

2019-2021 Balanced Financial Plan - Projected Changes and Assumptions

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

Category	2019 Budget	2020 Forecast	2021 Forecast	Notes
Revenues				
Taxes				
Property	5.5%	5.5%	5.5%	Based on 5.5% Property Tax increase limitation as defined in Town Code
Use	-15.3%	-5.8%	12.4%	Based on number of residential permits and commercial valuation - 2019 includes 600 single family, 389 multi family and 213,979 sq. ft. of commercial development
Sales	4.0%	4.0%	4.0%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Motor Vehicle	6.0%	5.8%	5.5%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Franchise Fees	4.2%	4.1%	1.7%	Fees collected from electricity, natural gas and cable providers typically increase with Town growth
Licenses & Permits	-4.7%	3.7%	7.0%	Includes fire, liquor and business permits, licenses, and building permits
Management Fees	1.0%	3.0%	3.0%	General Services revenue is received in the General Fund
Investment Earnings	1.0%	1.0%	1.0%	Average rate of interest earnings. Projections are based on actual 2017 earnings by fund
Residential Growth (Single Family/Multi family)	600/389	700/50	750/191	Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees
Non-Residential Growth	213,979 sq. ft.	229,885 sq. ft.	218,949 sq. ft.	Includes projected commercial, office, and industrial development for Impact Fees, System Development Fees, Tap Fees
Expenditures				
Personnel				
Wages-General Pay Table (Regular, Part-Time, Seasonal)	3.5%	3.5%	3.5%	Based on performance review
Wages-Public Safety Pay Table (Regular, Part-Time, Seasonal)	4.0%	4.0%	4.0%	Based on performance review
Retirement Benefit Contrib.	7.0%	7.0%	7.0%	7% contribution is included in each year (except Police and Fire personnel)
Health Benefit Contribution	8.0%	8.0%	8.0%	Insurance costs for employer, an equal increase is anticipated for the employee portion of health insurance premiums as well
Services & Other	specific to each category	2.0%	2.0%	This is a general increase for 2020-2021, certain account categories have specific treatment
Supplies	specific to each category	1.0%	1.0%	This is a general increase for 2020-2021, certain account categories have specific treatment

2019-2021 Balanced Financial Plan

Townwide Summary

Category	2017			2019 Budget	2020 Forecast	2021 Forecast
	Preliminary Actual	2018 Audited Budget	2018 Year-End Estimate			
Beginning Funds Available	\$208,521,769	\$175,541,257	\$175,541,257	\$124,876,435	\$ 92,069,688	\$ 95,023,708
Revenues						
Taxes						
Property	\$ 1,175,601	\$ 1,368,703	\$ 1,354,973	\$ 1,440,697	\$ 1,510,035	\$ 1,603,187
Use	7,694,140	7,710,923	7,460,002	6,317,030	5,947,857	6,682,851
Sales	47,732,089	51,054,216	49,844,169	51,829,633	53,904,643	56,062,653
Motor Vehicle	6,707,543	7,503,441	7,378,969	7,821,707	8,271,456	8,726,386
Other	348,664	351,385	363,659	378,361	393,659	409,576
Franchise Fees	2,323,993	2,442,480	2,465,099	2,568,749	2,674,993	2,719,376
Licenses & Permits	4,525,581	5,374,958	5,840,617	5,568,436	5,775,370	6,182,489
Intergovernmental	7,930,064	8,253,877	9,674,521	8,224,499	5,584,866	5,569,948
Charges for Service	55,302,296	58,808,970	57,776,807	60,019,185	61,898,022	63,826,199
Management Fees	3,274,465	3,519,368	3,519,368	3,556,034	3,662,716	3,772,597
Fines & Forfeitures	827,981	924,556	828,691	839,513	850,025	859,503
Investment Earnings	1,766,459	1,129,028	1,428,369	1,298,653	992,204	1,116,943
Impact Fees	7,989,231	12,648,190	12,222,605	10,873,909	11,048,285	14,893,256
System Development Fees	21,084,458	23,064,671	24,527,485	22,104,591	21,805,977	27,341,250
Contributions & Donations	2,162,487	4,337,523	4,475,954	2,032,623	2,106,094	2,205,285
Transfers In	10,806,600	6,380,934	6,368,968	9,301,920	2,884,007	4,264,815
Interfund Loan Revenue	3,677,762	2,635,072	2,233,345	2,272,844	876,215	2,708,536
Debt & Financing Revenue	1,712,249	-	1,910,800	2,326,209	1,855,696	2,355,052
Other Revenue	1,125,940	1,050,801	1,164,814	4,988,691	654,532	695,645
Total Revenues	\$188,167,603	\$198,559,096	\$200,839,215	\$203,763,284	\$192,696,652	\$211,995,547
Expenditures						
Personnel	\$ 51,594,415	\$ 59,059,223	\$ 57,277,547	\$ 61,531,810	\$ 65,103,651	\$ 68,127,058
Services & Other	43,260,279	58,722,852	54,834,500	59,622,835	55,740,444	55,197,405
Supplies	7,243,966	7,906,075	7,830,746	7,127,113	6,980,446	7,079,906
Capital	356,413	1,001,155	880,993	1,414,617	734,054	768,167
Five Year CIP	92,273,240	130,237,415	109,376,593	82,470,785	44,524,375	34,537,707
Debt & Financing	9,311,357	9,689,657	9,689,673	9,658,914	9,682,794	9,733,468
Interfund Loan	3,677,761	2,635,072	2,220,981	2,272,844	876,312	2,708,536
Transfers Out	13,430,684	9,404,970	9,393,004	12,471,113	6,100,556	7,515,545
Total Expenditures	\$221,148,115	\$278,656,419	\$251,504,037	\$236,570,031	\$189,742,632	\$185,667,792
Contribution to (Use of) Fund Bal.	(32,980,512)	(80,097,323)	(50,664,822)	(32,806,747)	2,954,020	26,327,755
Ending Funds Available	\$175,541,257	\$ 95,443,934	\$124,876,435	\$ 92,069,688	\$ 95,023,708	\$121,351,463

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2019-2021 Balanced Financial Plan

Townwide Summary

Category	2017	2018 Audited	2018 Year-End	2019 Budget	2020 Forecast	2021 Forecast
	Preliminary Actual	Budget	Estimate			
Ending Funds Available	\$ 175,541,257	\$ 95,443,934	\$ 124,876,435	\$ 92,069,688	\$ 95,023,708	\$ 121,351,463
Reserves & Internal Designations						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				5,716,600	6,430,559	7,245,685
Catastrophic Events Reserve				10,362,878	10,700,191	11,044,686
Capital Reserve				33,337,761	36,062,503	52,200,458
Operating Designations				4,430,462	4,647,729	4,907,352
Opportunity/Economic Dev. Reserve				1,210,000	1,331,000	1,464,100
TABOR Reserve				1,997,613	2,040,440	2,130,237
Future Incentive Obligation				1,000,000	1,000,000	1,000,000
Committed for Fund Purpose				9,902,273	11,679,848	12,784,755
Debt Service Reserve				1,786,192	1,924,606	2,062,253
Claims Reserve				1,563,149	1,719,700	1,865,974
Health Care Cost Reserve				410,118	356,973	313,188
Neighborhood Park Reserve				1,000,000	-	-
Regional Park Reserve				14,845	255,890	2,941,615
Recreation Facility Reserve				9,896	170,594	1,961,076
Total Reserves & Internal Designations				73,041,787	78,620,033	102,221,379
Unobligated Reserves				\$ 19,027,901	\$ 16,403,675	\$ 19,130,084

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020 Forecast	2021 Forecast
	Preliminary Actual	Audited Budget				
Beginning Funds Available	\$18,362,061	\$18,807,776	\$18,807,776	\$17,105,894	\$17,571,445	\$17,155,605
Revenues						
Taxes						
Property	\$ 1,134,063	\$ 1,208,703	\$ 1,194,973	\$ 1,260,697	\$ 1,330,035	\$ 1,403,187
Sales	31,051,731	33,063,514	32,457,275	33,758,712	35,119,568	36,535,110
Motor Vehicle	3,803,645	4,254,975	4,184,390	4,435,453	4,690,492	4,948,469
Other	348,664	351,385	363,659	378,361	393,659	409,576
Franchise Fees	2,323,993	2,442,480	2,465,099	2,568,749	2,674,993	2,719,376
Licenses & Permits	114,988	106,117	106,117	109,301	111,461	113,663
Intergovernmental	394,184	1,355,557	1,353,455	358,231	363,092	368,039
Charges for Service	2,460,155	2,681,466	2,673,133	2,660,485	2,712,361	2,765,280
Management Fees	3,274,465	3,519,368	3,519,368	3,556,034	3,662,716	3,772,597
Fines & Forfeitures	399,681	548,606	407,415	415,563	423,875	432,353
Investment Earnings	153,490	101,272	101,272	175,334	178,523	176,980
Contributions & Donations	164,500	29,500	29,500	29,500	29,500	29,500
Transfers In	1,025,000	551,250	551,250	578,813	607,754	638,142
Interfund Loan Revenue	381,186	1,191,969	1,018,619	997,190	692,694	692,688
Other Revenue	306,767	327,247	327,247	221,004	224,163	227,386
Total Revenues	\$47,336,512	\$51,733,409	\$50,752,772	\$51,503,427	\$53,214,886	\$55,232,346
Expenditures						
Town Council	\$ 711,789	\$ 592,249	\$ 592,011	\$ 611,286	\$ 628,490	\$ 641,225
Town Manager	540,705	585,493	584,823	696,835	672,317	746,429
Deputy Town Manager	306,127	299,876	299,808	315,827	325,991	337,018
Human Resources	865,576	782,142	781,123	805,775	824,408	846,974
Community Relations	716,410	836,965	841,059	987,418	1,010,669	1,037,799
DoIT	2,601,049	3,565,200	3,563,984	3,291,431	3,651,657	3,639,110
Facilities	1,253,389	1,460,370	1,394,228	1,439,206	1,510,309	1,553,072
Town Attorney	643,392	867,870	828,989	912,280	940,479	968,390
Town Clerk	299,945	409,329	406,982	385,675	436,883	407,985
Municipal Court	355,524	435,239	435,199	414,811	435,379	442,709
Finance - Departmental	2,237,575	2,759,211	2,672,678	2,704,612	2,793,354	2,895,970
Police	12,876,383	14,044,544	13,978,492	14,909,641	15,676,698	16,259,446
Fire	13,512,893	16,045,097	15,497,089	16,460,321	16,918,481	17,285,458
Development Services	542,450	607,161	602,307	611,701	632,672	655,418
Parks	3,975,377	4,682,102	4,657,527	4,731,713	4,964,408	5,080,397
Finance Non-Departmental	4,123,621	1,296,616	1,209,105	1,262,851	1,174,777	1,134,923
Downtown Projects	67,066	16,216	16,216	-	-	-
Total Expenditures (Excluding One-Time)	\$45,629,271	\$49,285,680	\$48,361,620	\$50,541,383	\$52,596,972	\$53,932,323
Net Change Excluding One-Time Capital	1,707,241	2,447,729	2,391,152	962,044	617,914	1,300,023
Five Year CIP (One-Time Expenditures)	1,261,526	4,093,034	4,093,034	496,493	1,033,754	1,232,342
Contribution to or (Use of) Fund Balance	445,715	(1,645,305)	(1,701,882)	465,551	(415,840)	67,681
Ending Funds Available	\$18,807,776	\$17,162,471	\$17,105,894	\$17,571,445	\$17,155,605	\$17,223,286

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2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Ending Funds Available	\$18,807,776	\$17,162,471	\$17,105,894	\$17,571,445	\$17,155,605	\$17,223,286
Reserves & Internal Designations						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,914,889	1,977,139	2,041,880
Catastrophic Events Reserve				1,050,000	1,102,500	1,157,625
Capital Reserve				2,141,754	2,248,842	2,361,284
Opportunity/Economic Dev. Reserve				1,210,000	1,331,000	1,464,100
TABOR Reserve				1,997,613	2,040,440	2,130,237
Total Reserves & Internal Designations				8,614,256	8,999,921	9,455,126
Unobligated Reserves				\$ 8,957,189	\$ 8,155,684	\$ 7,768,160

General Fund Expenditures by Division

Town Council						
Personnel	67,333	67,995	67,757	67,865	67,923	67,983
Services & Other	642,848	521,072	521,072	540,239	554,903	569,996
Supplies	1,608	3,182	3,182	3,182	5,664	3,246
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Council	\$ 711,789	\$ 592,249	\$ 592,011	\$ 611,286	\$ 628,490	\$ 641,225

2019-2021 Notes and Assumptions

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

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

2019

- Requested amounts for service contracts are included and will be presented to Town Council for approval in fall 2018

2020

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council

2021

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council

Town Manager						
Personnel	444,569	497,628	496,958	549,809	574,030	596,858
Services & Other	93,048	77,013	77,013	136,174	87,326	138,500
Supplies	3,088	10,852	10,852	10,852	10,961	11,071
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Manager	\$ 540,705	\$ 585,493	\$ 584,823	\$ 696,835	\$ 672,317	\$ 746,429

2019-2021 Notes and Assumptions

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

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

2019

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

2020

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

2021

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

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Deputy Town Manager						
Personnel	300,899	281,301	281,233	291,359	301,925	312,315
Services & Other	4,696	17,303	17,303	18,803	19,077	19,356
Supplies	532	1,272	1,272	5,665	4,989	5,347
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Deputy Town Manager	\$ 306,127	\$ 299,876	\$ 299,808	\$ 315,827	\$ 325,991	\$ 337,018

2019-2021 Notes and Assumptions

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

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

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2021

- No significant changes are included at this time

Human Resources						
Personnel	459,237	477,584	476,565	495,483	513,769	531,822
Services & Other	309,861	299,831	299,831	299,690	302,892	306,157
Supplies	96,478	4,727	4,727	10,602	7,747	8,995
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Human Resources	\$ 865,576	\$ 782,142	\$ 781,123	\$ 805,775	\$ 824,408	\$ 846,974

2019-2021 Notes and Assumptions

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

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

2019

- Requested expenditures include an increase on operating supplies, copier, and a one time update for computer hardware

2020

- No significant changes are included at this time

2021

- No significant changes are included at this time

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020 Forecast	2021 Forecast
	Preliminary Actual	Audited Budget				
Community Relations						
Personnel	388,594	401,757	405,851	422,731	440,194	457,421
Services & Other	313,497	421,594	421,594	541,039	548,683	557,376
Supplies	14,319	13,614	13,614	23,648	21,792	23,002
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Community Relations	\$ 716,410	\$ 836,965	\$ 841,059	\$ 987,418	\$ 1,010,669	\$ 1,037,799

2019-2021 Notes and Assumptions

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

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

2019

- Requested expenditures include extra postage and an increase in other professional services for town videos

2020

- No significant changes are included at this time

2021

- No significant changes are included at this time

DoIT						
Personnel	1,655,715	2,010,435	2,009,219	2,079,636	2,276,893	2,359,651
Services & Other	543,050	1,158,086	1,158,086	898,377	1,029,302	930,547
Supplies	380,833	354,855	354,855	300,932	332,976	336,230
Capital	17,281	16,000	16,000	-	-	-
Transfers Out	4,170	25,824	25,824	12,486	12,486	12,682
Total DoIT	\$ 2,601,049	\$ 3,565,200	\$ 3,563,984	\$ 3,291,431	\$ 3,651,657	\$ 3,639,110

2019-2021 Notes and Assumptions

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

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

2019

- Savings has been identified in services and other, which includes savings in hardware and software maintenance and the budget amount has been decreased to align with recent trends
- A decrease in IT Governance happens every other year to ensure an effective and efficient IT department

2020

- Addition of salary and benefits for a Systems Administrator is requested
- An increase in IT Governance happens every other year to ensure an effective and efficient IT department

2021

- No significant changes are included at this time
- A decrease in IT Governance happens every other year to ensure an effective and efficient IT department

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Facilities						
Personnel	727,339	781,816	715,674	748,226	812,384	844,957
Services & Other	383,854	528,662	528,662	536,615	544,631	552,814
Supplies	94,065	100,376	100,376	101,543	100,472	102,479
Capital	-	-	-	-	-	-
Transfers Out	48,131	49,516	49,516	52,822	52,822	52,822
Total Facilities	\$ 1,253,389	\$ 1,460,370	\$ 1,394,228	\$ 1,439,206	\$ 1,510,309	\$ 1,553,072

2019-2021 Notes and Assumptions

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

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

2019

- Addition of salary and benefits for two part time employees to be increased to full time employees is requested

2020

- One new part time Facilities Services position has been requested

2021

- No significant changes are included at this time

Town Attorney						
Personnel	534,427	708,773	669,892	753,072	780,735	808,101
Services & Other	104,382	153,325	153,325	153,436	153,914	154,401
Supplies	4,583	5,772	5,772	5,772	5,830	5,888
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Attorney	\$ 643,392	\$ 867,870	\$ 828,989	\$ 912,280	\$ 940,479	\$ 968,390

2019-2021 Notes and Assumptions

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

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

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2021

- No significant changes are included at this time

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020 Forecast	2021 Forecast
	Preliminary Actual	Audited Budget				
Town Clerk						
Personnel	233,217	263,183	260,836	273,000	283,626	294,133
Services & Other	64,486	145,136	145,136	111,665	152,237	112,822
Supplies	2,242	1,010	1,010	1,010	1,020	1,030
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Clerk	\$ 299,945	\$ 409,329	\$ 406,982	\$ 385,675	\$ 436,883	\$ 407,985

2019-2021 Notes and Assumptions

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

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

2019

- One election is included with no other significant changes expected

2020

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

2021

- One election is included with no other significant changes expected

Municipal Court						
Personnel	319,814	365,650	366,611	356,734	369,155	381,405
Services & Other	23,883	57,057	56,056	45,545	46,392	47,255
Supplies	11,827	12,532	12,532	12,532	19,832	14,049
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Municipal Court	\$ 355,524	\$ 435,239	\$ 435,199	\$ 414,811	\$ 435,379	\$ 442,709

2019-2021 Notes and Assumptions

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

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

2019

- Ongoing funds for court appointed council are requested.
- Services & Other decreases due to one time probation start up costs that occurred in 2018

2020

- Funds for one additional FullCourt software license are requested

2021

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

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020 Forecast	2021 Forecast
	Preliminary Actual	Audited Budget				
Finance - Departmental						
Personnel	1,822,230	2,066,707	1,980,174	2,214,365	2,304,875	2,394,824
Services & Other	390,891	480,857	480,857	442,635	458,160	464,085
Supplies	24,454	211,647	211,647	47,612	30,319	37,061
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Finance - Departmental	\$ 2,237,575	\$ 2,759,211	\$ 2,672,678	\$ 2,704,612	\$ 2,793,354	\$ 2,895,970

2019-2021 Notes and Assumptions

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

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

2019

- Salary and benefits for a Sales Tax Auditor position is requested
- Savings have been identified in contract labor

2020

- No significant requests are included at this time

2021

- No significant requests are included at this time

Police						
Personnel	10,739,529	12,042,352	11,976,300	12,723,193	13,457,303	14,032,186
Services & Other	876,054	841,361	841,361	885,851	916,770	934,671
Supplies	729,821	699,985	699,985	749,005	745,233	714,878
Capital	23,017	-	-	20,000	-	-
Debt & Financing	102,661	-	-	-	-	-
Transfers Out	405,301	460,846	460,846	531,592	557,392	577,711
Total Police	\$12,876,383	\$14,044,544	\$13,978,492	\$14,909,641	\$15,676,698	\$16,259,446

2019-2021 Notes and Assumptions

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

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

2019

- One Co-Responder position, two Dispatchers, one School Resource Officer, and associated costs are requested
- Funds are requested for the purchase of a license plate reader
- Transfers Out increase is related to a transfer to the Transportation Capital Fund for expansion of the Fleet maintenance area

2020

- One Training Officer position and associated costs are requested

2021

- No significant requests are included at this time

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Fire						
Personnel	10,226,284	12,346,776	11,798,768	12,710,556	13,269,877	13,832,358
Services & Other	1,091,407	1,428,765	1,428,765	1,500,922	1,514,458	1,531,273
Supplies	929,168	857,634	857,634	828,196	726,949	815,209
Capital	84,533	-	-	20,000	-	-
Debt & Financing	210,139	-	-	-	-	-
Transfers Out	971,362	1,411,922	1,411,922	1,400,647	1,407,197	1,106,618
Total Fire	\$13,512,893	\$16,045,097	\$15,497,089	\$16,460,321	\$16,918,481	\$17,285,458

2018-2020 Notes and Assumptions

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

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

2019

- Salary and benefits for one operations assistant position and associated costs is requested
- Requested expenditures also include funding for auto extrication equipment, the purchase of a pump testing unit, a digital fire simulator purchase, purchase of new data analytics software and an update of the emergency operations center

2020

- Requested expenditures include continuation of data analytics software costs, ongoing training costs in the Special Operations Division and continued updates of fire station reference materials

2021

- Requested expenditures include the replacement of bullet proof vests for first responders and ongoing software and training costs

Development Services						
Personnel	468,713	523,366	518,513	543,539	564,661	585,492
Services & Other	35,380	68,574	68,574	55,030	56,142	57,277
Supplies	5,671	8,096	8,095	9,240	7,977	8,757
Capital	-	-	-	-	-	-
Transfers Out	32,686	7,125	7,125	3,892	3,892	3,892
Total Development Services	\$ 542,450	\$ 607,161	\$ 602,307	\$ 611,701	\$ 632,672	\$ 655,418

2019-2021 Notes and Assumptions

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

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

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2021

- No significant changes are included at this time

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Parks						
Personnel	2,117,012	2,230,016	2,205,441	2,316,627	2,516,089	2,608,025
Services & Other	1,241,184	1,804,868	1,804,868	1,776,595	1,831,590	1,842,713
Supplies	378,269	347,699	347,699	360,372	334,343	343,667
Capital	-	25,000	25,000	5,100	5,202	5,306
Transfers Out	238,912	274,519	274,519	273,019	277,184	280,686
Total Parks	\$ 3,975,377	\$ 4,682,102	\$ 4,657,527	\$ 4,731,713	\$ 4,964,408	\$ 5,080,397

2019-2021 Notes and Assumptions

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

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

2019

- Requested expenditures include increases in operating supplies for recycling containers and recycling services for Town park facilities
- Annual trail improvement funding is included
- Budgeted amounts include costs related to annexation of current park sites that are outside of Town boundaries
- Operating expenditures for the new neighborhood park and the Central Service Center facility are included
- Replacement of mowers is planned to begin in 2019

2020

- Personnel costs include salary and benefits for a new Asset Manager position
- Requested expenditures include an increase to other professional services for rock scaling at Rock Park
- Annual trail improvement funding is included
- Continuation of mower replacement is planned

2021

- Continuation of mower replacement is planned

Finance Non-Departmental						
Personnel	(10)	-	-	-	-	-
Services & Other	981,524	1,011,616	924,105	951,490	862,055	822,881
Supplies	68,604	135,000	135,000	136,361	137,722	137,042
Capital	-	-	-	-	-	-
Transfers Out	3,073,503	150,000	150,000	175,000	175,000	175,000
Total Finance Non-Departmental	\$ 4,123,621	\$ 1,296,616	\$ 1,209,105	\$ 1,262,851	\$ 1,174,777	\$ 1,134,923

2019-2021 Notes and Assumptions

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

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

2019

- No significant changes are included at this time

2020

- Planned reduction in the internal control evaluation process results in a decrease in Services and Other expenses

2021

- No significant changes are included at this time

2019-2021 Balanced Financial Plan

General Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Downtown Projects						
Personnel	-	-	-	-	-	-
Services & Other	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Capital	67,066	16,216	16,216	-	-	-
Transfers Out	-	-	-	-	-	-
Total Downtown Projects	\$ 67,066	\$ 16,216	\$ 16,216	\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019 - 2021

- This division is for the use of spending 2012-2014 Downtown Development Authority Tax Increment Financing funds (DDA TIF) - these funds are expected to be used in full in 2018 (Included in the Five Year CIP section below), so no funds are included in this planning period

Total Expenditures (Excluding One-Time)	\$45,629,271	\$49,285,680	\$48,361,620	\$50,541,383	\$52,596,972	\$53,932,323
Net Change Excluding One-Time Capital	\$ 1,707,241	\$ 2,447,729	\$ 2,391,152	\$ 962,044	\$ 617,914	\$ 1,300,023
Five Year CIP (One-Time Expenditures)	1,261,526	4,093,034	4,093,034	496,493	1,033,754	1,232,342
Contribution to or (Use of) Fund Balance	445,715	(1,645,305)	(1,701,882)	465,551	(415,840)	67,681
Ending Funds Available	\$18,807,776	\$17,162,471	\$17,105,894	\$17,571,445	\$17,155,605	\$17,223,286
Reserves & Internal Designations						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,914,889	1,977,139	2,041,880
Catastrophic Events Reserve				1,050,000	1,102,500	1,157,625
Capital Reserve				2,141,754	2,248,842	2,361,284
Opportunity/Economic Dev. Reserve				1,210,000	1,331,000	1,464,100
TABOR Reserve				1,997,613	2,040,440	2,130,237
Total Reserves & Internal Designations				8,614,256	8,999,921	9,455,126
Unobligated Reserves				\$ 8,957,189	\$ 8,155,684	\$ 7,768,160

2019-2021 Balanced Financial Plan

Economic Development Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 4,287,087	\$ 4,545,886	\$ 4,545,886	\$ 2,875,318	\$ 1,000,000	\$ 1,000,000
Revenues						
Taxes						
Use	\$ 1,100,857	\$ 821,458	\$ 848,734	\$ 545,336	\$ 613,738	\$ 589,041
Investment Earnings	55,295	58,763	58,763	28,844	14,886	14,886
Interfund Loan Revenue	307,270	309,045	80,662	75,220	74,212	73,205
Total Revenues	\$ 1,463,422	\$ 1,189,266	\$ 988,159	\$ 649,400	\$ 702,836	\$ 677,132
Expenditures						
Services & Other	\$ 280,623	\$ 3,730,301	\$ 2,658,727	\$ 2,524,718	\$ 702,836	\$ 677,132
Transfers Out	924,000	-	-	-	-	-
Total Expenditures	\$ 1,204,623	\$ 3,730,301	\$ 2,658,727	\$ 2,524,718	\$ 702,836	\$ 677,132
Contribution to or (Use of) Fund Balance	258,799	(2,541,035)	(1,670,568)	(1,875,318)	-	-
Ending Funds Available	\$ 4,545,886	\$ 2,004,851	\$ 2,875,318	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Reserves & Internal Designations						
Future Incentive Obligation				1,000,000	1,000,000	1,000,000
Total Reserves & Internal Designations*				1,000,000	1,000,000	1,000,000
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Use Tax revenue is based on anticipated commercial development totaling 213,979 square feet of retail, industrial, and office space.
- Accommodation for \$1 million related to the Arapahoe Community College Collaborative Campus project is included

2020

- Use Tax revenue is based on anticipated commercial development totaling 229,885 square feet of retail, industrial, and office space.

2021

- Use Tax revenue is based on anticipated commercial development totaling 218,949 square feet of retail, industrial, and office space.

2019-2021 Balanced Financial Plan

Transportation Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 5,264,249	\$ 9,231,411	\$ 9,231,411	\$ 7,250,354	\$ 4,123,239	\$ 2,361,348
Revenues						
Taxes						
Use	\$ 2,707,656	\$ 2,500,187	\$ 2,399,229	\$ 2,094,548	\$ 1,935,752	\$ 2,211,444
Sales	13,369,246	14,214,140	13,971,160	14,531,203	15,116,211	15,724,706
Motor Vehicle	2,530,771	2,831,066	2,784,102	2,951,148	3,120,839	3,292,485
Intergovernmental	3,538,364	4,469,648	5,439,154	4,355,379	4,006,356	3,982,460
Charges for Service	8,392	-	-	-	-	-
Investment Earnings	45,299	27,321	27,321	32,016	21,069	27,297
Contributions & Donations	312,759	6,000	6,000	6,000	6,000	6,000
Other Revenue	3,936	1,200	1,200	1,200	1,200	1,200
Total Revenues	\$22,516,423	\$24,049,562	\$24,628,166	\$23,971,494	\$24,207,427	\$25,245,592
Expenditures						
Personnel	\$ 3,535,230	\$ 4,318,349	\$ 4,121,480	\$ 4,570,769	\$ 4,750,678	\$ 5,010,909
Services & Other	4,045,528	4,072,000	4,072,000	3,862,762	3,838,785	3,736,880
Supplies	555,503	643,723	643,723	642,027	646,189	649,402
Capital	58,354	32,000	32,000	9,000	-	-
Debt & Financing	297,250	395,700	395,700	880,775	902,325	909,500
Transfers Out	1,081,455	2,488,117	2,488,117	1,195,276	1,234,341	2,916,100
Total Expenditures (Excluding One-Time)	\$ 9,573,320	\$11,949,889	\$11,753,020	\$11,160,609	\$11,372,318	\$13,222,791
Net Change Excluding One-Time Capital	12,943,103	12,099,673	12,875,146	12,810,885	12,835,109	12,022,801
Five Year CIP (One-Time Expenditures)	1,477,017	4,213,375	4,213,375	1,795,000	4,011,000	927,000
Annual Pavement Maintenance Program	7,498,924	10,642,828	10,642,828	14,143,000	10,586,000	8,296,000
Contribution to or (Use of) Fund Balance	3,967,162	(2,756,530)	(1,981,057)	(3,127,115)	(1,761,891)	2,799,801
Ending Funds Available	\$ 9,231,411	\$ 6,474,881	\$ 7,250,354	\$ 4,123,239	\$ 2,361,348	\$ 5,161,149
Reserves & Internal Designations						
Revenue Stabilization Reserve				349,246	341,505	356,733
Catastrophic Events Reserve				1,645,519	1,661,974	1,673,594
Total Reserves & Internal Designations				1,994,765	2,003,479	2,030,327
Unobligated Reserves				\$ 2,128,474	\$ 357,869	\$ 3,130,822

2019-2021 Notes and Assumptions

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

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

2019

- Requests include \$8.2 million for the Pavement Maintenance Program, \$5.9 million for multiple street reconstructions, two additional Streets Operator positions, one GIS technician, and one signs and markings technician position
- Significant capital project requests include \$550,000 for traffic signal system improvements and \$800,000 for improvements in the historic Craig & Gould neighborhood

2020

- Requests include \$6.8 million for the Pavement Maintenance Program and \$3.8 million for multiple street reconstructions
- Significant capital project requests include \$250,000 for traffic signal system improvements and \$3.1 million for improvements in the historic Craig & Gould neighborhood

2021

- Requests include \$6.5 million for the Pavement Maintenance Program and \$1.8 million for multiple street reconstructions
- Significant capital project requests include \$250,000 for traffic signal system improvements and \$330,000 for illuminated street signs

2019-2021 Balanced Financial Plan

Conservation Trust Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 157,693	\$ 527,344	\$ 527,344	\$ 602,040	\$ 815,162	\$ 1,034,191
Revenues						
Licenses & Permits	\$ 127,545	\$ 154,500	\$ 154,500	\$ 159,135	\$ 163,909	\$ 168,826
Intergovernmental	453,225	856,672	856,672	860,889	865,418	869,449
Investment Earnings	1,404	3,487	3,487	1,910	2,498	3,099
Other Revenue	154	-	-	-	-	-
Total Revenues	\$ 582,328	\$ 1,014,659	\$ 1,014,659	\$ 1,021,934	\$ 1,031,825	\$ 1,041,374
Expenditures						
Personnel	\$ 86,648	\$ 89,756	\$ 89,665	\$ 94,312	\$ 98,296	\$ 102,230
Services & Other	27,457	45,000	45,000	7,000	7,000	7,000
Supplies	29,370	107,500	107,500	107,500	107,500	107,500
Capital	15,960	-	-	-	-	-
Total Expenditures (Excluding One-Time)	\$ 159,435	\$ 242,256	\$ 242,165	\$ 208,812	\$ 212,796	\$ 216,730
Net Change Excluding One-Time Capital	422,893	772,403	772,494	813,122	819,029	824,644
Five Year CIP (One-Time Expenditures)	53,242	697,798	697,798	600,000	600,000	600,000
Contribution to or (Use of) Fund Balance	369,651	74,605	74,696	213,122	219,029	224,644
Ending Funds Available	\$ 527,344	\$ 601,949	\$ 602,040	\$ 815,162	\$ 1,034,191	\$ 1,258,835
Reserves & Internal Designations						
Committed for Fund Purpose				815,162	1,034,191	1,258,835
Total Reserves & Internal Designations				815,162	1,034,191	1,258,835
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Requested expenditures include maintenance and replacement of playground equipment, park amenities, and other general park improvements which are funded by State Lottery and County Open Space Shareback funding

2020

- Requested expenditures include maintenance and replacement of playground equipment, park amenities, and other general park improvements which are funded by State Lottery and County Open Space Shareback funding

2021

- Requested expenditures include maintenance and replacement of playground equipment, park amenities, and other general park improvements which are funded by State Lottery and County Open Space Shareback funding

2019-2021 Balanced Financial Plan

Philip S. Miller Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 221,073	\$ 237,352	\$ 237,352	\$ 251,343	\$ 252,553	\$ 261,455
Revenues						
Charges for Service	\$ -	\$ 172,800	\$ 172,800	\$ 201,080	\$ 218,988	\$ 238,687
Investment Earnings	911	619	619	1,045	852	693
Contributions & Donations	270,000	270,000	291,000	270,000	270,000	270,000
Transfers In	-	151,758	151,758	175,000	175,000	175,000
Total Revenues	\$ 270,911	\$ 595,177	\$ 616,177	\$ 647,125	\$ 664,840	\$ 684,380
Expenditures						
Personnel	\$ 732	\$ 106,578	\$ 92,475	\$ 109,481	\$ 115,081	\$ 119,837
Services & Other	253,900	496,891	496,891	524,331	528,633	533,053
Supplies	-	12,820	12,820	12,103	12,224	12,346
Total Expenditures	\$ 254,632	\$ 616,289	\$ 602,186	\$ 645,915	\$ 655,938	\$ 665,236
Contribution to or (Use of) Fund Balance	16,279	(21,112)	13,991	1,210	8,902	19,144
Ending Funds Available	\$ 237,352	\$ 216,240	\$ 251,343	\$ 252,553	\$ 261,455	\$ 280,599
Reserves & Internal Designations						
Committed for Fund Purpose				252,553	261,455	280,599
Total Reserves & Internal Designations				252,553	261,455	280,599
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Requested amounts for service contracts are included and will be presented to Town Council for approval in fall 2018
- Special Events funding continues in the Philip S. Miller Trust Fund, including a requested expenditure increase for performer fees
- A transfer in from the General Fund is requested in support of Special Event activities

2020

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council
- Special Events funding continues in the Philip S. Miller Trust Fund including the ongoing annual transfer in from the General Fund is requested in support of Special Event activities

2021

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council
- Special Events funding continues in the Philip S. Miller Trust Fund including the ongoing annual transfer in from the General Fund is requested in support of Special Event activities

2019-2021 Balanced Financial Plan

Public Art Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 61,157	\$ 65,188	\$ 65,188	\$ 34,512	\$ 34,913	\$ 35,305
Revenues						
Investment Earnings	\$ 710	\$ 374	\$ 374	\$ 401	\$ 392	\$ 382
Contributions & Donations	25,000	25,000	25,000	25,000	25,000	25,000
Other Revenue	3	-	-	-	-	-
Total Revenues	\$ 25,713	\$ 25,374	\$ 25,374	\$ 25,401	\$ 25,392	\$ 25,382
Expenditures						
Services & Other	\$ 21,358	\$ 56,050	\$ 56,050	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	324	-	-	-	-	-
Total Expenditures	\$ 21,682	\$ 56,050	\$ 56,050	\$ 25,000	\$ 25,000	\$ 25,000
Contribution to or (Use of) Fund Balance	4,031	(30,676)	(30,676)	401	392	382
Ending Funds Available	\$ 65,188	\$ 34,512	\$ 34,512	\$ 34,913	\$ 35,305	\$ 35,687
Reserves & Internal Designations						
Committed for Fund Purpose				34,913	35,305	35,687
Total Reserves & Internal Designations				34,913	35,305	35,687
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Funds are included for annual public art initiatives including the annual Art Encounters project and public art projects in the Town of Castle Rock

2020

- Funds are included for annual public art initiatives including the annual Art Encounters project and public art projects in the Town of Castle Rock

2021

- Funds are included for annual public art initiatives including the annual Art Encounters project and public art projects in the Town of Castle Rock

2019-2021 Balanced Financial Plan

Police Forfeiture Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 521	\$ 21,601	\$ 21,601	\$ 21,725	\$ 21,860	\$ 21,996
Revenues						
Intergovernmental	\$ 20,946	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	134	124	124	135	136	137
Total Revenues	\$ 21,080	\$ 124	\$ 124	\$ 135	\$ 136	\$ 137
Expenditures						
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to or (Use of) Fund Balance	21,080	124	124	135	136	137
Ending Funds Available	\$ 21,601	\$ 21,725	\$ 21,725	\$ 21,860	\$ 21,996	\$ 22,133
Reserves & Internal Designations						
Committed for Fund Purpose				21,860	21,996	22,133
Total Reserves & Internal Designations				21,860	21,996	22,133
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2021

- No significant changes are included at this time

2019-2021 Balanced Financial Plan

DDA TIF Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 1,655,964	\$ 1,909,014	\$ 1,909,014	\$ 1,883,176	\$ 1,285,377	\$ 1,423,791
Revenues						
Taxes						
Property	\$ 41,538	\$ 160,000	\$ 160,000	\$ 180,000	\$ 180,000	\$ 200,000
Sales	991,841	1,307,389	991,841	1,018,620	1,046,123	1,074,368
Investment Earnings	-	3,471	3,471	2,067	2,765	3,463
Transfers In	900,000	-	-	-	-	-
Other Revenue	7,500	9,000	9,000	9,000	78,695	81,460
Total Revenues	\$ 1,940,879	\$ 1,479,860	\$ 1,164,312	\$ 1,209,687	\$ 1,307,583	\$ 1,359,291
Expenditures						
Services & Other	\$ 1,119,634	\$ 700,928	\$ 829,841	\$ 177,844	\$ 177,844	\$ 177,844
Supplies	4,565	-	-	-	-	-
Debt & Financing	256,361	235,286	235,286	229,481	223,947	217,872
Interfund Loan	307,269	539,120	125,023	124,015	123,007	122,000
Total Expenditures	\$ 1,687,829	\$ 1,475,334	\$ 1,190,150	\$ 531,340	\$ 524,798	\$ 517,716
Net Change Excluding One-Time Capital	\$ 253,050	\$ 4,526	\$ (25,838)	\$ 678,347	\$ 782,785	\$ 841,575
One-Time Downtown Project Funding	-	632,963	-	1,276,146	644,371	703,928
Contribution to or (Use of) Fund Balance	253,050	(628,437)	(25,838)	(597,799)	138,414	137,647
Ending Funds Available	\$ 1,909,014	\$ 1,280,577	\$ 1,883,176	\$ 1,285,377	\$ 1,423,791	\$ 1,561,438
Reserves & Internal Designations						
Debt Service Reserve				1,285,377	1,423,791	1,561,438
Total Reserves & Internal Designations				1,285,377	1,423,791	1,561,438
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

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

2020

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

2021

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

2019-2021 Balanced Financial Plan

Special Events Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 117,978	\$ 1,758	\$ 1,758	\$ -	\$ -	\$ -
Revenues						
Charges for Service	\$ 114,469	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	73,503	-	-	-	-	-
Other Revenue	122	-	-	-	-	-
Total Revenues	\$ 188,094	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures						
Personnel	\$ 90,069	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Other	208,077	-	-	-	-	-
Supplies	6,168	-	-	-	-	-
Transfers Out	-	1,758	1,758	-	-	-
Total Expenditures	\$ 304,314	\$ 1,758	\$ 1,758	\$ -	\$ -	\$ -
Contribution to or (Use of) Fund Balance	(116,220)	(1,758)	(1,758)	-	-	-
Ending Funds Available	1,758	-	-	-	-	-
Reserves & Internal Designations						
Total Reserves & Internal Designations				-	-	-
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019 - 2021

- Special Events financial activity was transitioned to the Philip S. Miller Trust Fund in 2018 and is planned to continue in that fund for future years

2019-2021 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 7,592,812	\$ 2,114,988	\$ 2,114,988	\$ 695,655	\$ 2,024,741	\$ 1,426,484
Revenues						
Investment Earnings	\$ 35,685	\$ 3,536	\$ 3,536	\$ 17,245	\$ 14,324	\$ 22,969
Impact Fees	3,100,074	3,941,813	3,611,176	3,294,520	3,607,982	5,473,401
Contributions & Donations	20,000	20,000	20,000	20,000	-	-
Transfers In	9,861	-	-	-	-	-
Other Revenue	129	-	-	-	-	-
Total Revenues	\$ 3,165,749	\$ 3,965,349	\$ 3,634,712	\$ 3,331,765	\$ 3,622,306	\$ 5,496,370
Expenditures						
Services & Other	\$ -	\$ 247,098	\$ 247,098	\$ 159,750	\$ 109,750	\$ 109,750
Debt & Financing	709,828	707,862	707,862	712,063	710,813	710,413
Interfund Loan	731,500	721,000	721,000	710,500	-	-
Transfers Out	1,470,000	778,222	778,222	220,366	-	-
Total Expenditures (Excluding One-Time)	\$ 2,911,328	\$ 2,454,182	\$ 2,454,182	\$ 1,802,679	\$ 820,563	\$ 820,163
Net Change Excluding One-Time Capital	\$ 254,421	\$ 1,511,167	\$ 1,180,530	\$ 1,529,086	\$ 2,801,743	\$ 4,676,207
Five Year CIP (One-Time Expenditures)	5,732,245	2,599,863	2,599,863	200,000	3,400,000	200,000
Contribution to or (Use of) Fund Balance	(5,477,824)	(1,088,696)	(1,419,333)	1,329,086	(598,257)	4,476,207
Ending Funds Available	\$ 2,114,988	\$ 1,026,292	\$ 695,655	\$ 2,024,741	\$ 1,426,484	\$ 5,902,691
Reserves & Internal Designations						
Neighborhood Park Reserve				1,000,000	-	-
Regional Park Reserve				14,845	255,890	2,941,615
Recreation Facility Reserve				9,896	170,594	1,961,076
Committed for Fund Purpose				1,000,000	1,000,000	1,000,000
Total Reserves & Internal Designations				2,024,741	1,426,484	5,902,691
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Impact fees are projected using 600 new single family and 389 multi-family units and the 2018 Council approved impact fee adjustments are included
- Funding of \$50,000 is requested to perform a recreation facility study to assist with long term needs assessment
- A one-time transfer to the Transportation Capital Fund is included to assist with funding of the planned Fleet Bay expansion
- Expenditures include repayment of Certificates of Participation that were issued for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park
- Includes repayment of interfund loan to the General and Community Center funds for the construction of the Philip S. Miller Park Amenities
- Capital funding is requested for the design of a new neighborhood park, which may be located in the Cobblestone Ranch/Liberty Village area based on a recent needs assessment

2020

- Impact fees are projected using 700 new single family and 50 multi-family units and the 2018 council approved rate revisions are included
- Capital funding is requested for the construction of a new neighborhood park, which may be located in the Cobblestone Ranch/Liberty Village area based on a recent needs assessment
- Expenditures includes repayment of Certificates of Participation that were issued for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park

2021

- Impact fees are projected using 750 new single family and 191 multi-family units and the 2018 council approved rate revisions are included
- Expenditures includes repayment of Certificates of Participation that were issued for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park
- Capital funding is requested for the design of a new neighborhood park, at a site to be determined

2019-2021 Balanced Financial Plan

Facilities Capital Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 1,557,159	\$ 3,865,566	\$ 3,865,566	\$ 253,952	\$ 496,239	\$ 753,229
Revenues						
Investment Earnings	\$ 11,272	\$ 2,647	\$ 2,647	\$ 1,277	\$ 2,320	\$ 3,452
Impact Fees	429,674	499,724	458,583	312,288	278,042	339,955
Transfers In	2,612,925	1,189,111	1,189,111	-	-	-
Interfund Loan Revenue	26,809	26,808	26,808	26,809	26,809	26,809
Total Revenues	\$ 3,080,680	\$ 1,718,290	\$ 1,677,149	\$ 340,374	\$ 307,171	\$ 370,216
Expenditures						
Services & Other	\$ 117,575	\$ 49,480	\$ 49,480	\$ -	\$ -	\$ -
Capital	-	-	-	-	-	-
Interfund Loan	-	51,982	51,982	50,181	50,181	50,181
Transfers Out	489,089	-	-	47,906	-	-
Total Expenditures (Excluding One-Time)	\$ 606,664	\$ 101,462	\$ 101,462	\$ 98,087	\$ 50,181	\$ 50,181
Net Change Excluding One-Time Capital	2,474,016	1,616,828	1,575,687	242,287	256,990	320,035
Five Year CIP (One-Time Expenditures)	165,609	5,187,301	5,187,301	-	-	-
Contribution to or (Use of) Fund Balance	2,308,407	(3,570,473)	(3,611,614)	242,287	256,990	320,035
Ending Funds Available	\$ 3,865,566	\$ 295,093	\$ 253,952	\$ 496,239	\$ 753,229	\$ 1,073,264
Reserves & Internal Designations						
Committed for Fund Purpose				496,239	753,229	1,073,264
Total Reserves & Internal Designations				496,239	753,229	1,073,264
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Impact fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development impact fees and the 2018 Council approved impact fee adjustments are included
- A one-time transfer out to the Transportation Capital Fund is included to assist with funding of the planned Fleet Bay expansion
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel
- Principal and interest payments for the Public Training Facility are included

2020

- Impact fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel
- Principal and interest payments for the Public Training Facility are included

2021

- Impact fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel
- Principal and interest payments for the Public Training Facility are included

2019-2021 Balanced Financial Plan

Fire Capital Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 3,348,931	\$ 4,662,055	\$ 4,662,055	\$ 382,338	\$ 724,293	\$ 1,150,111
Revenues						
Investment Earnings	\$ 25,208	\$ 2,032	\$ 2,032	\$ 2,424	\$ 3,465	\$ 5,301
Impact Fees	720,541	1,032,734	1,014,991	974,332	868,019	1,059,018
Transfers In	3,006,029	-	-	-	-	-
Total Revenues	\$ 3,751,778	\$ 1,034,766	\$ 1,017,023	\$ 976,756	\$ 871,484	\$ 1,064,319
Expenditures						
Services & Other	\$ 53,056	\$ 75,511	\$ 75,511	\$ -	\$ -	\$ -
Supplies	-	289,282	289,282	-	-	-
Capital	-	-	-	-	-	-
Interfund Loan	-	429,265	429,265	425,665	425,666	425,664
Transfers Out	1,028,502	473,479	473,479	134,136	-	-
Total Expenditures (Excluding One-Time)	\$ 1,081,558	\$ 1,267,537	\$ 1,267,537	\$ 559,801	\$ 425,666	\$ 425,664
Net Change Excluding One-Time Capital	2,670,220	(232,771)	(250,514)	416,955	445,818	638,655
Five Year CIP (One-Time Expenditures)	\$ 1,357,096	\$ 4,029,203	\$ 4,029,203	\$ 75,000	\$ 20,000	\$ 10,000
Contribution to or (Use of) Fund Balance	1,313,124	(4,261,974)	(4,279,717)	341,955	425,818	628,655
Ending Funds Available	\$ 4,662,055	\$ 400,081	\$ 382,338	\$ 724,293	\$ 1,150,111	\$ 1,778,766
Reserves & Internal Designations						
Committed for Fund Purpose				724,293	1,150,111	1,778,766
Total Reserves & Internal Designations				724,293	1,150,111	1,778,766
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Impact fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development impact fees and the 2018 Council approved impact fee adjustments are included
- A one-time transfer out to the Transportation Capital Fund is included to assist with funding of the planned Fleet Bay expansion
- Continuation of interfund loan payments to the General Fund for a loan to partially fund construction of Station 152 and to purchase a new Public Safety Training Facility are included

2020

- Impact fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Continuation of interfund loan payments to the General Fund for a loan to partially fund construction of Station 152 and to purchase a new Public Safety Training Facility are included

2021

- Impact fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Continuation of interfund loan payments to the General Fund for a loan to partially fund construction of Station 152 and to purchase a new Public Safety Training Facility are included

2019-2021 Balanced Financial Plan

Police Capital Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 118,491	\$ 282,824	\$ 282,824	\$ 387,907	\$ 385,271	\$ 564,553
Revenues						
Investment Earnings	\$ 1,643	\$ 4,441	\$ 4,441	\$ 1,886	\$ 723	\$ 327
Impact Fees	327,305	461,306	420,032	479,672	425,005	519,651
Transfers In	588	-	-	-	-	-
Total Revenues	\$ 329,536	\$ 465,747	\$ 424,473	\$ 481,558	\$ 425,728	\$ 519,978
Expenditures						
Services & Other	\$ 20,721	\$ 25,447	\$ 25,447	\$ -	\$ -	\$ -
Interfund Loan	86,983	190,943	190,943	187,346	187,446	187,345
Transfers Out	57,499	103,000	103,000	296,848	59,000	-
Total Expenditures (Excluding One-Time)	\$ 165,203	\$ 319,390	\$ 319,390	\$ 484,194	\$ 246,446	\$ 187,345
Net Change Excluding One-Time Capital	\$ 164,333	\$ 146,357	\$ 105,083	\$ (2,636)	\$ 179,282	\$ 332,633
Five Year CIP (One-Time Expenditures)	-	-	-	-	-	-
Contribution to or (Use of) Fund Balance	164,333	146,357	105,083	(2,636)	179,282	332,633
Ending Funds Available	\$ 282,824	\$ 429,181	\$ 387,907	\$ 385,271	\$ 564,553	\$ 897,186
Reserves & Internal Designations						
Committed for Fund Purpose				385,271	564,553	897,186
Total Reserves & Internal Designations				385,271	564,553	897,186
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Impact fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development impact fees and the 2018 Council approved impact fee adjustments are included
- A one-time transfer out to the Transportation Capital Fund is included to assist with funding of the planned Fleet Bay expansion
- Interfund loan payments for construction of the Police Station and purchase of a new Public Safety Training Facility, and vehicle purchases associated with new positions are requested

2020

- Impact fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Interfund loan payments for construction of the Police Station and purchase of a new Public Safety Training Facility, and vehicle purchases associated with new positions are requested

2021

- Impact fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Interfund loan payments for construction of the Police Station and purchase of a new Public Safety Training Facility are requested

2019-2021 Balanced Financial Plan

Transportation Capital Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 5,021,489	\$ 6,509,114	\$ 6,509,114	\$ 2,096,725	\$ 3,112,061	\$ 3,972,772
Revenues						
Taxes						
Use	\$ 1,996,035	\$ 2,253,544	\$ 2,162,546	\$ 1,887,921	\$ 1,744,790	\$ 1,993,285
Intergovernmental	32,550	1,447,000	1,447,000	-	-	-
Investment Earnings	97,771	82,362	82,362	34,871	74,747	86,771
Impact Fees	3,411,637	6,712,613	6,717,823	5,813,097	5,869,237	7,501,231
Contributions & Donations	-	2,459,333	2,459,333	-	-	-
Transfers In	462,411	1,200,000	1,200,000	974,110	-	1,650,000
Other Revenue	-	-	-	-	-	-
Total Revenues	\$ 6,000,404	\$14,154,852	\$14,069,064	\$ 8,709,999	\$ 7,688,774	\$11,231,287
Expenditures						
Personnel	\$ 46,506	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Other	1,058	40,665	40,665	-	-	-
Debt & Financing	1,353,450	1,350,838	1,350,838	1,352,163	1,352,063	1,346,169
Interfund Loan	2,524,247	-	-	-	-	-
Transfers Out	29,323	146,457	146,457	60,000	-	-
Total Expenditures (Excluding One-Time)	\$ 3,954,584	\$ 1,537,960	\$ 1,537,960	\$ 1,412,163	\$ 1,352,063	\$ 1,346,169
Net Change Excluding One-Time Capital	2,045,820	12,616,892	12,531,104	7,297,836	6,336,711	9,885,118
Five Year CIP (One-Time Expenditures)	558,195	16,943,493	16,943,493	6,282,500	5,476,000	10,313,863
Contribution to or (Use of) Fund Balance	1,487,625	(4,326,601)	(4,412,389)	1,015,336	860,711	(428,745)
Ending Funds Available	\$ 6,509,114	\$ 2,182,513	\$ 2,096,725	\$ 3,112,061	\$ 3,972,772	\$ 3,544,027
Reserves & Internal Designations*						
Committed for Fund Purpose				1,112,061	1,222,772	44,027
Capital Reserve				2,000,000	2,750,000	3,500,000
Total Reserves & Internal Designations				3,112,061	3,972,772	3,544,027
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Impact fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development impact and the 2018 Council approved impact fee adjustments are included
- Five Year CIP requested projects include \$2 million for construction of a roundabout at Plum Creek Parkway and Gilbert Street, \$2.6 million for a partial widening of Plum Creek Parkway east of Gilbert Street, \$1.3 million for construction of a roundabout at Wilcox and South Streets, and \$365,000 for design of a roundabout at Crowfoot Valley Road and Timber Canyon
- Principal and interest payments of \$1,352,163 for the 2013 TAP Bonds are included

2020

- Impact fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Five Year CIP requested projects include \$398,000 for design of widening of Plum Creek Parkway west of I-25 and \$537,500 for design of widening of 5th Street
- Principal and interest payments of \$1,352,063 for the 2013 TAP Bonds are included

2021

- Impact fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development impact fees and the 2018 council approved rate revisions are included
- Five Year CIP requested projects include \$2.7 million to construct widening of Plum Creek Parkway west of Gilbert Street, \$4.6 million for widening of Ridge Road, and \$2.6 million for construction of a roundabout at crowfoot Valley Road and Timber Canyon
- Principal and interest payments of \$1,346,169 for the 2013 TAP Bonds are included

* Capital Reserve Includes accumulation of funds for the North Meadows Drive Widening (\$250,000/year) and Crystal Valley Interchange (\$500,000/year)

2019-2021 Balanced Financial Plan General Long Term Planning Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 1,598,425	\$ 993,515	\$ 993,515	\$ 1,122,124	\$ 1,763,782	\$ 1,588,906
Revenues						
Taxes						
Use	\$ 1,554,389	\$ 1,749,235	\$ 1,678,601	\$ 1,465,433	\$ 1,354,333	\$ 1,547,218
Investment Earnings	18,345	9,801	9,801	26,282	30,192	36,325
Transfers In	-	308,700	308,700	308,700	308,700	-
Other Revenue	31	-	-	-	-	-
Total Revenues	\$ 1,572,765	\$ 2,067,736	\$ 1,997,102	\$ 1,800,415	\$ 1,693,225	\$ 1,583,543
Expenditures						
Services & Other	\$ 209,173	\$ 957,885	\$ 957,885	\$ 680,322	\$ 558,667	\$ 594,532
Supplies	128,918	339,719	339,719	153,435	167,334	204,140
Capital	28,129	-	-	-	-	-
Transfers Out	1,641,455	410,889	410,889	-	-	-
Total Expenditures (Excluding One-Time)	\$ 2,007,675	\$ 1,708,493	\$ 1,708,493	\$ 833,757	\$ 726,001	\$ 798,672
Net Change Excluding One-Time Capital	(434,910)	359,243	288,609	966,658	967,224	784,871
Five Year CIP (One-Time Expenditures)	170,000	160,000	160,000	325,000	1,142,100	295,000
Contribution to or (Use of) Fund Balance	(604,910)	199,243	128,609	641,658	(174,876)	489,871
Ending Funds Available	\$ 993,515	\$ 1,192,758	\$ 1,122,124	\$ 1,763,782	\$ 1,588,906	\$ 2,078,777
Reserves & Internal Designations						
Committed for Fund Purpose				1,763,782	1,588,906	2,078,777
Total Reserves & Internal Designations				1,763,782	1,588,906	2,078,777
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Use Tax revenue is projected using 600 new single family and 389 multi-family units
- Funding for parking lot improvements and concrete site improvements is included
- Includes a transfer from the General Fund Fire for the planned purchase of SCBA equipment replacement in 2020
- Includes funding for Fire Department equipment which includes extrication equipment, pump testing unit, and truck lifts

2020

- Use Tax revenue is projected using 700 new single family and 50 multi-family units
- Capital funding is requested for synthetic turf replacement
- Funding for parking lot improvements and concrete site improvements
- Includes a transfer in from the General Fund Fire for the planned purchase of SCBA equipment replacement

2021

- Use Tax revenue is projected using 750 new single family and 191 multi-family units
- Capital funding is requested for synthetic turf replacement
- Funding for parking lot improvements and concrete site improvements
- Includes an increase of Computer Hardware for replacements within the town for servers and switches

2019-2021 Balanced Financial Plan

Water Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$24,504,642	\$20,888,774	\$20,888,774	\$19,517,990	\$14,091,304	\$11,270,146
Revenues						
Intergovernmental	\$ 3,200,000	\$ 125,000	\$ 325,000	\$ 2,650,000	\$ 350,000	\$ 350,000
Charges for Service	13,544,545	14,160,843	13,939,670	14,035,477	14,140,898	14,255,255
Fines & Forfeitures	336,412	369,700	353,841	357,700	359,700	360,700
Investment Earnings	197,898	119,635	154,519	182,742	133,719	104,882
System Development Fees	2,795,827	2,746,300	3,418,185	3,261,320	3,230,438	3,759,044
Contributions & Donations	-	30,000	30,000	-	-	-
Interfund Loan Revenue	2,544,497	695,250	695,256	767,625	82,500	1,915,834
Other Revenue	126,585	193,160	222,869	106,049	107,753	110,479
Total Revenues	\$22,745,764	\$18,439,888	\$19,139,340	\$21,360,913	\$18,405,008	\$20,856,194
Expenditures						
Personnel	\$ 2,855,311	\$ 3,167,902	\$ 3,225,741	\$ 3,575,238	\$ 3,806,830	\$ 4,068,546
Services & Other	4,570,041	5,731,506	4,857,906	5,162,956	5,478,108	5,790,370
Supplies	1,029,220	1,325,986	1,185,671	1,261,107	1,261,211	1,258,807
Capital	39,577	151,482	751,982	47,482	47,482	29,482
Debt & Financing	1,737,328	1,746,879	1,746,884	1,752,251	1,734,394	1,741,190
Transfers Out	1,440,288	1,870,744	1,858,778	7,425,194	1,891,864	1,959,823
Total Expenditures (Excluding One-Time)	\$11,671,765	\$13,994,499	\$13,626,962	\$19,224,228	\$14,219,889	\$14,848,218
Net Change Excluding One-Time Capital	11,073,999	4,445,389	5,512,378	2,136,685	4,185,119	6,007,976
Five Year CIP (One-Time Expenditures)	14,689,867	7,833,584	6,883,162	7,563,371	7,006,277	5,944,609
Contribution to or (Use of) Fund Balance	(3,615,868)	(3,388,195)	(1,370,784)	(5,426,686)	(2,821,158)	63,367
Ending Funds Available	\$20,888,774	\$17,500,579	\$19,517,990	\$14,091,304	\$11,270,146	\$11,333,513
Reserves & Internal Designations						
Operating Designations				1,666,550	1,757,692	1,852,954
Catastrophic Events Reserve				3,973,380	4,112,448	4,256,384
Revenue Stabilization Reserve				1,590,000	1,685,400	1,786,524
Capital Reserve				5,861,374	2,714,606	2,437,651
Total Reserves & Internal Designations				13,091,304	10,270,146	10,333,513
Unobligated Reserves				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

2019-2021 Notes and Assumptions

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

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

2019

- System Development fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development
- Significant capital project requests include \$4.4 million for new water supply wells, \$925,000 for pumping and distribution system upgrades, and \$725,000 for waterline rehabilitation work
- A SCADA analyst and Water Plant Operator position have been requested

2020

- System Development fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development
- Significant capital project requests include \$2.3 million for new water supply wells, \$1.3 million for waterline rehabilitation, \$670,000 for infrastructure improvements in the Craig and Gould neighborhood, and \$1.3 million for construction of the Administration & Customer Service Building

2021

- System Development fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development
- Significant capital project requests include \$3.5 million for water storage projects and \$894,000 for waterline rehabilitation

2019-2021 Balanced Financial Plan

Water Resources Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$88,185,948	\$54,637,958	\$54,637,958	\$40,033,891	\$22,133,753	\$24,702,383
Revenues						
Intergovernmental	\$ -	\$ -	\$ 205,964	\$ -	\$ -	\$ -
Charges for Service	8,573,021	8,701,060	8,789,164	9,339,447	9,570,294	9,931,965
Fines & Forfeitures	91,583	6,000	67,185	66,000	66,100	66,100
Investment Earnings	746,360	523,586	698,268	473,052	304,137	381,952
System Development Fees	14,451,282	16,289,876	16,303,104	14,083,283	13,807,901	17,902,748
Transfers In	1,239,645	1,484,575	1,472,609	1,494,442	1,640,248	1,707,903
Debt & Financing Revenue	1,712,249	-	1,910,800	1,855,696	1,855,696	1,855,696
Other Revenue	182,073	130,202	194,532	4,412,852	3,240	3,240
Total Revenues	\$26,996,213	\$27,135,299	\$29,641,626	\$31,724,772	\$27,247,616	\$31,849,604
Expenditures						
Personnel	\$ 1,787,528	\$ 2,180,587	\$ 1,908,399	\$ 1,994,415	\$ 2,184,776	\$ 2,384,641
Services & Other	1,615,633	6,098,617	4,391,438	6,400,145	6,641,077	7,046,418
Supplies	385,191	357,116	432,492	412,441	424,231	414,143
Capital	5,984	54,744	17,771	16,889	16,999	13,451
Debt & Financing	3,661,112	4,265,747	4,265,752	3,701,975	3,728,975	3,741,975
Transfers Out	4,707	4,951	4,951	8,377	5,109	5,109
Total Expenditures (Excluding One-Time)	\$ 7,460,155	\$12,961,762	\$11,020,803	\$12,534,242	\$13,001,167	\$13,605,737
Net Change Excluding One-Time Capital	19,536,058	14,173,537	18,620,823	19,190,530	14,246,449	18,243,867
Five Year CIP (One-Time Expenditures)	53,084,048	50,639,778	33,224,890	37,090,668	11,677,819	6,121,813
Contribution to or (Use of) Fund Balance	(33,547,990)	(36,466,241)	(14,604,067)	(17,900,138)	2,568,630	12,122,054
Ending Funds Available	\$54,637,958	\$18,171,717	\$40,033,891	\$22,133,753	\$24,702,383	\$36,824,437
Reserves & Internal Designations						
Operating Designations				1,467,834	1,541,681	1,640,867
Catastrophic Events Reserve				1,929,719	1,997,259	2,067,163
Capital Reserve				18,236,200	20,663,443	32,616,407
Total Reserves & Internal Designations				21,633,753	24,202,383	36,324,437
Unobligated Reserves				\$ 500,000	\$ 500,000	\$ 500,000

2019-2021 Notes and Assumptions

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

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

2019

- System Development fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development
- Significant capital project requests include \$5.4 million for the WISE project, \$14 million for the PCWPF expansion project, \$4.4 million for Chatfield Reallocation, \$5.5 million for Plum Creek diversion, and \$5.5 million for the Newlin Gulch project

2020

- System Development fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development
- Significant capital project requests include \$4 million for the WISE project, \$6.8 million for the Alternative Source of Supply project, \$2 million for Chatfield Reallocation, \$5 million for the Newlin Gulch project, and \$565,146 for the Administration & Customer Service Building

2021

- System Development fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development
- Significant capital project requests include \$5 millions for the WISE project, \$3.8 million for the Alternative Source of Supply project, and \$1.1 million for the Chatfield Reallocation project

2019-2021 Balanced Financial Plan

Stormwater Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 7,091,072	\$ 7,690,356	\$ 7,690,356	\$ 6,302,607	\$ 3,218,320	\$ 2,617,447
Revenues						
Intergovernmental	\$ 280,795	\$ -	\$ 47,276	\$ -	\$ -	\$ -
Charges for Service	3,187,045	3,273,942	3,252,550	3,356,010	3,436,062	3,497,066
Fines & Forfeitures	132	150	150	150	150	150
Investment Earnings	55,280	29,759	45,540	39,270	23,675	19,769
System Development Fees	1,451,575	1,554,700	1,541,520	1,663,584	1,652,910	1,969,512
Contributions & Donations	5,615	2,315	2,315	2,315	2,315	2,315
Transfers In	39,684	-	-	-	-	-
Other Revenue	4,798	3,946	40,290	45,550	45,640	45,640
Total Revenues	\$ 5,024,924	\$ 4,864,812	\$ 4,929,641	\$ 5,106,879	\$ 5,160,752	\$ 5,534,452
Expenditures						
Personnel	\$ 1,552,421	\$ 1,649,029	\$ 1,584,501	\$ 1,685,581	\$ 1,847,255	\$ 1,939,787
Services & Other	522,610	668,666	623,839	644,794	613,487	623,390
Supplies	89,491	82,664	49,847	91,003	81,860	87,022
Capital	4,488	5,000	5,512	5,000	5,000	5,000
Interfund Loan	20,250	695,250	695,256	685,125	-	-
Transfers Out	98,510	252,894	252,894	169,534	114,138	114,138
Total Expenditures (Excluding One-Time)	\$ 2,287,770	\$ 3,353,503	\$ 3,211,849	\$ 3,281,037	\$ 2,661,740	\$ 2,769,337
Net Change Excluding One-Time Capital	2,737,154	1,511,309	1,717,792	1,825,842	2,499,012	2,765,115
Five Year CIP (One-Time Expenditures)	2,137,870	4,630,983	3,105,541	4,910,129	3,099,885	2,655,530
Contribution to or (Use of) Fund Balance	599,284	(3,119,674)	(1,387,749)	(3,084,287)	(600,873)	109,585
Ending Funds Available	\$ 7,690,356	\$ 4,570,682	\$ 6,302,607	\$ 3,218,320	\$ 2,617,447	\$ 2,727,032
Reserves & Internal Designations						
Operating Designations				403,563	423,767	441,700
Capital Reserve				2,314,757	1,693,680	1,785,332
Total Reserves & Internal Designations				2,718,320	2,117,447	2,227,032
Unobligated Reserves				\$ 500,000	\$ 500,000	\$ 500,000

2019-2021 Notes and Assumptions

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

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

2019

- System Development fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development
- Significant capital project requests include \$3.9 million for various stream stabilization projects and \$500,000 for the Young American Storm Sewer - Gordon Drive project
- A final interfund loan payment for stabilization work near North Meadows Drive/Castle Rock Parkway from the Water Fund is in 2019

2020

- System Development fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development
- Significant capital project requests include \$1.3 million for infrastructure improvements in the Craig and Gould neighborhood and \$728,289 for various stream stabilization projects

2021

- System Development fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development
- Significant capital project requests include \$2.3 million in stream stabilization projects

2019-2021 Balanced Financial Plan

Wastewater Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$24,005,548	\$27,270,101	\$27,270,101	\$12,374,577	\$ 5,845,914	\$ 9,125,520
Revenues						
Charges for Service	\$10,100,573	\$ 9,956,973	\$10,101,189	\$10,389,951	\$10,713,417	\$11,075,415
Fines & Forfeitures	173	100	100	100	200	200
Investment Earnings	196,756	82,246	138,239	112,790	2,311	26,372
System Development Fees	2,385,774	2,473,795	3,264,676	3,096,404	3,114,728	3,709,946
Contributions & Donations	28,795	29,510	29,510	29,510	29,510	29,510
Transfers In	-	-	-	5,500,000	-	-
Other Revenue	191,752	132,240	115,870	2,840	3,040	3,040
Total Revenues	\$12,903,823	\$12,674,864	\$13,649,584	\$19,131,595	\$13,863,206	\$14,844,483
Expenditures						
Personnel	\$ 1,319,837	\$ 1,408,473	\$ 1,449,043	\$ 1,539,031	\$ 1,626,843	\$ 1,804,925
Services & Other	4,740,356	3,739,638	3,744,106	3,500,160	3,625,064	3,749,032
Supplies	295,409	331,018	313,063	315,901	295,624	277,028
Capital	12,024	67,750	16,512	15,000	15,000	11,000
Debt & Financing	332,430	333,546	333,552	335,274	331,356	333,660
Interfund Loan	-	-	-	82,500	82,500	1,915,834
Transfers Out	67,001	213,910	213,910	153,252	117,272	117,663
Total Expenditures (Excluding One-Time)	\$ 6,767,057	\$ 6,094,335	\$ 6,070,186	\$ 5,941,118	\$ 6,093,659	\$ 8,209,142
Net Change Excluding One-Time Capital	6,136,766	6,580,529	7,579,398	13,190,477	7,769,547	6,635,341
Five Year CIP (One-Time Expenditures)	2,872,213	23,404,609	22,474,922	19,719,140	4,489,941	3,039,935
Contribution to or (Use of) Fund Balance	3,264,553	(16,824,080)	(14,895,524)	(6,528,663)	3,279,606	3,595,406
Ending Funds Available	\$27,270,101	\$10,446,021	\$12,374,577	\$ 5,845,914	\$ 9,125,520	\$12,720,926
Reserves & Internal Designations						
Operating Designations				892,515	924,589	971,831
Catastrophic Events Reserve				1,764,260	1,826,009	1,889,919
Capital Reserve				2,189,139	5,374,922	8,859,176
Total Reserves & Internal Designations				4,845,914	8,125,520	11,720,926
Unobligated Reserves				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

2019-2021 Notes and Assumptions

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

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

2019

- System Development fees are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development
- Significant capital project requests include \$35 million for capacity expansion and treatment for the PCWRA, \$350,000 for sewer line rehabilitation, and \$217,000 for lift station upgrades
- Estimated revenue for the expansion of PCWRA is included and will be an interfund loan from the Water Fund

2020

- System Development fees are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development
- Significant capital project requests include \$2.5 million for capacity expansion and treatment for the PCWRA, \$350,000 for sewer line rehabilitation, and \$217,000 for lift station upgrades

2021

- System Development fees are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development
- Significant capital project requests include \$2.4 million for capacity expansion and treatment for the PCWRA, \$350,000 for sewer line rehabilitation, and \$217,000 for lift station upgrades

2019-2021 Balanced Financial Plan

Golf Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 1,723,566	\$ 1,590,736	\$ 1,590,736	\$ 1,447,859	\$ 1,327,374	\$ 1,228,345
Revenues						
Charges for Service	\$ 3,054,728	\$ 3,096,956	\$ 3,096,956	\$ 3,209,900	\$ 3,276,098	\$ 3,405,062
Investment Earnings	15,600	10,765	10,765	13,930	11,909	9,449
Transfers In	80,000	80,000	80,000	80,000	80,000	80,000
Debt & Financing Revenue	-	-	-	470,513	-	499,356
Other Revenue	2,820	-	-	-	-	-
Total Revenues	\$ 3,153,148	\$ 3,187,721	\$ 3,187,721	\$ 3,774,343	\$ 3,368,007	\$ 3,993,867
Expenditures						
Personnel	\$ 1,233,943	\$ 1,298,991	\$ 1,326,154	\$ 1,403,356	\$ 1,485,714	\$ 1,545,691
Services & Other	576,370	589,452	561,452	607,709	598,385	629,037
Supplies	614,571	544,743	544,743	601,829	553,914	559,732
Debt & Financing	650,798	653,799	653,799	694,932	698,921	732,689
Interfund Loan	7,512	7,512	7,512	7,512	7,512	7,512
Transfers Out	2,742	2,539	2,539	8,977	2,590	2,590
Total Expenditures (Excluding One-Time)	\$ 3,085,936	\$ 3,097,036	\$ 3,096,199	\$ 3,324,315	\$ 3,347,036	\$ 3,477,251
Net Change Excluding One-Time Capital	\$ 67,212	\$ 90,685	\$ 91,522	\$ 450,028	\$ 20,971	\$ 516,616
Five Year CIP (One-Time Expenditures)	200,042	234,399	234,399	570,513	120,000	499,356
Contribution to or (Use of) Fund Balance	(132,830)	(143,714)	(142,877)	(120,485)	(99,029)	17,260
Ending Funds Available	\$ 1,590,736	\$ 1,447,022	\$ 1,447,859	\$ 1,327,374	\$ 1,228,345	\$ 1,245,605
Reserves & Internal Designations						
Revenue Stabilization Reserve				200,000	200,000	200,000
Capital Reserve				145,061	145,061	145,061
Debt Service Reserve				500,815	500,815	500,815
Total Reserves & Internal Designations				845,876	845,876	845,876
Unobligated Reserves				\$ 481,498	\$ 382,469	\$ 399,729

2019-2021 Notes and Assumptions

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

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2019

- Revenues reflect a requested increase of \$3 for regular green fees beginning in 2019
- Requested expenditures include an increase for cleaning supplies and \$100,000 for Red Hawk Ridge club house parking lot maintenance
- Replacement of the current golf cart fleet is requested for an estimated total of \$470,513, plus an additional \$32,000 for incorporation of GPS and cart management technology into the fleet
- Increased personnel expenditures are included to accommodate the statewide minimum wage increase and the requested addition of a full time Golf Shop Assistant position

2020

- Revenues reflect a 2% increase based on anticipated rounds played and per player revenue
- Requested expenditures include an increase for cleaning supplies and \$120,000 for Red Hawk club house and maintenance shop parking lot maintenance
- Additional increase in personnel is included to accommodate the statewide minimum wage increase

2021

- Revenues reflect a 4% increase based on anticipated rounds played, per player revenue, and a green fee increase that will be determined in the future
- Planning includes the replacement of current golf course maintenance equipment totaling \$499,356

2019-2021 Balanced Financial Plan

Development Services Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 7,401,480	\$ 2,740,745	\$ 2,740,745	\$ 3,180,395	\$ 3,444,617	\$ 4,000,808
Revenues						
Licenses & Permits	\$ 4,283,048	\$ 5,114,341	\$ 5,580,000	\$ 5,300,000	\$ 5,500,000	\$ 5,900,000
Charges for Service	1,435,819	1,545,000	1,360,000	1,285,000	1,420,000	1,410,000
Investment Earnings	56,054	19,466	19,466	78,087	83,687	92,248
Other Revenue	1,764	-	-	-	-	-
Total Revenues	\$ 5,776,685	\$ 6,678,807	\$ 6,959,466	\$ 6,663,087	\$ 7,003,687	\$ 7,402,248
Expenditures						
Personnel	\$ 4,303,622	\$ 5,242,769	\$ 4,743,842	\$ 5,091,413	\$ 5,296,493	\$ 5,499,932
Services & Other	1,003,183	1,089,901	1,089,901	1,056,877	980,566	1,004,870
Supplies	399,244	274,661	274,661	107,974	98,098	104,496
Transfers Out	212,651	111,278	111,278	142,601	72,339	72,339
Total Expenditures (Excluding One-Time)	\$ 5,918,700	\$ 6,718,609	\$ 6,219,682	\$ 6,398,865	\$ 6,447,496	\$ 6,681,637
Net Change Excluding One-Time Capital	\$ (142,015)	\$ (39,802)	\$ 739,784	\$ 264,222	\$ 556,191	\$ 720,611
Five Year CIP (One-Time Expenditures)	4,518,720	300,134	300,134	-	-	-
Contribution to or (Use of) Fund Balance	(4,660,735)	(339,936)	439,650	264,222	556,191	720,611
Ending Funds Available	\$ 2,740,745	\$ 2,400,809	\$ 3,180,395	\$ 3,444,617	\$ 4,000,808	\$ 4,721,419
Reserves & Internal Designations						
Revenue Stabilization Reserve				1,564,065	2,125,052	2,753,875
Total Reserves & Internal Designations				1,564,065	1,410,034	2,753,875
Unobligated Reserves				\$ 1,880,552	\$ 2,590,774	\$ 1,967,544

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

2019-2021 Notes and Assumptions

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

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

2019

- Revenues are projected using 600 new single family, 389 multi-family units, and 213,979 square feet of commercial development
- An increase of \$100,000 is requested in Other Professional Services to accommodate an update to the Town's Zoning Code

2020

- Revenues are projected using 700 new single family, 50 multi-family units, and 229,885 square feet of commercial development
- No significant changes are included at this time

2021

- Revenues are projected using 750 new single family, 191 multi-family units, and 218,949 square feet of commercial development
- No significant changes are included at this time

2019-2021 Balanced Financial Plan

Community Center Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 911,250	\$ 1,499,794	\$ 1,499,794	\$ 2,290,101	\$ 2,717,946	\$ 2,848,337
Revenues						
Taxes						
Use	\$ 335,203	\$ 386,499	\$ 370,892	\$ 323,792	\$ 299,244	\$ 341,863
Sales	2,319,271	2,469,173	2,423,893	2,521,098	2,622,741	2,728,469
Motor Vehicle	373,127	417,400	410,477	435,106	460,125	485,432
Intergovernmental	10,000	-	-	-	-	-
Charges for Service	3,752,932	4,208,095	4,208,095	4,262,026	4,347,267	4,434,213
Investment Earnings	7,296	22,131	22,131	16,673	20,402	24,072
Interfund Loan Revenue	418,000	412,000	412,000	406,000	-	-
Other Revenue	41,779	47,587	47,587	40,000	40,800	41,616
Total Revenues	\$ 7,257,608	\$ 7,962,885	\$ 7,895,075	\$ 8,004,695	\$ 7,790,579	\$ 8,055,665
Expenditures						
Personnel	\$ 3,695,102	\$ 3,838,839	\$ 3,861,112	\$ 4,144,737	\$ 4,464,829	\$ 4,613,772
Services & Other	2,055,823	2,197,413	2,174,213	2,237,091	2,350,879	2,515,105
Supplies	563,532	525,582	525,582	504,678	515,105	517,446
Transfers Out	98,248	153,861	153,861	120,344	104,375	104,817
Total Expenditures	\$ 6,412,705	\$ 6,715,695	\$ 6,714,768	\$ 7,006,850	\$ 7,435,188	\$ 7,751,140
Net Change Excluding One-Time Capital	\$ 844,903	\$ 1,247,190	\$ 1,180,307	\$ 997,845	\$ 355,391	\$ 304,525
Five Year CIP (One-Time Expenditures)	256,359	390,000	390,000	570,000	225,000	-
Contribution to or (Use of) Fund Balance	588,544	857,190	790,307	427,845	130,391	304,525
Ending Funds Available	\$ 1,499,794	\$ 2,356,984	\$ 2,290,101	\$ 2,717,946	\$ 2,848,337	\$ 3,152,862
Reserves & Internal Designations						
Capital Reserve				449,476	471,950	495,548
Revenue Stabilization Reserve				98,400	101,463	106,673
Total Reserves & Internal Designations				547,876	573,413	602,221
Unobligated Reserves				\$ 2,170,070	\$ 2,274,924	\$ 2,550,641

2019-2021 Notes and Assumptions

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

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

2019

- Revenue includes repayment of a loan from the Parks & Recreation Capital Fund that will be completed in 2019
- Charges for Service includes proposed increases to recreation fees beginning in 2019
- Personnel expenditures include accommodation of the statewide minimum wage increase and the requested transition of two 30+ Recreation Facility Specialist positions to full time status
- Capital expenditures include of \$320,000 for cardio equipment replacement and \$250,000 for HVAC system replacement for the leisure pool at the Community Center

2020

- Personnel expenditures include accommodation of the statewide minimum wage increase

2021

- No significant changes are included at this time

2019-2021 Balanced Financial Plan

Employee Benefits Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 2,592,611	\$ 2,580,650	\$ 2,580,650	\$ 2,338,719	\$ 2,383,385	\$ 2,433,646
Revenues						
Charges for Service	\$ 5,736,585	\$ 7,116,504	\$ 6,287,919	\$ 7,222,324	\$ 7,952,044	\$ 8,650,353
Investment Earnings	32,806	14,786	32,787	44,666	50,261	58,704
Contributions & Donations	1,335,818	1,465,865	1,583,296	1,650,298	1,743,769	1,842,960
Other Revenue	2,444	-	-	-	-	-
Total Revenues	\$ 7,107,653	\$ 8,597,155	\$ 7,904,002	\$ 8,917,288	\$ 9,746,074	\$10,552,017
Expenditures						
Personnel	\$ 59,570	\$ 62,104	\$ 61,993	\$ 64,461	\$ 67,001	\$ 69,501
Services & Other	7,059,414	8,266,781	8,081,940	8,806,161	9,626,812	10,421,812
Supplies	630	2,000	2,000	2,000	2,000	2,000
Total Expenditures	\$ 7,119,614	\$ 8,330,885	\$ 8,145,933	\$ 8,872,622	\$ 9,695,813	\$10,493,313
Net Revenues/Expenditures	(11,961)	266,270	(241,931)	44,666	50,261	58,704
Ending Funds Available	\$ 2,580,650	\$ 2,846,920	\$ 2,338,719	\$ 2,383,385	\$ 2,433,646	\$ 2,492,350
Reserves & Internal Designations						
Claims Reserve				1,563,149	1,719,700	1,865,974
Health Care Cost Reserve				410,118	356,973	313,188
Total Reserves & Internal Designations				1,973,267	2,076,673	2,179,162
Unobligated Reserves				\$ 410,118	\$ 356,973	\$ 313,188

2019-2021 Notes and Assumptions

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

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

2019

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

2020

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

2021

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

2019-2021 Balanced Financial Plan

Fleet Services Fund

Category	2017	2018	2018 Year- End Estimate	2019 Budget	2020	2021
	Preliminary Actual	Audited Budget			Forecast	Forecast
Beginning Funds Available	\$ 2,740,562	\$ 2,866,751	\$ 2,866,751	\$ 2,427,233	\$ 3,296,139	\$ 4,047,330
Revenues						
Charges for Service	\$ 3,334,032	\$ 3,895,331	\$ 3,895,331	\$ 4,057,485	\$ 4,110,593	\$ 4,162,903
Investment Earnings	11,242	6,404	6,404	11,706	15,211	17,413
Transfers In	1,356,954	1,415,540	1,415,540	190,855	72,305	13,770
Other Revenue	253,283	206,219	206,219	150,196	150,001	181,584
Total Revenues	\$ 4,955,511	\$ 5,523,494	\$ 5,523,494	\$ 4,410,242	\$ 4,348,110	\$ 4,375,670
Expenditures						
Personnel	\$ 522,994	\$ 630,507	\$ 583,350	\$ 712,821	\$ 826,416	\$ 859,756
Services & Other	159,720	185,674	185,674	208,109	213,019	218,056
Supplies	396,268	301,008	341,391	308,591	321,330	317,893
Transfers Out	11,149	13,119	13,119	38,844	13,555	13,555
Total Expenditures (Excluding One-Time)	\$ 1,090,131	\$ 1,130,308	\$ 1,123,534	\$ 1,268,365	\$ 1,374,320	\$ 1,409,260
Net Change Excluding One-Time Capital	3,865,380	4,393,186	4,399,960	3,141,877	2,973,790	2,966,410
Five Year CIP (One-Time Expenditures)	3,739,191	4,879,861	4,839,478	2,272,971	2,222,599	2,698,259
Contribution to or (Use of) Fund Balance	126,189	(486,675)	(439,518)	868,906	751,191	268,151
Ending Funds Available	\$ 2,866,751	\$ 2,380,076	\$ 2,427,233	\$ 3,296,139	\$ 4,047,330	\$ 4,315,481
Reserves & Internal Designations						
Committed for Fund Purpose				3,296,139	4,047,330	4,315,481
Total Reserves & Internal Designations				3,296,139	4,047,330	4,315,481
Unobligated Reserves				\$ -	\$ -	\$ -

2019-2021 Notes and Assumptions

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

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

2019

- Transfers in from other departments are planned to pay for new vehicle additions
- Personnel includes a requested additional Fleet Support Technician position
- Capital costs include a requested \$2,212,201 for 47 vehicles/equipment

2020

- Transfers in from other departments are planned to pay for new vehicle additions
- Personnel includes a requested additional Fleet Technician position
- Capital costs include a requested \$2,222,599 for 38 vehicles/equipment

2021

- Transfers in from other departments are planned to pay for new vehicle additions
- Capital costs include a requested \$2,833,887 for 38 vehicles/equipment