b>\$ 2,930,393</b>	<b>\$ 2,930,393</b>	<b>\$ 2,867,743</b>	<b>\$ 2,811,943</b>	<b>\$ 2,831,410</b>
<b>Revenues</b>						
Charges for Service	\$ 5,043,088	\$ 6,169,184	\$ 5,706,350	\$ 6,576,035	\$ 7,592,167	\$ 8,266,763
Investment Earnings	15,145	19,263	13,750	20,600	19,467	18,583
Contributions & Donations	1,217,502	1,459,047	1,279,259	1,359,113	1,465,865	1,537,843
Interfund Loan Revenue	503,349	-	-	-	-	-
Other Revenue	20,392	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 6,799,476</b>	<b>\$ 7,647,494</b>	<b>\$ 6,999,359</b>	<b>\$ 7,955,748</b>	<b>\$ 9,077,499</b>	<b>\$ 9,823,189</b>
<b>Expenditures</b>						
Personnel	\$ 54,155	\$ 56,641	\$ 56,256	\$ 59,147	\$ 61,776	\$ 64,522
Services & Other	6,510,693	7,569,090	7,003,253	7,950,401	8,994,256	9,738,084
Supplies	1,087	2,500	2,500	2,000	2,000	2,000
Transfers Out	500,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 7,065,935</b>	<b>\$ 7,628,231</b>	<b>\$ 7,062,009</b>	<b>\$ 8,011,548</b>	<b>\$ 9,058,032</b>	<b>\$ 9,804,606</b>
<b>Net Revenues/Expenditures</b>	<b>(266,459)</b>	<b>19,263</b>	<b>(62,650)</b>	<b>(55,800)</b>	<b>19,467</b>	<b>18,583</b>
<b>Contribution to or (Use of) Fund Balance</b>	<b>\$ 2,930,393</b>	<b>\$ 2,949,656</b>	<b>\$ 2,867,743</b>	<b>\$ 2,811,943</b>	<b>\$ 2,831,410</b>	<b>\$ 2,849,993</b>
<b>Reserves &amp; Internal Designations</b>						
Claims Reserve				1,407,066	1,592,802	1,747,281
Health Care Cost Reserve				702,439	619,304	551,356
<b>Total Reserves &amp; Internal Designations</b>				<b>2,109,505</b>	<b>2,212,106</b>	<b>2,298,637</b>
<b>Unobligated Reserves</b>				<b>\$ 702,439</b>	<b>\$ 619,304</b>	<b>\$ 551,356</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

- A reduction in costs for the Employee Wellness Program is requested due to rebates received from the Town's insurance provider
- New requested positions are included in estimates for healthcare plan costs
- A one-month premium holiday for employees is requested as a planned use of fund balance

#### 2018

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

#### 2019

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

## 2017-2019 Balanced Financial Plan

## Fleet Services Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
<b>Beginning Funds Available</b>	<b>\$ 1,868,021</b>	<b>\$ 2,572,357</b>	<b>\$ 2,572,357</b>	<b>\$ 2,332,855</b>	<b>\$ 1,553,817</b>	<b>\$ 1,492,020</b>
<b>Revenues</b>						
Charges for Service	\$ 3,015,723	\$ 3,257,727	\$ 3,257,727	\$ 3,398,784	\$ 3,671,942	\$ 3,827,334
Investment Earnings	3,065	11,064	11,064	2,731	2,174	2,562
Transfers In	540,147	321,112	321,112	1,889,592	251,170	185,709
Other Revenue	148,995	150,606	150,606	239,257	193,691	153,250
<b>Total Revenues</b>	<b>\$ 3,707,930</b>	<b>\$ 3,740,509</b>	<b>\$ 3,740,509</b>	<b>\$ 5,530,364</b>	<b>\$ 4,118,977</b>	<b>\$ 4,168,855</b>
<b>Expenditures</b>						
Personnel	\$ 446,505	\$ 490,454	\$ 490,655	\$ 517,115	\$ 540,231	\$ 564,485
Services & Other	154,098	158,641	161,564	161,302	166,472	171,846
Supplies	264,065	275,843	275,896	275,717	278,522	281,355
Capital	-	50,000	44,926	-	-	-
Transfers Out	14,908	11,367	11,367	11,149	11,149	11,149
<b>Total Expenditures (Excluding One-Time)</b>	<b>\$ 879,576</b>	<b>\$ 986,305</b>	<b>\$ 984,408</b>	<b>\$ 965,283</b>	<b>\$ 996,374</b>	<b>\$ 1,028,835</b>
<b>Net Change Excluding One-Time Capital</b>	<b>2,828,354</b>	<b>2,754,204</b>	<b>2,756,101</b>	<b>4,565,081</b>	<b>3,122,603</b>	<b>3,140,020</b>
5 Year CIP (One-Time Expenditures)	2,124,018	2,995,603	2,995,603	5,344,119	3,184,400	2,431,053
<b>Contribution to or (Use of) Fund Balance</b>	<b>704,336</b>	<b>(241,399)</b>	<b>(239,502)</b>	<b>(779,038)</b>	<b>(61,797)</b>	<b>708,967</b>
<b>Ending Funds Available</b>	<b>\$ 2,572,357</b>	<b>\$ 2,330,958</b>	<b>\$ 2,332,855</b>	<b>\$ 1,553,817</b>	<b>\$ 1,492,020</b>	<b>\$ 2,200,987</b>
<b>Reserves &amp; Internal Designations</b>						
Committed for Fund Purpose				1,553,817	1,492,020	2,200,987
<b>Total Reserves &amp; Internal Designations</b>				<b>1,553,817</b>	<b>1,492,020</b>	<b>2,200,987</b>
<b>Unobligated Reserves</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2017-2019 Notes and Assumptions

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

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

#### 2017

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

#### 2018

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

#### 2019

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