

2022-2026 Balanced Financial Plan

Townwide Summary

2022-2026 Balanced Financial Plan - Projected Changes and Assumptions

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

Category	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Revenues					
Taxes					
Sales	4.5%	3.0%	3.0%	3.0%	3.0%
<i>Projections are based on recent trending and projected Town growth. No change to fund distribution</i>					
Property	5.5%	3.2%	5.5%	3.2%	5.5%
<i>Based on a maximum of 5.5% Property Tax increase limitation as defined in Town Code and odd-year reassessment cycle that results in valuation increases for the following year</i>					
Use	-26.4%	-1.9%	-10.0%	1.0%	0.9%
<i>Based on the estimated number of residential permits and commercial valuation shown below</i>					
Motor Vehicle	3.0%	3.0%	3.0%	3.0%	3.0%
<i>Projections are based on recent trending and projected Town growth. No change to fund distribution</i>					
Franchise Fees	2.8%	2.8%	2.8%	2.8%	2.8%
<i>Fees collected from electricity, natural gas, and cable providers typically increase with Town growth</i>					
Licenses & Permits	0.9%	-5.9%	0.0%	-2.5%	0.0%
<i>Includes fire, liquor and business permits, licenses, and building permits. License revenue is projected to increase by an average of 4 percent each where. Building permit revenue, which accounts for over 90 percent of licensing and permit revenue, is projected to decrease based on reduced permit activity and permit valuation in 2023 and 2025 and be flat in all other years</i>					
Management Fees	-2.3%	3.0%	3.0%	3.0%	3.0%
<i>General Services revenue is received in the General Fund. Management fees are based on the last full fiscal year of activity, therefore 2022 management fees are based on 2020 data and are reduced as a result COVID related reductions</i>					
Residential Development					
(Single Family/Multi-family Permits)	800/220	800/120	700/120	700/120	700/120
<i>Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees</i>					
Non-Residential Development	Varies	Varies	Varies	Varies	Varies
<i>Includes projected commercial, office, and industrial development for Impact Fees, System Development Fees, Tap Fees and varies by the type, size, and value of the commercial development</i>					
Expenditures					
Personnel					
Wages-General Pay	3.5%	3.5%	3.5%	3.5%	3.5%
<i>Based on performance review</i>					
Wages-Public Safety Pay	7.5%	7.5%	7.5%	7.5%	7.5%
<i>Based on performance review</i>					
Retirement Contrib.-General	7.0%	7.0%	7.0%	7.0%	7.0%
<i>7% contribution is included in each year for employees in the general pay table with an employee contribution of 4%</i>					
Retirement Contrib.-Fire & Police	9.0%	9.5%	10.0%	10.5%	11%
<i>9.0% contribution to the Fire and Police Pension Association (FPPA) is included in 2022 and increases 0.5% each year for Fire and Police employees with an employee contribution of 12%. The Town also contributes 3% to an FPPA 457 Deferred Contribution Plan for eligible employees</i>					
Health Benefit Contribution	7.0%	8.0%	8.0%	8.0%	8.0%
<i>Insurance costs for employer, an increase of 8% is also planned for the employee portion of insurance premium</i>					
Services & Other	Varies	Varies	Varies	Varies	Varies
<i>There is no general increase for 2022-2026, certain account categories have specific treatment</i>					
Supplies	Varies	Varies	Varies	Varies	Varies
<i>There is no general increase for 2022-2026, certain account categories have specific treatment</i>					

2022-2026 Balanced Financial Plan

Townwide Summary

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 167,665,910	\$ 206,782,986	\$ 206,782,986	\$ 198,819,535
Revenues				
Town Taxes				
Property	\$ 1,334,170	\$ 1,391,327	\$ 1,391,327	\$ 1,467,849
Use	10,549,418	6,702,677	11,386,499	8,375,651
Sales	53,486,147	50,899,623	57,508,832	61,324,030
Motor Vehicle	6,697,253	7,670,837	6,898,170	7,105,115
Lodging Tax	-	-	-	650,000
Other	358,555	419,690	381,257	396,730
Tax Increment Financing				
Property Tax TIF	412,013	471,426	642,601	687,538
Sales Tax TIF	1,414,996	1,213,286	1,296,949	1,385,418
Property Tax GID	-	-	-	200,000
Franchise Fees	2,393,118	2,533,582	2,441,927	2,509,241
Licenses & Permits	5,414,473	5,957,427	5,897,889	5,951,434
Intergovernmental	12,911,099	13,431,332	18,636,730	19,654,313
Charges for Service	63,328,682	68,611,208	70,357,347	73,844,814
Management Fees	4,308,917	4,304,660	4,304,660	4,205,990
Fines & Forfeitures	540,305	818,439	648,521	892,714
Investment Earnings	3,570,218	1,617,202	1,464,621	2,372,841
Impact Fees	21,895,968	16,893,802	27,612,409	18,746,156
System Development Fees	27,542,761	23,660,371	30,119,782	32,109,340
Contributions & Donations	2,961,363	2,318,105	2,966,288	5,381,493
Transfers In	5,616,817	8,877,069	2,617,487	7,099,227
Interfund Loan Revenue	2,584,889	871,259	871,258	1,203,127
Debt & Financing Revenue	30,388,557	2,357,145	1,864,713	999,298
Other Revenue	8,726,927	2,973,015	2,933,009	965,347
Total Revenues	\$ 266,436,646	\$ 223,993,482	\$ 252,242,276	\$ 257,527,666
Expenditures				
Personnel	\$ 61,618,871	\$ 67,647,407	\$ 67,636,350	\$ 73,347,773
Services & Other	43,121,493	51,246,301	46,625,325	53,660,560
Supplies	7,559,552	9,015,915	7,828,467	11,462,527
Capital	310,807	858,451	383,788	720,412
Debt & Financing	28,261,154	9,697,467	9,695,122	9,838,426
Interfund Loan	2,584,890	1,366,486	584,159	1,203,127
Transfers Out	6,007,574	12,492,490	6,183,700	9,667,973
One-Time Expenditures*	77,855,229	146,033,116	121,268,816	142,220,913
Total Expenditures	\$ 227,319,570	\$ 298,357,633	\$ 260,205,727	\$ 302,121,711
Contribution to (Use of) Fund Balance	39,117,076	(74,364,151)	(7,963,451)	(44,594,045)
Ending Funds Available	\$ 206,782,986	\$ 132,418,835	\$ 198,819,535	\$ 154,225,490

*One-Time Expenditures include capital projects, annual pavement maintenance, and certain debt/transfers

2022-2026 Balanced Financial Plan

Townwide Summary

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 154,225,490	\$ 152,370,986	\$ 161,091,435	\$ 173,974,662
Revenues				
Town Taxes				
Property	\$ 1,514,821	\$ 1,598,136	\$ 1,649,276	\$ 1,739,986
Use	8,216,686	7,394,023	7,465,361	7,535,455
Sales	63,228,767	65,318,343	67,476,886	69,708,207
Motor Vehicle	7,318,269	7,537,817	7,763,952	7,996,871
Lodging Tax	656,500	663,065	669,695	676,392
Other	412,832	429,590	447,031	465,182
Tax Increment Financing				
Property Tax TIF	687,583	735,713	735,713	787,213
Sales Tax TIF	1,475,922	1,568,507	1,663,222	1,760,115
Property Tax GID	206,400	217,752	224,720	237,079
Franchise Fees	2,578,869	2,650,900	2,725,424	2,802,536
Licenses & Permits	5,598,817	5,601,212	5,462,072	5,464,567
Intergovernmental	14,122,325	9,685,660	9,924,461	10,170,673
Charges for Service	77,341,740	81,072,899	85,008,372	89,254,246
Management Fees	4,332,130	4,462,070	4,595,920	4,733,810
Fines & Forfeitures	896,867	906,067	910,315	919,609
Investment Earnings	1,865,542	1,890,445	2,066,622	2,450,004
Impact Fees	17,403,735	15,615,410	15,771,405	15,929,040
System Development Fees	34,144,245	36,052,630	38,129,227	40,276,546
Contributions & Donations	5,378,409	3,184,907	3,447,058	3,701,790
Transfers In	2,479,901	2,948,439	1,979,475	4,018,258
Interfund Loan Revenue	464,531	766,869	158,494	158,496
Debt & Financing Revenue	438,185	-	-	-
Other Revenue	945,374	885,827	919,397	1,043,001
Total Revenues	\$ 251,708,450	\$ 251,186,281	\$ 259,194,098	\$ 271,829,076
Expenditures				
Personnel	\$ 76,942,841	\$ 80,539,421	\$ 83,797,283	\$ 87,023,453
Services & Other	56,874,361	59,806,675	62,729,129	65,000,606
Supplies	9,775,761	9,373,617	9,732,733	10,004,136
Capital	180,520	165,000	540,000	165,000
Debt & Financing	9,503,908	7,878,514	8,829,225	8,947,081
Interfund Loan	464,531	861,369	672,994	986,696
Transfers Out	5,806,644	6,947,932	6,090,974	8,210,040
One-Time Expenditures*	94,014,388	76,893,304	73,918,533	51,443,999
Total Expenditures	\$ 253,562,954	\$ 242,465,832	\$ 246,310,871	\$ 231,781,011
Contribution to (Use of) Fund Balance	(1,854,504)	8,720,449	12,883,227	40,048,065
Ending Funds Available	\$ 152,370,986	\$ 161,091,435	\$ 173,974,662	\$ 214,022,727

*One-Time Expenditures include capital projects, annual pavement maintenance, and certain debt/transfers

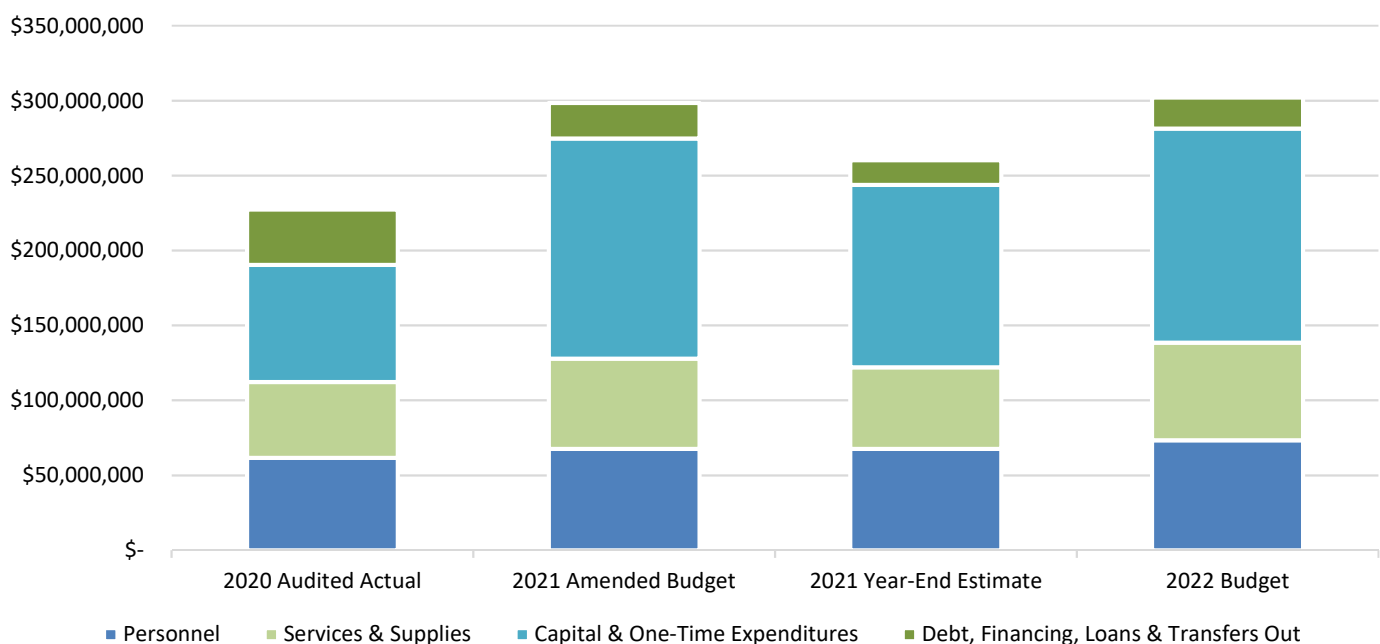
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2022-2026 Balanced Financial Plan

Townwide Summary

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Ending Funds Available	\$ 206,782,986	\$ 132,418,835	\$ 198,819,535	\$ 154,225,490
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				10,526,024
Catastrophic Events Reserve				15,519,529
Capital Reserve				53,004,317
Operating Designations				5,974,001
Opportunity/Economic Dev. Reserve				1,771,561
TABOR Reserve				2,492,407
Future Incentive Obligation				1,000,000
Committed for Fund Purpose				24,836,752
Fire Capital Reserve				1,173,211
Police Capital Reserve				600,000
Debt Service Reserve				500,815
Claims Reserve				1,995,536
Healthcare Cost Reserve				965,829
Park Reserve				4,500,000
Recreation Facility Reserve				5,000,000
Rec Center Operational Capacity Reserve				150,000
Total Reserves & Internal Designations				\$ 130,309,982
Unobligated Reserves				\$ 23,915,508

2020 - 2022 Townwide Expenditures by Category



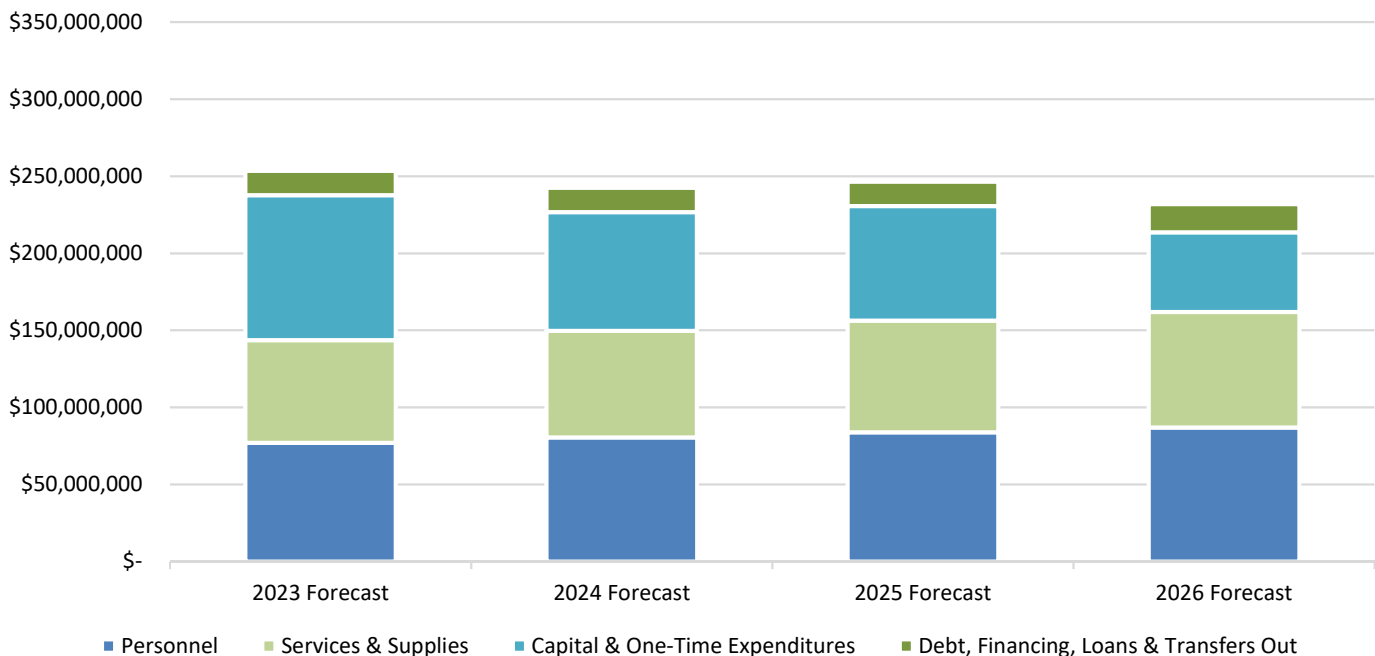
*One-Time Expenditures include capital projects, annual pavement maintenance, and certain debt/transfers

2022-2026 Balanced Financial Plan

Townwide Summary

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Ending Funds Available	\$ 152,370,986	\$ 161,091,435	\$ 173,974,662	\$ 214,022,727
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	10,631,208	10,840,896	11,148,841	11,496,353
Catastrophic Events Reserve	16,003,040	16,535,327	17,118,613	17,345,973
Capital Reserve	48,938,975	53,607,586	72,277,937	106,173,675
Operating Designations	6,335,168	6,585,718	6,803,884	7,034,938
Opportunity/Economic Dev. Reserve	1,948,717	2,143,589	2,357,948	2,593,743
TABOR Reserve	2,405,925	2,407,099	2,475,095	2,549,348
Future Incentive Obligation	1,000,000	1,000,000	-	-
Committed for Fund Purpose	28,482,648	26,966,965	33,519,209	40,222,522
Fire Capital Reserve	1,710,351	340,360	529,960	949,560
Police Capital Reserve	1,200,000	350,000	600,000	850,000
Debt Service Reserve	500,815	500,815	500,815	500,815
Claims Reserve	2,300,001	2,572,061	2,914,463	3,198,279
Healthcare Cost Reserve	1,122,530	1,296,347	1,151,897	1,016,507
Park Reserve	-	250,000	500,000	750,000
Recreation Facility Reserve	10,000,000	15,000,000	-	-
Rec Center Operational Capacity Reserve	300,000	450,000	600,000	750,000
Total Reserves & Internal Designations	\$ 133,179,377	\$ 141,146,763	\$ 152,798,662	\$ 195,731,713
Unobligated Reserves	\$ 19,191,609	\$ 19,944,672	\$ 21,176,000	\$ 18,291,014

2023 - 2026 Townwide Expenditures by Category



*One-Time Expenditures include capital projects, annual pavement maintenance, and certain debt/transfers

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 20,209,076	\$ 27,731,644	\$ 27,731,644	\$ 29,786,490
Revenues				
Town Taxes				
Property	\$ 1,334,170	\$ 1,391,327	\$ 1,391,327	\$ 1,467,849
Sales	37,580,001	35,779,398	40,425,011	43,106,714
Motor Vehicle	4,082,645	4,676,142	4,205,124	4,331,278
Other	358,555	419,690	381,257	396,730
Franchise Fees	2,393,118	2,533,582	2,441,927	2,509,241
Licenses & Permits	145,959	104,819	128,212	133,816
Intergovernmental	3,598,135	361,485	374,238	2,614,092
Charges for Service	2,481,591	2,852,385	2,871,744	2,906,638
Management Fees	4,308,917	4,304,660	4,304,660	4,205,990
Fines & Forfeitures	270,019	423,989	345,361	391,764
Investment Earnings	412,415	349,353	349,353	368,383
Contributions & Donations	81,968	28,000	28,000	1,336,000
Transfers In	607,754	638,142	638,142	719,259
Interfund Loan Revenue	2,384,474	780,450	780,450	1,112,318
Other Revenue	404,619	517,312	477,659	245,343
Total Revenues	\$ 60,444,340	\$ 55,160,734	\$ 59,142,465	\$ 65,845,415
Expenditures				
Town Council	\$ 335,510	\$ 365,510	\$ 347,970	\$ 382,381
Town Manager	920,789	1,065,830	1,013,936	1,045,192
Human Resources	653,339	820,110	767,922	807,103
Community Relations	756,878	908,970	908,722	1,009,388
DoIT	3,605,661	3,974,850	3,958,132	3,910,294
Facilities	1,117,788	1,477,770	1,399,522	1,392,413
Town Attorney	867,111	1,176,380	1,032,365	1,145,619
Town Clerk	353,145	393,100	392,170	452,775
Municipal Court	330,212	453,392	456,320	467,163
Finance - Departmental	2,757,613	3,222,710	3,056,837	3,401,247
Police	14,868,440	16,648,600	16,600,355	19,219,817
Fire	14,677,258	17,065,251	16,819,900	17,807,120
Development Services	284,794	656,929	535,092	690,788
Parks	4,301,438	5,134,231	5,101,637	5,521,061
Finance Non-Departmental	4,352,133	1,258,473	898,203	1,260,634
Total Expenditures (Excluding One-Time)	\$ 50,182,109	\$ 54,622,106	\$ 53,289,083	\$ 58,512,995
Net Change Excluding One-Time Capital	10,262,231	538,628	5,853,382	7,332,420
Five Year CIP (One-Time Expenditures)	1,735,920	3,033,532	3,111,392	4,914,116
One Time Capital Transfers Out	1,003,743	687,144	687,144	1,287,144
Contribution to or (Use of) Fund Balance	7,522,568	(3,182,048)	2,054,846	1,131,160
Ending Funds Available	\$ 27,731,644	\$ 24,549,596	\$ 29,786,490	\$ 30,917,650

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 30,917,650	\$ 31,218,206	\$ 31,896,864	\$ 32,110,257
Revenues				
Taxes				
Property	\$ 1,514,821	\$ 1,598,136	\$ 1,649,276	\$ 1,739,986
Sales	44,445,553	45,914,316	47,431,556	48,999,952
Motor Vehicle	4,461,216	4,595,052	4,732,904	4,874,891
Other	412,832	429,590	447,031	465,182
Franchise Fees	2,578,869	2,650,900	2,725,424	2,802,536
Licenses & Permits	136,161	138,556	141,000	143,495
Intergovernmental	623,334	632,907	642,826	653,104
Charges for Service	2,938,100	2,969,938	3,002,162	3,034,767
Management Fees	4,332,130	4,462,070	4,595,920	4,733,810
Fines & Forfeitures	395,917	400,117	404,365	408,659
Investment Earnings	366,987	362,430	359,141	347,181
Contributions & Donations	28,000	28,000	28,000	28,000
Transfers In	752,761	787,939	824,875	863,658
Interfund Loan Revenue	373,722	676,060	67,685	67,686
Other Revenue	249,591	253,924	258,343	262,850
Total Revenues	\$ 63,609,994	\$ 65,899,935	\$ 67,310,508	\$ 69,425,757
Expenditures				
Town Council	\$ 388,960	\$ 389,460	\$ 398,207	\$ 407,199
Town Manager	1,134,742	1,117,274	1,210,346	1,203,406
Human Resources	846,926	852,123	884,154	901,460
Community Relations	987,938	1,001,578	1,024,338	1,048,268
DoIT	4,032,789	4,095,978	4,224,601	4,426,925
Facilities	1,453,232	1,493,363	1,548,383	1,595,933
Town Attorney	1,194,728	1,218,034	1,256,487	1,295,348
Town Clerk	428,675	476,975	450,075	505,055
Municipal Court	472,193	489,683	565,393	521,733
Finance - Departmental	3,659,057	4,003,143	4,120,132	4,181,496
Police	20,281,079	21,150,021	22,111,437	22,946,574
Fire	18,780,954	19,670,959	20,612,332	21,429,163
Development Services	713,722	720,012	736,992	757,862
Parks	5,669,452	5,782,531	5,949,392	6,142,586
Finance Non-Departmental	1,284,101	1,308,943	1,335,246	1,363,125
Total Expenditures (Excluding One-Time)	\$ 61,328,548	\$ 63,770,077	\$ 66,427,515	\$ 68,726,133
Net Change Excluding One-Time Capital	2,281,446	2,129,858	882,993	699,624
Five Year CIP (One-Time Expenditures)	738,750	775,700	-	814,485
One Time Capital Transfers Out	1,242,140	675,500	669,600	669,600
Contribution to or (Use of) Fund Balance	300,556	678,658	213,393	(784,461)
Ending Funds Available	\$ 31,218,206	\$ 31,896,864	\$ 32,110,257	\$ 31,325,796

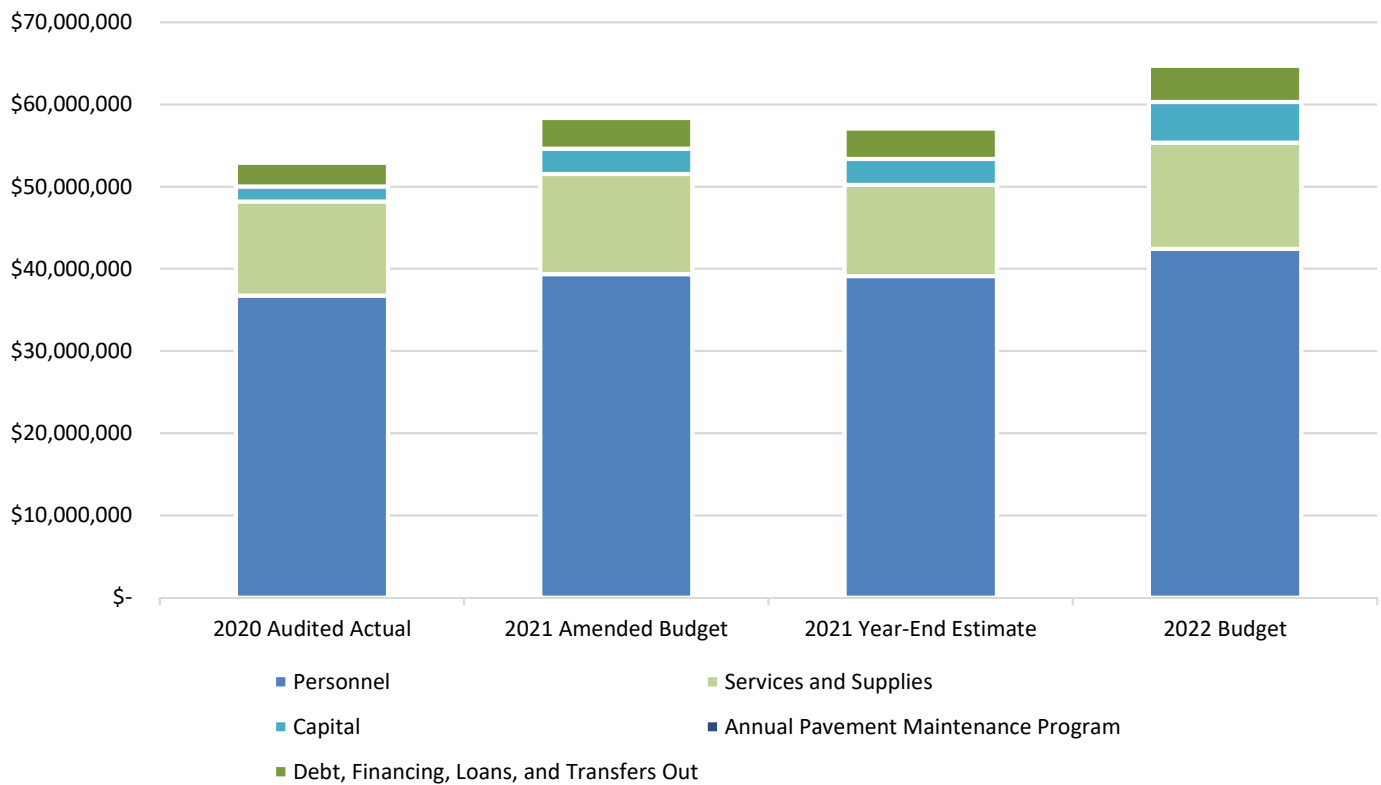
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2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Ending Funds Available	\$ 27,731,644	\$ 24,549,596	\$ 29,786,490	\$ 30,917,650
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				1,612,584
Catastrophic Events Reserve				1,340,096
Capital Reserve				3,987,677
Opportunity/Economic Dev. Reserve				1,771,561
TABOR Reserve				2,492,407
Total Reserves & Internal Designations				11,504,325
Unobligated Reserves				\$ 19,413,325

2020 - 2022 General Fund Expenditures by Category

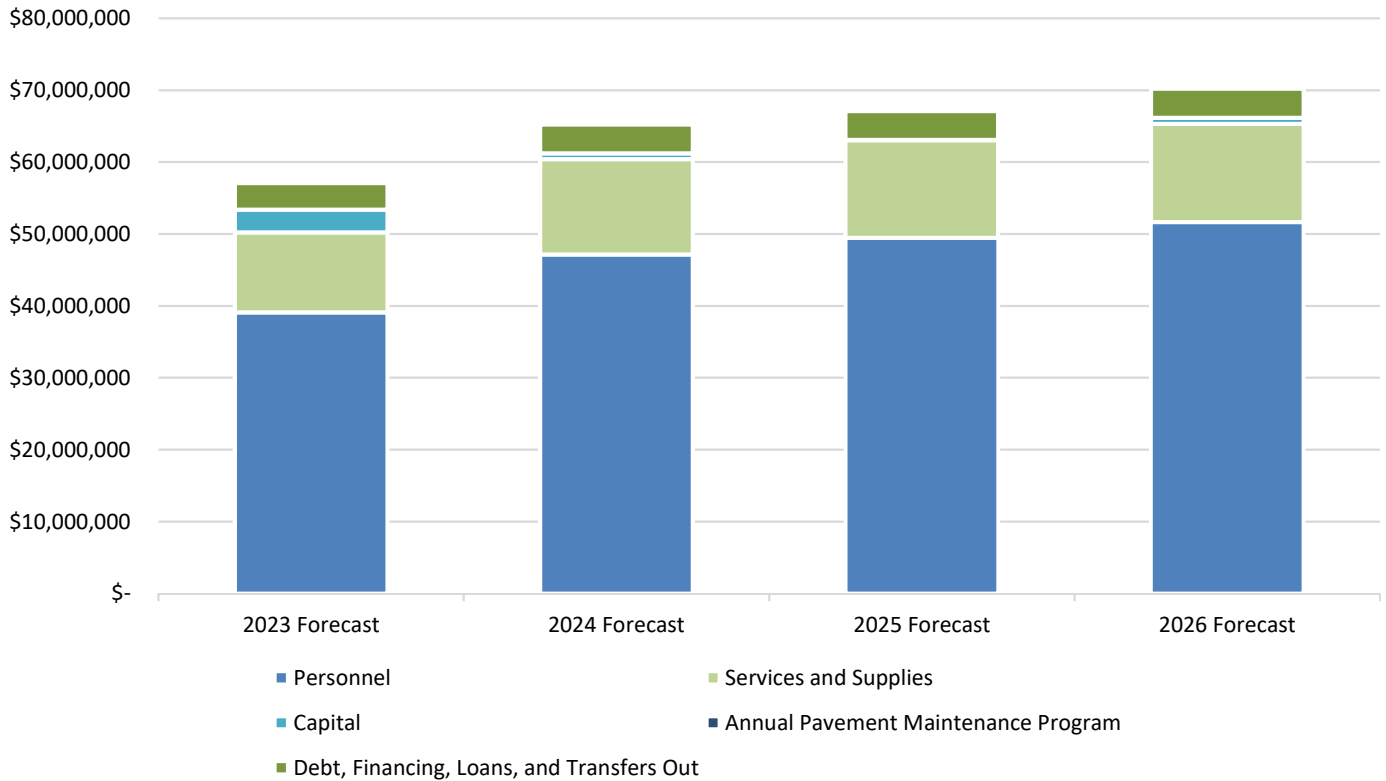


2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Ending Funds Available	\$ 31,218,206	\$ 31,896,864	\$ 32,110,257	\$ 31,325,796
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	1,660,192	1,711,823	1,765,177	1,820,040
Catastrophic Events Reserve	1,407,101	1,477,456	1,551,329	1,628,895
Capital Reserve	4,067,431	4,148,780	4,231,756	4,316,391
Opportunity/Economic Dev. Reserve	1,948,717	2,143,589	2,357,948	2,593,743
TABOR Reserve	2,405,925	2,407,099	2,475,095	2,549,348
Total Reserves & Internal Designations	11,789,366	12,188,747	12,681,305	13,208,417
Unobligated Reserves	\$ 19,428,840	\$ 19,708,117	\$ 19,428,952	\$ 18,117,379

2023 - 2026 General Fund Expenditures by Category



2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
General Fund Expenditures by Division				
Town Council				
Personnel	66,022	68,220	67,020	66,970
Services & Other	264,071	294,070	278,440	306,415
Supplies	5,417	3,220	2,510	8,996
Total Town Council	\$ 335,510	\$ 365,510	\$ 347,970	\$ 382,381

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- An increase to the Castle Rock Historical Society service contract is requested

Town Manager

Personnel	866,204	916,560	896,300	940,830
Services & Other	48,480	137,630	110,376	90,806
Supplies	6,105	11,640	7,260	13,556
Total Town Manager	\$ 920,789	\$ 1,065,830	\$ 1,013,936	\$ 1,045,192

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
General Fund Expenditures by Division				
Town Council				
Personnel	66,970	66,970	66,970	66,970
Services & Other	312,800	319,270	325,930	332,800
Supplies	9,190	3,220	5,307	7,429
Total Town Council	\$ 388,960	\$ 389,460	\$ 398,207	\$ 407,199

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Service contract cost increases of three percent are planned in the Castle Rock Historical Society, Douglas County Youth Initiative, and Douglas County Housing Partnership beginning in 2023. Actual contract amounts will be approved by Town Council

2024

- No Significant changes at this time

2025

- No Significant changes at this time

2026

- No Significant changes at this time

Town Manager

Personnel	977,270	1,015,370	1,055,230	1,096,980
Services & Other	141,102	91,404	141,622	91,846
Supplies	16,370	10,500	13,494	14,580
Total Town Manager	\$ 1,134,742	\$ 1,117,274	\$ 1,210,346	\$ 1,203,406

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Community survey funding is planned every other year in odd-numbered years

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Human Resources				
Personnel	532,457	537,620	503,830	525,560
Services & Other	118,617	275,290	258,382	274,343
Supplies	2,265	7,200	5,710	7,200
Total Human Resources	\$ 653,339	\$ 820,110	\$ 767,922	\$ 807,103

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

Community Relations

Personnel	433,967	451,580	444,490	470,520
Services & Other	319,339	451,320	451,692	483,778
Supplies	3,572	6,070	12,540	55,090
Total Community Relations	\$ 756,878	\$ 908,970	\$ 908,722	\$ 1,009,388

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Funding is requested for a new Town website and annual maintenance of a photo management tool purchased in 2021

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Human Resources				
Personnel	547,390	570,290	594,270	619,420
Services & Other	282,386	274,533	282,584	274,740
Supplies	17,150	7,300	7,300	7,300
Total Human Resources	\$ 846,926	\$ 852,123	\$ 884,154	\$ 901,460

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Funding is planned for the completion of a Townwide employee survey every other year in odd-numbered years

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

Community Relations

Personnel	491,020	512,530	535,190	559,020
Services & Other	483,868	483,958	484,058	484,158
Supplies	13,050	5,090	5,090	5,090
Total Community Relations	\$ 987,938	\$ 1,001,578	\$ 1,024,338	\$ 1,048,268

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
DoIT				
Personnel	2,320,077	2,553,460	2,465,930	2,626,050
Services & Other	719,212	995,370	1,154,962	874,901
Supplies	566,372	412,540	323,760	394,227
Transfers Out	-	13,480	13,480	15,116
Total DoIT	\$ 3,605,661	\$ 3,974,850	\$ 3,958,132	\$ 3,910,294

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Requested funding includes software and hardware expense decreases.
- IT Governance projects for 2022 include a Facilities Asset Management replacement solution and a Boards and Commissions Management application

Facilities

Personnel	687,176	818,202	784,400	816,880
Services & Other	289,644	483,085	430,900	401,765
Supplies	140,968	110,460	118,199	118,047
Transfers Out	-	66,023	66,023	55,721
Total Facilities	\$ 1,117,788	\$ 1,477,770	\$ 1,399,522	\$ 1,392,413

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- A decrease in electric utility costs is included based on increased energy efficiency

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
DoIT				
Personnel	2,731,240	2,841,340	2,956,660	3,077,490
Services & Other	898,969	887,816	894,296	917,836
Supplies	387,464	351,706	358,529	416,483
Transfers Out	15,116	15,116	15,116	15,116
Total DoIT	\$ 4,032,789	\$ 4,095,978	\$ 4,224,601	\$ 4,426,925

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

Facilities

Personnel	848,210	881,130	915,710	952,020
Services & Other	433,192	440,174	447,487	454,345
Supplies	111,110	109,440	121,042	121,399
Transfers Out	60,720	62,619	64,144	68,169
Total Facilities	\$ 1,453,232	\$ 1,493,363	\$ 1,548,383	\$ 1,595,933

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Town Attorney				
Personnel	750,276	1,013,250	913,420	933,290
Services & Other	108,024	156,560	107,497	199,029
Supplies	8,811	6,570	11,448	13,300
Total Town Attorney	\$ 867,111	\$ 1,176,380	\$ 1,032,365	\$ 1,145,619

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Increased funding for training, computer hardware and software, and other operating expenses are requested beginning in 2022

Town Clerk				
Personnel	287,181	279,510	291,300	295,430
Services & Other	64,187	112,590	88,850	136,345
Supplies	1,777	1,000	12,020	21,000
Total Town Clerk	\$ 353,145	\$ 393,100	\$ 392,170	\$ 452,775

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Increased funding for software and various operating expense decreases based on historical spending is requested each year beginning in 2022
- Increased funding for the general election is requested in even numbered years

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Town Attorney				
Personnel	969,720	1,005,630	1,043,190	1,082,440
Services & Other	201,758	201,504	201,757	202,008
Supplies	23,250	10,900	11,540	10,900
Total Town Attorney	\$ 1,194,728	\$ 1,218,034	\$ 1,256,487	\$ 1,295,348

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

Town Clerk				
Personnel	307,190	319,430	332,270	345,680
Services & Other	116,505	156,545	116,705	156,725
Supplies	4,980	1,000	1,100	2,650
Total Town Clerk	\$ 428,675	\$ 476,975	\$ 450,075	\$ 505,055

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Municipal Court				
Personnel	300,931	379,730	386,070	398,600
Services & Other	17,573	47,170	29,110	42,715
Supplies	11,708	26,492	41,140	25,848
Total Municipal Court	\$ 330,212	\$ 453,392	\$ 456,320	\$ 467,163

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Funding for an additional court software license, E-Citation software, and increased pay for the Municipal Court Judge is requested each year beginning in 2022

Finance - Departmental

Personnel	2,306,894	2,556,420	2,416,190	2,542,030
Services & Other	386,367	510,080	498,765	792,098
Supplies	64,352	156,210	141,882	67,119
Total Finance - Departmental	\$ 2,757,613	\$ 3,222,710	\$ 3,056,837	\$ 3,401,247

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Salary and benefits expenses are requested to convert a .75 FTE Sales Tax Auditor position beginning in 2022
- Service & Other expense increases are requested for a new Payroll system, sales tax software maintenance, and technical services
- Supplies expense decrease is requested based on computer software needs

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Municipal Court				
Personnel	412,790	427,630	443,210	459,530
Services & Other	42,755	42,805	42,935	42,955
Supplies	16,648	19,248	79,248	19,248
Total Municipal Court	\$ 472,193	\$ 489,683	\$ 565,393	\$ 521,733

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- Funding for new court software is planned

2026

- No significant changes at this time

Finance - Departmental

Personnel	2,646,730	2,874,720	2,995,050	3,121,290
Services & Other	943,068	1,079,738	1,061,271	983,667
Supplies	69,259	48,685	63,811	76,539
Total Finance - Departmental	\$ 3,659,057	\$ 4,003,143	\$ 4,120,132	\$ 4,181,496

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Funding for a new Finance System is planned beginning in 2023

2024

- Increased salary and benefits funding is planned for a new Sales Tax Auditor full time position. These costs are offset by sales tax audit revenue
- Supplies cost are planned to decrease due the timing of computer replacements which are on a four-year replacement cycle

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Police				
Personnel	13,011,714	13,746,470	13,926,600	15,621,810
Services & Other	1,064,200	1,285,573	1,259,115	1,381,877
Supplies	706,395	925,437	723,520	1,389,327
Capital	86,131	30,000	30,000	30,000
Five Year CIP (One-Time Expenditures)	-	-	-	46,116
One Time Capital Transfers Out	-	-	-	600,000
Transfers Out	-	661,120	661,120	796,803
Total Police	\$ 14,868,440	\$ 16,648,600	\$ 16,600,355	\$ 19,865,933

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Salary and benefit pay increases are requested beginning in 2022 to implement the Public Safety Performance Pay System
- Operating expense increases are requested for radar guns and other equipment, a new taser, an evidence and body camera equipment contract renewal with a rate increase, camera software, and in various line-items based on historical expenses
- Transfers Out expense increases are requested beginning in 2022 for replacement vehicle contributions to the Fleet Fund and for an annual transfer to the General Long-Term Planning Fund for future replacement equipment needs
- Four new positions will be funded in 2022 including four patrol officers

Fire				
Personnel	12,585,732	12,973,970	12,889,070	13,932,050
Services & Other	1,100,528	1,501,367	1,352,557	1,407,333
Supplies	990,998	888,017	876,373	796,899
One Time Capital Transfers Out	1,003,743	687,144	687,144	687,144
Transfers Out	-	1,701,897	1,701,900	1,670,838
Total Fire	\$ 15,681,001	\$ 17,752,395	\$ 17,507,044	\$ 18,494,264

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Salary and benefit pay increases are requested beginning in 2022 to implement the Public Safety Performance Pay System
- Transfers Out funding is requested each year for Fire equipment replacements in the General Long-Term Planning Fund. This amount changes based on future replacement equipment needs and schedules.
- Four new positions will be funded in 2022 including three firefighter/paramedics and one shift training officer

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Police				
Personnel	16,538,160	17,390,850	18,266,660	19,095,840
Services & Other	1,417,381	1,456,536	1,487,754	1,521,707
Supplies	1,408,144	1,367,422	1,403,630	1,362,771
Capital	30,000	30,000	30,000	30,000
Five Year CIP (One-Time Expenditures)	-	-	-	-
One Time Capital Transfers Out	600,000	250,000	250,000	250,000
Transfers Out	887,394	905,213	923,393	936,256
Total Police	\$ 20,881,079	\$ 21,400,021	\$ 22,361,437	\$ 23,196,574

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

Fire				
Personnel	14,839,580	15,733,198	16,627,004	17,395,800
Services & Other	1,423,319	1,428,376	1,446,008	1,464,266
Supplies	789,162	768,827	789,310	809,209
One Time Capital Transfers Out	642,140	425,500	419,600	419,600
Transfers Out	1,728,893	1,740,558	1,750,010	1,759,888
Total Fire	\$ 19,423,094	\$ 20,096,459	\$ 21,031,932	\$ 21,848,763

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Development Services				
Personnel	270,962	589,500	484,570	421,293
Services & Other	10,719	55,300	27,983	257,049
Supplies	3,113	7,710	18,120	8,486
Transfers Out	-	4,419	4,419	3,960
Total Development Services	\$ 284,794	\$ 656,929	\$ 535,092	\$ 690,788

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

Parks

Personnel	2,291,497	2,480,410	2,642,450	2,853,380
Services & Other	1,575,456	1,865,625	1,715,836	1,849,371
Supplies	236,960	370,265	325,420	408,120
Capital	5,000	5,306	5,306	5,412
Five Year CIP (One-Time Expenditures)	268,562	2,839,099	2,839,092	4,868,000
Interfund Loan	128,630	64,000	64,000	64,000
Transfers Out	63,895	348,625	348,625	340,778
Total Parks	\$ 4,570,000	\$ 7,973,330	\$ 7,940,729	\$ 10,389,061

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Requested capital funding includes the construction of the Front Range Trail, some of these construction costs will be supplemented with a Great Outdoors Colorado Grant and Developer Contributions
- Funds requested to promote a position as well as increase another's paygrade

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Development Services				
Personnel	437,931	455,333	473,509	492,543
Services & Other	255,931	254,769	253,573	252,309
Supplies	15,900	5,950	5,950	9,050
Transfers Out	3,960	3,960	3,960	3,960
Total Development Services	\$ 713,722	\$ 720,012	\$ 736,992	\$ 757,862

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Increased computer replacement expenses are planned based on a four-year replacement schedule

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

Parks

Personnel	2,956,530	3,064,630	3,178,160	3,297,260
Services & Other	1,894,089	1,913,533	1,956,835	1,988,639
Supplies	401,770	385,370	389,174	416,638
Capital	5,520	-	-	-
Five Year CIP (One-Time Expenditures)	738,750	775,700	-	814,485
Interfund Loan	64,000	64,000	64,000	64,000
Transfers Out	347,543	354,998	361,223	376,049
Total Parks	\$ 6,408,202	\$ 6,558,231	\$ 5,949,392	\$ 6,957,071

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No annual trails maintenance capital projects are currently planned in 2025

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

General Fund

	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Finance Non-Departmental				
Personnel	21,613	-	-	-
Services & Other	2,595,601	945,383	693,933	950,634
Supplies	14,943	138,090	23,270	135,000
Capital	-	-	6,000	-
Five Year CIP (One-Time Expenditures)	1,467,358	194,433	272,300	-
Interfund Loan	44,976	-	-	-
Transfers Out	1,675,000	175,000	175,000	175,000
Total Finance Non-Departmental	\$ 5,819,491	\$ 1,452,906	\$ 1,170,503	\$ 1,260,634

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

Total Expenditures (Excluding One-Time)	\$ 50,182,109	\$ 54,622,106	\$ 53,289,083	\$ 58,512,995
Net Change Excluding One-Time Capital	\$ 10,262,231	\$ 538,628	\$ 5,853,382	\$ 7,332,420
Five Year CIP (One-Time Expenditures)	1,735,920	3,033,532	3,111,392	4,914,116
One Time Capital Transfers Out	1,003,743	687,144	687,144	1,287,144
Contribution to or (Use of) Fund Balance	7,522,568	(3,182,048)	2,054,846	1,131,160
Ending Funds Available	\$ 27,731,644	\$ 24,549,596	\$ 29,786,490	\$ 30,917,650
Reserves & Internal Designations				
Contractual Reserve				300,000
Revenue Stabilization Reserve				1,612,584
Catastrophic Events Reserve				1,340,096
Capital Reserve				3,987,677
Opportunity/Economic Dev. Reserve				1,771,561
TABOR Reserve				2,492,407
Total Reserves & Internal Designations				11,504,325
Unobligated Reserves				\$ 19,413,325

2022-2026 Balanced Financial Plan

General Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Finance Non-Departmental				
Personnel	-	-	-	-
Services & Other	974,101	998,943	1,025,246	1,053,125
Supplies	135,000	135,000	135,000	135,000
Capital	-	-	-	-
Five Year CIP (One-Time Expenditures)	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	175,000	175,000	175,000	175,000
Total Finance Non-Departmental	\$ 1,284,101	\$ 1,308,943	\$ 1,335,246	\$ 1,363,125

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

Total Expenditures (Excluding One-Time)	\$ 61,328,548	\$ 63,770,077	\$ 66,427,515	\$ 68,726,133
Net Change Excluding One-Time Capital	\$ 2,281,446	\$ 2,129,858	\$ 882,993	\$ 699,624
Five Year CIP (One-Time Expenditures)	738,750	775,700	-	814,485
One Time Capital Transfers Out	1,242,140	675,500	669,600	669,600
Contribution to or (Use of) Fund Balance	300,556	678,658	213,393	(784,461)
Ending Funds Available	\$ 31,218,206	\$ 31,896,864	\$ 32,110,257	\$ 31,325,796
Reserves & Internal Designations				
Contractual Reserve	300,000	300,000	300,000	300,000
Revenue Stabilization Reserve	1,660,192	1,711,823	1,765,177	1,820,040
Catastrophic Events Reserve	1,407,101	1,477,456	1,551,329	1,628,895
Capital Reserve	4,067,431	4,148,780	4,231,756	4,316,391
Opportunity/Economic Dev. Reserve	1,948,717	2,143,589	2,357,948	2,593,743
TABOR Reserve	2,405,925	2,407,099	2,475,095	2,549,348
Total Reserves & Internal Designations	11,789,366	12,188,747	12,681,305	13,208,417
Unobligated Reserves	\$ 19,428,840	\$ 19,708,117	\$ 19,428,952	\$ 18,117,379

2022-2026 Balanced Financial Plan

Economic Development Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 4,819,203	\$ 5,708,408	\$ 5,708,408	\$ 1,117,596
Revenues				
Town Taxes				
Use	\$ 1,881,788	\$ 735,408	\$ 735,408	\$ 650,000
Intergovernmental	61,031	-	-	-
Investment Earnings	140,583	36,729	36,729	84,088
Other Revenue	-	-	25,000	-
Total Revenues	\$ 2,083,402	\$ 772,137	\$ 797,137	\$ 734,088
Expenditures				
Services & Other	\$ 497,849	\$ 580,090	\$ 510,950	\$ 596,892
Transfers Out	100,000	-	-	-
Total Expenditures (Excluding One-Time)	\$ 597,849	\$ 580,090	\$ 510,950	\$ 596,892
Net Change Excluding One-Time Capital	\$ 1,485,553	\$ 192,047	\$ 286,187	\$ 137,196
Economic Assistance	596,348	4,900,455	4,876,999	254,792
Contribution to or (Use of) Fund Balance	889,205	(4,708,408)	(4,590,812)	(117,596)
Ending Funds Available	\$ 5,708,408	\$ 1,000,000	\$ 1,117,596	\$ 1,000,000
Reserves & Internal Designations				
Future Incentive Obligation				1,000,000
Committed for Fund Purpose				-
Total Reserves & Internal Designations				1,000,000
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2022-2026 Balanced Financial Plan

Economic Development Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 1,000,000	\$ 1,026,528	\$ 1,086,611	\$ 163,123
Revenues				
Taxes				
Use	\$ 656,500	\$ 661,320	\$ 669,678	\$ 676,375
Intergovernmental	-	-	-	-
Investment Earnings	73,146	61,564	49,814	37,989
Other Revenue	-	-	-	-
Total Revenues	\$ 729,646	\$ 722,884	\$ 719,492	\$ 714,364
Expenditures				
Services & Other	\$ 611,800	\$ 627,160	\$ 642,980	\$ 659,270
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 611,800	\$ 627,160	\$ 642,980	\$ 659,270
Net Change Excluding One-Time Capital	\$ 117,846	\$ 95,724	\$ 76,512	\$ 55,094
Economic Assistance	91,318	35,641	1,000,000	218,217
Contribution to or (Use of) Fund Balance	26,528	60,083	(923,488)	(163,123)
Ending Funds Available	\$ 1,026,528	\$ 1,086,611	\$ 163,123	\$ -
Reserves & Internal Designations				
Future Incentive Obligation	1,000,000	1,000,000	-	-
Committed for Fund Purpose	26,528	86,611	163,123	-
Total Reserves & Internal Designations	1,026,528	1,086,611	163,123	-
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- The future incentive obligation reserve for the Arapahoe Community College Campus is released as this payment is expected in 2025

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Parking Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ -	\$ 11,165,398	\$ 11,165,398	\$ 982,069
Revenues				
Town Taxes				
Property Tax GID	\$ -	\$ -	\$ -	\$ 200,000
Investment Earnings	661	-	-	1,219
Transfers In	1,500,000	80,000	80,000	230,000
Debt & Financing Revenue	9,952,716	-	-	-
Total Revenues	\$ 11,453,377	\$ 80,000	\$ 80,000	\$ 431,219
Expenditures				
Services & Other	\$ -	\$ 80,000	\$ 80,000	\$ 230,000
Debt & Financing	194,979	-	-	201,219
Transfers Out	93,000	-	-	-
Total Expenditures (Excluding One-Time)	\$ 287,979	\$ 80,000	\$ 80,000	\$ 431,219
Net Change Excluding One-Time Capital	\$ 11,165,398	\$ -	\$ -	\$ -
Use of Debt Proceeds	-	10,998,329	10,183,329	138,181
Contribution to or (Use of) Fund Balance	11,165,398	(10,998,329)	(10,183,329)	(138,181)
Ending Funds Available	\$ 11,165,398	\$ 167,069	\$ 982,069	\$ 843,888
Reserves & Internal Designations				
Committed for Fund Purpose				843,888
Total Reserves & Internal Designations				843,888
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- General Improvement District (GID) revenue is expected to be received beginning in 2022 with the opening of the Encore building in 2021.
- Funding for the maintenance of 308 public parking spaces at the Encore Parking garage is requested. This will be paid through a transfer from the Downtown Development TIF Fund

2022-2026 Balanced Financial Plan

Parking Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 843,888	\$ 711,831	\$ 591,085	\$ 477,278
Revenues				
Taxes				
Property Tax GID	\$ 206,400	\$ 217,752	\$ 224,720	\$ 237,079
Investment Earnings	943	902	873	865
Transfers In	230,000	230,000	230,000	230,000
Debt & Financing Revenue	-	-	-	-
Total Revenues	\$ 437,343	\$ 448,654	\$ 455,593	\$ 467,944
Expenditures				
Services & Other	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000
Debt & Financing	207,343	218,654	225,593	237,944
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 437,343	\$ 448,654	\$ 455,593	\$ 467,944
Net Change Excluding One-Time Capital	\$ -	\$ -	\$ -	\$ -
Use of Debt Proceeds	132,057	120,746	113,807	101,456
Contribution to or (Use of) Fund Balance	(132,057)	(120,746)	(113,807)	(101,456)
Ending Funds Available	\$ 711,831	\$ 591,085	\$ 477,278	\$ 375,822
Reserves & Internal Designations				
Committed for Fund Purpose	711,831	591,085	477,278	375,822
Total Reserves & Internal Designations	711,831	591,085	477,278	375,822
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- GID revenue is increased to reflect estimated valuation following 2023 property reassessment

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Transportation Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 8,439,789	\$ 14,867,005	\$ 14,867,005	\$ 13,708,679
Revenues				
Town Taxes				
Use	\$ 3,507,004	\$ 2,165,522	\$ 3,865,281	\$ 2,803,639
Sales	13,077,347	12,448,201	14,064,814	14,998,011
Motor Vehicle	2,214,112	2,535,979	2,280,535	2,348,951
Intergovernmental	7,447,683	7,285,191	7,876,215	8,069,414
Investment Earnings	168,803	218,921	218,921	112,865
Contributions & Donations	161,477	-	-	-
Other Revenue	26,772	1,500	13,128	5,155
Total Revenues	\$ 26,603,198	\$ 24,655,314	\$ 28,318,894	\$ 28,338,035
Expenditures				
Personnel	\$ 4,235,113	\$ 4,955,470	\$ 4,840,610	\$ 5,362,650
Services & Other	3,516,832	4,752,667	4,108,491	4,773,286
Supplies	898,588	948,173	571,268	814,487
Capital	-	-	-	-
Debt & Financing	902,625	909,500	909,500	907,400
Transfers Out	1,355,014	1,467,581	1,467,581	5,254,410
Total Expenditures (Excluding One-Time)	\$ 10,908,172	\$ 13,033,391	\$ 11,897,450	\$ 17,112,233
Net Change Excluding One-Time Capital	\$ 15,695,026	\$ 11,621,923	\$ 16,421,444	\$ 11,225,802
Annual Pavement Maintenance Program	8,198,487	11,500,000	11,714,960	18,500,000
Five Year CIP (One-Time Expenditures)	1,069,323	5,864,813	5,864,810	1,115,950
Contribution to or (Use of) Fund Balance	6,427,216	(5,742,890)	(1,158,326)	(8,390,148)
Ending Funds Available	\$ 14,867,005	\$ 9,124,115	\$ 13,708,679	\$ 5,318,531
Reserves & Internal Designations				
Revenue Stabilization Reserve				379,654
Catastrophic Events Reserve				1,801,860
Total Reserves & Internal Designations				2,181,514
Unobligated Reserves				\$ 3,137,017

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Residential Use Tax revenue is based on 800 single family and 220 multi family permits
- Salary and benefits for one Lead Operator and one Operator and associated costs are requested beginning in 2022
- Highlights of significant requested projects include ongoing Pavement Maintenance Program funding, traffic signal construction, and traffic safety improvements

2022-2026 Balanced Financial Plan

Transportation Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 5,318,531	\$ 6,370,156	\$ 6,752,220	\$ 8,279,484
Revenues				
Taxes				
Use	\$ 2,743,592	\$ 2,443,298	\$ 2,466,153	\$ 2,489,160
Sales	15,463,910	15,975,020	16,503,000	17,048,781
Motor Vehicle	2,419,420	2,492,003	2,566,763	2,643,766
Intergovernmental	8,268,510	8,473,707	8,685,217	8,903,259
Investment Earnings	64,943	69,875	77,596	74,089
Contributions & Donations	-	-	-	-
Other Revenue	5,181	5,208	5,235	5,262
Total Revenues	\$ 28,965,556	\$ 29,459,111	\$ 30,303,964	\$ 31,164,317
Expenditures				
Personnel	\$ 5,576,200	\$ 5,800,380	\$ 6,035,810	\$ 6,253,530
Services & Other	4,715,600	4,751,023	4,877,250	4,989,075
Supplies	826,489	791,608	819,284	821,675
Capital	-	-	-	-
Debt & Financing	903,838	904,038	905,000	906,000
Transfers Out	1,579,804	2,660,598	1,723,656	3,787,223
Total Expenditures (Excluding One-Time)	\$ 13,601,931	\$ 14,907,647	\$ 14,361,000	\$ 16,757,503
Net Change Excluding One-Time Capital	\$ 15,363,625	\$ 14,551,464	\$ 15,942,964	\$ 14,406,814
Annual Pavement Maintenance Program	12,400,000	13,250,000	13,500,000	14,500,000
Five Year CIP (One-Time Expenditures)	1,912,000	919,400	915,700	1,374,200
Contribution to or (Use of) Fund Balance	1,051,625	382,064	1,527,264	(1,467,386)
Ending Funds Available	\$ 6,370,156	\$ 6,752,220	\$ 8,279,484	\$ 6,812,098
Reserves & Internal Designations				
Revenue Stabilization Reserve	385,429	384,228	392,960	401,945
Catastrophic Events Reserve	1,837,897	1,874,655	1,912,148	1,950,391
Total Reserves & Internal Designations	2,223,326	2,258,883	2,305,108	2,352,336
Unobligated Reserves	\$ 4,146,830	\$ 4,493,337	\$ 5,974,376	\$ 4,459,762

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Residential Use Tax revenue is based on 800 single family and 120 multi family permits
- Highlights of significant capital projects planned include ongoing Pavement Maintenance Program funding, traffic signal construction, Park Street and Wolfensberger intersection improvements, and traffic safety improvements

2024

- Residential Use Tax revenue is based on 700 single family and 120 multi family permits
- Ongoing Pavement Maintenance Program funding, traffic signal construction, and traffic safety improvements projects are planned

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Conservation Trust Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 743,174	\$ 824,659	\$ 824,659	\$ 1,121,818
Revenues				
Licenses & Permits	\$ 118,733	\$ 140,608	\$ 140,608	\$ 146,232
Intergovernmental	541,538	5,434,656	5,530,117	1,692,007
Investment Earnings	1,635	1,594	1,594	2,807
Total Revenues	\$ 661,906	\$ 5,576,858	\$ 5,672,319	\$ 1,841,046
Expenditures				
Personnel	\$ 101,428	\$ 166,780	\$ 161,100	\$ 166,810
Services & Other	78,240	7,000	44,570	22,000
Supplies	11,224	107,500	53,750	108,768
Capital	15,340	-	-	-
Total Expenditures (Excluding One-Time)	\$ 206,232	\$ 281,280	\$ 259,420	\$ 297,578
Net Change Excluding One-Time Capital	\$ 455,674	\$ 5,295,578	\$ 5,412,899	\$ 1,543,468
Five Year CIP (One-Time Expenditures)	374,189	5,115,741	5,115,740	1,000,000
Contribution to or (Use of) Fund Balance	81,485	179,837	297,159	543,468
Ending Funds Available	\$ 824,659	\$ 1,004,496	\$ 1,121,818	\$ 1,665,286
Reserves & Internal Designations				
Committed for Fund Purpose				1,665,286
Total Reserves & Internal Designations				1,665,286
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Highlight of capital project requests include Recreation Center playground, Founders, Centennial, Castle Highlands, Bison, and Philip S. Miller parks including amphitheater and event space improvements.

2022-2026 Balanced Financial Plan

Conservation Trust Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 1,665,286	\$ 2,257,599	\$ 1,691,162	\$ 1,133,243
Revenues				
Licenses & Permits	\$ 146,232	\$ 146,232	\$ 146,232	\$ 146,232
Intergovernmental	1,730,481	579,046	596,418	614,310
Investment Earnings	3,950	3,975	2,841	2,227
Total Revenues	\$ 1,880,663	\$ 729,253	\$ 745,491	\$ 762,769
Expenditures				
Personnel	\$ 173,850	\$ 181,190	\$ 188,910	\$ 197,020
Services & Other	7,000	7,000	7,000	7,000
Supplies	107,500	107,500	107,500	109,050
Capital	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 288,350	\$ 295,690	\$ 303,410	\$ 313,070
Net Change Excluding One-Time Capital	\$ 1,592,313	\$ 433,563	\$ 442,081	\$ 449,699
Five Year CIP (One-Time Expenditures)	1,000,000	1,000,000	1,000,000	500,000
Contribution to or (Use of) Fund Balance	592,313	(566,437)	(557,919)	(50,301)
Ending Funds Available	\$ 2,257,599	\$ 1,691,162	\$ 1,133,243	\$ 1,082,942
Reserves & Internal Designations				
Committed for Fund Purpose	2,257,599	1,691,162	1,133,243	1,082,942
Total Reserves & Internal Designations	2,257,599	1,691,162	1,133,243	1,082,942
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- No significant changes at this time

2024

- Douglas County shareback funds for park improvements are no longer expected starting in 2024 due to the sunset of this funding source

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Phillip S. Miller Trust Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 304,834	\$ 256,044	\$ 256,044	\$ 269,641
Revenues				
Intergovernmental	\$ 167	\$ -	\$ -	-
Charges for Service	60,269	236,000	236,000	247,300
Investment Earnings	1,248	1,037	1,037	1,002
Contributions & Donations	287,195	255,000	255,000	255,000
Transfers In	175,000	175,000	175,000	175,000
Other Revenue	384	-	-	-
Total Revenues	\$ 524,263	\$ 667,037	\$ 667,037	\$ 678,302
Expenditures				
Personnel	\$ 112,433	\$ 109,680	\$ 110,280	\$ 114,010
Services & Other	445,923	532,920	531,520	530,790
Supplies	14,697	11,660	11,640	12,380
Total Expenditures (Excluding One-Time)	\$ 573,053	\$ 654,260	\$ 653,440	\$ 657,180
Net Change Excluding One-Time Capital	\$ (48,790)	\$ 12,777	\$ 13,597	\$ 21,122
Contribution to or (Use of) Fund Balance	(48,790)	12,777	13,597	21,122
Ending Funds Available	\$ 256,044	\$ 268,821	\$ 269,641	\$ 290,763
Reserves & Internal Designations				
Committed for Fund Purpose				290,763
Total Reserves & Internal Designations				290,763
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2022-2026 Balanced Financial Plan

Phillip S. Miller Trust Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 290,763	\$ 312,156	\$ 341,278	\$ 374,433
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Charges for Service	259,165	271,623	284,705	298,439
Investment Earnings	1,078	1,169	1,280	1,405
Contributions & Donations	255,000	255,000	255,000	255,000
Transfers In	175,000	175,000	175,000	175,000
Other Revenue	-	-	-	-
Total Revenues	\$ 690,243	\$ 702,792	\$ 715,985	\$ 729,844
Expenditures				
Personnel	\$ 118,590	\$ 123,410	\$ 128,460	\$ 133,790
Services & Other	534,620	538,590	542,700	546,960
Supplies	15,640	11,670	11,670	12,550
Total Expenditures (Excluding One-Time)	\$ 668,850	\$ 673,670	\$ 682,830	\$ 693,300
Net Change Excluding One-Time Capital	\$ 21,393	\$ 29,122	\$ 33,155	\$ 36,544
Contribution to or (Use of) Fund Balance	21,393	29,122	33,155	36,544
Ending Funds Available	\$ 312,156	\$ 341,278	\$ 374,433	\$ 410,977
Reserves & Internal Designations				
Committed for Fund Purpose	312,156	341,278	374,433	410,977
Total Reserves & Internal Designations	312,156	341,278	374,433	410,977
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Public Art Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 26,139	\$ 38,742	\$ 38,742	\$ 40,462
Revenues				
Investment Earnings	\$ 870	\$ 1,720	\$ 1,720	\$ 837
Contributions & Donations	25,890	25,000	25,000	25,000
Other Revenue	6	-	-	-
Total Revenues	\$ 26,766	\$ 26,720	\$ 26,720	\$ 25,837
Expenditures				
Services & Other	\$ 13,819	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	344	-	-	-
Total Expenditures (Excluding One-Time)	\$ 14,163	\$ 25,000	\$ 25,000	\$ 25,000
Net Change Excluding One-Time Capital	\$ 12,603	\$ 1,720	\$ 1,720	\$ 837
Contribution to or (Use of) Fund Balance	12,603	1,720	1,720	837
Ending Funds Available	\$ 38,742	\$ 40,462	\$ 40,462	\$ 41,299
Reserves & Internal Designations				
Committed for Fund Purpose				41,299
Total Reserves & Internal Designations				41,299
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2022-2026 Balanced Financial Plan

Public Art Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 41,299	\$ 42,151	\$ 43,018	\$ 43,900
Revenues				
Investment Earnings	\$ 852	\$ 867	\$ 882	\$ 899
Contributions & Donations	25,000	25,000	25,000	25,000
Other Revenue	-	-	-	-
Total Revenues	\$ 25,852	\$ 25,867	\$ 25,882	\$ 25,899
Expenditures				
Services & Other	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Net Change Excluding One-Time Capital	\$ 852	\$ 867	\$ 882	\$ 899
Contribution to or (Use of) Fund Balance	852	867	882	899
Ending Funds Available	\$ 42,151	\$ 43,018	\$ 43,900	\$ 44,799
Reserves & Internal Designations				
Committed for Fund Purpose	42,151	43,018	43,900	44,799
Total Reserves & Internal Designations	42,151	43,018	43,900	44,799
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Police Forfeiture Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 21,855	\$ 22,004	\$ 22,004	\$ 22,260
Revenues				
Investment Earnings	\$ 149	\$ 256	\$ 256	\$ 151
Total Revenues	\$ 149	\$ 256	\$ 256	\$ 151
Expenditures				
Net Change Excluding One-Time Capital	\$ 149	\$ 256	\$ 256	\$ 151
Contribution to or (Use of) Fund Balance	149	256	256	151
Ending Funds Available	\$ 22,004	\$ 22,260	\$ 22,260	\$ 22,411
Reserves & Internal Designations				
Committed for Fund Purpose				22,411
Total Reserves & Internal Designations				<u>22,411</u>
Unobligated Reserves				<u>\$ -</u>

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- No significant changes at this time

2022-2026 Balanced Financial Plan

Police Forfeiture Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 22,411	\$ 22,563	\$ 22,716	\$ 22,870
Revenues				
Investment Earnings	\$ 152	\$ 153	\$ 154	\$ 155
Total Revenues	\$ 152	\$ 153	\$ 154	\$ 155
Expenditures				
Net Change Excluding One-Time Capital	\$ 152	\$ 153	\$ 154	\$ 155
Contribution to or (Use of) Fund Balance	152	153	154	155
Ending Funds Available	\$ 22,563	\$ 22,716	\$ 22,870	\$ 23,025
Reserves & Internal Designations				
Committed for Fund Purpose	22,563	22,716	22,870	23,025
Total Reserves & Internal Designations	22,563	22,716	22,870	23,025
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

DDA TIF Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 2,312,343	\$ 1,421,126	\$ 1,421,126	\$ 800,856
Revenues				
Tax Increment Financing				
Property Tax TIF	\$ 412,013	\$ 471,426	\$ 642,601	\$ 687,538
Sales Tax TIF	1,414,996	1,213,286	1,296,949	1,385,418
Other Revenue	3,575	-	-	-
Total Revenues	\$ 1,830,584	\$ 1,684,712	\$ 1,939,550	\$ 2,072,956
Expenditures				
Services & Other	\$ 12,258	\$ 20,000	\$ 23,603	\$ 20,000
Supplies	15,000	-	-	-
Interfund Loan	782,328	782,327	-	638,510
Transfers Out	-	750,000	750,000	150,000
Total Expenditures (Excluding One-Time)	\$ 809,586	\$ 1,552,327	\$ 773,603	\$ 808,510
Net Change Excluding One-Time Capital	\$ 1,020,998	\$ 132,385	\$ 1,165,947	\$ 1,264,446
One-Time Downtown Project Funding	1,912,215	1,403,512	1,786,217	2,065,302
Contribution to or (Use of) Fund Balance	(891,217)	(1,271,127)	(620,270)	(800,856)
Ending Funds Available	\$ 1,421,126	\$ 149,999	\$ 800,856	\$ -
Total Reserves & Internal Designations				-
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

- 2022**
- Downtown Development TIF expenditures are estimates only that require Council approval with capital expenses being one-time in nature and specific to downtown related projects
 - Interfund loan expenditures reflect the payoff of Festival Park improvement loan.
 - A Transfer Out to the Parking Fund for the maintenance of 308 public parking spaces at the Encore parking garage is requested beginning in 2022

2022-2026 Balanced Financial Plan

DDA TIF Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -
Revenues				
Tax Increment Financing				
Property Tax TIF	\$ 687,583	\$ 735,713	\$ 735,713	\$ 787,213
Sales Tax TIF	1,475,922	1,568,507	1,663,222	1,760,115
Other Revenue	-	-	-	-
Total Revenues	\$ 2,163,505	\$ 2,304,220	\$ 2,398,935	\$ 2,547,328
Expenditures				
Services & Other	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Supplies	-	-	-	-
Interfund Loan	-	-	-	-
Transfers Out	150,000	150,000	150,000	150,000
Total Expenditures (Excluding One-Time)	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Net Change Excluding One-Time Capital	\$ 1,993,505	\$ 2,134,220	\$ 2,228,935	\$ 2,377,328
One-Time Downtown Project Funding	1,993,505	2,134,220	2,228,935	2,377,328
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ -	\$ -	\$ -	\$ -
Total Reserves & Internal Designations	-	-	-	-
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 2,093,011	\$ 8,215,713	\$ 8,215,713	\$ 13,632,893
Revenues				
Investment Earnings	\$ 66,133	\$ 106,783	\$ 106,783	\$ 144,197
Impact Fees	7,100,597	5,693,961	10,649,000	6,804,900
Total Revenues	\$ 7,166,730	\$ 5,800,744	\$ 10,755,783	\$ 6,949,097
Expenditures				
Services & Other	\$ 125,132	\$ 171,800	\$ 178,120	\$ 318,920
Debt & Financing	710,813	710,413	710,413	711,413
Total Expenditures (Excluding One-Time)	\$ 835,945	\$ 882,213	\$ 888,533	\$ 1,030,333
Net Change Excluding One-Time Capital	\$ 6,330,785	\$ 4,918,531	\$ 9,867,250	\$ 5,918,764
Five Year CIP (One-Time Expenditures)	208,083	5,750,065	4,450,070	450,000
COP Prepayment	-	-	-	-
Contribution to or (Use of) Fund Balance	6,122,702	(831,534)	5,417,180	5,468,764
Ending Funds Available	\$ 8,215,713	\$ 7,384,179	\$ 13,632,893	\$ 19,101,657
Reserves & Internal Designations				
Park Reserve				4,500,000
Recreation Facility Reserve				5,000,000
Committed for Fund Purpose				\$ 9,601,657
Total Reserves & Internal Designations				19,101,657
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Impact Fee revenue is based on 800 single family and 220 multi-family permits
- Highlights of capital project requests includes design work for a new park

2022-2026 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 19,101,657	\$ 20,372,343	\$ 23,069,413	\$ 13,090,040
Revenues				
Investment Earnings	\$ 173,389	\$ 190,270	\$ 157,517	\$ 135,125
Impact Fees	6,394,640	5,723,900	5,780,760	5,838,440
Total Revenues	\$ 6,568,029	\$ 5,914,170	\$ 5,938,277	\$ 5,973,565
Expenditures				
Services & Other	\$ 517,530	\$ 717,100	\$ 917,650	\$ 941,710
Debt & Financing	279,813	-	-	-
Total Expenditures (Excluding One-Time)	\$ 797,343	\$ 717,100	\$ 917,650	\$ 941,710
Net Change Excluding One-Time Capital	\$ 5,770,686	\$ 5,197,070	\$ 5,020,627	\$ 5,031,855
Five Year CIP (One-Time Expenditures)	4,500,000	2,500,000	15,000,000	-
COP Prepayment	5,930,000	-	-	-
Contribution to or (Use of) Fund Balance	1,270,686	2,697,070	(9,979,373)	5,031,855
Ending Funds Available	\$ 20,372,343	\$ 23,069,413	\$ 13,090,040	\$ 18,121,895
Reserves & Internal Designations				
Park Reserve	-	250,000	500,000	750,000
Recreation Facility Reserve	10,000,000	15,000,000	-	-
Committed for Fund Purpose	10,372,343	7,819,413	12,590,040	17,371,895
Total Reserves & Internal Designations	20,372,343	23,069,413	13,090,040	18,121,895
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Impact Fee revenue is based on 800 single family, 120 multi-family permits
- Highlights of planned capital projects include construction of a new park
- Early payoff of Certificates of Participation (COP's) for construction of the Miller Activity Complex (MAC) at the Philip S. Miller Park is planned, the original term of the COP was through 2033

2024

- Impact Fee revenue is based on 700 single family, 120 multi-family permits
- Highlights of planned capital projects include a design plan for a future recreation center

2025

- Highlights of planned capital projects include continued design work and the beginning of construction on a new recreation center

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Municipal Facilities Capital Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 686,698	\$ 1,006,796	\$ 1,006,796	\$ 1,625,290
Revenues				
Investment Earnings	\$ 18,671	\$ 27,885	\$ 27,885	\$ 27,594
Impact Fees	422,400	319,110	563,800	360,964
Interfund Loan Revenue	26,809	26,809	26,809	26,809
Total Revenues	\$ 467,880	\$ 373,804	\$ 618,494	\$ 415,367
Expenditures				
Interfund Loan	\$ 147,782	\$ -	\$ -	\$ -
Total Expenditures (Excluding One-Time)	\$ 147,782	\$ -	\$ -	\$ -
Net Change Excluding One-Time Capital	\$ 320,098	\$ 373,804	\$ 618,494	\$ 415,367
Contribution to or (Use of) Fund Balance	320,098	373,804	618,494	415,367
Ending Funds Available	\$ 1,006,796	\$ 1,380,600	\$ 1,625,290	\$ 2,040,657
Reserves & Internal Designations				
Committed for Fund Purpose				2,040,657
Total Reserves & Internal Designations				2,040,657
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Impact Fee revenue is based on 800 single family and 220 multi-family permits

2022-2026 Balanced Financial Plan

Municipal Facilities Capital Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 2,040,657	\$ 2,440,039	\$ 2,809,662	\$ 3,188,036
Revenues				
Investment Earnings	\$ 33,278	\$ 38,609	\$ 44,150	\$ 49,819
Impact Fees	339,295	304,205	307,415	310,625
Interfund Loan Revenue	26,809	26,809	26,809	26,810
Total Revenues	\$ 399,382	\$ 369,623	\$ 378,374	\$ 387,254
Expenditures				
Interfund Loan	\$ -	\$ -	\$ -	\$ -
Total Expenditures (Excluding One-Time)	\$ -	\$ -	\$ -	\$ -
Net Change Excluding One-Time Capital	\$ 399,382	\$ 369,623	\$ 378,374	\$ 387,254
Contribution to or (Use of) Fund Balance	399,382	369,623	378,374	387,254
Ending Funds Available	\$ 2,440,039	\$ 2,809,662	\$ 3,188,036	\$ 3,575,290
Reserves & Internal Designations				
Committed for Fund Purpose	2,440,039	2,809,662	3,188,036	3,575,290
Total Reserves & Internal Designations	2,440,039	2,809,662	3,188,036	3,575,290
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Impact Fee revenue is based on 800 single family and 120 multi-family permits

2024

- Impact Fee revenue is based on 700 single family and 120 multi-family permits
- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Fire Capital Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 1,214,473	\$ 1,208,372	\$ 1,208,372	\$ 2,626,847
Revenues				
Intergovernmental	\$ 59,840	\$ -	\$ -	-
Investment Earnings	34,838	24,017	24,017	56,257
Impact Fees	1,263,371	970,300	1,729,760	1,107,134
Other Revenue	261	-	-	-
Total Revenues	\$ 1,358,310	\$ 994,317	\$ 1,753,777	\$ 1,163,391
Expenditures				
Services & Other	\$ 716	\$ -	\$ -	-
Capital	77,379	70,000	10,000	10,000
Interfund Loan	1,286,316	325,302	325,302	305,760
Transfers Out	-	-	-	100,000
Total Expenditures (Excluding One-Time)	\$ 1,364,411	\$ 395,302	\$ 335,302	\$ 415,760
Net Change Excluding One-Time Capital	\$ (6,101)	\$ 599,015	\$ 1,418,475	\$ 747,631
Contribution to or (Use of) Fund Balance	(6,101)	599,015	1,418,475	747,631
Ending Funds Available	\$ 1,208,372	\$ 1,807,387	\$ 2,626,847	\$ 3,374,478
Reserves & Internal Designations				
Committed for Fund Purpose				3,374,478
Total Reserves & Internal Designations				3,374,478
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Impact Fee revenue is based on 800 single family and 220 multi-family permits
- No significant changes at this time

2022-2026 Balanced Financial Plan

Fire Capital Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 3,374,478	\$ 4,170,715	\$ 4,453,136	\$ 4,907,260
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Investment Earnings	69,034	49,995	23,864	25,293
Impact Fees	1,043,240	935,300	944,760	954,220
Other Revenue	-	-	-	-
Total Revenues	\$ 1,112,274	\$ 985,295	\$ 968,624	\$ 979,513
Expenditures				
Services & Other	\$ -	\$ -	\$ -	\$ -
Capital	10,000	-	-	-
Interfund Loan	306,037	702,874	514,500	828,200
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 316,037	\$ 702,874	\$ 514,500	\$ 828,200
Net Change Excluding One-Time Capital	\$ 796,237	\$ 282,421	\$ 454,124	\$ 151,313
Contribution to or (Use of) Fund Balance	796,237	282,421	454,124	151,313
Ending Funds Available	\$ 4,170,715	\$ 4,453,136	\$ 4,907,260	\$ 5,058,573
Reserves & Internal Designations				
Committed for Fund Purpose	4,170,715	4,453,136	4,907,260	5,058,573
Total Reserves & Internal Designations	4,170,715	4,453,136	4,907,260	5,058,573
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Impact Fee revenue is based on 800 single family and 120 multi-family permits
- No significant changes at this time

2024

- Impact Fee revenue is based on 700 single family and 120 multi-family permits
- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Police Capital Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 141,791	\$ 445,985	\$ 445,985	\$ 635,176
Revenues				
Investment Earnings	\$ 2,918	\$ 7,853	\$ 7,853	\$ 3,405
Impact Fees	630,150	485,686	860,556	551,500
Total Revenues	\$ 633,068	\$ 493,539	\$ 868,409	\$ 554,905
Expenditures				
Interfund Loan	\$ 187,346	\$ 187,345	\$ 187,345	\$ 187,345
Transfers Out	119,497	-	-	256,668
Total Expenditures (Excluding One-Time)	\$ 306,843	\$ 187,345	\$ 187,345	\$ 444,013
Net Change Excluding One-Time Capital	\$ 326,225	\$ 306,194	\$ 681,064	\$ 110,892
Five Year CIP (One-Time Expenditures)	22,031	491,873	491,873	500,000
Contribution to or (Use of) Fund Balance	304,194	(185,679)	189,191	(389,108)
Ending Funds Available	\$ 445,985	\$ 260,306	\$ 635,176	\$ 246,068
Reserves & Internal Designations				
Committed for Fund Purpose				246,068
Total Reserves & Internal Designations				246,068
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Impact Fee revenue is based on 800 single family and 220 multi-family permits
- Highlights of requested capital projects include the remodeling of the Police Station basement and the purchase of additional license plate readers
- Transfer Out funds for four new vehicles

2022-2026 Balanced Financial Plan

Police Capital Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 246,068	\$ 682,429	\$ 1,065,555	\$ 1,454,337
Revenues				
Investment Earnings	\$ 2,643	\$ 3,279	\$ 4,204	\$ 5,632
Impact Fees	520,700	466,830	471,560	476,290
Total Revenues	\$ 523,343	\$ 470,109	\$ 475,764	\$ 481,922
Expenditures				
Interfund Loan	\$ 86,982	\$ 86,983	\$ 86,982	\$ 86,984
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 86,982	\$ 86,983	\$ 86,982	\$ 86,984
Net Change Excluding One-Time Capital	\$ 436,361	\$ 383,126	\$ 388,782	\$ 394,938
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	436,361	383,126	388,782	394,938
Ending Funds Available	\$ 682,429	\$ 1,065,555	\$ 1,454,337	\$ 1,849,275
Reserves & Internal Designations				
Committed for Fund Purpose	682,429	1,065,555	1,454,337	1,849,275
Total Reserves & Internal Designations	682,429	1,065,555	1,454,337	1,849,275
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Impact Fee revenue is based on 800 single family and 120 multi-family permits
- No significant changes at this time

2024

- Impact Fee revenue is based on 700 single family and 120 multi-family permits
- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Transportation Capital Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 11,475,336	\$ 16,767,729	\$ 16,767,729	\$ 25,612,007
Revenues				
Town Taxes				
Use	\$ 2,651,060	\$ 1,951,894	\$ 3,483,972	\$ 2,527,060
Intergovernmental	134,305	-	4,506,160	7,128,800
Investment Earnings	247,638	103,412	103,412	206,688
Impact Fees	12,479,450	9,424,745	13,809,293	9,921,658
Contributions & Donations	610,917	-	-	1,000,000
Transfers In	-	750,000	750,000	3,350,000
Debt & Financing Revenue	18,533,253	-	-	-
Other Revenue	146	-	-	-
Total Revenues	\$ 34,656,769	\$ 12,230,051	\$ 22,652,837	\$ 24,134,206
Expenditures				
Debt & Financing	\$ 19,881,627	\$ 1,346,169	\$ 1,346,169	\$ 362,387
Transfers Out	-	33,000	33,000	-
Total Expenditures (Excluding One-Time)	\$ 19,881,627	\$ 1,379,169	\$ 1,379,169	\$ 362,387
Net Change Excluding One-Time Capital	\$ 14,775,142	\$ 10,850,882	\$ 21,273,668	\$ 23,771,819
Five Year CIP (One-Time Expenditures)	9,482,749	16,361,583	12,429,390	42,614,800
Contribution to or (Use of) Fund Balance	5,292,393	(5,510,701)	8,844,278	(18,842,981)
Ending Funds Available	\$ 16,767,729	\$ 11,257,028	\$ 25,612,007	\$ 6,769,026
Reserves & Internal Designations				
Capital Reserve				6,769,026
Total Reserves & Internal Designations				6,769,026
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Impact Fee and Residential Use Tax revenue is based on 800 single family and 220 multi-family permits
- Highlights of significant requested capital projects include contribution toward construction of the Crystal Valley Parkway Interchange, construction of Plum Creek Parkway widening to Ridge Road, construction of Crowfoot widening, and construction of improvements at Highway 86/5th Street/Founders Parkway/Ridge Road

2022-2026 Balanced Financial Plan

Transportation Capital Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 6,769,026	\$ 3,619,330	\$ 702,015	\$ 1,498,191
Revenues				
Taxes				
Use	\$ 2,472,937	\$ 2,202,267	\$ 2,222,868	\$ 2,243,605
Intergovernmental	3,500,000	-	-	-
Investment Earnings	66,894	29,840	18,147	42,837
Impact Fees	9,105,860	8,185,175	8,266,910	8,349,465
Contributions & Donations	-	-	-	-
Transfers In	-	1,000,000	-	2,000,000
Debt & Financing Revenue	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 15,145,691	\$ 11,417,282	\$ 10,507,925	\$ 12,635,907
Expenditures				
Debt & Financing	\$ 362,387	\$ 362,387	\$ 1,262,749	\$ 1,346,840
Transfers Out	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 362,387	\$ 362,387	\$ 1,262,749	\$ 1,346,840
Net Change Excluding One-Time Capital	\$ 14,783,304	\$ 11,054,895	\$ 9,245,176	\$ 11,289,067
Five Year CIP (One-Time Expenditures)	17,933,000	13,972,210	8,449,000	8,487,840
Contribution to or (Use of) Fund Balance	(3,149,696)	(2,917,315)	796,176	2,801,227
Ending Funds Available	\$ 3,619,330	\$ 702,015	\$ 1,498,191	\$ 4,299,418
Reserves & Internal Designations				
Capital Reserve	3,619,330	702,015	1,498,191	4,299,418
Total Reserves & Internal Designations	3,619,330	702,015	1,498,191	4,299,418
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Impact Fee and Residential Use Tax revenue is based on 800 single family and 120 multi family permits
- Highlights of significant significant planned capital projects include design of Wolfensberger Road widening, construction of 5th Street widening and pedestrian improvements

2024

- Impact Fee and Residential Use Tax revenue is based on 700 single family and 120 multi family permits
- Highlights of significant planned capital projects include construction of Wolfensberger widening, design of Prairie Hawk Widening, and right-of-way acquisition for a to be determined roundabout

2025

- Highlights of significant planned capital projects include construction of Prairie Hawk widening, construction of Plum Creek widening, design of to be determined roundabout and improvements to the I-25 off-ramp at Plum Creek Parkway

2026

- Highlights of significant planned capital projects include construction of Prairie Hawk widening, construction of to be determined roundabout and improvements to the I-25 off-ramp at Plum Creek Parkway

2022-2026 Balanced Financial Plan General Long-Term Planning Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 2,542,845	\$ 4,849,955	\$ 4,849,955	\$ 3,038,416
Revenues				
Town Taxes				
Use	\$ 2,063,853	\$ 1,515,089	\$ 2,704,312	\$ 1,961,543
Intergovernmental	2,194	-	-	-
Investment Earnings	32,677	28,088	28,088	28,180
Transfers In	1,003,743	687,143	687,143	1,287,144
Debt & Financing Revenue	-	-	120	-
Other Revenue	408	125,000	125,000	-
Total Revenues	\$ 3,102,875	\$ 2,355,320	\$ 3,544,663	\$ 3,276,867
Expenditures				
Services & Other	\$ 324,658	\$ 1,045,407	\$ 827,330	\$ 571,532
Supplies	176,517	133,200	123,350	1,776,809
Total Expenditures (Excluding One-Time)	\$ 501,175	\$ 1,178,607	\$ 950,680	\$ 2,348,341
Net Change Excluding One-Time Capital	\$ 2,601,700	\$ 1,176,713	\$ 2,593,983	\$ 928,526
Five Year CIP (One-Time Expenditures)	294,590	4,405,526	4,405,522	1,674,736
Contribution to or (Use of) Fund Balance	2,307,110	(3,228,813)	(1,811,539)	(746,210)
Ending Funds Available	\$ 4,849,955	\$ 1,621,142	\$ 3,038,416	\$ 2,292,206
Reserves & Internal Designations				
Fire Capital Reserve				1,173,211
Police Capital Reserve				600,000
Committed for Fund Purpose				518,995
Total Reserves & Internal Designations				2,292,206
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Residential Use Tax revenue is based on 800 single family and 220 multi-family permits
- Transfers in includes a transfer from the General Fund for future Fire equipment replacement. A similar transfer for Police replacement equipment is requested beginning in 2022
- Services & Other and Supplies funding requests includes building repair and maintenance, Americans with Disabilities Act (ADA) repairs, and parking lot improvements
- Capital funding request highlights include Fire emergency medical service cardiac monitor, the replacement of an unmanned aerial vehicle or drone, Synthetic turf replacement at Gemstone park and concrete replacement at Metzler Rand Park and Native Legend Trail, Police less lethal weapon replacements, and network devices and computer servers

2022-2026 Balanced Financial Plan General Long-Term Planning Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 2,292,206	\$ 3,503,439	\$ 821,414	\$ 1,129,960
Revenues				
Taxes				
Use	\$ 1,919,531	\$ 1,709,433	\$ 1,725,424	\$ 1,741,521
Intergovernmental	-	-	-	-
Investment Earnings	35,765	36,876	36,751	40,303
Transfers In	1,242,140	675,500	669,600	669,600
Debt & Financing Revenue	-	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 3,197,436	\$ 2,421,809	\$ 2,431,775	\$ 2,451,424
Expenditures				
Services & Other	\$ 639,903	\$ 850,593	\$ 813,729	\$ 813,729
Supplies	156,300	158,950	172,000	233,495
Total Expenditures (Excluding One-Time)	\$ 796,203	\$ 1,009,543	\$ 985,729	\$ 1,047,224
Net Change Excluding One-Time Capital	\$ 2,401,233	\$ 1,412,266	\$ 1,446,046	\$ 1,404,200
Five Year CIP (One-Time Expenditures)	1,190,000	4,094,291	1,137,500	734,600
Contribution to or (Use of) Fund Balance	1,211,233	(2,682,025)	308,546	669,600
Ending Funds Available	\$ 3,503,439	\$ 821,414	\$ 1,129,960	\$ 1,799,560
Reserves & Internal Designations				
Fire Capital Reserve	1,710,351	340,360	529,960	949,560
Police Capital Reserve	1,200,000	350,000	600,000	850,000
Committed for Fund Purpose	593,088	131,054	-	-
Total Reserves & Internal Designations	3,503,439	821,414	1,129,960	1,799,560
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

- 2023**
- Residential Use Tax revenue is based on 800 single family and 120 multi-family permits
 - Highlights of significant planned projects include Fire Department thermal imaging camera replacements
- 2024**
- Residential Use Tax revenue is based on 700 single family and 220 multi-family permits
 - Highlights of significant planned projects include Police and Fire radio replacements, Fire emergency medical service prams, and increased Parks turf and concrete replacement funding
- 2025**
- No significant changes at this time
- 2026**
- No significant changes at this time

2022-2026 Balanced Financial Plan

Parks and Rec Lodging Tax Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -
Revenues				
Town Taxes				
Lodging Tax	\$ -	\$ -	\$ -	650,000
Investment Earnings	-	-	-	297
Total Revenues	\$ -	\$ -	\$ -	650,297
Expenditures				
Personnel	\$ -	\$ -	\$ -	79,780
Services & Other	-	-	-	290,000
Supplies	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ -	\$ -	\$ -	369,780
Net Change Excluding One-Time Capital	\$ -	\$ -	\$ -	280,517
Five Year CIP (One-Time Expenditures)	-	-	-	161,100
Contribution to or (Use of) Fund Balance	-	-	-	119,417
Ending Funds Available	\$ -	\$ -	\$ -	119,417
Committed for Fund Purpose				119,417
Total Reserves & Internal Designations				119,417
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Subject to voter approval of a Lodging Tax, this fund is created in 2022 to fund additional Parks and Recreation needs throughout the Town
- Salary and benefits for one Maintenance Worker are requested beginning in 2022
- Funding is requested for a Town entry way design consultant
- Funding is requested for Public Art conservation throughout the town in 2022 and in subsequent years until 2024
- One time expenses for tree removal and irrigation are being requested in 2022, additional funding for this project is also requested out of the general fund
- Highlights of planned capital projects include Festival Park upgrades

2022-2026 Balanced Financial Plan

Parks and Rec Lodging Tax Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 119,417	\$ 284,500	\$ 489,773	\$ 738,024
Revenues				
Taxes				
Lodging	\$ 656,500	\$ 663,065	\$ 669,695	\$ 676,392
Investment Earnings	1,003	1,918	3,036	4,172
Total Revenues	\$ 657,503	\$ 664,983	\$ 672,731	\$ 680,564
Expenditures				
Personnel	\$ 329,320	\$ 344,010	\$ 359,480	\$ 375,760
Services & Other	35,000	25,000	15,000	15,000
Supplies	50,000	50,000	50,000	50,000
Total Expenditures (Excluding One-Time)	\$ 414,320	\$ 419,010	\$ 424,480	\$ 440,760
Net Change Excluding One-Time Capital	\$ 243,183	\$ 245,973	\$ 248,251	\$ 239,804
Five Year CIP (One-Time Expenditures)	78,100	40,700	-	25,000
Contribution to or (Use of) Fund Balance	165,083	205,273	248,251	214,804
Ending Funds Available	\$ 284,500	\$ 489,773	\$ 738,024	\$ 952,828
Committed for Fund Purpose	284,500	489,773	738,024	952,828
Total Reserves & Internal Designations	284,500	489,773	738,024	952,828
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Salary and benefits for one Parks and Recreation Resource Specialist and one Parks Planner are planned beginning in 2023

2024

- No significant changes at this time

2025

- Funding is planned for Public Art maintenance throughout Town in 2025 and in subsequent years

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

TABOR Excess Revenue Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -
Revenues				
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenditures				
Total Expenditures (Excluding One-Time)	\$ -	\$ -	\$ -	\$ -
Net Change Excluding One-Time Capital	\$ -	\$ -	\$ -	\$ -
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ -	\$ -	\$ -	\$ -
Reserves & Internal Designations				
Committed for Fund Purpose				-
Total Reserves & Internal Designations				-
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

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- 2022**
- A 10-year TABOR timeout was approved by voters during 2021 election, this fund is created in 2022 to account for any excess revenues and associated expenditures - no funds are budgeted due since TABOR surplus amounts are determined after the end of each fiscal year

2022-2026 Balanced Financial Plan

TABOR Excess Revenue Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -
Revenues				
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenditures				
Total Expenditures (Excluding One-Time)	\$ -	\$ -	\$ -	\$ -
Net Change Excluding One-Time Capital	\$ -	\$ -	\$ -	\$ -
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	-	-	-	-
Ending Funds Available	\$ -	\$ -	\$ -	\$ -
Reserves & Internal Designations				
Committed for Fund Purpose	-	-	-	-
Total Reserves & Internal Designations	-	-	-	-
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Water Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 21,378,138	\$ 25,219,286	\$ 25,219,286	\$ 23,750,290
Revenues				
Intergovernmental	\$ 699,387	\$ 350,000	\$ 350,000	\$ 150,000
Charges for Service	17,649,807	17,304,152	17,772,164	18,813,448
Fines & Forfeitures	71,361	303,700	158,550	345,200
Investment Earnings	415,873	104,882	91,004	263,430
System Development Fees	3,549,688	3,022,950	3,952,475	4,283,244
Transfers In	-	3,850,000	-	-
Other Revenue	2,727,031	1,522,790	1,502,606	127,341
Total Revenues	\$ 25,113,147	\$ 26,458,474	\$ 23,826,799	\$ 23,982,663
Expenditures				
Personnel	\$ 3,946,280	\$ 4,211,586	\$ 4,395,440	\$ 4,755,550
Services & Other	6,447,250	7,347,865	5,709,816	7,605,883
Supplies	1,312,870	1,488,750	1,479,448	2,158,180
Capital	40,087	171,170	84,482	165,000
Debt & Financing	1,731,429	1,741,190	1,741,340	1,740,010
Transfers Out	2,135,181	2,815,889	406,306	274,766
Total Expenditures (Excluding One-Time)	\$ 15,613,097	\$ 17,776,450	\$ 13,816,832	\$ 16,699,389
Net Change Excluding One-Time Capital	\$ 9,500,050	\$ 8,682,024	\$ 10,009,967	\$ 7,283,274
Five Year CIP (One-Time Expenditures)	5,658,902	21,025,323	11,478,963	12,219,892
Contribution to or (Use of) Fund Balance	3,841,148	(12,343,299)	(1,468,996)	(4,936,618)
Ending Funds Available	\$ 25,219,286	\$ 12,875,987	\$ 23,750,290	\$ 18,813,672
Reserves & Internal Designations				
Operating Designations				2,419,936
Catastrophic Events Reserve				4,663,005
Revenue Stabilization Reserve				1,475,495
Capital Reserve				10,255,236
Total Reserves & Internal Designations				18,813,672
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Funding is requested for one Meter Technician and one Water Plant Operator split between the Water and Water Resources Funds
- Funding is requested for the purchase of a wheeled excavator. This cost is split evenly across the four Castle Rock Water funds
- Highlights of capital project requests include waterline rehab/replacement, SCADA system improvements, water supply wells, and water treatment plant facility upgrades

2022-2026 Balanced Financial Plan

Water Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 18,813,672	\$ 13,037,142	\$ 13,298,383	\$ 16,250,747
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Charges for Service	19,908,785	21,015,069	22,354,847	23,568,500
Fines & Forfeitures	345,200	350,200	350,200	355,200
Investment Earnings	207,467	175,517	189,108	246,673
System Development Fees	4,549,919	4,721,500	4,985,532	5,253,636
Transfers In	-	-	-	-
Other Revenue	129,042	133,174	135,454	135,454
Total Revenues	\$ 25,140,413	\$ 26,395,460	\$ 28,015,141	\$ 29,559,463
Expenditures				
Personnel	\$ 5,125,510	\$ 5,438,560	\$ 5,766,940	\$ 6,050,610
Services & Other	7,984,012	7,923,021	8,125,427	8,379,760
Supplies	2,026,673	1,924,587	1,988,358	2,119,931
Capital	30,000	30,000	405,000	30,000
Debt & Financing	1,741,270	683,900	689,000	687,750
Transfers Out	293,620	301,197	314,198	323,502
Total Expenditures (Excluding One-Time)	\$ 17,201,085	\$ 16,301,265	\$ 17,288,923	\$ 17,591,553
Net Change Excluding One-Time Capital	\$ 7,939,328	\$ 10,094,195	\$ 10,726,218	\$ 11,967,910
Five Year CIP (One-Time Expenditures)	13,715,858	9,832,954	7,773,854	3,502,988
Contribution to or (Use of) Fund Balance	(5,776,530)	261,241	2,952,364	8,464,922
Ending Funds Available	\$ 13,037,142	\$ 13,298,383	\$ 16,250,747	\$ 24,715,669
Reserves & Internal Designations				
Operating Designations	2,522,699	2,547,695	2,646,788	2,758,384
Catastrophic Events Reserve	4,814,145	4,952,305	5,112,445	5,153,569
Revenue Stabilization Reserve	1,568,833	1,661,439	1,776,682	1,878,445
Capital Reserve	4,131,465	4,136,944	6,714,832	14,925,271
Total Reserves & Internal Designations	13,037,142	13,298,383	16,250,747	24,715,669
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Funding is requested for one Field Services Operator, one SCADA Superintendent, one SCADA Instrument Technician, and one Stormwater Construction Inspector - costs are shared across Water funds based on type of position
- Highlights of capital projects include waterline rehabilitation/replacement, SCADA system improvements, and supply wells

2024

- Funding is requested for one Customer Service Representative, one Plant Mechanic, and one Field Services Operator - costs are shared across Water funds based on type of position
- Highlights of capital projects include waterline rehab/replacement, SCADA system improvements, supply wells, and dist. system upgrades

2025

- Funding is requested for one Plant Mechanic and one Lab Supervisor - costs are shared across Water funds based on type of position
- Highlights of capital projects include waterline rehab/replacement, SCADA system improvements, supply wells, and dist. system upgrades

2026

- Funding is requested for one Senior Field Services Operator split between the Water and Water Resources funds
- Highlights of capital projects include waterline rehab/replacement and water treatment plant facilities upgrades

2022-2026 Balanced Financial Plan

Water Resources Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 56,795,599	\$ 43,964,848	\$ 43,964,848	\$ 43,896,469
Revenues				
Licenses & Permits	\$ -	\$ 12,000	\$ 10,000	\$ 8,000
Intergovernmental	239,776	-	-	-
Charges for Service	10,426,445	10,701,553	10,400,416	10,946,798
Fines & Forfeitures	198,842	90,500	144,485	155,500
Investment Earnings	1,649,185	381,952	192,186	733,120
System Development Fees	18,940,568	16,500,000	20,782,253	22,107,234
Transfers In	1,857,073	2,409,582	-	-
Interfund Loan Revenue	173,606	64,000	63,999	64,000
Debt & Financing Revenue	1,902,588	2,357,145	1,864,593	457,798
Other Revenue	643,065	3,240	11,237	273,740
Total Revenues	\$ 36,031,148	\$ 32,519,972	\$ 33,469,169	\$ 34,746,190
Expenditures				
Personnel	\$ 2,266,196	\$ 2,311,153	\$ 2,389,610	\$ 2,559,910
Services & Other	5,544,395	8,025,789	7,786,041	8,425,188
Supplies	306,825	849,100	654,842	704,149
Capital	20,616	243,475	72,000	175,000
Debt & Financing	3,722,858	3,741,975	3,741,980	3,766,750
Transfers Out	5,790	55,188	5,978	54,828
Total Expenditures (Excluding One-Time)	\$ 11,866,680	\$ 15,226,680	\$ 14,650,451	\$ 15,685,825
Net Change Excluding One-Time Capital	\$ 24,164,468	\$ 17,293,292	\$ 18,818,718	\$ 19,060,365
Five Year CIP (One-Time Expenditures)	36,995,219	26,909,553	18,887,097	45,624,374
Contribution to or (Use of) Fund Balance	(12,830,751)	(9,616,261)	(68,379)	(26,564,009)
Ending Funds Available	\$ 43,964,848	\$ 34,348,587	\$ 43,896,469	\$ 17,332,460
Reserves & Internal Designations				
Operating Designations				1,948,208
Catastrophic Events Reserve				4,254,647
Capital Reserve				11,129,605
Total Reserves & Internal Designations				17,332,460
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

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2022

- Funding is requested for one Water Plan Operator split between the Water and Water Resources Funds
- Funding is requested for the purchase of a wheeled excavator. This cost is split evenly across the four Castle Rock Water funds
- Highlights of capital requests include WISE water infrastructure, Newlin Gulch pipeline and pump station, Cherry Creek water rights acquisition and infrastructure, Castle Rock reservoir construction and expansion, alternative source of supply, and Chatfield reallocation projects

2023 (see next page for financial information)

- Funding is requested for one Water Conservation Technician, one Field Services Operator, and one Stormwater Construction Inspector - costs are shared across Water funds based on type of position
- Highlights of capital projects include alternative source of supply, Cherry Creek water rights acquisition and infrastructure

2022-2026 Balanced Financial Plan

Water Resources Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 17,332,460	\$ 19,359,876	\$ 25,928,368	\$ 38,009,377
Revenues				
Licenses & Permits	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Intergovernmental	-	-	-	-
Charges for Service	11,591,731	12,245,982	12,933,989	13,780,511
Fines & Forfeitures	155,500	155,500	155,500	155,500
Investment Earnings	391,260	464,545	666,713	963,603
System Development Fees	23,501,945	24,868,602	26,297,091	27,787,990
Transfers In	-	-	-	-
Interfund Loan Revenue	64,000	64,000	64,000	64,000
Debt & Financing Revenue	-	-	-	-
Other Revenue	273,240	272,740	272,240	271,740
Total Revenues	\$ 35,984,676	\$ 38,078,369	\$ 40,396,533	\$ 43,030,344
Expenditures				
Personnel	\$ 2,817,010	\$ 2,966,540	\$ 3,160,230	\$ 3,288,490
Services & Other	9,260,534	10,023,687	10,081,152	10,119,586
Supplies	734,488	747,548	770,148	801,963
Capital	40,000	40,000	40,000	40,000
Debt & Financing	3,793,950	3,819,950	3,849,200	3,871,200
Transfers Out	54,828	56,031	56,031	56,031
Total Expenditures (Excluding One-Time)	\$ 16,700,810	\$ 17,653,756	\$ 17,956,761	\$ 18,177,270
Net Change Excluding One-Time Capital	\$ 19,283,866	\$ 20,424,613	\$ 22,439,772	\$ 24,853,074
Five Year CIP (One-Time Expenditures)	17,256,450	13,856,121	10,358,763	9,812,241
Contribution to or (Use of) Fund Balance	2,027,416	6,568,492	12,081,009	15,040,833
Ending Funds Available	\$ 19,359,876	\$ 25,928,368	\$ 38,009,377	\$ 53,050,210
Reserves & Internal Designations				
Operating Designations	2,135,339	2,289,629	2,335,255	2,368,340
Catastrophic Events Reserve	4,446,916	4,663,670	4,951,530	5,001,045
Capital Reserve *	12,777,621	18,975,069	30,722,592	45,680,825
Total Reserves & Internal Designations	19,359,876	25,928,368	38,009,377	53,050,210
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

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*Accumulation of fund balance is for future planned capital projects

2024

- Funding is requested for one Customer Service Representative, one Plant Mechanic, and one Field Services Operator - costs are shared across Water funds based on type of position
- Highlights of capital projects include WISE water infrastructure, Castle Rock reservoir system, Parker Water & Sanitation capacity, alternative source of supply, and Chatfield reallocation projects

2025

- Funding is requested for one Plant Mechanic and one Lab Supervisor - costs are shared across Water funds based on type of position
- Highlights of capital projects include Wise water infrastructure, alternative source of supply, and Parker Water & Sanitation capacity

2026

- Funding is requested for one Senior Field Services Operator split between the Water and Water Resources funds
- Highlights of capital projects include Wise water infrastructure and aquifer storage and recovery, and alluvial redrill

2022-2026 Balanced Financial Plan

Stormwater Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 12,955,691	\$ 15,120,927	\$ 15,120,927	\$ 6,314,568
Revenues				
Intergovernmental	\$ 4,717	\$ -	\$ -	-
Charges for Service	3,697,567	3,713,000	3,748,818	3,965,831
Fines & Forfeitures	36	150	75	150
Investment Earnings	106,323	19,769	54,904	37,272
System Development Fees	1,508,574	1,137,161	1,678,003	1,770,975
Contributions & Donations	2,315	2,315	542,315	397,415
Transfers In	193,000	-	-	-
Other Revenue	4,580,932	504,640	503,578	5,640
Total Revenues	\$ 10,093,464	\$ 5,377,035	\$ 6,527,693	\$ 6,177,283
Expenditures				
Personnel	\$ 1,758,633	\$ 1,737,940	\$ 1,923,410	\$ 2,093,940
Services & Other	555,118	794,999	652,342	865,640
Supplies	66,147	124,742	96,500	97,950
Capital	4,462	146,250	65,000	145,000
Debt & Financing	107,440	187,440	187,440	1,082,400
Transfers Out	135,700	137,100	137,100	119,024
Total Expenditures (Excluding One-Time)	\$ 2,627,500	\$ 3,128,471	\$ 3,061,792	\$ 4,403,954
Net Change Excluding One-Time Capital	\$ 7,465,964	\$ 2,248,564	\$ 3,465,901	\$ 1,773,329
Five Year CIP (One-Time Expenditures)	5,300,728	12,642,236	12,272,260	2,519,207
Contribution to or (Use of) Fund Balance	2,165,236	(10,393,672)	(8,806,359)	(745,878)
Ending Funds Available	\$ 15,120,927	\$ 4,727,255	\$ 6,314,568	\$ 5,568,690
Reserves & Internal Designations				
Operating Designations				509,588
Catastrophic Events Reserve				1,500,000
Capital Reserve				3,559,102
Total Reserves & Internal Designations				5,568,690
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Salary and benefits are requested for one Stormwater operator position
- Funding is requested for the purchase of a wheeled excavator. This cost is split evenly across the four Castle Rock Water funds
- Highlights of requested capital projects include stream stabilization and watershed master plan updates

2022-2026 Balanced Financial Plan

Stormwater Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 5,568,690	\$ 5,158,948	\$ 3,235,909	\$ 3,104,881
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Charges for Service	4,169,375	4,379,201	4,618,556	4,891,341
Fines & Forfeitures	150	150	150	150
Investment Earnings	23,447	7,431	1,975	9,072
Impact Fees	1,892,611	2,016,192	2,146,228	2,265,713
Contributions & Donations	2,454,465	2,315	2,315	2,315
Transfers In	-	-	-	-
Other Revenue	6,640	7,640	8,640	9,640
Total Revenues	\$ 8,546,688	\$ 6,412,929	\$ 6,777,864	\$ 7,178,231
Expenditures				
Personnel	\$ 2,212,240	\$ 2,323,520	\$ 2,420,460	\$ 2,522,310
Services & Other	856,339	872,835	888,565	903,896
Supplies	99,042	92,082	95,436	102,372
Capital	10,000	10,000	10,000	10,000
Debt & Financing	1,140,120	1,146,400	1,157,200	1,167,424
Transfers Out	143,533	144,679	149,049	150,094
Total Expenditures (Excluding One-Time)	\$ 4,461,274	\$ 4,589,516	\$ 4,720,710	\$ 4,856,096
Net Change Excluding One-Time Capital	\$ 4,085,414	\$ 1,823,413	\$ 2,057,154	\$ 2,322,135
Five Year CIP (One-Time Expenditures)	4,495,156	3,746,452	2,188,182	1,460,258
Contribution to or (Use of) Fund Balance	(409,742)	(1,923,039)	(131,028)	861,877
Ending Funds Available	\$ 5,158,948	\$ 3,235,909	\$ 3,104,881	\$ 3,966,758
Reserves & Internal Designations				
Operating Designations	527,937	548,073	567,410	588,096
Catastrophic Events Reserve	1,500,000	1,500,000	1,500,000	1,500,000
Capital Reserve	3,131,011	1,187,836	1,037,471	1,878,662
Total Reserves & Internal Designations	5,158,948	3,235,909	3,104,881	3,966,758
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

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2023

- Salary and benefit funding is requested for one Stormwater Construction Inspector split across all four Castle Rock Water funds
- Highlights of significant planned projects include stream stabilization, water shed master plan, and corrugated metal pipe rehabilitation projects

2024

- Salary and benefit funding is requested for one Field Services Operator split between the Water and Water Resources funds
- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Wastewater Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 8,693,235	\$ 13,942,595	\$ 13,942,595	\$ 13,605,599
Revenues				
Intergovernmental	\$ 5,243	\$ -	\$ -	\$ -
Charges for Service	11,147,109	11,300,000	11,665,730	12,006,523
Fines & Forfeitures	47	100	50	100
Investment Earnings	40,638	26,372	42,300	63,290
System Development Fees	3,543,931	3,000,260	3,707,051	3,947,887
Contributions & Donations	29,510	29,510	29,510	29,510
Other Revenue	110,914	2,640	2,918	2,640
Total Revenues	\$ 14,877,392	\$ 14,358,882	\$ 15,447,559	\$ 16,049,950
Expenditures				
Personnel	\$ 1,557,775	\$ 1,783,480	\$ 1,697,380	\$ 1,814,050
Services & Other	4,150,603	4,110,059	3,846,717	4,281,459
Supplies	402,445	469,642	472,027	482,102
Capital	10,345	192,250	111,000	190,000
Debt & Financing	330,696	333,660	333,660	332,040
Transfers Out	144,481	4,000,541	150,541	145,940
Total Expenditures (Excluding One-Time)	\$ 6,596,345	\$ 10,889,632	\$ 6,611,325	\$ 7,245,591
Net Change Excluding One-Time Capital	\$ 8,281,047	\$ 3,469,250	\$ 8,836,234	\$ 8,804,359
Five Year CIP (One-Time Expenditures)	3,031,687	10,520,817	9,173,230	2,770,379
Contribution to or (Use of) Fund Balance	5,249,360	(7,051,567)	(336,996)	6,033,980
Ending Funds Available	\$ 13,942,595	\$ 6,891,028	\$ 13,605,599	\$ 19,639,579
Reserves & Internal Designations				
Operating Designations				1,096,269
Catastrophic Events Reserve				1,959,921
Capital Reserve				16,583,389
Total Reserves & Internal Designations				19,639,579
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Funding is requested for the purchase of a wheeled excavator. This cost is split evenly across the four Castle Rock Water funds
- Highlights of requested capital projects include sewer line rehabilitation, lift station upgrades, and Plum Creek Water Reclamation Authority projects

2022-2026 Balanced Financial Plan

Wastewater Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 19,639,579	\$ 23,411,995	\$ 26,550,893	\$ 30,016,395
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Charges for Service	12,351,713	12,657,170	12,954,564	13,259,855
Fines & Forfeitures	100	100	100	100
Investment Earnings	84,638	104,019	124,867	150,144
Impact Fees	4,199,770	4,446,336	4,700,376	4,969,207
Contributions & Donations	29,510	29,510	29,510	21,469
Other Revenue	2,640	2,640	2,640	2,640
Total Revenues	\$ 16,668,371	\$ 17,239,775	\$ 17,812,057	\$ 18,403,415
Expenditures				
Personnel	\$ 2,003,630	\$ 2,168,010	\$ 2,281,970	\$ 2,426,250
Services & Other	4,379,496	4,502,736	4,707,380	4,961,628
Supplies	512,029	531,179	537,235	532,829
Capital	55,000	55,000	55,000	55,000
Debt & Financing	331,380	-	-	-
Transfers Out	146,096	148,369	168,409	169,872
Total Expenditures (Excluding One-Time)	\$ 7,427,631	\$ 7,405,294	\$ 7,749,994	\$ 8,145,579
Net Change Excluding One-Time Capital	\$ 9,240,740	\$ 9,834,481	\$ 10,062,063	\$ 10,257,836
Five Year CIP (One-Time Expenditures)	5,468,324	6,695,583	6,596,561	3,401,339
Contribution to or (Use of) Fund Balance	3,772,416	3,138,898	3,465,502	6,856,497
Ending Funds Available	\$ 23,411,995	\$ 26,550,893	\$ 30,016,395	\$ 36,872,892
Reserves & Internal Designations				
Operating Designations	1,149,193	1,200,321	1,254,431	1,320,118
Catastrophic Events Reserve	1,996,981	2,067,241	2,091,161	2,112,073
Capital Reserve *	20,265,821	23,283,331	26,670,803	33,440,701
Total Reserves & Internal Designations	23,411,995	26,550,893	30,016,395	36,872,892
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

*Accumulation of fund balance is for future planned capital projects

2023

- Salary and benefit funding is requested for one Stormwater Construction Inspector split across all Castle Rock Water funds
- Highlights of significant planned capital projects include sewer line replacements, lift station upgrades, security system improvements, Plum Creek Water Reclamation Authority, and Malibu Street upsize projects

2024

- Salary and benefit funding is requested for one Customer Service Representative split across all Castle Rock Water funds
- Highlights of significant planned capital projects include sewer line replacements, lift station upgrades, security system improvements, Plum Creek Water Reclamation Authority, and Kinner Street bottleneck projects

2025

- Highlights of significant planned capital projects include sewer line replacements, lift station upgrades, security system improvements, Plum Creek Water Reclamation Authority, and Prairie Hawk/Plum Creek Interceptors

2026

- Highlights of significant planned capital projects include sewer line replacements

2022-2026 Balanced Financial Plan

Golf Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 1,554,067	\$ 1,873,289	\$ 1,873,289	\$ 1,895,170
Revenues				
Intergovernmental	\$ 20,076	\$ -	\$ -	-
Charges for Service	3,606,046	3,487,607	3,487,607	3,687,169
Investment Earnings	12,017	6,209	6,209	10,745
Transfers In	80,000	80,000	80,000	80,000
Debt & Financing Revenue	-	-	-	541,500
Other Revenue	3,073	-	-	-
Total Revenues	\$ 3,721,212	\$ 3,573,816	\$ 3,573,816	\$ 4,319,414
Expenditures				
Personnel	\$ 1,424,299	\$ 1,495,570	\$ 1,500,410	\$ 1,535,070
Services & Other	653,274	609,870	480,940	762,843
Supplies	591,365	595,225	580,525	719,344
Debt & Financing	678,687	727,120	724,620	734,807
Interfund Loan	7,512	7,512	7,512	7,512
Transfers Out	3,148	3,148	3,148	2,644
Total Expenditures (Excluding One-Time)	\$ 3,358,285	\$ 3,438,445	\$ 3,297,155	\$ 3,762,220
Net Change Excluding One-Time Capital	\$ 362,927	\$ 135,371	\$ 276,661	\$ 557,194
Five Year CIP (One-Time Expenditures)	43,705	337,571	254,780	541,500
Contribution to or (Use of) Fund Balance	319,222	(202,200)	21,881	15,694
Ending Funds Available	\$ 1,873,289	\$ 1,671,089	\$ 1,895,170	\$ 1,910,864
Reserves & Internal Designations				
Revenue Stabilization Reserve				1,210,049
Capital Reserve				200,000
Debt Service Reserve				500,815
Total Reserves & Internal Designations				1,910,864
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Highlights of requested capital projects include maintenance equipment upgrades
- Services and Other funding is requested to renovate the Proshop and perform clubhouse repairs
- Debt and Financing revenue is projected from the trading in of lease to own golf maintenance equipment

2022-2026 Balanced Financial Plan

Golf Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 1,910,864	\$ 2,031,002	\$ 2,257,560	\$ 2,536,046
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Charges for Service	3,812,324	3,931,044	4,009,667	4,095,755
Investment Earnings	11,110	12,068	13,473	15,080
Transfers In	80,000	80,000	80,000	80,000
Debt & Financing Revenue	438,185	-	-	-
Other Revenue	-	-	-	-
Total Revenues	\$ 4,341,619	\$ 4,023,112	\$ 4,103,140	\$ 4,190,835
Expenditures				
Personnel	\$ 1,583,090	\$ 1,633,630	\$ 1,686,830	\$ 1,742,820
Services & Other	740,716	728,577	733,450	749,450
Supplies	635,527	634,515	652,366	658,406
Debt & Financing	743,807	743,185	740,483	729,923
Interfund Loan	7,512	7,512	7,512	7,512
Transfers Out	2,644	2,644	4,013	4,013
Total Expenditures (Excluding One-Time)	\$ 3,713,296	\$ 3,750,063	\$ 3,824,654	\$ 3,892,124
Net Change Excluding One-Time Capital	\$ 628,323	\$ 273,049	\$ 278,486	\$ 298,711
Five Year CIP (One-Time Expenditures)	508,185	46,491	-	-
Contribution to or (Use of) Fund Balance	120,138	226,558	278,486	298,711
Ending Funds Available	\$ 2,031,002	\$ 2,257,560	\$ 2,536,046	\$ 2,834,757
Reserves & Internal Designations				
Revenue Stabilization Reserve	1,130,187	1,156,745	1,235,231	1,333,942
Capital Reserve	400,000	600,000	800,000	1,000,000
Debt Service Reserve	500,815	500,815	500,815	500,815
Total Reserves & Internal Designations	2,031,002	2,257,560	2,536,046	2,834,757
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Debt and Financing revenue is projected from the selling of lease to own golf carts
- Highlights of planned capital projects include a new golf cart lease and construction of new practice putting green

2024

- Highlights of planned capital projects include clubhouse upgrades

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Development Services Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 3,974,109	\$ 5,111,409	\$ 5,111,409	\$ 5,493,376
Revenues				
Licenses & Permits	\$ 5,149,781	\$ 5,700,000	\$ 5,619,069	\$ 5,663,386
Intergovernmental	54,923	-	-	-
Charges for Service	2,361,803	1,440,000	2,318,330	2,339,614
Investment Earnings	107,390	67,441	67,441	89,946
Other Revenue	1,229	-	-	-
Total Revenues	\$ 7,675,126	\$ 7,207,441	\$ 8,004,840	\$ 8,092,946
Expenditures				
Personnel	\$ 5,381,278	\$ 5,857,426	\$ 5,764,910	\$ 6,464,960
Services & Other	879,407	1,711,337	1,444,950	1,048,781
Supplies	196,009	131,872	182,490	221,140
Transfers Out	81,132	130,523	130,523	125,527
Total Expenditures (Excluding One-Time)	\$ 6,537,826	\$ 7,831,158	\$ 7,522,873	\$ 7,860,408
Net Change Excluding One-Time Capital	\$ 1,137,300	\$ (623,717)	\$ 481,967	\$ 232,538
Five Year CIP (One-Time Expenditures)	-	100,000	100,000	-
Contribution to or (Use of) Fund Balance	1,137,300	(723,717)	381,967	232,538
Ending Funds Available	\$ 5,111,409	\$ 4,387,692	\$ 5,493,376	\$ 5,725,914
Reserves & Internal Designations				
Revenue Stabilization Reserve				5,725,914
Total Reserves & Internal Designations				5,725,914
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Salary and benefit funding and associated operating expenses are requested for one Combination Building Inspector beginning in 2022

2022-2026 Balanced Financial Plan

Development Services Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 5,725,914	\$ 5,761,135	\$ 5,798,937	\$ 5,847,155
Revenues				
Licenses & Permits	\$ 5,309,424	\$ 5,309,424	\$ 5,167,840	\$ 5,167,840
Intergovernmental	-	-	-	-
Charges for Service	2,190,576	2,190,576	2,132,160	2,132,160
Investment Earnings	91,705	91,830	91,974	92,307
Other Revenue	-	-	-	-
Total Revenues	\$ 7,591,705	\$ 7,591,830	\$ 7,391,974	\$ 7,392,307
Expenditures				
Personnel	\$ 6,148,150	\$ 6,182,260	\$ 5,925,220	\$ 5,862,600
Services & Other	1,068,374	1,088,056	1,108,638	1,129,572
Supplies	257,127	194,310	216,239	225,229
Transfers Out	82,833	89,402	93,659	95,754
Total Expenditures (Excluding One-Time)	\$ 7,556,484	\$ 7,554,028	\$ 7,343,756	\$ 7,313,155
Net Change Excluding One-Time Capital	\$ 35,221	\$ 37,802	\$ 48,218	\$ 79,152
Five Year CIP (One-Time Expenditures)	-	-	-	-
Contribution to or (Use of) Fund Balance	35,221	37,802	48,218	79,152
Ending Funds Available	\$ 5,761,135	\$ 5,798,937	\$ 5,847,155	\$ 5,926,307
Reserves & Internal Designations				
Revenue Stabilization Reserve	5,761,135	5,798,937	5,847,155	5,926,307
Total Reserves & Internal Designations	5,761,135	5,798,937	5,847,155	5,926,307
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- Services and other funding is adjusted each year based on need

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Community Center Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 1,932,230	\$ 1,224,206	\$ 1,224,206	\$ 1,238,433
Revenues				
Town Taxes				
Use	\$ 445,713	\$ 334,764	\$ 597,526	\$ 433,409
Sales	2,828,799	2,672,024	3,019,007	3,219,305
Motor Vehicle	400,496	458,716	412,511	424,886
Intergovernmental	35,474	-	-	-
Charges for Service	1,904,132	4,680,242	4,150,312	4,292,533
Investment Earnings	23,225	7,704	7,704	11,903
Contributions & Donations	3,820	-	-	-
Other Revenue	19,067	41,616	17,606	17,918
Total Revenues	\$ 5,660,726	\$ 8,195,066	\$ 8,204,666	\$ 8,399,954
Expenditures				
Personnel	\$ 3,323,272	\$ 4,785,820	\$ 4,897,300	\$ 5,051,860
Services & Other	2,090,837	2,620,131	2,226,127	2,367,220
Supplies	412,143	675,800	554,513	569,822
Transfers Out	80,000	112,499	112,499	107,538
Total Expenditures (Excluding One-Time)	\$ 5,906,252	\$ 8,194,250	\$ 7,790,439	\$ 8,096,440
Net Change Excluding One-Time Capital	\$ (245,526)	\$ 816	\$ 414,227	\$ 303,514
Five Year CIP (One-Time Expenditures)	462,498	400,000	400,000	350,000
Contribution to or (Use of) Fund Balance	(708,024)	(399,184)	14,227	(46,486)
Ending Funds Available	\$ 1,224,206	\$ 825,022	\$ 1,238,433	\$ 1,191,947
Reserves & Internal Designations				
Capital Reserve				520,282
Revenue Stabilization Reserve				122,328
Rec Center Operational Capacity Reserve				150,000
Total Reserves & Internal Designations				792,610
Unobligated Reserves				\$ 399,337

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Use Tax revenue is based on 800 single family and 220 multi-family permits
- Highlights of requested capital projects include fitness equipment replacement

2022-2026 Balanced Financial Plan

Community Center Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 1,191,947	\$ 1,395,137	\$ 1,528,206	\$ 1,884,703
Revenues				
Taxes				
Use	\$ 424,126	\$ 377,705	\$ 381,238	\$ 384,794
Sales	3,319,304	3,429,007	3,542,330	3,659,474
Motor Vehicle	437,633	450,762	464,285	478,214
Intergovernmental	-	-	-	-
Charges for Service	4,421,306	4,553,945	4,690,564	4,770,923
Investment Earnings	12,229	13,386	15,229	17,625
Contributions & Donations	-	-	-	-
Other Revenue	18,236	18,398	18,726	19,060
Total Revenues	\$ 8,632,834	\$ 8,843,203	\$ 9,112,372	\$ 9,330,090
Expenditures				
Personnel	\$ 5,143,420	\$ 5,239,430	\$ 5,340,290	\$ 5,446,290
Services & Other	2,423,767	2,480,508	2,518,876	2,577,624
Supplies	604,919	569,770	589,718	583,440
Transfers Out	107,538	110,426	111,991	111,991
Total Expenditures (Excluding One-Time)	\$ 8,279,644	\$ 8,400,134	\$ 8,560,875	\$ 8,719,345
Net Change Excluding One-Time Capital	\$ 353,190	\$ 443,069	\$ 551,497	\$ 610,745
Five Year CIP (One-Time Expenditures)	150,000	310,000	195,000	350,000
Contribution to or (Use of) Fund Balance	203,190	133,069	356,497	260,745
Ending Funds Available	\$ 1,395,137	\$ 1,528,206	\$ 1,884,703	\$ 2,145,448
Reserves & Internal Designations				
Capital Reserve	546,296	573,611	602,292	632,407
Revenue Stabilization Reserve	125,432	127,724	131,636	135,674
Rec Center Operational Capacity Reserve	300,000	450,000	600,000	750,000
Total Reserves & Internal Designations	971,728	1,151,335	1,333,928	1,518,081
Unobligated Reserves	\$ 423,409	\$ 376,871	\$ 550,775	\$ 627,367

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Use Tax revenue is based on 800 single family and 120 multi family permits
- Highlights of planned capital projects include recreation lap pool dehumidification unit replacement

2024

- Use Tax revenue is based on 700 single family and 120 multi family permits
- Highlights of planned capital projects include replacement of the Recreation Center's HVAC (Heating, Ventilation, and Air Conditioning)

2025

- Highlights of planned capital projects include a new backup boiler for the pools at the Miller Activity Complex and free weight circuit equipment replacement

2026

- Highlights of planned capital projects include fitness equipment replacement

2022-2026 Balanced Financial Plan

Employee Benefits Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 1,277,054	\$ 1,855,793	\$ 1,855,793	\$ 3,093,955
Revenues				
Charges for Service	\$ 7,651,095	\$ 8,092,770	\$ 8,570,850	\$ 9,646,500
Investment Earnings	68,336	66,709	66,709	103,384
Contributions & Donations	1,758,271	1,978,280	2,086,463	2,338,568
Total Revenues	\$ 9,477,702	\$ 10,137,759	\$ 10,724,022	\$ 12,088,452
Expenditures				
Personnel	\$ 68,461	\$ 69,060	\$ 69,790	\$ 72,260
Services & Other	8,830,502	9,419,310	9,416,070	11,182,453
Supplies	-	2,000	-	500
Total Expenditures (Excluding One-Time)	\$ 8,898,963	\$ 9,490,370	\$ 9,485,860	\$ 11,255,213
Net Change Excluding One-Time Capital	\$ 578,739	\$ 647,389	\$ 1,238,162	\$ 833,239
Contribution to or (Use of) Fund Balance	578,739	647,389	1,238,162	833,239
Ending Funds Available	\$ 1,855,793	\$ 2,503,182	\$ 3,093,955	\$ 3,927,194
Reserves & Internal Designations				
Claims Reserve				1,995,536
Healthcare Cost Reserve				965,829
Total Reserves & Internal Designations				2,961,365
Unobligated Reserves				\$ 965,829

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2022

- Employee benefits funding requests include an estimated eight percent increase in costs for medical, dental, and vision benefits based on claim activity and additional wellness funding due to increased program participation

2022-2026 Balanced Financial Plan

Employee Benefits Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 3,927,194	\$ 4,545,060	\$ 5,164,755	\$ 5,218,257
Revenues				
Charges for Service	\$ 10,687,956	\$ 11,774,713	\$ 12,876,188	\$ 13,974,897
Investment Earnings	123,658	140,701	149,518	149,838
Contributions & Donations	2,586,434	2,845,082	3,107,233	3,370,006
Total Revenues	\$ 13,398,048	\$ 14,760,496	\$ 16,132,939	\$ 17,494,741
Expenditures				
Personnel	\$ 75,130	\$ 78,140	\$ 81,280	\$ 84,550
Services & Other	12,704,552	14,062,161	15,997,657	17,396,656
Supplies	500	500	500	500
Total Expenditures (Excluding One-Time)	\$ 12,780,182	\$ 14,140,801	\$ 16,079,437	\$ 17,481,706
Net Change Excluding One-Time Capital	\$ 617,866	\$ 619,695	\$ 53,502	\$ 13,035
Contribution to or (Use of) Fund Balance	617,866	619,695	53,502	13,035
Ending Funds Available	\$ 4,545,060	\$ 5,164,755	\$ 5,218,257	\$ 5,231,292
Reserves & Internal Designations				
Claims Reserve	2,300,001	2,572,061	2,914,463	3,198,279
Healthcare Cost Reserve	1,122,530	1,296,347	1,151,897	1,016,507
Total Reserves & Internal Designations	3,422,531	3,868,408	4,066,360	4,214,786
Unobligated Reserves	\$ 1,122,530	\$ 1,296,347	\$ 1,151,897	\$ 1,016,507

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

2023

- No significant changes at this time

2024

- No significant changes at this time

2025

- No significant changes at this time

2026

- No significant changes at this time

2022-2026 Balanced Financial Plan

Fleet Services Fund

Category	2020 Audited Actual	2021 Amended Budget	2021 Year-End Estimate	2022 Budget
Beginning Funds Available	\$ 4,075,220	\$ 3,941,053	\$ 3,941,053	\$ 4,511,175
Revenues				
Intergovernmental	\$ 6,610	\$ -	\$ -	\$ -
Charges for Service	2,342,818	4,803,499	5,135,376	4,992,460
Investment Earnings	17,992	28,516	28,516	21,781
Transfers In	200,247	207,202	207,202	1,257,824
Other Revenue	205,445	254,277	254,277	287,570
Total Revenues	\$ 2,773,112	\$ 5,293,494	\$ 5,625,371	\$ 6,559,635
Expenditures				
Personnel	\$ 711,000	\$ 798,540	\$ 774,470	\$ 832,230
Services & Other	272,662	275,644	274,340	294,214
Supplies	391,622	407,330	404,942	334,681
Capital	51,445	-	-	-
Transfers Out	15,736	16,457	16,457	18,412
Total Expenditures (Excluding One-Time)	\$ 1,442,465	\$ 1,497,971	\$ 1,470,209	\$ 1,479,537
Net Change Excluding One-Time Capital	\$ 1,330,647	\$ 3,795,523	\$ 4,155,162	\$ 5,080,098
Five Year CIP (One-Time Expenditures)	1,464,814	3,585,043	3,585,040	3,519,440
Contribution to or (Use of) Fund Balance	(134,167)	210,480	570,122	1,560,658
Ending Funds Available	\$ 3,941,053	\$ 4,151,533	\$ 4,511,175	\$ 6,071,833
Reserves & Internal Designations				
Committed for Fund Purpose				6,071,833
Total Reserves & Internal Designations				6,071,833
Unobligated Reserves				\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2022

- Capital costs include a requested \$3,519,440 for 38 vehicles/equipment

2022-2026 Balanced Financial Plan

Fleet Services Fund

Category	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Funds Available	\$ 6,071,833	\$ 6,566,706	\$ 7,422,502	\$ 8,426,665
Revenues				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Charges for Service	5,010,709	5,083,638	5,150,970	5,447,098
Investment Earnings	25,971	29,226	33,515	37,671
Transfers In	-	-	-	-
Other Revenue	260,804	192,103	218,119	336,355
Total Revenues	\$ 5,297,484	\$ 5,304,967	\$ 5,402,604	\$ 5,821,124
Expenditures				
Personnel	\$ 865,970	\$ 901,290	\$ 938,320	\$ 977,150
Services & Other	298,894	303,724	308,614	313,564
Supplies	331,080	329,740	332,754	338,410
Capital	-	-	-	-
Transfers Out	27,122	27,122	27,122	27,122
Total Expenditures (Excluding One-Time)	\$ 1,523,066	\$ 1,561,876	\$ 1,606,810	\$ 1,656,246
Net Change Excluding One-Time Capital	\$ 3,774,418	\$ 3,743,091	\$ 3,795,794	\$ 4,164,878
Five Year CIP (One-Time Expenditures)	3,279,545	2,887,295	2,791,631	3,114,447
Contribution to or (Use of) Fund Balance	494,873	855,796	1,004,163	1,050,431
Ending Funds Available	\$ 6,566,706	\$ 7,422,502	\$ 8,426,665	\$ 9,477,096
Reserves & Internal Designations				
Committed for Fund Purpose	6,566,706	7,422,502	8,426,665	9,477,096
Total Reserves & Internal Designations	6,566,706	7,422,502	8,426,665	9,477,096
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -

2022-2026 Notes and Assumptions

Click [here](#) or visit page 40 to view projected increases and Townwide assumptions

Click [here](#) or visit page 235 to view details regarding the Five Year Capital Improvement Program

2023

- Capital costs include a requested \$3,279,545 for 49 vehicles/equipment

2024

- Capital costs include a requested \$2,887,295 for 42 vehicles/equipment

2025

- Capital costs include a requested \$2,791,631 for 43 vehicles/equipment

2026

- Capital costs include a requested \$3,114,447 for 43 vehicles/equipment