

**SCENARIO 1**  
**INCLUDING ADDITIONAL PERSONNEL OR OPERATING**

**ASSUMPTIONS**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2019	2020	2021	2022	2023	2024
<b>Revenue</b>						
Sales Tax Escalation	2%	2%	2%	2%	2%	2%
Charges for services	10%	3%	3%	3%	3%	3%
Other Revenue	1%	1%	1%	1%	1%	1%
Retail Marijuana	5%	5%	4%	4%	3%	3%
Grant Revenue	-2.5%	-2.5%	-2.5%	-2.5%	-2.5%	-1.0%
Fire/EMS Fees	2%	2%	2%	2%	2%	2%
<b>Expenditures</b>						
Personnel Escalation	5%	5%	5%	5%	5%	5%
Operating Escalation	3%	3%	3%	3%	3%	3%
Equipment Escalation	1%	1%	1%	1%	1%	1%

<b>REVENUE LESS EXPENSE</b>	<b>\$ (3,367,279)</b>	<b>\$ (5,025,542)</b>	<b>\$ (6,180,844)</b>	<b>\$ (8,340,808)</b>	<b>\$ (8,473,031)</b>	<b>\$ (10,163,007)</b>
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**GENERAL FUND SUMMARY**

	<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>REVENUE</b>							
Taxes & Assessments	\$ 26,569,945	\$ 27,093,034	\$ 27,626,657	\$ 28,169,602	\$ 28,723,395	\$ 29,286,707	\$ 29,861,205
Licenses & Permits	63,085	63,716	64,353	64,997	65,647	66,303	66,966
Intergovernmental	2,574,857	2,522,909	2,625,580	3,045,101	3,226,628	3,296,412	3,380,291
Charges for Services	3,124,236	3,574,460	3,694,764	3,797,314	3,925,266	4,034,396	4,170,489
Fines & Forfeits	126,600	127,866	129,145	130,436	131,740	133,058	134,388
Other Revenue	852,613	866,633	880,978	895,654	910,672	926,038	941,763
Overhead (Excluding GF)	735,204	757,260	779,978	803,377	827,479	852,303	877,872
Transfers In	112,320	112,320	112,320	112,320	112,320	-	-
<b>TOTAL REVENUE</b>	<b>34,158,860</b>	<b>35,118,198</b>	<b>35,913,775</b>	<b>37,018,801</b>	<b>37,923,146</b>	<b>38,595,217</b>	<b>39,432,974</b>
<b>EXPENDITURES</b>							
Personnel Costs	20,573,644	23,127,966	24,902,168	27,384,123	29,500,157	30,963,606	32,616,871
Operating Expenses	8,817,042	9,341,585	9,587,012	10,162,973	10,497,438	10,866,762	11,228,924
Contingency	197,000	197,000	197,000	197,000	197,000	197,000	197,000
Equipment	240,930	315,627	527,937	347,858	221,192	406,837	175,096
Capital Outlay	-	1,103,941	1,387,495	726,569	1,859,004	707,916	1,410,623
Community Support	1,620,470	1,634,364	1,648,674	1,663,414	1,678,596	1,694,233	1,710,339
Overhead	-	-	-	-	-	-	-
Debt Service	1,503,274	1,435,849	1,332,303	1,332,815	896,915	901,427	900,050
Transfer to Airport	-	100,000	103,000	106,090	109,273	-	-
Transfer to Capital	1,205,045	1,229,146	1,253,729	1,278,803	1,304,379	1,330,467	1,357,076
<b>TOTAL EXPENDITURES</b>	<b>34,157,405</b>	<b>38,485,478</b>	<b>40,939,318</b>	<b>43,199,645</b>	<b>46,263,954</b>	<b>47,068,248</b>	<b>49,595,980</b>
<b>REVENUE LESS EXPENSE</b>	<b>\$ 1,455</b>	<b>\$ (3,367,279)</b>	<b>\$ (5,025,542)</b>	<b>\$ (6,180,844)</b>	<b>\$ (8,340,808)</b>	<b>\$ (8,473,031)</b>	<b>\$ (10,163,007)</b>

**GENERAL FUND REVENUE SUMMARY**

	<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>TAXES AND ASSESSMENTS</b>							
Sales Tax	\$ 24,426,645	\$ 24,915,178	\$ 25,413,481	\$ 25,921,751	\$ 26,440,186	\$ 26,968,990	\$ 27,508,370
Vehicle Use Tax	792,300	808,146	824,309	840,795	857,611	874,763	892,258
Franchise Fees	1,147,000	1,158,470	1,170,055	1,181,755	1,193,573	1,205,509	1,217,564
Special Assessments	10,000	10,100	10,201	10,303	10,406	10,510	10,615
Retail Marijuana State Tax	130,000	136,500	143,325	149,058	155,020	159,671	164,461
Cigarette Tax	64,000	64,640	65,286	65,939	66,599	67,265	67,937
<b>TOTAL TAXES AND ASSESSMENTS</b>	<b>26,569,945</b>	<b>27,093,034</b>	<b>27,626,657</b>	<b>28,169,602</b>	<b>28,723,395</b>	<b>29,286,707</b>	<b>29,861,205</b>
<b>LICENSES AND PERMITS</b>	<b>63,085</b>	<b>63,716</b>	<b>64,353</b>	<b>64,997</b>	<b>65,647</b>	<b>66,303</b>	<b>66,966</b>
<b>INTERGOVERNMENTAL</b>							
County Road & Bridge	241,300	241,300	241,300	241,300	241,300	241,300	241,300
Mineral Lease	69,380	69,380	69,380	69,380	69,380	69,380	69,380
Mineral Severance	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Highway Users Taxes	473,538	478,273	483,056	487,887	492,766	497,693	502,670
Government Grants	722,374	704,315	686,707	669,539	652,801	636,481	630,116
Additional Motor Vehicle Taxes	54,150	54,692	55,238	55,791	56,349	56,912	57,481
Fire Protection Services	862,115	823,000	937,998	1,369,351	1,562,226	1,642,883	1,727,599
Other Intergovernmental	2,000	1,950	1,901	1,854	1,807	1,762	1,745
<b>TOTAL INTERGOVERNMENTAL</b>	<b>2,574,857</b>	<b>2,522,909</b>	<b>2,625,580</b>	<b>3,045,101</b>	<b>3,226,628</b>	<b>3,296,412</b>	<b>3,380,291</b>
<b>CHARGES FOR SERVICES</b>							
Botanic Park Fees	15,000	16,500	16,995	17,505	18,030	18,571	19,128
Park User Fees and Concessions	63,000	69,300	71,379	73,520	75,726	77,998	80,338
Recreation Program Fees	521,888	574,077	591,299	609,038	627,309	646,128	665,512
Open Space and Trails Fees	34,000	37,400	38,522	39,678	40,868	42,094	43,357
Community Center and Mesa Schoolhouse Fees	27,600	30,360	31,271	32,209	33,175	34,170	35,196
Tax Management Fees	49,000	49,980	50,980	51,999	53,039	54,100	55,182
Transit Fees	185,500	204,050	210,172	216,477	222,971	229,660	236,550
Planning Fees	155,000	170,500	175,615	180,883	186,310	191,899	197,656
Police Department Fees	43,500	47,850	49,286	50,764	52,287	53,856	55,471
Building Permit Fees	187,080	205,788	211,962	218,320	224,870	231,616	238,565
Howelsen Hill Ski Area Fees and Concessions	256,200	281,820	290,275	298,983	307,952	317,191	326,707
Howelsen Hill Rodeo Fees and Concessions	36,000	39,600	40,788	42,012	43,272	44,570	45,907
Howelsen Hill Ice Arena Fees and Concessions	686,200	754,820	777,465	800,789	824,812	849,557	875,043
New 2nd Sheet of Ice Revenue	-	204,450	231,784	238,737	268,390	276,442	308,596
Tennis Center Fees and Concessions	41,200	42,436	43,709	45,020	46,371	47,762	49,195
Fire/Emergency Medical Services	748,068	763,029	778,290	793,856	809,733	825,928	842,446
Fire Deployment Fees	75,000	82,500	84,975	87,524	90,150	92,854	95,640
<b>TOTAL CHARGES FOR SERVICE</b>	<b>3,124,236</b>	<b>3,574,460</b>	<b>3,694,764</b>	<b>3,797,314</b>	<b>3,925,266</b>	<b>4,034,396</b>	<b>4,170,489</b>
<b>FINES AND FORFEITS</b>	<b>126,600</b>	<b>127,866</b>	<b>129,145</b>	<b>130,436</b>	<b>131,740</b>	<b>133,058</b>	<b>134,388</b>
<b>OTHER</b>							
Investment Income	126,513	127,778	129,056	130,346	131,650	132,966	134,296
Contributions	188,500	194,155	199,980	205,979	212,158	218,523	225,079
Voluntary Assessment	355,000	362,100	369,342	376,729	384,263	391,949	399,788
Rental Income	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Sales/Use Tax Fees, Interest & Penalties	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Miscellaneous	47,600	47,600	47,600	47,600	47,600	47,600	47,600
<b>TOTAL OTHER</b>	<b>852,613</b>	<b>866,633</b>	<b>880,978</b>	<b>895,654</b>	<b>910,672</b>	<b>926,038</b>	<b>941,763</b>
<b>OVERHEAD FROM PROPRIETARY FUNDS</b>	<b>735,204</b>	<b>757,260</b>	<b>779,978</b>	<b>803,377</b>	<b>827,479</b>	<b>852,303</b>	<b>877,872</b>
<b>TRANSFERS</b>	<b>112,320</b>	<b>112,320</b>	<b>112,320</b>	<b>112,320</b>	<b>112,320</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUES</b>	<b>\$ 34,158,860</b>	<b>\$ 35,118,198</b>	<b>\$ 35,913,775</b>	<b>\$ 37,018,801</b>	<b>\$ 37,923,146</b>	<b>\$ 38,595,217</b>	<b>\$ 39,432,974</b>



**COMMUNITY SUPPORT SUMMARY**

	<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>ECONOMIC DEVELOPMENT INCENTIVES BY PROGRAM</b>							
Chamber economic development	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Economic studies/impact reports	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Sensible Energy	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Childcare facilities	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>
<b>COMMUNITY SUPPORT BY PROGRAM</b>							
Chamber Destination Marketing	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Main Street Program	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Chamber special events	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Steamboat Mountain Village Partnership	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Summer Concert Series	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Community Support Coalition Funding *	463,120	477,014	491,324	506,064	521,246	536,883	552,989
	<b>1,467,120</b>	<b>1,481,014</b>	<b>1,495,324</b>	<b>1,510,064</b>	<b>1,525,246</b>	<b>1,540,883</b>	<b>1,556,989</b>

\* used operating escalation, but if 1.46% is still the policy, this will be higher

**CITY COUNCIL SUMMARY**

<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>

**STAFFING PLAN**

FULL TIME EMPLOYEES

Elected Council Members

**TOTAL FULL TIME STAFF**

**TOTAL FTES**

7.00	7.00	7.00	7.00	7.00	7.00	7.00
7.00	7.00	7.00	7.00	7.00	7.00	7.00
7.00	7.00	7.00	7.00	7.00	7.00	7.00

**EXPENDITURES BY CATEGORY**

Personnel Costs

Operating Expenses

Contingency

**TOTAL EXPENDITURES**

\$ 199,265	\$ 209,228	\$ 219,690	\$ 230,674	\$ 242,208	\$ 254,318	\$ 267,034
71,022	73,153	75,347	77,608	79,936	82,334	84,804
7,000	7,000	7,000	7,000	7,000	7,000	7,000
<b>\$ 277,287</b>	<b>\$ 289,381</b>	<b>\$ 302,037</b>	<b>\$ 315,282</b>	<b>\$ 329,144</b>	<b>\$ 343,652</b>	<b>\$ 358,838</b>
YOY % Change	4.36%	4.37%	4.39%	4.40%	4.41%	4.42%

**CITY MANAGER SUMMARY**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Deputy City Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant to the City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Communications Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Clerk's Office Staff Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Grants/Public Relations Specialist	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Human Resources Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.15	0.15	0.15	0.15	0.15	0.15	0.15
New Personnel - Deputy City Manager	0.00	0.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Sustainability Coordinator	0.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>10.85</b>	<b>11.85</b>	<b>12.85</b>	<b>12.85</b>	<b>12.85</b>	<b>12.85</b>	<b>12.85</b>

**PART TIME AND SEASONAL STAFF**

Staff Assistant	0.18	0.18	0.18	0.18	0.18	0.18	0.18
New Personnel - Special Events Coordinator	0.00	0.00	0.50	0.50	0.50	0.50	0.50
<b>TOTAL PART TIME STAFF</b>	<b>0.18</b>	<b>0.18</b>	<b>0.68</b>	<b>0.68</b>	<b>0.68</b>	<b>0.68</b>	<b>0.68</b>

**TOTAL FTES**

<b>11.03</b>	<b>12.03</b>	<b>13.53</b>	<b>13.53</b>	<b>13.53</b>	<b>13.53</b>	<b>13.53</b>	<b>13.53</b>
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**EXPENDITURES BY CATEGORY**

Personnel Costs	\$ 1,243,369	\$ 1,305,537	\$ 1,370,814	\$ 1,439,355	\$ 1,511,323	\$ 1,586,889	\$ 1,666,233
New Personnel	-	97,200	276,210	284,496	293,031	301,822	310,877
Operating Expenses	383,523	395,029	406,880	419,086	431,659	444,608	457,947
New Operating	-	45,000	-	35,000	-	45,000	-
Community Support	1,587,120	1,601,014	1,615,324	1,630,064	1,645,246	1,660,883	1,676,989
Contingency	190,000	190,000	190,000	190,000	190,000	190,000	190,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,404,012</b>	<b>\$ 3,633,780</b>	<b>\$ 3,859,228</b>	<b>\$ 3,998,001</b>	<b>\$ 4,071,258</b>	<b>\$ 4,229,202</b>	<b>\$ 4,302,046</b>
YOY % Change		6.75%	6.20%	3.60%	1.83%	3.88%	1.72%

**GENERAL SERVICES SUMMARY**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

Director of General Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Procurement Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement & Risk Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Engineer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Information Systems Support Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GIS Manager/Database Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Facilities Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Supervisor	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Maintenance Worker, Senior	1.90	1.90	1.90	1.90	1.90	1.90	1.90
New Personnel - Project Manager/Shared with P&R	0.00	0.50	0.50	0.50	0.50	0.50	0.50
New Personnel - Systems Admin	0.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Senior Help Desk - IT	0.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - IT Help Desk	0.00	0.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Risk Coordinator	0.00	0.00	0.00	0.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>14.65</b>	<b>17.15</b>	<b>18.15</b>	<b>18.15</b>	<b>19.15</b>	<b>19.15</b>	<b>19.15</b>
<b>TOTAL FTES</b>	<b>14.65</b>	<b>17.15</b>	<b>18.15</b>	<b>18.15</b>	<b>19.15</b>	<b>19.15</b>	<b>19.15</b>

**EXPENDITURES BY CATEGORY**

Personnel Costs	\$ 1,449,982	\$ 1,522,481	\$ 1,598,605	\$ 1,678,535	\$ 1,762,462	\$ 1,850,585	\$ 1,943,115
New Personnel	-	231,433	305,105	320,360	403,580	423,759	444,947
Operating Expenses	2,185,976	2,251,555	2,319,102	2,388,675	2,460,335	2,534,145	2,610,170
New Operating - IT	-	100,000	108,000	118,000	128,000	141,000	155,000
New Operating - Facilities	-	71,250	73,388	75,589	77,857	80,193	82,598
Equipment	32,230	32,552	32,878	33,207	33,539	33,874	34,213
Capital Outlay - Building Infrastructure	-	1,103,941	1,387,495	726,569	1,859,004	707,916	1,410,623
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,668,188</b>	<b>\$ 5,313,213</b>	<b>\$ 5,824,572</b>	<b>\$ 5,340,935</b>	<b>\$ 6,724,777</b>	<b>\$ 5,771,472</b>	<b>\$ 6,680,665</b>
YOY % Change		44.85%	9.62%	-8.30%	25.91%	-14.18%	15.75%



**FINANCE DEPARTMENT SUMMARY**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

FULL TIME EMPLOYEES

Director of Financial Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Budget & Tax Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sales/Use Tax Auditor	1.80	1.80	1.80	1.80	1.80	1.80	1.80
Grant Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician	1.80	1.80	1.80	1.80	1.80	1.80	1.80
Account Clerk	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Administrative Assistant	0.90	0.90	0.90	0.90	0.90	0.90	0.90
New Personnel - Move positions back to 40 hours/week	0.00	0.00	0.60	0.60	0.60	0.60	0.60
<b>TOTAL FULL TIME STAFF</b>	10.40	10.40	11.00	11.00	11.00	11.00	11.00
<b>TOTAL FTES</b>	10.40	10.40	11.00	11.00	11.00	11.00	11.00

**REVENUE SUMMARY**

Charges for Services	\$ 59,000	\$ 64,900	\$ 66,847	\$ 68,852	\$ 70,918	\$ 73,046	\$ 75,237
Fines & Forfeits	50,000	50,500	51,005	51,515	52,030	52,551	53,076
Other Revenue	25,000	25,250	25,503	25,758	26,015	26,275	26,538
<b>TOTAL REVENUES</b>	134,000	140,650	143,355	146,125	148,963	151,871	154,851

**EXPENDITURES BY CATEGORY**

Personnel Costs	1,022,307	1,073,422	1,127,093	1,183,448	1,242,621	1,304,752	1,369,989
New Personnel	-	-	33,000	34,650	36,383	38,202	40,112
Operating Expenses	303,628	312,737	322,119	331,783	341,736	351,988	362,548
Community Support	13,000	13,000	13,000	13,000	13,000	13,000	13,000
<b>TOTAL EXPENDITURES</b>	1,338,935	1,399,159	1,495,212	1,562,881	1,633,739	1,707,941	1,785,649
<b>NET INCOME/(LOSS)</b>	\$ (1,204,935)	\$ (1,258,509)	\$ (1,351,858)	\$ (1,416,756)	\$ (1,484,776)	\$ (1,556,070)	\$ (1,630,798)
YOY % Change		4.45%	7.42%	4.80%	4.80%	4.80%	4.80%

**PUBLIC WORKS ADMIN/ENGINEERING**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

Director of Public Works	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Development Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Staff Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Resources Manager	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Civil Engineer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Office Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Engineering Tech	0.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Engineering & Storm	0.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>7.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

**PART TIME AND SEASONAL STAFF**

Construction Services Foreman	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Replace PT FTE with FT	0.00	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
<b>TOTAL PART TIME STAFF</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**TOTAL FTES**

8.00	9.50	9.50	9.50	9.50	9.50	9.50	9.50
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**EXPENDITURES BY CATEGORY**

Personnel Costs	\$ 875,227	\$ 918,988	\$ 964,938	\$ 1,013,185	\$ 1,063,844	\$ 1,117,036	\$ 1,172,888
New Personnel	-	135,310	142,076	149,179	156,638	164,470	172,694
Operating Expenses	205,530	211,696	218,047	224,588	231,326	238,266	245,414
New Operating	-	(61,000)	(61,000)	(61,000)	(11,000)	(11,000)	9,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,080,757</b>	<b>\$ 1,204,994</b>	<b>\$ 1,264,060</b>	<b>\$ 1,325,952</b>	<b>\$ 1,440,808</b>	<b>\$ 1,508,772</b>	<b>\$ 1,599,995</b>
YOY % Change		11.50%	4.90%	4.90%	8.66%	4.72%	6.05%

**PUBLIC WORKS STREETS SUMMARY**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

FULL TIME EMPLOYEES

Streets Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Streets Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Streets Foreman	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Staff Assistant II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Assistant	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Equipment Operator	10.00	10.00	10.00	10.00	10.00	10.00	10.00
New Personnel - Equipment Operator	0.00	0.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>14.90</b>	<b>14.90</b>	<b>15.90</b>	<b>15.90</b>	<b>15.90</b>	<b>15.90</b>	<b>15.90</b>

PART TIME AND SEASONAL STAFF

Equipment Operator	3.18	3.18	3.18	3.18	3.18	3.18	3.18
<b>TOTAL PART TIME STAFF</b>	<b>3.18</b>	<b>3.18</b>	<b>3.18</b>	<b>3.18</b>	<b>3.18</b>	<b>3.18</b>	<b>3.18</b>

**TOTAL FTES**

18.08	18.08	19.08	19.08	19.08	19.08	19.08	19.08
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**EXPENDITURES BY CATEGORY**

Personnel Costs	\$ 1,388,743	\$ 1,458,180	\$ 1,531,089	\$ 1,607,644	\$ 1,688,026	\$ 1,772,427	\$ 1,861,048
New Personnel	-	-	65,340	68,607	72,037	75,639	79,421
Operating Expenses	1,614,147	1,662,571	1,712,449	1,763,822	1,816,737	1,871,239	1,927,376
Equipment	-	-	-	-	-	-	-
New Equipment	-	-	200,000	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,002,890</b>	<b>\$ 3,120,752</b>	<b>\$ 3,508,878</b>	<b>\$ 3,440,073</b>	<b>\$ 3,576,800</b>	<b>\$ 3,719,305</b>	<b>\$ 3,867,846</b>
YOY % Change		3.92%	12.44%	-1.96%	3.97%	3.98%	3.99%

**PUBLIC WORKS - TRANSIT**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

Operations Mgr/Asst Transit Mgr							
Transit Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Transit Operations Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor, Transit Maint.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Transit, Mechanic	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Transit Supervisor/Dispatcher	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Safety/Training Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Bus Driver	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Administrative Assistant	0.90	0.90	0.90	0.90	0.90	0.90	0.90
New Personnel - Transit IT/Media Specialist	0.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Paratransit Driver	0.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Transit Fleet Technician	0.00	0.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>31.90</b>	<b>33.90</b>	<b>34.90</b>	<b>34.90</b>	<b>34.90</b>	<b>34.90</b>	<b>34.90</b>

**PART TIME AND SEASONAL STAFF**

Bus Driver	7.39	7.39	7.39	7.39	7.39	7.39	7.39
Paratransit Driver	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Reduce Paratransit Driver (Move to FT)	0.00	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40
<b>TOTAL PART TIME STAFF</b>	<b>7.79</b>	<b>7.39</b>	<b>7.39</b>	<b>7.39</b>	<b>7.39</b>	<b>7.39</b>	<b>7.39</b>

**TOTAL FTES**

39.69	41.29	42.29	42.29	42.29	42.29	42.29	42.29
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**REVENUE SUMMARY**

Charges for Services	\$ 150,500	\$ 165,550	\$ 170,517	\$ 175,632	\$ 180,901	\$ 186,328	\$ 191,918
Rental Income	36,000	36,360	36,724	37,091	37,462	37,836	38,215
Intergovernmental	653,691	637,349	621,415	605,880	590,733	575,964	570,205
Contributions	35,000	35,000	35,000	35,000	35,000	35,000	35,000

**TOTAL REVENUES**

875,191	874,259	863,655	853,602	844,095	835,129	835,337
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**EXPENDITURES BY CATEGORY**

Personnel Costs	2,884,807	3,029,047	3,180,500	3,339,525	3,506,501	3,681,826	3,865,917
New Personnel	-	97,740	172,546	177,723	183,054	188,546	188,546
Operating Expenses	747,249	769,666	792,756	816,539	841,035	866,266	892,254
Equipment	-	-	-	-	-	-	-
New Equipment	-	72,800	20,000	20,000	20,000	20,000	20,000

**TOTAL EXPENDITURES**

3,632,056	3,969,254	4,165,802	4,353,786	4,550,591	4,756,638	4,966,718
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**NET INCOME/(LOSS)**

\$ (2,756,865)	\$ (3,094,995)	\$ (3,302,147)	\$ (3,500,184)	\$ (3,706,495)	\$ (3,921,510)	\$ (4,131,380)
	12.27%	6.69%	6.00%	5.89%	5.80%	5.35%

**POLICE SERVICES SUMMARY**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Commander	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Technician	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Sergeant	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Police Officer	13.00	13.00	13.00	13.00	13.00	13.00	13.00
School Resource Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Detective	3.00	3.00	3.00	3.00	3.00	3.00	3.00
ACET Investigator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor, Animal Control	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Patrol Officer	0.00	2.00	2.00	2.00	2.00	2.00	2.00
New Personnel - Patrol Sergeant	0.00	2.00	2.00	2.00	2.00	2.00	2.00
New Personnel - Police Specific IT Tech	0.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Community Service Officer	0.00	0.00	0.00	0.00	1.00	1.00	2.00
New Personnel - Digital Forensic Analyst	0.00	0.00	0.00	0.00	0.00	0.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>39.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>45.00</b>	<b>45.00</b>	<b>47.00</b>

**PART TIME AND SEASONAL STAFF**

Community Services Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>TOTAL PART TIME STAFF</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**TOTAL FTES**

41.00	46.00	46.00	46.00	47.00	47.00	49.00
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**REVENUE SUMMARY**

Charges for Services (Patrol special event)	\$ 43,500	\$ 47,850	\$ 49,286	\$ 50,764	\$ 52,287	\$ 53,856	\$ 55,471
Fines & Forfeits (Only muni-surcharge)	20,000	20,200	20,402	20,606	20,812	21,020	21,230
<b>TOTAL REVENUES</b>	<b>63,500</b>	<b>68,050</b>	<b>69,688</b>	<b>71,370</b>	<b>73,099</b>	<b>74,876</b>	<b>76,702</b>

**EXPENDITURES BY CATEGORY**

Personnel Costs	3,904,440	4,099,662	4,304,645	4,519,877	4,745,871	4,983,165	5,232,323
New Personnel	-	489,171	513,630	539,311	629,153	660,611	801,787
Operating Expenses	574,118	591,342	609,082	627,354	646,175	665,560	685,527
New Operating	-	-	3,000	3,000	3,000	3,000	48,000
Equipment	-	-	-	-	-	-	-
New Equipment	-	80,000	60,000	-	22,000	225,000	-
Community Support	20,350	20,350	20,350	20,350	20,350	20,350	20,350
<b>TOTAL EXPENDITURES</b>	<b>4,498,908</b>	<b>5,280,525</b>	<b>5,510,707</b>	<b>5,709,893</b>	<b>6,066,549</b>	<b>6,557,686</b>	<b>6,787,987</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ (4,435,408)</b>	<b>\$ (5,212,475)</b>	<b>\$ (5,441,019)</b>	<b>\$ (5,638,523)</b>	<b>\$ (5,993,450)</b>	<b>\$ (6,482,810)</b>	<b>\$ (6,711,285)</b>
		17.52%	4.38%	3.63%	6.29%	8.16%	3.52%

**FIRE SERVICES SUMMARY**

BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2018	2019	2020	2021	2022	2023	2024

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Firefighter Captain	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Fire Engineer	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Firefighter/EMT-P	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Firefighter/EMT-B	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Firefighter II/EMT-Plan Reviewer	3.00	3.00	3.00	3.00	3.00	3.00	3.00
New Personnel - Floaters - FF/Paramedic	0.00	1.00	1.00	2.00	2.00	2.00	2.00
New Personnel - Floaters - FF/EMT	0.00	2.00	2.00	3.00	3.00	3.00	3.00
New Personnel - Training Captain	0.00	0.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Deputy Fire Marshal	0.00	0.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Battalion Chief	0.00	0.00	0.00	3.00	3.00	3.00	3.00
New Personnel - Lieutenant (new DT station)	0.00	0.00	0.00	3.00	3.00	3.00	3.00
New Personnel - FF/Paramedic (new DT station)	0.00	0.00	0.00	3.00	3.00	3.00	3.00
New Personnel - Admin Assist (new DT station)	0.00	0.00	0.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>28.00</b>	<b>31.00</b>	<b>33.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>

**PART TIME AND SEASONAL STAFF**

Firefighter/EMT-B	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Firefighter/EMT-P	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Reserve Firefighter	0.50	0.50	0.50	0.50	0.50	0.50	0.50
New Personnel - Reduce PT by using "floaters"	0.00	-2.00	-2.00	-2.00	-2.00	-2.00	-2.00
<b>TOTAL PART TIME STAFF</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**TOTAL FTES**

33.00 34.00 36.00 48.00 48.00 48.00 48.00

**REVENUE SUMMARY**

Intergovernmental	\$ 920,748	\$ 823,000	\$ 937,998	\$ 1,369,351	\$ 1,562,226	\$ 1,642,883	\$ 1,727,599
Charges for Services	860,148	877,351	894,898	912,796	931,052	949,673	968,666
Other Revenue	2,000	2,020	2,040	2,061	2,081	2,102	2,123
<b>TOTAL REVENUES</b>	<b>1,782,896</b>	<b>1,702,371</b>	<b>1,834,936</b>	<b>2,284,207</b>	<b>2,495,359</b>	<b>2,594,658</b>	<b>2,698,388</b>

**EXPENDITURES BY CATEGORY**

Personnel Costs	3,157,887	3,557,281	3,735,145	3,921,903	4,117,998	4,323,898	4,540,093
New Personnel	-	104,000	310,500	1,573,500	2,265,720	2,379,006	2,497,956
Operating Expenses	397,761	409,694	421,985	434,644	447,684	461,114	474,947
New Operating	-	10,000	5,000	250,000	257,500	265,225	273,182
Equipment	87,500	88,375	89,259	90,151	91,053	91,963	92,883
New Equipment	-	-	85,000	120,000	-	-	-
Overhead (eliminated for this exercise)	n/a	n/a	n/a	n/a	n/a	n/a	n/a

**TOTAL EXPENDITURES**

3,643,148 4,169,350 4,646,889 6,390,198 7,179,954 7,521,206 7,879,061

**NET INCOME/(LOSS)**

\$ (1,860,252)	\$ (2,466,979)	\$ (2,811,953)	\$ (4,105,991)	\$ (4,684,596)	\$ (4,926,548)	\$ (5,180,673)
	32.62%	13.98%	46.02%	14.09%	5.16%	5.16%

**LEGAL & MUNICIPAL COURT**

<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Staff Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Legal Assistant	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Municipal Court Judge	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Court Administrator	0.80	0.80	0.80	0.80	0.80	0.80	0.80
<b>TOTAL FULL TIME STAFF</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>

**PART TIME AND SEASONAL STAFF**

Municipal Court Assistant	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>TOTAL PART TIME STAFF</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

**TOTAL FTES**

4.95	4.95	4.95	4.95	4.95	4.95	4.95	4.95
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**EXPENDITURES BY CATEGORY**

Personnel Costs	\$ 489,039	\$ 513,491	\$ 539,165	\$ 566,124	\$ 594,430	\$ 624,151	\$ 655,359
Operating Expenses	73,060	75,252	77,509	79,835	82,230	84,697	87,237

**TOTAL EXPENDITURES**

\$ 562,099	\$ 588,743	\$ 616,675	\$ 645,958	\$ 676,660	\$ 708,848	\$ 742,596
	4.74%	4.74%	4.75%	4.75%	4.76%	4.76%

**PARKS & RECREATION SUMMARY**

<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>

**STAFFING PLAN**

**FULL TIME EMPLOYEES**

Director of Parks & Community Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation & Enterprise Services Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks, Open Space & Trails Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Open Space and Trails Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Registration/Grant Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Front Desk Marketing and Event Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Marketing& Special Events Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Recreation Supervisor	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Parks, Open Space & Trails Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crew Leader	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Equipment Operator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Maintenance Worker (Parks/Ski)	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic, Lifts/Snowmaking	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic, Fleet	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Howelsen Hill Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Rink Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ice Arena Facilities Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
New Personnel - Project Manager/Shared With Facilities	0.00	0.50	0.50	0.50	0.50	0.50	0.50
New Personnel - Ice Arena	0.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>29.00</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>

**PART TIME AND SEASONAL STAFF**

Course Director	0.13	0.13	0.13	0.13	0.13	0.13	0.13
Youth Program Director	1.03	1.03	1.03	1.03	1.03	1.03	1.03
Youth / Teen Group Leader	4.29	4.29	4.29	4.29	4.29	4.29	4.29
Adult Sports League Coordinators	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Softball League Coordinator	0.19	0.19	0.19	0.19	0.19	0.19	0.19
Adult Sports Gym Supervisor	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Softball Umpires	0.22	0.22	0.22	0.22	0.22	0.22	0.22
Soccer Referees	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Youth Football Referees	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Crew Leader	0.62	0.62	0.62	0.62	0.62	0.62	0.62
Maintenance Worker	2.16	2.16	2.16	2.16	2.16	2.16	2.16
Arborist	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Parks Worker	7.05	7.05	7.05	7.05	7.05	7.05	7.05
Parks Worker (Rodeo)	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Lift Operators	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Ski Safety Coordinator	0.41	0.41	0.41	0.41	0.41	0.41	0.41
Snow Groomer	0.29	0.29	0.29	0.29	0.29	0.29	0.29
Concession Crew Leader	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Concession Worker	0.34	0.34	0.34	0.34	0.34	0.34	0.34
Lead Ski Patrol	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Ski Patrol	0.33	0.33	0.33	0.33	0.33	0.33	0.33
Snowmaker	0.72	0.72	0.72	0.72	0.72	0.72	0.72
Recreation Instructor	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Lead Skate Instructor	0.13	0.13	0.13	0.13	0.13	0.13	0.13
Staff Assistant	0.67	0.67	0.67	0.67	0.67	0.67	0.67
Scorekeeper	0.27	0.27	0.27	0.27	0.27	0.27	0.27
Rink Worker	1.12	1.12	1.12	1.12	1.12	1.12	1.12
New Personnel - Recreation	0.00	0.00	0.38	0.38	0.76	0.76	1.14
New Personnel - Ice Arena	0.00	0.50	0.50	0.50	0.50	0.50	0.50
<b>TOTAL PART TIME STAFF</b>	<b>22.90</b>	<b>23.40</b>	<b>23.78</b>	<b>23.78</b>	<b>24.16</b>	<b>24.16</b>	<b>24.54</b>

**TOTAL FTES**

<b>51.90</b>	<b>53.90</b>	<b>54.28</b>	<b>54.28</b>	<b>54.66</b>	<b>54.66</b>	<b>55.04</b>
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**PARKS & RECREATION SUMMARY (continued)****REVENUE SUMMARY**

Charges for Services	\$ 1,667,488	\$ 1,834,237	\$ 1,889,264	\$ 1,945,942	\$ 2,004,320	\$ 2,064,450	\$ 2,126,383
New 2nd Sheet of Ice Revenue	-	204,450	231,784	238,737	268,390	276,442	308,596
Contributions	178,500	180,285	182,088	183,909	185,748	187,605	189,481
Fines & Forfeits	2,000	2,200	2,266	2,334	2,404	2,476	2,550
Transfers (Eliminated for this exercise)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TOTAL REVENUES</b>	<b>1,847,988</b>	<b>2,221,172</b>	<b>2,305,402</b>	<b>2,370,922</b>	<b>2,460,862</b>	<b>2,530,973</b>	<b>2,627,011</b>

**EXPENDITURES BY CATEGORY**

Personnel Costs	3,182,850	3,341,993	3,509,092	3,684,547	3,868,774	4,062,213	4,265,323
New Personnel	-	67,285	82,644	85,123	101,829	104,883	122,530
Operating Expenses	2,155,747	2,220,419	2,287,032	2,355,643	2,426,312	2,499,102	2,574,075
New Operating	-	94,782	104,625	107,764	118,423	121,976	133,135
Equipment	121,200	-	-	-	-	-	-
New Equipment	-	41,900	40,800	84,500	54,600	36,000	28,000
Overhead (Eliminated for this exercise)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Debt Service	48,518	48,518	-	-	-	-	-

**TOTAL EXPENDITURES**

<b>5,508,315</b>	<b>5,814,897</b>	<b>6,024,193</b>	<b>6,317,577</b>	<b>6,569,938</b>	<b>6,824,173</b>	<b>7,123,063</b>
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**NET INCOME/(LOSS)**

<b>\$ (3,660,327)</b>	<b>\$ (3,593,725)</b>	<b>\$ (3,718,791)</b>	<b>\$ (3,946,655)</b>	<b>\$ (4,109,076)</b>	<b>\$ (4,293,200)</b>	<b>\$ (4,496,052)</b>
	-1.82%	3.48%	6.13%	4.12%	4.48%	4.72%

**PLANNING & COMMUNITY DEVELOPMENT SUMMARY**

<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>

**STAFFING PLAN**

FULL TIME EMPLOYEES

Director of Comm Dev Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Principal Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
New Position - Planner	0.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME STAFF</b>	<b>7.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>

**EXPENDITURES BY CATEGORY**

Personnel Costs	\$ 775,728	\$ 814,514	\$ 855,240	\$ 898,002	\$ 942,902	\$ 990,047	\$ 1,039,550
New Personnel	-	62,000	65,100	68,355	71,773	75,361	79,129
Operating Expenses	105,281	108,439	111,693	115,043	118,495	122,050	125,711
<b>TOTAL EXPENDITURES</b>	<b>\$ 881,009</b>	<b>\$ 984,954</b>	<b>\$ 1,032,033</b>	<b>\$ 1,081,401</b>	<b>\$ 1,133,170</b>	<b>\$ 1,187,458</b>	<b>\$ 1,244,390</b>
		11.80%	4.78%	4.78%	4.79%	4.79%	4.79%

**DEBT SERVICE & LEASE SUMMARY**

	<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Outstanding COPs &amp; Other Leases</b>							
2016A Certificates of Participation - Refund Iron Horse \$	162,600	162,600	162,600	162,600	162,600	162,600	162,600
2016B Certificates of Participation - Downtown Imp	299,925	300,325	304,803	303,065	300,815	302,527	303,650
2018 Certificates of Participation-CLEF	500,000	439,050	432,300	435,550	433,500	436,300	433,800
2010 Certificates of Participation - General	439,875	433,000	432,600	431,600	-	-	-
Energy Improvement Lease	52,356	52,356	-	-	-	-	-
<b>TOTAL DEBT SERVICE PAYMENTS</b>	<b>\$ 1,454,756</b>	<b>\$ 1,387,331</b>	<b>\$ 1,332,303</b>	<b>\$ 1,332,815</b>	<b>\$ 896,915</b>	<b>\$ 901,427</b>	<b>\$ 900,050</b>

**TRANSFERS**

	<b>BUDGET</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Transfers</b>							
Transfer to Howelsen Hill Ski Area	\$ 849,322	n/a	n/a	n/a	n/a	n/a	n/a
Transfer to Rodeo	187,249	n/a	n/a	n/a	n/a	n/a	n/a
Transfer to Ice Arena	138,724	n/a	n/a	n/a	n/a	n/a	n/a
Transfer to Tennis Center	163,172	n/a	n/a	n/a	n/a	n/a	n/a
Transfer to Capital Projects Fund	1,205,045	1,229,146	1,253,729	1,278,803	1,304,379	1,330,467	1,357,076
Transfer to Airport Fund	-	100,000	103,000	106,090	109,273	-	-
<b>TOTAL DEBT SERVICE PAYMENTS</b>	<b>\$ 2,543,512</b>	<b>\$ 1,329,146</b>	<b>\$ 1,356,729</b>	<b>\$ 1,384,893</b>	<b>\$ 1,413,652</b>	<b>\$ 1,330,467</b>	<b>\$ 1,357,076</b>

Interfund transfers eliminated for this exercise