

SCENARIO 2
NO ADDITIONAL PERSONNEL OR OPERATING
WOULD REQUIRE SERVICE CUTS IN SOME AREAS

ASSUMPTIONS

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2019	2020	2021	2022	2023	2024
Revenue						
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%
Expenditures						
Personnel Escalation	5%	5%	5%	5%	5%	5%
Operating Escalation	3%	3%	3%	3%	3%	3%
Equipment Escalation	1%	1%	1%	1%	1%	1%

REVENUE LESS EXPENSE	\$	(552,967)	\$	(1,133,209)	\$	(1,885,992)	\$	(2,229,031)	\$	(3,087,480)	\$	(3,958,254)
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GENERAL FUND SUMMARY

	BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2018	2019	2020	2021	2022	2023	2024
REVENUE							
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	2,494,409	2,525,455	2,559,226	2,595,823	2,635,354	2,687,506
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	-	-
TOTAL REVENUE	34,158,860	35,089,698	35,813,650	36,532,926	37,292,341	37,934,159	38,740,189
EXPENDITURES							
Personnel Costs	20,573,644	21,843,826	22,936,018	24,082,818	25,286,959	26,551,307	27,878,873
Operating Expenses	8,817,042	9,081,553	9,354,000	9,634,620	9,923,658	10,221,368	10,528,009
Contingency	197,000	197,000	197,000	197,000	197,000	197,000	197,000
Equipment	240,930	120,927	122,137	123,358	124,592	125,837	127,096
Capital Outlay	-	-	-	-	-	-	-
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
TOTAL EXPENDITURES	34,157,405	35,642,665	36,946,860	38,418,918	39,521,372	41,021,640	42,698,444
REVENUE LESS EXPENSE	\$ 1,455	\$ (552,967)	\$ (1,133,209)	\$ (1,885,992)	\$ (2,229,031)	\$ (3,087,480)	\$ (3,958,254)

GENERAL FUND REVENUE SUMMARY

	BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2018	2019	2020	2021	2022	2023	2024
TAXES AND ASSESSMENTS							
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
TOTAL TAXES AND ASSESSMENTS	26,569,945	27,093,034	27,626,657	28,169,602	28,723,395	29,286,707	29,861,205
LICENSES AND PERMITS	63,085	63,716	64,353	64,997	65,647	66,303	66,966
INTERGOVERNMENTAL							
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	794,500	837,873	883,476	931,421	981,826	1,034,814
Other Intergovernmental	2,000	1,950	1,901	1,854	1,807	1,762	1,745
TOTAL INTERGOVERNMENTAL	2,574,857	2,494,409	2,525,455	2,559,226	2,595,823	2,635,354	2,687,506
CHARGES FOR SERVICES							
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
TOTAL CHARGES FOR SERVICE	3,124,236	3,574,460	3,694,764	3,797,314	3,925,266	4,034,396	4,170,489
FINES AND FORFEITS	126,600	127,866	129,145	130,436	131,740	133,058	134,388
OTHER							
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
TOTAL OTHER	852,613	866,633	880,978	895,654	910,672	926,038	941,763
OVERHEAD FROM PROPRIETARY FUNDS	735,204	757,260	779,978	803,377	827,479	852,303	877,872
TRANSFERS	112,320	112,320	112,320	112,320	112,320	-	-
TOTAL REVENUES	\$ 34,158,860	\$ 35,089,698	\$ 35,813,650	\$ 36,532,926	\$ 37,292,341	\$ 37,934,159	\$ 38,740,189

COMMUNITY SUPPORT SUMMARY

	BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2018	2019	2020	2021	2022	2023	2024
ECONOMIC DEVELOPMENT INCENTIVES BY PROGRAM							
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
	120,000	120,000	120,000	120,000	120,000	120,000	120,000
COMMUNITY SUPPORT BY PROGRAM							
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
	1,467,120	1,481,014	1,495,324	1,510,064	1,525,246	1,540,883	1,556,989

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

CITY COUNCIL 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

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
\$ 277,287	\$ 289,381	\$ 302,037	\$ 315,282	\$ 329,144	\$ 343,652	\$ 358,838
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	0.00	0.00	0.00	0.00	0.00
New Personnel - Sustainability Coordinator	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	10.85	10.85	10.85	10.85	10.85	10.85	10.85

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	0.00	0.00	0.00	0.00	0.00
TOTAL PART TIME STAFF	0.18	0.18	0.18	0.18	0.18	0.18	0.18

TOTAL FTES

11.03	11.03	11.03	11.03	11.03	11.03	11.03	11.03
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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	-	-	-	-	-	-	-
Operating Expenses	383,523	395,029	406,880	419,086	431,659	444,608	457,947
New Operating	-	-	-	-	-	-	-
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
TOTAL EXPENDITURES	\$ 3,404,012	\$ 3,491,580	\$ 3,583,018	\$ 3,678,505	\$ 3,778,227	\$ 3,882,380	\$ 3,991,169
YOY % Change		2.57%	2.62%	2.66%	2.71%	2.76%	2.80%

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	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Systems Admin	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Senior Help Desk - IT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - IT Help Desk	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Risk Coordinator	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	14.65	14.65	14.65	14.65	14.65	14.65	14.65
TOTAL FTES	14.65	14.65	14.65	14.65	14.65	14.65	14.65

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	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
New Operating - Facilities	-	-	-	-	-	-	-
Equipment	32,230	32,552	32,878	33,207	33,539	33,874	34,213
Capital Outlay - Building Infrastructure	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 3,668,188	\$ 3,806,589	\$ 3,950,585	\$ 4,100,417	\$ 4,256,336	\$ 4,418,605	\$ 4,587,497
YOY % Change		3.77%	3.78%	3.79%	3.80%	3.81%	3.82%

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	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	10.40	10.40	10.40	10.40	10.40	10.40	10.40
TOTAL FTES	10.40	10.40	10.40	10.40	10.40	10.40	10.40

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
TOTAL REVENUES	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	-	-	-	-	-	-	-
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
TOTAL EXPENDITURES	1,338,935	1,399,159	1,462,212	1,528,231	1,597,357	1,669,740	1,745,537
NET INCOME/(LOSS)	\$ (1,204,935)	\$ (1,258,509)	\$ (1,318,858)	\$ (1,382,106)	\$ (1,448,393)	\$ (1,517,868)	\$ (1,590,686)
YOY % Change		4.45%	4.80%	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	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Engineering & Storm	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	7.50	7.50	7.50	7.50	7.50	7.50	7.50

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
TOTAL PART TIME STAFF	0.50	0.00	0.00	0.00	0.00	0.00	0.00

TOTAL FTES	8.00	7.50	7.50	7.50	7.50	7.50	7.50
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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	-	-	-	-	-	-	-
Operating Expenses	205,530	211,696	218,047	224,588	231,326	238,266	245,414
New Operating	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 1,080,757	\$ 1,130,684	\$ 1,182,985	\$ 1,237,773	\$ 1,295,170	\$ 1,355,302	\$ 1,418,301
YOY % Change		4.62%	4.63%	4.63%	4.64%	4.64%	4.65%

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	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	14.90	14.90	14.90	14.90	14.90	14.90	14.90

PART TIME AND SEASONAL STAFF

Equipment Operator	3.18	3.18	3.18	3.18	3.18	3.18	3.18
TOTAL PART TIME STAFF	3.18	3.18	3.18	3.18	3.18	3.18	3.18

TOTAL FTES

18.08	18.08	18.08	18.08	18.08	18.08	18.08	18.08
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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	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 3,002,890	\$ 3,120,752	\$ 3,243,538	\$ 3,371,466	\$ 3,504,762	\$ 3,643,666	\$ 3,788,424
YOY % Change		3.92%	3.93%	3.94%	3.95%	3.96%	3.97%

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	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Paratransit Driver	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Transit Fleet Technician	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	31.90	31.90	31.90	31.90	31.90	31.90	31.90

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	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL PART TIME STAFF	7.79	7.79	7.79	7.79	7.79	7.79	7.79

TOTAL FTES

39.69	39.69	39.69	39.69	39.69	39.69	39.69	39.69
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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	-	-	-	-	-	-	-
Operating Expenses	747,249	769,666	792,756	816,539	841,035	866,266	892,254
Equipment	-	-	-	-	-	-	-
New Equipment	-	-	-	-	-	-	-

TOTAL EXPENDITURES

3,632,056	3,798,714	3,973,256	4,156,064	4,347,536	4,548,092	4,758,172
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NET INCOME/(LOSS)

\$ (2,756,865)	\$ (2,924,455)	\$ (3,109,601)	\$ (3,302,461)	\$ (3,503,441)	\$ (3,712,964)	\$ (3,922,834)
	6.08%	6.33%	6.20%	6.09%	5.98%	5.65%

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	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Patrol Sergeant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Police Specific IT Tech	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Community Service Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Digital Forensic Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	39.00	39.00	39.00	39.00	39.00	39.00	39.00

PART TIME AND SEASONAL STAFF

Community Services Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL PART TIME STAFF	2.00	2.00	2.00	2.00	2.00	2.00	2.00

TOTAL FTES

TOTAL FTES	41.00	41.00	41.00	41.00	41.00	41.00	41.00
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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
TOTAL REVENUES	63,500	68,050	69,688	71,370	73,099	74,876	76,702

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	-	-	-	-	-	-	-
Operating Expenses	574,118	591,342	609,082	627,354	646,175	665,560	685,527
New Operating Equipment	-	-	-	-	-	-	-
New Equipment	-	-	-	-	-	-	-
Community Support	20,350	20,350	20,350	20,350	20,350	20,350	20,350
TOTAL EXPENDITURES	4,498,908	4,711,354	4,934,077	5,167,582	5,412,396	5,669,075	5,938,200
NET INCOME/(LOSS)	\$ (4,435,408)	\$ (4,643,304)	\$ (4,864,389)	\$ (5,096,212)	\$ (5,339,297)	\$ (5,594,199)	\$ (5,861,498)
		4.69%	4.76%	4.77%	4.77%	4.77%	4.78%

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	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Floaters - FF/EMT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Training Captain	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Deputy Fire Marshal	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Battalion Chief	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Lieutenant (new DT station)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - FF/Paramedic (new DT station)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Personnel - Admin Assist (new DT station)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	28.00	28.00	28.00	28.00	28.00	28.00	28.00

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	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL PART TIME STAFF	5.00	5.00	5.00	5.00	5.00	5.00	5.00

TOTAL FTES

33.00 33.00 33.00 33.00 33.00 33.00 33.00 33.00

REVENUE SUMMARY

Intergovernmental	\$ 920,748	\$ 794,500	\$ 837,873	\$ 883,476	\$ 931,421	\$ 981,826	\$ 1,034,814
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
TOTAL REVENUES	1,782,896	1,673,871	1,734,811	1,798,332	1,864,554	1,933,600	2,005,604

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	-	-	-	-	-	-	-
Operating Expenses	397,761	409,694	421,985	434,644	447,684	461,114	474,947
New Operating	-	-	-	-	-	-	-
Equipment	87,500	88,375	89,259	90,151	91,053	91,963	92,883
New Equipment	-	-	-	-	-	-	-
Overhead (eliminated for this exercise)	n/a	n/a	n/a	n/a	n/a	n/a	n/a

TOTAL EXPENDITURES

3,643,148 4,055,350 4,246,389 4,446,698 4,656,734 4,876,975 5,107,923

NET INCOME/(LOSS)

\$ (1,860,252) \$ (2,381,479) \$ (2,511,578) \$ (2,648,366) \$ (2,792,181) \$ (2,943,375) \$ (3,102,319)

28.02% 5.46% 5.45% 5.43% 5.41% 5.40%

LEGAL & MUNICIPAL COURT

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 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
TOTAL FULL TIME STAFF	4.70	4.70	4.70	4.70	4.70	4.70	4.70

PART TIME AND SEASONAL STAFF

Municipal Court Assistant	0.25	0.25	0.25	0.25	0.25	0.25	0.25
TOTAL PART TIME STAFF	0.25	0.25	0.25	0.25	0.25	0.25	0.25

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 (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
TOTAL REVENUES	1,847,988	2,221,172	2,305,402	2,370,922	2,460,862	2,530,973	2,627,011

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	-	-	-	-	-	-	-
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 Equipment	-	-	-	-	-	-	-
New Equipment	121,200	-	-	-	-	-	-
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	5,508,315	5,610,930	5,796,124	6,040,190	6,295,086	6,561,314	6,839,398

NET INCOME/(LOSS)

\$ (3,660,327)	\$ (3,389,758)	\$ (3,490,722)	\$ (3,669,268)	\$ (3,834,224)	\$ (4,030,341)	\$ (4,212,387)
	-7.39%	2.98%	5.11%	4.50%	5.11%	4.52%

PLANNING & COMMUNITY DEVELOPMENT 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 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	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FULL TIME STAFF	7.90	7.90	7.90	7.90	7.90	7.90	7.90

EXPENDITURES BY CATEGORY

Personnel Costs	\$ 775,728	\$ 814,514	\$ 855,240	\$ 898,002	\$ 942,902	\$ 990,047	\$ 1,039,550
New Personnel	-	-	-	-	-	-	-
Operating Expenses	105,281	108,439	111,693	115,043	118,495	122,050	125,711
TOTAL EXPENDITURES	\$ 881,009	\$ 922,954	\$ 966,933	\$ 1,013,046	\$ 1,061,397	\$ 1,112,097	\$ 1,165,261
		4.76%	4.77%	4.77%	4.77%	4.78%	4.78%

DEBT SERVICE & LEASE SUMMARY

	BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2018	2019	2020	2021	2022	2023	2024
Outstanding COPs & Other Leases							
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	-	-	-	-	-
TOTAL DEBT SERVICE PAYMENTS	\$ 1,454,756	\$ 1,387,331	\$ 1,332,303	\$ 1,332,815	\$ 896,915	\$ 901,427	\$ 900,050

TRANSFERS

	BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2018	2019	2020	2021	2022	2023	2024
Transfers							
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	-	-
TOTAL DEBT SERVICE PAYMENTS	\$ 2,543,512	\$ 1,329,146	\$ 1,356,729	\$ 1,384,893	\$ 1,413,652	\$ 1,330,467	\$ 1,357,076

Interfund transfers eliminated for this exercise