

CITY OF EDGEWATER

**RESOLUTION NO. 2022-14
SERIES OF 2022**

A RESOLUTION ADOPTING AN ANNUAL BUDGET AND APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS FOR FISCAL YEAR 2023

WHEREAS, the City Council for the City of Edgewater, Colorado (“Council”) has received a proposed Annual Budget for Fiscal Year 2023 (“Budget”) from the City Manager, which Budget contains, among other things, a pay plan for all City employees as required by Section 9.2(10) of the City of Edgewater Home Rule Charter (“Charter”), a budget message as required by Section 12.4 of the Charter, and a capital budget as required by Section 12.5 of the Charter; and

WHEREAS, after due and proper notice as required by the Edgewater Home Rule Charter (“Charter”), on December 6, 2022, a public hearing on the Budget was held by Council; and

WHEREAS, the Budget contains revenues and reserves in an amount equal to or greater than the total proposed expenditures as set forth therein; and

WHEREAS, it is required by Charter Section 12.9 and necessary for purposes of governmental operation for the Council to appropriate the revenues of various funds, based upon the adopted budget, to permit their expenditure; and

WHEREAS, the Council therefore desires to adopt the attached 2023 Annual Budget for the City of Edgewater, Colorado, and to appropriate certain sums of money to various City funds, as specifically set forth in this Resolution and the attached Budget.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EDGEWATER, THAT:

Section 1. Estimated revenues for the City for fiscal year 2023 in the total amount of \$18,422,478 include estimated revenues for the following funds in the following amounts:

1. General Fund	\$10,404,035
2. Utility Fund	\$ 3,384,573
3. Capital Projects Fund	\$ 4,330,000
4. Conservation Trust Fund	\$ 58,000
5. Pension Funds	\$ 69,370
6. Open Space Fund	\$ 176,500

Section 2. Estimated expenditures from anticipated revenues and existing fund balances for the City, for fiscal year 2023 in the total amount of \$22,283,941 include expenditures for the following funds in the following amounts:

1. General Fund	\$13,827,136
2. Utility Fund	\$ 3,763,005
3. Capital Projects Fund	\$ 4,185,100
4. Conservation Trust Fund	\$ 115,000
5. Pension Funds	\$ 60,900
6. Open Space Fund	\$ 332,800

Section 3. The Annual Budget for the City of Edgewater, Colorado, for the Fiscal Year beginning January 1, 2023 and ending December 31, 2023, as summarized by fund by this Resolution and attached to this Resolution and incorporated herein by this reference, is hereby adopted and approved.

Section 4. Sums of money are appropriated from the revenues of each fund as set forth in the budget approved by Section 3 hereof, to each fund, for the purposes stated in the budget. Pursuant to Section 12.11 of the Charter, the Council hereby authorizes the City Manager to transfer any unencumbered appropriation balance, or any portion thereof, from one classification of expenditures to another within the same department, office or agency. For purposes of this section, an "unencumbered appropriation" means an appropriation, the object of which has ceased to exist.


Section 5. Following adoption, the City Clerk is directed to publish and post a copy of this Resolution as required by Charter.

INTRODUCED, READ AND ADOPTED this 6th day of December, 2022.



John Beltone, Mayor

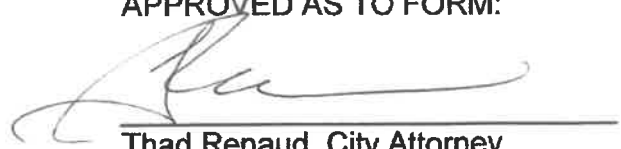
ATTEST:



Lenore Pedroza, CMC
City Clerk



APPROVED AS TO FORM:



Thad Renaud, City Attorney



2023 BUDGET





VISION

We are a resilient and sustainable community that honors its heritage and diversity and provides support, access, and opportunity for all who live, work, and visit Edgewater.



MISSION

To provide exceptional services and programs with a neighborly commitment to all who live, work, and visit Edgewater.



THE EDGE PLEDGE

E - Empowering Inclusion

Welcoming opinions and valuing diversity.

D - Displaying Integrity

Upholding strong ethical principles, honesty, and transparency.

G - Generating Service

Providing guidance and assistance.

E - Engaging Cooperation

Working together to achieve positive and equitable results.



12/06/22

To: Mayor Beltrone & City Council

From: Dan Maples, City Manager

RE: 2023 Budget

Mayor Beltrone & Council Members,

Attached please find a balanced 2023 Proposed Budget for consideration. During 2022, the City of Edgewater was proactive in managing funds and expenses to protect the City’s financial stability. The audits for 2020 and 2021 have not been completed yet, however, there are no anticipated significant changes to the 2020 or 2021 financial statements, and staff is confident with the figures presented in the proposed budget. While projections are based on historical trends and anticipated changes, it is important to note that there may be some adjustments prior to adoption as additional information is received in the upcoming weeks.

Strategic Plan

Throughout 2022 staff worked with City Council to develop a 2–4-year strategic plan that serves as the focus for the proposed budget. The Strategic Plan has been used to make key decisions in this proposed budget and as a guide for implementation in the Capital Investment Plan. Based on this work, an entire section of this budget is devoted to the strategic plan, which includes action steps for approval within the 2023 Budget.

The City of Edgewater worked with a consultant to facilitate City Council’s development of the Strategic Plan. One on one meetings between the consultant and the Mayor, City Council Members, Department Directors, and the City Manager were held to develop and document strategic priorities. These strategic priorities were then used in a retreat with the Mayor and City Council where they were refined into a set of jointly approved goals for the next 2-4 years. The Edgewater City Council approved the Edgewater City Council Strategic Plan on October 18, 2022.

Looking ahead to 2023 a Comprehensive Plan will be created with the community, businesses, and council to give long-term focus and vision to Edgewater’s future. The City has several goal-oriented plans which overlap and assist with providing directional vision for the City of Edgewater.





Budget Process

The 2023 budget process again involved Department Directors and Supervisors to develop a complete and balanced budget. Each department was given budget workbooks to complete and submit. Along with these workbooks, Department Directors and Supervisors met with the City Manager and Administrative Services Director to discuss all proposed changes for the 2023 Budget. This year with somewhat flat revenue predictions along with the growing cost of living and benefits costs, departments were asked to make budget reductions to operational expenses. The first line of reductions brought balance to the budget without having to make further cuts. It is important to note that services are not impacted nor are employee positions or benefits. .

For 2023 each Board and Commission was given a Budget Request Form(s) to request funds. These forms were then compiled into the current budget based on how they fit with current priorities. Staff has added these requests to the Mayor and Council Budget, to keep the funds separated from organizational operational expenditures.

Following the 2022 budget format, the 2023 Proposed Budget is shown in a simplified layout. This format is easier to understand and more transparent as to what revenues and expenses are planned for the 2023 calendar year.

Employee Salaries and Benefits

With organizational current expenditures balanced with revenues staff is proposing a 7.2% Cost of Living adjustment (based on the Consumer Price Index, Denver-Aurora- Lakewood August release). This is the biggest increase being proposed for the 2023 year. Sworn staff (Police Officers) will continue to progress through the approved step salary plan with 7.2% increase to salaries. The Department's current step plan only provides a 5% increase year over year but with the increased cost of living staff is proposing a one year 7.2% increase in-line with all other employees. The step plan provides officers a base pay that steps up each year to incentivize longevity. The costs associated with hiring and training new officers far outweighs the costs of offering the step program.

In early 2023, a salary survey is planned, to analyze current salaries and job descriptions along with City policies used to structure salaries and wages. This process will help identify if current pay policies are keeping up with the market and growing cost of living.

On December 15, 2020, the Edgewater City Council approved Resolution 2020-27, A Resolution Committing the City of Edgewater to Pay a "Living Wage" to its employees and Employees of Subcontractors working for the City of Edgewater. This resolution was amended by Resolution 2022-10 to set the policy to increase internal minimum wage amount equal to the year-over-year percentage increase in the Consumer Price Index, for all items, published annually each August for the Denver-Aurora-Lakewood Area. The current Edgewater living wage rate is \$17.40 per hour and a salary of \$36,192 annually for 2022. This rate will be increased to \$18.65 and \$38,792 respectively. Staff has adjusted the City's Compensation Plan to reflect these wage minimums.

The City of Edgewater provides employees with one of the best benefit packages offered by any local government organization. Employees receive health insurance, dental insurance, vision insurance, long-term disability, and accidental death and dismember insurance at no cost to the employee. In addition,



the City of Edgewater offers a Health Reimbursement Account (HRA) that covers medical expenses which minimizes the out-of-pocket expenses for employees. Staff is anticipating and is showing a 10% increase in premiums for 2023 within this proposed budget.

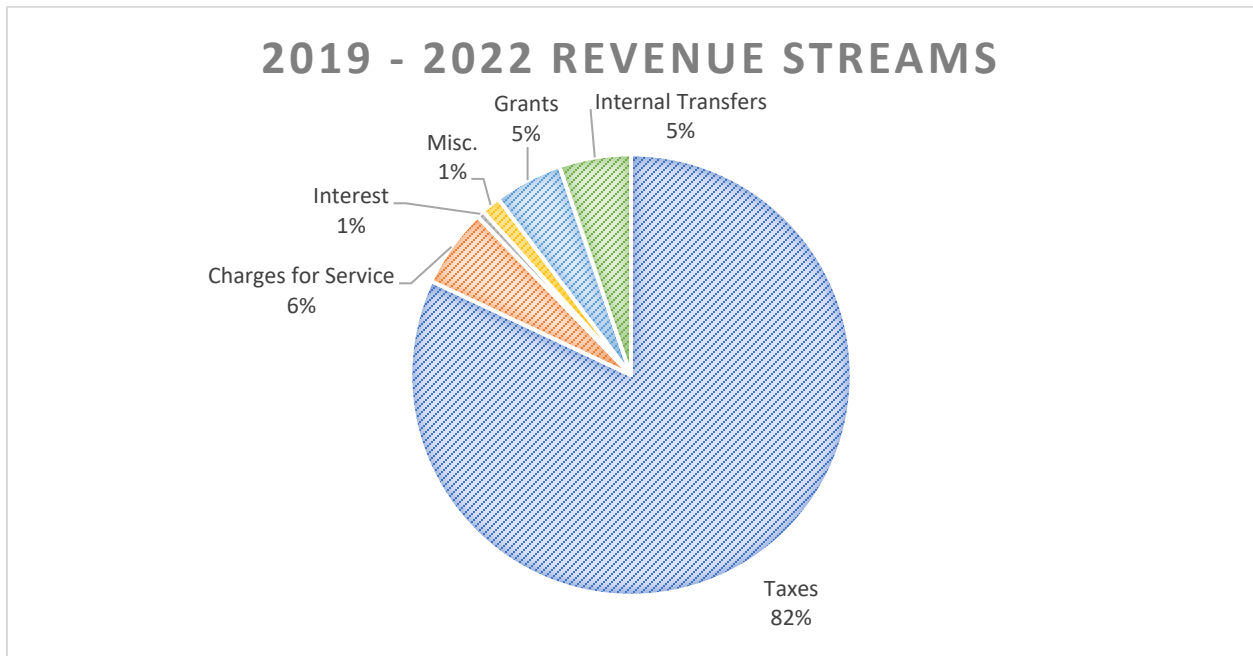
Revenue

Questions have been asked recently as to the makeup and balance of City revenue. These discussions are prompted by the current forecast of recession on the country and how it may affect the City of Edgewater.

Edgewater currently is funded through a mix of revenue streams, and the primary contributor to the revenue is sales tax. Sales tax historically brings in 70% (64% of local sales tax and 6% of out of city sales tax) of the total revenue each year (2019- Present). The City cannot legally disclose sales tax information for specific businesses but generally, Edgewater receives around 50% of sales tax funds from big box stores.

The City of Edgewater is currently receiving no revenue from property taxes from residents. 2023 does not bring any changes to this structure.

A better look at the historical (2019 – 2022) split of revenues is below. The graph does show entire revenue streams not just the larger contributors like sales tax.



10 Year Outlook

Included with this proposed budget is a 10-year outlook for each fund. Staff utilized this 10-year outlook for the General fund in 2022 and now applied it to all funds. The outlook should assist City leadership with understanding the long-term effects of an annual budget and investment into capital. It has always been easy to see Edgewater has healthy reserves but when looking at the longer-term costs of maintaining infrastructure along with growing costs, the picture changes quickly.



The current outlook looks to past years to predict a growth in future years in several areas. These forecasts are not a guarantee but rather provide insights to make sure that there is a general direction to what the future will hold for Edgewater.

General Fund

The General Fund provides sufficient revenues to offset expenditures of current operations. Staff has been able to balance expenditures with revenues for 2023, with growing personnel costs and a stagnant revenue stream. Currently, staff is seeing a flat to maybe 3% increase in sales tax revenue, the biggest revenue provider to the General Fund. Staff expects to see minimal growth in sales tax over the course of 2023 based on forecast information. The proposed budget shows a minimal 1.7% growth in sales tax for 2023.

The proposed budget also provides funds planned for basic operation and personnel. Staff is anticipating moving one position in the police department and to fund a position in Public Works, which had been approved previously. This personnel change will be delayed to mid-year 2023 to have some cost savings as well as get a better read on the economy.

Capital Improvement & Equipment Funds

Edgewater has completed \$3.9M worth of improvements as identified in the 2019 Traffic Calming and Mobility Plan. These projects started in late 2021 and were completed in early 2022. The 25th Ave. project is still in the works and staff is optimistic it will be completed early 2023 using Edgewater Redevelopment funding. The transfer from the General Fund to the Capital Improvement Fund is significant for 2023 and reserve funds will be needed to make the transfer.

With the 2023 Edgewater Proposed Budget staff has included a Capital Improvement Plan document that identifies Capital needs over the course of the next ten years. This plan will assist staff with simplifying future needs. One of the major items within this plan is the Asphalt Plan, that sets fourth costs for maintaining our streets. This plan includes all Capital Equipment needs as well. Future Capital needs may need transfer from reserves to keep future budgets balanced while continuing to invest in the capital needs of Edgewater.

Water & Sewer Utility Funds

The Utility Fund Balance has continued to decrease as investments are being made to capital improvements and costs for utilities rise. Staff has completed a Water/Sewer Utility Rate Study and presented the changes to rates to City Council in October of 2022. The new rates will be presented for formal approval to City Council early 2023 and will go into effect in February/ March depending on approval. These rates aim to provide sufficient funds for operational and capital needs for the next ten years, but staff recommends conducting another rate study within seven years, if not before.

The Water Fund provides revenues covering all operational needs for 2023. In 2019 and 2020, a major investment was made in a new electronic metering system which has allow for a streamlined and efficient process. The 2023 Budget provides funding to replace lead service lines into residential properties, originally planned for 2022. Denver Water has developed a plan to pay for the replacement of these lines in a few years. To remove the lead lines sooner, Edgewater has spearheaded this project and will be reimbursed by Denver Water in 2023 upon completion.



The proposed Sewer Fund operational expenditures are balanced when depreciation is removed. In 2022, funds were budgeted for the storm sewer project with the Mile-High Flood District at Jefferson High School. The estimated utility cost for sewage treatment is a little lower in 2023 based on the lower usage of sewer throughout 2022. This expenditure fluctuates annually but staff has seen some regular consistency due to the implementation of a program that provides for yearly cleaning and videoing of sewer lines.

Edgewater is a few years into a new citywide contract for trash and recycling as well as a new contract for composting. Staff has seen some increase in contract costs associated with increased consumers but have not yet had to adjust rates with customers.

Conservation Trust & Open Space Funds

The Parks and Recreation Department is funded primarily through the Conservation Trust Fund and the Open Space Fund. Both funds receive revenues from outside sources that are restricted to specific expenditures for parks or recreation. Conservation Trust revenues have plateaued over the past few years, but the fund saw an injection with the reimbursement from the purchase of the Toteve property. 2023 Conservation Trust Funds will be used to design and plan the new park at 29th and Kendall as well as design Phase 1 of the Walker Branch Master Plan.

Fire Pension Fund

The Fire Pension Fund is a fiduciary fund of the City with no operations; therefore, no budget is required other than the annual contribution by the City. An actuarial study of this fund is completed each year. The fund is anticipated to have \$750,247 at the beginning of 2023.

Fund Balances (Reserves)

Below is a table of the City of Edgewater Fund Balances and the Target Reserve for each. Fund balances are also labeled “Reserves”.

Fund	January 2022 Balance	January 2023 Proposed Balance	January 2024 Proposed Balance	Target Reserve (20%)
General Fund	\$7,019,078	\$8,408,115	\$4,990,014	\$2,801,794
Capital Improvement Fund	\$4,122,124	\$387,803	\$924,203	\$758,720
Water Utility Fund	\$259,990	\$283,960	\$109,725	\$319,200
Sewer Utility Fund	\$1,158,574	\$1,041,720	\$836,598	\$119,526
Trash Utility Fund	\$100,041	\$117,300	\$118,225	\$65,677
Conservation Trust Fund	\$183,197	\$123,899	\$66,899	\$28,600
Open Space Fund	\$739,480	\$920,692	\$764,392	\$65,160
Fire Pension Fund	\$733,407	\$741,777	\$745,747	\$12,180

**These balances have been prepared with the early stages of this budget and will be finalized prior to adoption.*



Fiscal Policy Recommendations

Sales Tax

As described earlier, the City of Edgewater relies heavily on retail sales tax revenues. 2022 sales tax revenues are anticipated to end the year about 3% above the final revenue numbers from 2022. Staff forecasts a 1.7% increase for 2023. There are some greater economic challenges through 2023 that may be on the horizon, so staff is being very conservative with forecasting.

Target has a Sales Tax Rebate program that was agreed upon for its development in the city. This agreement has two (2) years left (ends December 2024) or tops out at just under \$11 Million in rebates. Staff expects to pay rebates through the entire term of the agreement.

Expenditures

Staff continue to be mindful of expenditures and work within the budget that has been adopted by City Council. There has been an increase in the amount of service and consultant contracts utilized due to additional services and projects. As a small organization it is more financially responsible to contract certain work rather than take on the expense and staffing needs.

Investments

Edgewater's number one investment will continue to be Capital Improvements in citywide infrastructure. The Sheridan Corridor Master Plan was completed in 2022 and expected to look for construction in 2024 or 2025. The Diversity, Equity, Equality, and Inclusion internal team completed work with a consultant to provide an Organizational Assessment. Training and career development is still a high priority and expenditure for Edgewater. The need to retain great employees and give them the tools they need to succeed has never been more prevalent. In addition to all of this, staff will continue to research options for low-risk liquid investments for cash to optimize returns.

In 2022 City Council approved an agreement to purchase a solar array to provide energy to the Edgewater Civic Center. Staff is optimistic that this system will lower the electric costs of the building by upwards of 70% throughout the year. Installation of this system is anticipated in early 2023, yet because there is not an exact date, staff has not shown the savings in expenditures but has shown the upfront capital expense.

Debt

The Series 2012 Sales and Use Tax Revenue Refunding Bonds for public improvements in the Market Place retired in December of 2020. The City of Edgewater entered into a capital lease agreement in 2018 for the financing of construction of the Edgewater Civic Center. The current principal balance of this obligation with Vectra Bank totals \$8,53,000 (\$8,020,000 after December payment). This debt can be prepaid, and the annual payments will slowly increase over the term of the loan (as seen in the Capital Improvements Budget). The Water Fund has a debt obligation totaling \$650,674 from the Colorado Water Resources and Power Development Authority (CWRPDA) for the replacement of lead lines and the water line construction on 26th Ave. This loan was obtained in 2015 at an interest rate of 2%. The City of Edgewater has always maintained very little to no debt. With the City's current dependency on sales tax revenue, keeping debt obligations to a minimum will provide for better navigation through a possible downturn in the economy. Even though the rates are low, there are sufficient reserves to continue to provide capital investments as proposed in the 2023 budget.



Sale of Property

The City owns 2401 Sheridan Blvd. and the plan is to sell this property. This property was under contract up to late 2021, until the buyer backed out. The funds from this sale have not been included in the 2023 Proposed Budget as there is currently no contract. Staff will work with City Council to identify the process for sale of this property following the comprehensive plan update.

New Revenue

The City of Edgewater will continue to partner with other agencies to minimize expenditures and look for revenue opportunities. Staff will continue to apply for grants for funding of projects identified through the Capital Improvement and Capital Equipment Plans.

Long Term Capital Budget

Included in the 2023 Budget is a long-term plan for expenditures in the Capital Improvements. Although each year may bring different projects and different needs, it is imperative to plan for future needs of the community. This plan is inclusive of the long-term Fleet Purchase and Cycle Plan.

Each year staff will weigh the need to utilize funds from reserves to pay for capital needs. There are some years that staff expects the need for significant funds such as 2023. Staff is proposing a large transfer from reserves to pay for capital needs in 2023 as the City's operating expenditures are meeting forecasted revenues.

Bottom line...

The City of Edgewater continues to be financially sound. The City has maintained a financial condition rating of "A" by Standard and Poor's, which confirms the improvements made in financial operations and investment strategies over the past decade have been positive. A great deal of progress has been achieved in Edgewater's professional delivery of services where accountability and fiscal restraint are the focus. Staff will maintain reserves and continue to provide maintenance needed to protect the assets of the community.

Thank you for your patience and support as staff and I work diligently to improve the City of Edgewater.

Sincerely,

Dan Maples
City Manager

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(2023 STRATEGIC PLAN TAB)

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City of Edgewater City Council Strategic Plan

Vision Statement

We are a resilient and sustainable community that honors its heritage and diversity and provides support, access, and opportunity for all who live, work, and visit Edgewater.

Mission: To provide exceptional services and programs with a neighborly commitment for all who live, work, and visit Edgewater

We are dedicated to:


Empowering **INCLUSION** – *Welcoming opinions and valuing diversity.*


Displaying **INTEGRITY** – *Upholding strong ethical principles, honesty, and transparency.*


Generating **SERVICE** – *Providing guidance and assistance.*


Engaging **COOPERATION** – *Working together to achieve positive and equitable results.*

Guiding Principles

-  **Welcoming:** Be an open, approachable, and friendly city, where everyone has the opportunity for their voices to be heard, to participate in programs, to receive services and feel included.

-  **Collaboration:** Work as partners with residents, the business community, and other stakeholders, to ensure solutions, programs and services are developed collaboratively to achieve maximum impact and benefit.

-  **Innovation:** Promote forward-thinking ideas and a mindset of continuous improvement, and approach opportunities and challenges with creativity, inventive thinking, and resourcefulness.

-  **Customer-Focus:** Treat residents, visitors, and businesses with dignity, compassion, and respect, and be responsive, efficient, and sincere in our service delivery.

- ✚ **Integrity:** Engage in honest, transparent two-way dialogue with residents and the business community, and clearly communicate our intentions and decisions to maintain trust and confidence.
- ✚ **Stewardship:** Responsibly manage all resources entrusted to our care to meet the needs of today and ensure residents and businesses can prepare for and recover from disruptive events, and without sacrificing the ability to meet the needs of the future.

Strategic Priorities

Strategic Priority 1: Diversity, Equity, Equality, and Inclusion (DEEI): Provide programs, services, and events that are representative of, and accessible to, our diverse community and create an atmosphere where diversity is celebrated, encouraged, and supported.

Focus Areas

- *Internal City Policies and Procedures*
- *Community Engagement and Events*
- *Access to Services*



Strategic Priority 2: Community Safety and Well-Being: Prioritize holistic, diverse, and preventative measures to ensure that the entire city is, and feels, safe, secure, and well-cared for.

Focus Areas

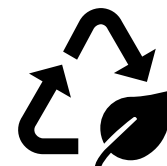
- *Community Policing*
- *Mobility Safety*
- *Mental Health*
- *Neighborhood Compliance*



Strategic Priority 3: Sustainability and Resilience: Proactively work to manage resources responsibly and mitigate risks to ensure the needs of today and tomorrow can be met.

Focus Areas

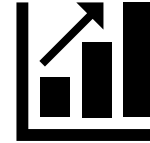
- *Environmental Adaptability*
- *Clean Energy*
- *Green Building Codes*
- *Community Vibrancy*



Strategic Priority 4: Business Community/Economics: Foster a cycle of mutual support between the city and the community, including residents and businesses, where we invest in each other.

Focus Areas

- *Economic Vitality*
- *Diversity of Commercial Tax Base*
- *Business Relationships*



Strategic Priority 5: Housing: Cultivate pathways that support the full spectrum of affordable and attainable housing needs within our community and empower people to access and/or remain in their homes for as long as they choose.

Focus Areas

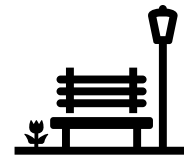
- *Housing Stability*
- *Housing Access*
- *Homelessness Support*



Strategic Priority 6: Community Experience: Offer a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks/recreation, and neighborly community gatherings.

Focus Areas

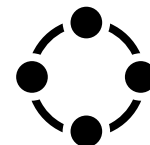
- *Heritage and Culture*
- *Recreation/Neighborhood Amenities*
- *Community Events*



Strategic Priority 7: Plan Alignment and Implementation: Proactively align existing and future plans and initiatives to create an integrated and holistic approach that improves quality of life for our community.

Focus Areas

- *Implementation Strategies*
- *Quarterly/Annual Benchmarking*
- *Plans and Coordination*



Priority 1: Diversity, Equity, Equality, and Inclusion (DEEI)

Provide programs, services, and events that are representative of, and accessible to, our diverse community and create an atmosphere where diversity is celebrated, encouraged, and supported.

Council Strategic Focus	Actions (Staff)	Performance and Outcome Measures	Lead Department	Proposed Cost
1. A. Internal City Policies and Procedures	DEEI Internal Assessment of Belonging and Culture report (completed at end of 2022)	Begin/implement recommendations from report	Leadership Team	\$10,000
	Conduct a comprehensive review of the Edgewater Police Department policy manual to ensure all policies are equitable and inclusive	Complete by March 31, 2023.	Police	Included in current service level.
	Migrate website to Granicus, and update content and usability functions	Successful internal review of accessibility with Granicus. Successful review of Spanish translation with Google translate & fluent Spanish speaker review of website.	Communication and Events	\$7,000
1.B. Community Engagement and Events	Increase neighborhood engagement within the Police Department and co-sponsor at least two (2) holiday events at the Civic Center/Police Station	Coordinate a Halloween event at the police station Coordinate a “Santa at the Station” event at the police station	Police	\$2,000
	Promotion of events in Spanish & English. Promotion of events on all platforms (digital, print, verbal, etc..)	All events by department promoted in English and Spanish, along with any other requested language from citizens. Promotion in text and video to allow access for all	Communications and Events	\$5,000
1.C. Access to Services	Keep events free or low cost	All community events free to attendees and senior events affordable – keep senior event slots filled	Communication and Events	Included in current service level.

Priority 2: Community Safety and Well-Being

Prioritize holistic, diverse, and preventative measures to ensure that the entire city is, and feels, safe, secure, and well-cared for.

Council Strategic Focus	Actions (Staff)	Performance and Outcome Measures	Lead Department	Proposed Cost
2.A. Community Policing	Develop and implement a “Neighborhood Policing Officer” position to enhance community engagement	Once fully implemented, a 10% annual reduction in calls for service. Increased police presence in the community should reduce the 3 rd police priority (39.1%) mentioned in the 2021 Community Survey (“police presence in the community”)	Police	\$40,000
	Begin bicycle patrol details to provide increased police visibility in our neighborhoods, the Edgewater Marketplace, and the Edgewater Public Market parking lot	Deploy at least one (1) 2-officer bicycle patrol detail per week (weather permitting) 10% reduction in property crimes year over year	Police	\$8,000
	Work with Police Dept. to promote community policing at events, on digital platforms, and in the Civic Center	At least one video promoting the PD. Invite PD to all community events. Work with PD to develop a 2024 PD specific Event.	Communication and Events	Included within current service level.

2.B. Mobility Safety	Sidewalk improvements / ADA transition planning	Damaged sidewalk replacement is started, and creation of an ADA transition plan	Community Service	\$60,000
	Complete widening of 20 th Ave. Sidewalk	Project completion	Community Services	\$1,200,000
	Facility walks and day of event checklist for mobility and accessibility. Meet with PD and Fire (if needed) prior to events to ensure safety	Provide action plans for safety of event attendees.	Communication and Events	Included in current service level.
2.C. Mental Health	Develop and implement a "Mental Health Specialist" position within the City of Edgewater that can provide confidential counseling to staff, crisis intervention services (including co-responder duties), and provide training to many areas of the city government	Overall increase in employee retention and employee morale. Overall reduction in employee absences due to emotional & spiritual wellness issues.	Police / City Manager's Office	\$90,000
	Organize and promote Mental Health First Aid throughout the community	Host at Civic Center & promote at least one Mental Health First Aid class for the community	Communication and Events	\$2,000
2.D. Neighborhood Compliance	Balance complaint-only code compliance with 4 hrs. / week proactive code enforcement during the summer season (April – September).	Track compliance metrics and number of complaints received	Community Development	Included in current service level.
	Hold spring/fall clean up days to encourage residents to clean up properties	Schedule and hold clean-up events, weigh amount of trash collected	Community Services	\$10,000
	Work with Neighborhood Compliance officer on educational materials for residents	One educational brochure for neighborhood compliance	Communication and Events	\$2,000

Priority 3: Sustainability and Resilience
Proactively work to manage resources responsibly and mitigate risks to ensure the needs of today and tomorrow can be met.

Council Strategic Focus	Actions (Staff)	Performance and Outcome Measures	Lead Department	Proposed Cost
3.A. Environmental Adaptability	Support Sustainability Board in their efforts	Develop metrics to track efforts	Community Development	Included in current service level.
	Facilitate Tree Plan	Complete and adopt Tree Plan with implementation plan	Community Development	\$50,000
	Work with Sustainability Coordinator to promote communication about how Edgewater is adapting	Two sustainability campaigns	Communication and Events	Included in current service level.
3.B. Clean Energy	EV Action Plan – develop thru Xcel program	Final plan adoption/implement recommendations	Community Development	\$10,000
	Green Business Program	Track number of participants/reductions	Community Development	\$5,000
	Energy Squad Program	Track number of participants/reductions	Community Development	\$5,000
	Complete installation of Civic Center Solar array	System is operational and data is produced	City Manager's Office	\$580,000
	Support implementation of green building codes, including PV, EV and electrification-ready codes	Adopted 2021 International Code Council Building Codes, and including PV, EV and electrification-ready	Community Development	Included in current service level/grant from CO Energy Office.
	Communicate and keep website up to date with the new green building codes	Updated website for green building codes (include photos of examples on landing pages for codes)	Communication and Events	Included in current service level.
3.D. Community Vibrancy	Sustainability Board presence at events	Booths at Hometown Festival, Egg Hunt, etc	Communication and Events	Include in current service level.

Priority 4: Business Community/Economics

Foster a cycle of mutual support between the city and the community, including residents and businesses, where we invest in each other.

Council Strategic Focus	Actions (Staff)	Performance and Outcome Measures	Lead Department	Proposed Cost
4.A. Economic Vitality	Engage the business community as part of the Comprehensive Plan update	Track outcomes in the Comp Plan	Community Development	Included in current service level
	Include businesses in local events	At least 5 local business participation in the Hometown Festival At least 2 sponsorships from local businesses for events	Communication and Events	Included in current service level
4.B. Diversity of Commercial Tax Base	Promote Edgewater at a place to open a business.	Create language and campaign to bring more diverse businesses in Edgewater	Communication and Events	\$3,000
	Develop a Community Profile report for Edgewater and put on City's website	Community Profile report, which includes demographic and resources for businesses interested in Edgewater	Community Development	Included in current service level
4.C. Business Relationships	New business welcome program – in partnership with City Clerk, the City Manager and/or Deputy City Manager will visit each new business in Edgewater	Metrics to track number of new businesses and number of welcome meetings with new businesses	City Manager's Office	Included in current service level
	Enhance and streamline business licensing/renewals, new tenant improvements for businesses, and sales tax licensing processes	Update and streamline processes and procedures for business licensing and renewals, tenant improvements, and sales tax license. Communicated with Edgewater business community	Administrative Services	Included in current service level/may include funding request for 2024
	Manage the City backflow program to be pro-active to minimize water shut offs for businesses while ensuring compliance	Measure number of water shut offs and compliance rate	Community Services	\$8,000
	Go to businesses and invite them to join the Business connections list, attend their events	Higher response rate on business engagement 9+ biz	Communication and Events	Included in current service level

Priority 5: Housing

Cultivate pathways that support the full spectrum of affordable and attainable housing needs within our community and empower people to access and/or remain in their homes for as long as they choose.

Council Strategic Focus	Actions (Staff)	Performance and Outcome Measures	Lead Department	Proposed Cost
5.A. Housing Stability	Gather resources for seniors on housing stability	Work with housing navigator and recreation coordinator to provide seniors with resources and classes	Communication and Events	\$3,000
	Ensure housing stability is part of the community conversations for the Comp Plan update	Track outcomes in the Comp Plan	Community Development	Included in current service level
5.B. Housing Access	Use communications platforms for material to educate residents on housing access	Meet with housing navigator to determine campaign strategies	Communication and Events	\$2,000
	Continue to provide support through Housing Navigator	Quarterly reports	Community Services	\$20,000

5.C. Homelessness Support	Learn more about navigator resources and promote on website	Meet with homeless navigator to add resources to website.	Communications and Events	Included in current service level
	Continue to provide support through Homeless Navigator	Quarterly reports	Community Services	\$16,000

Priority 6: Community Experience
Offer a diverse range of amenities and activities for residents, businesses, and visitors that honor the city's history and support the arts, parks/recreation, and neighborly community gatherings.

Council Strategic Focus	Actions (Staff)	Performance and Outcome Measures	Lead Department	Proposed Cost
6.A. Heritage and Culture	Ensure heritage and culture are part of the community conversations for the Comp Plan update	Track outcomes in the Comp Plan	Community Development	Included in current service level
6.B. Rec/ Neighborhood Amenities	Ensure recreation and neighborhood amenities are part of the conversations for the Comp Plan update	Track outcomes in Comp Plan	Community Development	Included in current service level
	Complete Community Engagement and Design for park at 29 th & Kendall development	Complete design by August 2023, for possible funding in 2024	Parks and Recreation Department	\$30,000
6.C. Community Events	Continue to host and promote the annual Hometown Festival	Host and promote Hometown Festival	Communications and Events	

Strategic Priority 7: Plan Alignment and Implementation
Proactively align existing and future plans, and initiatives to create an integrated and holistic approach that improves quality of life for our community.

Council Strategic Focus	Actions (Staff)	Performance and Outcome Measures	Lead	Proposed Cost
7.A. Implementation Strategies	Develop one document with all implementation plans	Document available for August 2023 and to be used in budget process for 2024	City Manager's Office	Included in current service level
	Add section highlighting all work within an approved plan for upcoming year within budget	Fully develop for 2024 budget	City Manager's Office	Included in current service level
7.B. Quarterly / Annual Tracking Benchmarking	Create quarterly tracking for plan implementation tasks	Complete and use in 2023	City Manager's Office	Included in current service level
7.C. Plans and Coordination	Ensure Comp Plan update coordinates all of the City's adopted plans	Complete comp plan update that includes coordination of all adopted plans	Community Development	Included in current service level



2023 Plan Implementation Tasks Per Adopted City Plans

2013 Edgewater Comprehensive Plan

Complete Update to Comprehensive Plan

2022 City Council Strategic Plan

Utilize Plan for 2023 Budget Process

Develop long term plan coordination and implementation document

2022 Walker Branch Park Master Plan

Phase 1 Construction Design

2021 Edgewater Parks and Recreation Master Plan

Citizen's Park Phase 1 Improvements

2019 Sustainability Plan

Complete Tree Plan

Complete EV Action Plan

2019 Traffic Calming and Mobility Plan

Harlan Street Public Engagement

Widen Sidewalks between Harlan and Pierce

25th Ave. Mainstreet one-way

2022 Sidewalk Plan

ADA Transition Plan

Fix broken and missing sidewalks

Add ADA ramps to Civic Center front walk

2022 Diversity, Equity, Equality and Inclusion Plan

Develop Implementation Plan (recommendations not received at this time)

Mental Health Plan

Mental Health Clinician

Sheridan Boulevard Multimodal Corridor Plan

Work with CDOT and Denver on implementation / creating design plans for construction



(2023 BUDGET SUMMARY TAB)

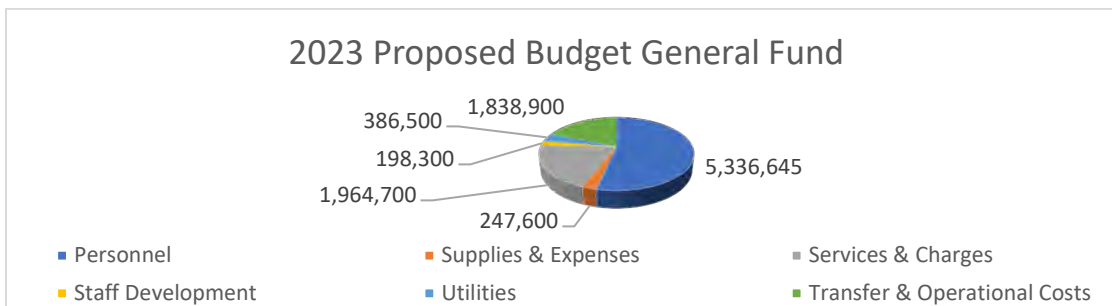
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2023 General Fund

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget
Taxes	\$7,582,991	\$8,823,834	\$8,897,595	\$8,932,759	\$9,114,601	2%
Charges for Service (Fees)	\$436,408	\$655,163	\$546,228	\$500,028	\$598,728	20%
Interest	\$4,545	\$663	\$10,000	\$20,000	\$10,000	-50%
Misc.	\$196,523	\$244,174	\$49,800	\$45,800	\$85,800	87%
Grants	\$444,413	\$673,144	\$915,000	\$700,475	\$210,000	-70%
Internal Transfers	\$595,646	\$0	\$236,955	\$236,955	\$384,906	62%
Total Revenue	\$9,260,526	\$11,154,910	\$10,655,578	\$10,436,017	\$10,404,035	-0.3%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Mayor & Council	\$43,482	\$46,161	\$78,259	\$121,019	\$135,927	8%
Administrative Services	\$592,164	\$683,345	\$846,158	\$864,520	\$948,582	10%
Police	\$2,433,544	\$2,614,507	\$2,972,947	\$2,984,394	\$3,240,533	9%
City Attorney	\$205,664	\$191,903	\$180,000	\$265,000	\$242,000	-9%
Parks & Recreation	\$417,035	\$467,328	\$608,887	\$690,851	\$736,537	7%
Community Services	\$1,689,859	\$1,893,411	\$1,201,166	\$1,201,015	\$1,359,326	13%
Community Development	\$0	\$0	\$807,641	\$931,542	\$965,846	0%
Communications & Events	\$0	\$130,688	\$270,379	\$294,178	\$310,737	6%
City Manager	\$174,449	\$189,531	\$200,827	\$201,588	\$246,148	22%
Non-Departmental	\$2,450,456	\$3,994,300	\$2,015,005	\$2,058,495	\$2,161,500	5%
Total Expense	\$8,006,652	\$10,345,285	\$9,181,269	\$9,612,602	\$10,347,136	8%

Non-Operating Expenditures						
Capital Improvement Transfer	0	0	0	0	\$3,250,000	
Capital Equipment Transfer	0	0	0	0	\$230,000	
Change in Fund Balance	\$1,253,874	\$89,785	\$ 1,474,309	\$ 823,415	\$ (3,418,101)	

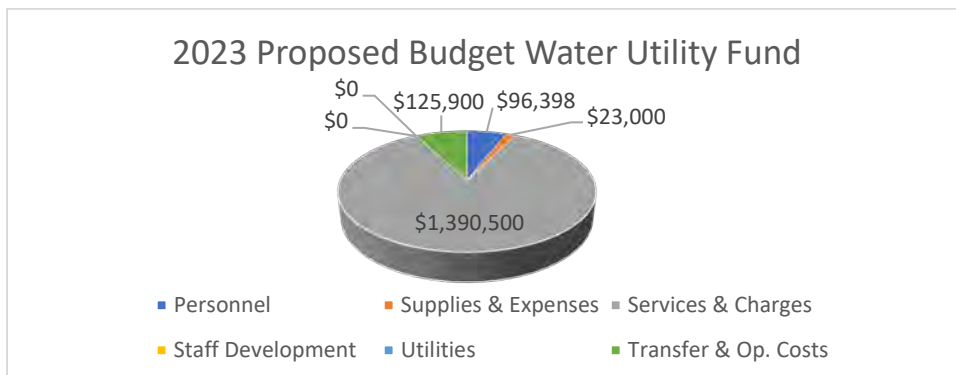


2023 Water Utility Fund

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget
Taxes	\$0	\$0	\$0	\$0	\$0	0%
Charges for Service	\$1,184,459	\$1,213,690	\$1,512,588	\$1,464,100	\$1,601,063	9%
Interest	0	0	0	500	500	0%
Miscellaneous	\$9,113	\$24,271	\$5,000	\$1,000,000	\$1,000,000	0%
Grants	\$0	\$0	\$0	\$0	\$0	0%
Internal Transfers	\$0	\$0	\$13,000	\$13,000	\$15,000	15%
Total Revenue	\$1,193,572	\$1,237,961	\$1,530,588	\$2,477,600	\$2,616,563	6%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Personnel	\$87,427	\$0	\$0	\$0	\$96,398	100%
Supplies & Expenses	\$35,085	\$51,977	\$20,500	\$18,000	\$23,000	28%
Services & Charges	\$1,505,998	\$1,605,441	\$1,354,300	\$1,327,190	\$1,390,500	5%
Staff Development	\$0	0	\$0	\$0	\$0	0%
Utilities	\$0	0	\$0	\$0	\$0	0%
Transfer & Op. Costs	\$77,986	\$0	\$82,500	\$82,500	\$125,900	53%
Total Operating Expense	\$1,706,496	\$1,657,418	\$1,457,300	\$1,427,690	\$1,635,798	15%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Capital Equipment	\$59,021	\$19,814	\$0	\$0	\$0	0%
Capital Improvement	\$1,950	\$11,310	\$5,000	\$1,020,000	\$1,155,000	13%
Total Capital Expense	\$60,971	\$31,124	\$5,000	\$1,020,000	\$1,155,000	13%

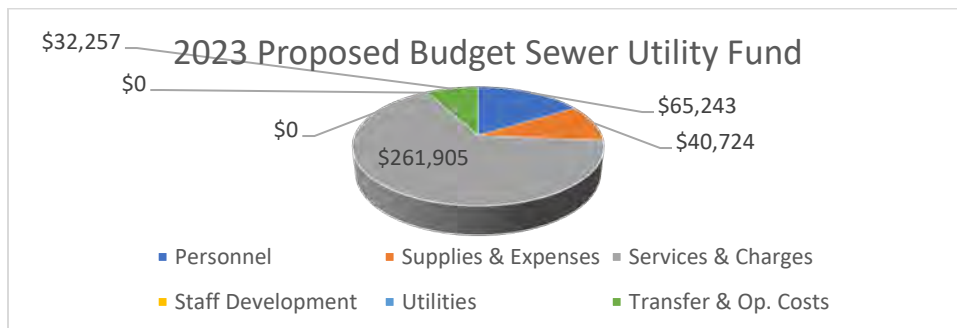


2023 Sewer Utility Fund

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Taxes	\$0	\$0	\$0	\$0	\$0	0%
Charges for Service	\$393,074	\$417,493	\$397,166	\$477,062	\$409,010	-14%
Interest	\$0	\$0	\$500	\$500	\$500	0%
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%
Grants	\$0	\$0	\$0	\$0	\$0	0%
Internal Transfers	\$0	\$0	\$8,000	\$8,000	\$8,000	0%
Total Revenue	\$393,074	\$489,151	\$405,666	\$485,562	\$417,510	-14%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Personnel	\$65,243	\$0	\$57,181	\$57,181	\$59,621	4%
Supplies & Expenses	\$40,724	\$4,500	\$38,684	\$41,684	\$42,024	1%
Services & Charges	\$261,905	\$295,978	\$277,000	\$277,578	\$264,589	-5%
Staff Development	\$0	\$0	\$0	\$0	\$0	0%
Utilities	\$0	\$0	\$0	\$0	\$0	0%
Transfer & Op. Costs	\$32,257	\$0	\$90,773	\$90,773	\$91,398	1%
Total Operating Expense	\$400,129	\$300,478	\$463,638	\$467,216	\$457,632	-2%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Capital Equipment	\$0	\$0	\$0	\$0	\$0	0%
Capital Improvement	\$199,254	\$38,259	\$110,000	\$203,500	\$165,000	-19%
Total Capital Expense	\$199,254	\$38,259	\$110,000	\$203,500	\$165,000	-19%

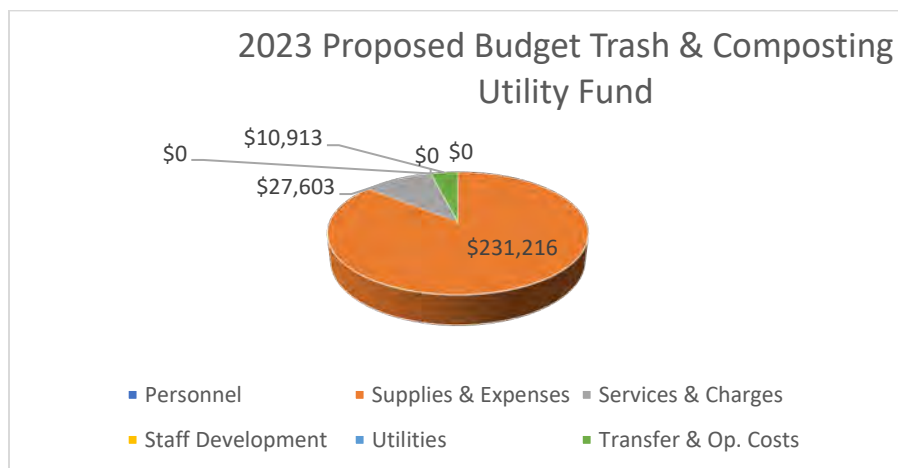


2023 Trash & Composting Utility Fund

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Taxes	\$0	\$0	\$0	\$0	\$0	0%
Charges for Service	\$282,027	\$283,658	\$330,000	\$321,495	\$350,000	9%
Interest	\$0	\$0	\$0	\$500	\$500	0%
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%
Grants	\$0	\$0	\$0	\$0	\$0	0%
Internal Transfers	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue	\$282,027	\$283,658	\$330,000	\$321,995	\$350,500	9%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Personnel	\$0	\$0	\$0	\$0	\$0	0%
Supplies & Expenses	\$231,216	\$255,661	\$294,510	\$312,795	\$319,500	2%
Services & Charges	\$27,603	\$36,502	\$26,261	\$25,871	\$16,900	-35%
Staff Development	\$0	\$0	\$0	\$0	\$0	0%
Utilities	\$0	\$0	\$0	\$0	\$0	0%
Transfer & Op. Costs	\$10,913	\$0	\$12,561	\$12,561	\$13,175	5%
Total Expense	\$269,732	\$292,163	\$333,332	\$351,227	\$349,575	0%

Change in Fund Balance	\$12,295	\$(8,505)	\$(3,332)	\$(29,232)	\$925	-103%
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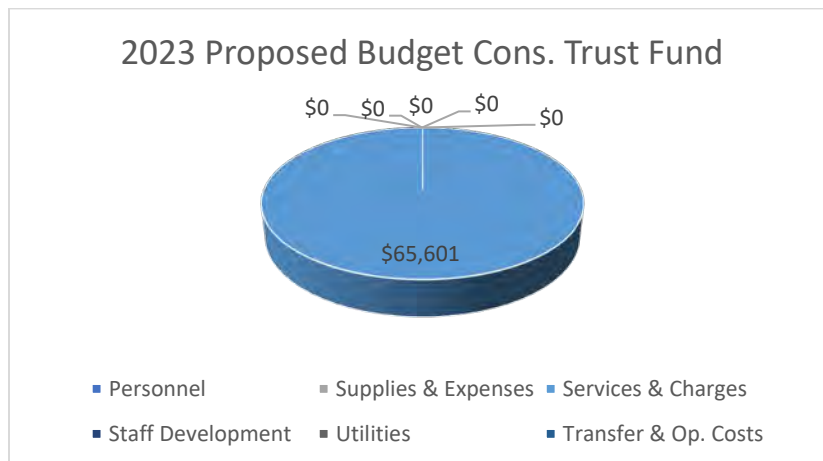


2023 Conservation Trust Fund

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Taxes	\$55,364	\$48,616	\$58,000	\$58,000	\$58,000	0%
Charges for Service	\$0	\$0	\$0	\$0	\$0	0%
Interest	\$0	\$0	\$0	\$0	\$0	0%
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%
Grants	\$0	\$0	\$0	\$0	\$0	0%
Internal Transfers	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue	\$55,364	\$273,616	\$58,000	\$58,000	\$58,000	0%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Personnel	\$0	\$0	\$0	\$0	\$0	0%
Supplies & Expenses	\$0	\$0	\$500	\$5,300	\$5,000	-6%
Services & Charges	\$65,601	\$275,137	\$119,936	\$154,890	\$110,000	-29%
Staff Development	\$0	\$0	\$0	\$0	\$0	0%
Utilities	\$0	\$0	\$0	\$0	\$0	0%
Transfer & Op. Costs	\$0	\$0	\$0	\$0	\$0	0%
Total Expense	\$65,601	\$275,137	\$120,436	\$160,190	\$115,000	-28%

Change in Fund Balance	(10,237)	\$(226,521)	\$62,436)	\$(102,190)	\$(57,000)	-44%
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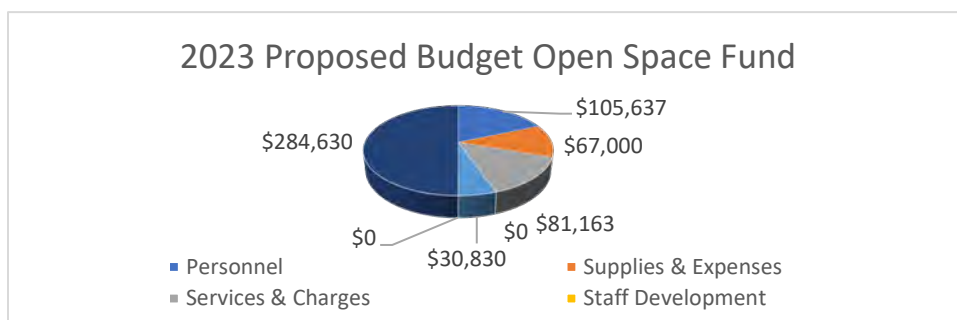
2023 Open Space Fund

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Taxes	\$161,112	\$152,156	\$180,000	\$190,000	\$175,000	-8%
Charges for Service	\$0	\$0	\$0	\$0	\$0	0%
Interest	\$0	\$0	\$0	\$1,500	\$1,500	0%
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%
Grants	\$0	\$0	\$0	\$0	\$0	0%
Internal Transfers	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue	\$161,112	\$152,156	\$220,000	\$191,500	\$176,500	-8%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Personnel	\$105,637	\$0	\$25,000	\$25,000	\$25,000	0%
Supplies & Expenses	\$67,000	\$0	\$67,000	\$67,000	\$67,000	0%
Services & Charges	\$81,163	\$45,435	\$8,150	\$60,650	\$25,000	-59%
Staff Development	\$0	\$0	\$0	\$0	\$0	0%
Utilities	\$30,830	\$10,521	\$35,600	\$36,800	\$35,800	-3%
Transfer & Op. Costs	\$0	\$0	\$0	\$0	\$0	0%
Total Operating Expense	\$284,630	\$81,786	\$34,116	\$189,450	\$152,800	-19%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Capital Equipment	\$0	\$75	\$12,000	\$10,000	\$10,000	0%
Capital Improvement	\$26,432	\$364	\$8,000	\$162,000	\$170,000	5%
Total Capital Expense	\$26,432	\$439	\$20,000	\$172,000	\$180,000	5%

Change in Fund Balance	\$(149,950)	\$ 95,761	\$ 24,250	\$(169,950)	\$(156,300)	-8%
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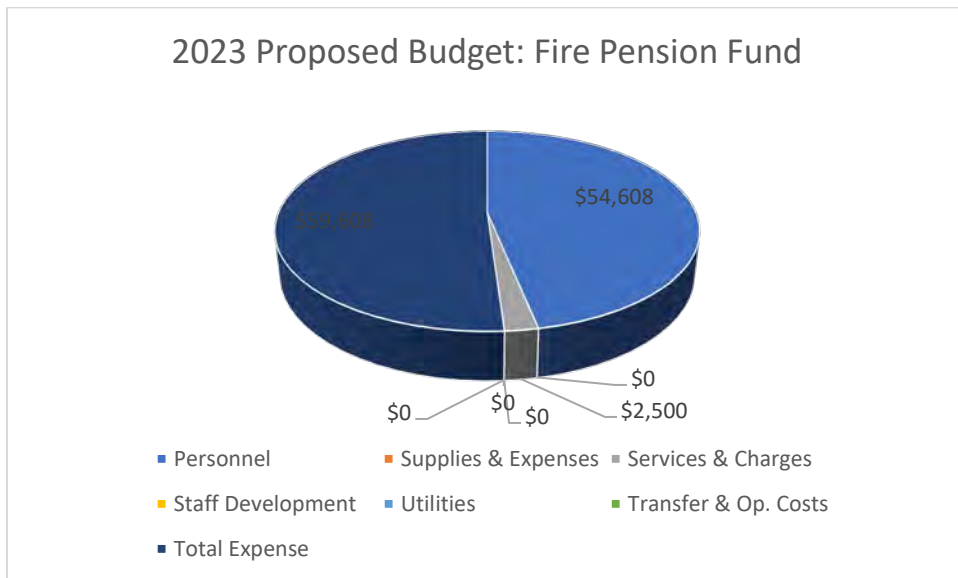


Fire Pension Fund

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Taxes	\$0	\$0	\$0	\$0	\$0	0%
Charges for Service	\$0	\$0	\$0	\$0	\$0	0%
Interest	\$0	\$0	\$0	\$0	\$1,000	0%
Miscellaneous	\$22,500	\$0	\$30,870	\$30,870	\$30,870	0%
Grants	\$0	\$0	\$0	\$0	\$0	0%
Internal Transfers	\$34,300	\$0	\$37,500	\$37,500	\$37,500	0%
Total Revenue	\$58,768	\$58,424	\$65,170	\$73,370	\$69,370	1%

Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change In Budget
Personnel	\$54,608	\$52,658	\$52,800	\$52,800	\$56,400	7%
Supplies & Expenses	\$0	\$0	\$0	\$0	\$0	0%
Services & Charges	\$2,500	\$0	\$4,500	\$4,500	\$4,500	0%
Staff Development	\$0	\$0	\$0	\$0	\$0	0%
Utilities	\$0	\$0	\$0	\$0	\$0	0%
Transfer & Op. Costs	\$0	\$0	\$0	\$0	\$0	0%
Total Expense	\$57,108	\$55,158	\$56,800	\$57,300	\$60,900	6%

Change in Fund Balance	\$1,660	\$3,266	\$8,370	\$16,070	\$8,420	-40%
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(2023 ORGANIZATIONAL STRUCTURE TAB)

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MEMORANDUM

TO: CITY COUNCIL

FROM: DAN MAPLES

SUBJECT: 2023 PERSONNEL CHANGES

DATE: 11/21/22

The 2023 Proposed Budget includes a few changes to our organizational structure but no changes to the number of full-time staff. Below is a list of changes being proposed through the 2023 Budget. All staff salaries and benefits have been estimated and included within the proposed budget. All positions can be found on the DRAFT Organizational Chart and Compensation Plan included within the 2023 Budget.

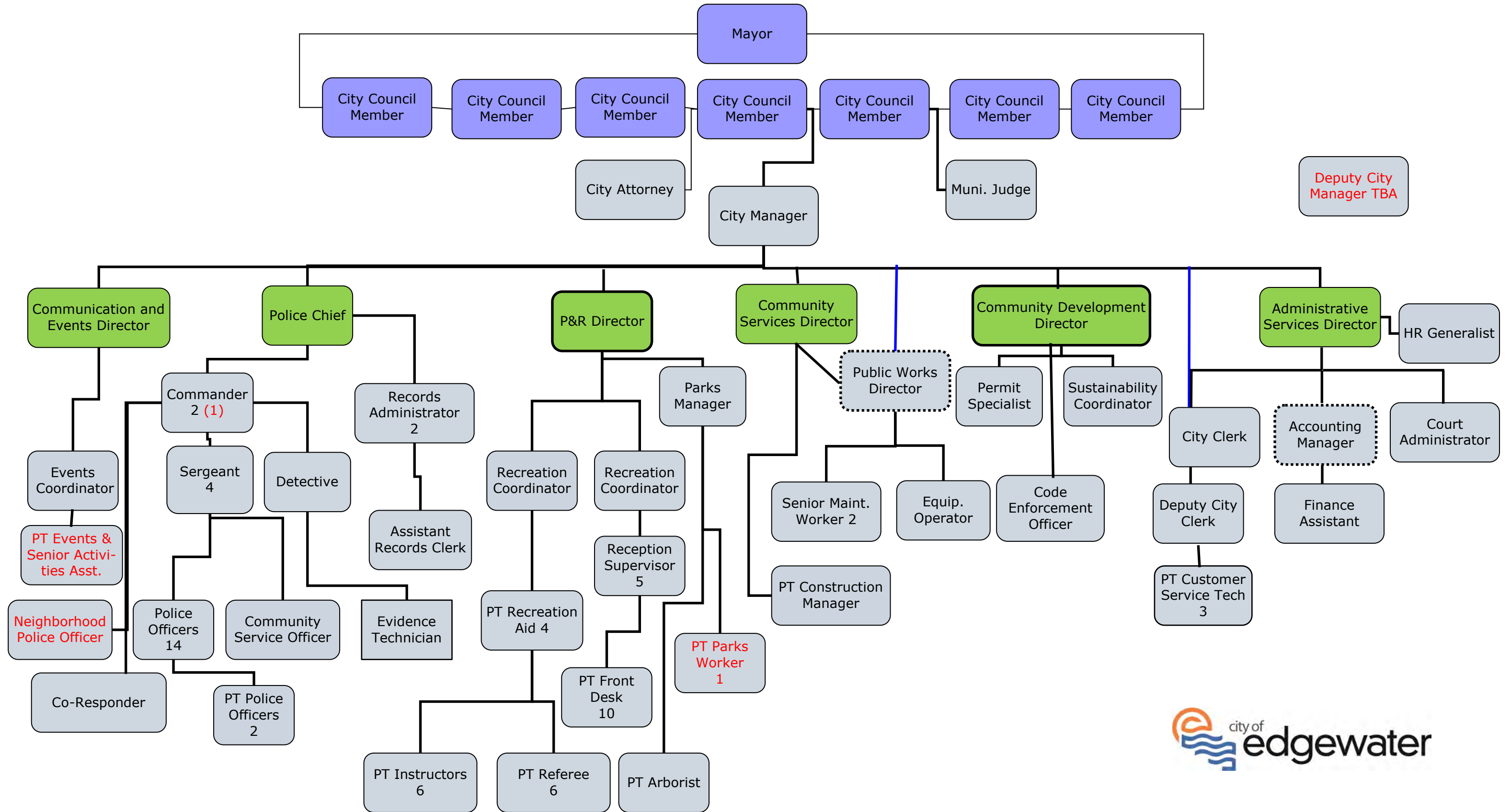
Full-Time

- Added Deputy City Manager Position.
- Removed Acting Police Commander Position.
- Added Neighborhood Police Officer Position.

Part-Time (as needed)

- Removed Part Time Deputy City Manager Position
- Removed Part Time IT Technician Position.
- Added Part Time Special Events Aid Position.

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Communication &
Events Department

Web Site Vendor

Police Department

Victim Advocates
Co-Responder

Parks and Recreation
Department

Parks Maint.
Park Mater Plan

Community
Services Department

Traffic Engineer
City Engineer
Water Sewer Maint.

Community Development
Department

Building Inspection
Plan Consultants
Trash/ Recycle/
Compost Hauler
Homeless Navigator
Housing Navigator

Administrative Services
Department

Audit Services
Translator Services
Judge Services
Defendant Services

City Manager's
Department

HR Consultant

City of Edgewater

2023 Budget

DRAFT COMPENSATION PLAN

	P=Permanent Full-Time PT=Part-Time; Temp=Temporary	# in Position		Pay Range	
		2022	2023	Minimum	Maximum
City Manager					
City Manager	P	1	1	\$143,330	\$175,181
Deputy City Manager	P	0	1	\$118,000	\$144,222
PT Deputy City Manager	PT	1	0	\$20,000	\$20,000
Subtotal City Manager		1	2		
Administrative Services Department					
Administrative Services Director	P	1	1	\$103,975	\$127,080
City Clerk	P	1	1	\$73,586	\$89,938
Deputy City Clerk	P	1	1	\$38,723	\$47,328
Accounting Manager	P	1	1	\$81,225	\$99,275
Human Resource Generalist	P	1	1	\$65,039	\$79,492
Finance Assistant	P	1	1	\$40,684	\$49,724
Municipal Court Administrator	P	1	1	\$68,332	\$83,516
PT Customer Service Technician	PT	3	3	\$17.72/Hour	\$21.66/Hour
Subtotal Finance		9	10		
Police Department					
Police Chief	P	1	1	\$114,768	\$189,255
Acting Police Commander	Temp	1	0	\$98,964	\$151,667
Police Commander	P	1	1	\$98,964	\$151,667
Police Sergeant	P	4	4	\$85,337	\$114,360
Police Corporal	P	0	0	\$68,332	\$100,957
Police Officer	P	14	14	\$61,905	\$91,462
Neighborhood Police Officer	P	0	1	\$61,905	\$91,462
PT Sworn Police Officer	Temp/PT	2	2	\$20.00/Hour	\$40.00/Hour
<i>Subtotal Police (Sworn)</i>		23	23		
Police Records Clerk	P	2	2	\$40,684	\$49,724
Assistant Police Records Clerk	P	1	1	\$37,779	\$46,174
Property & Evidence Technician	P	1	1	\$43,812	\$53,548
Community Service Officer	P	1	1	\$49,569	\$60,584
Co-Responder	P	1	1	\$56,083	\$68,546
PT IT Technician	PT	1	0	\$24.44/Hour	\$29.86/Hour
<i>Subtotal Police (Non-Sworn)</i>		7	6		
Subtotal Police (Sworn and Non-Sworn)		23	29		

COMPENSATION PLAN

P=Permanent Full-Time PT=Part-Time; Temp=Temporary	# in Position		Pay Range	
	2021	2023	Minimum	Maximum

Community Services Department

Community Services Director	P	1	1	\$83,255	\$101,757
Public Works Supervisor	P	1	1	\$70,040	\$85,604
Public Works Equipment Operator	P	1	1	\$47,181	\$57,665
Senior Public Works Maintenance Worker	P	2	2	\$43,812	\$53,548
Public Works Maintenance Worker	Temp/Seasonal	1	1	\$18.62/Hour	\$22.75/Hour
Operator I	Temp/Seasonal	1	1	\$17.40/Hour	\$18.68/Hour
PT Construction Manager	PT	1	1	\$37.17/Hour	\$45.43/Hour
Subtotal Community Services		8	8		

Communications and Events Department

Communications and Events Director	P	1	1	\$70,040	\$85,604
Coimunications and Events Coordinator	P	1	1	\$50,808	\$62,099
PT Events & Senior Activities Ast.	PT	0	1	\$18.65/ Hour	\$19.83/ Hour
Subtotal Communications and Events		1	2		

Community Development Department

Community Development Director	P	1	1	\$87,470	\$106,908
Permit Specialist/Planning Assistant	P	1	1	\$47,181	\$57,665
Code Enforcement	P	1	1	\$49,569	\$60,584
Sustainability Coordinator	P	1	1	\$73,586	\$89,938
Subtotal Community Development		4	4		

Parks & Recreation Department

Parks and Recreation Director	P	1	1	\$70,040	\$85,604
Parks & Facilities Maintenance Manager	P	1	1	\$52,079	\$63,652
Recreation Coordinator	P	2	2	\$50,808	\$62,099
Parks Worker	Temp/Seasonal	1	1	\$18.65/ Hour	\$19.83/ Hour
Assistant Softball Manager	Temp/Seasonal	1	1	\$18.65/ Hour	\$19.83/ Hour
Scorekeeper	Temp/Seasonal	1	1	\$18.65/ Hour	\$19.83/ Hour
PT Arborist	PT	1	1	\$22.68/Hour	\$27.72/Hour
PT Recreation Aide	PT	4	4	\$18.65/ Hour	\$19.83/ Hour
PT Sports Referee	PT	6	6	\$18.65/ Hour	\$19.83/ Hour

COMPENSATION PLAN

Parks & Recreation Department (Cont)	P=Permanent Full-Time PT=Part-Time; Temp=Temporary	# in Position		Pay Range	
		2021	2023	Minimum	Maximum
PT Recreation Reception Supervisor	PT	5	5	\$19.96/Hour	\$24.39/ Hour
PT Recreation Center Receptionist	PT	10	10	\$18.65/ Hour	\$19.83/ Hour
PT Instructors	PT	6	6	\$25.00/ Hour	\$35.00/Hour
Subtotal Parks & Recreation		39	39		

Full-Time	50	51
Part-Time	40	39
Temporary/Seasonal	5	5
Total Employees	95	95



(2023 BUDGET DETAILS: GENERAL FUND TAB)

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2023 Proposed Budget

GENERAL FUND - EXECUTIVE SUMMARY

Revenue Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Taxes	\$7,582,991	\$8,823,834	\$8,897,595	\$8,932,759	\$9,114,601	2%	
City Sales & Use Tax	5832005	6599000	6769012	6636287	6951577	5%	
Non-City Sales Tax	619619	791237	850583	833905	873524	5%	
City Permit Use Tax	121066	394653	285000	395625	300000	-24%	
State Retail Marijuana Tax	386160	393637	312000	420562	300000	-29%	
Motor Vehicle Sales Tax	265010	352597	316000	289880	340000	17%	
Cigarette Taxes	10796	11700	10000	10000	12000	20%	
Franchise Taxes	168997	174776	172000	170000	170000	0%	
Severance Tax	0	0	0	500	500	0%	
Penalty & Int on Del Tax	9889	15040	11000	11000	12000	9%	
Highway Users Tax	99492	55482	130000	130000	120000	-8%	
Road and Bridge Tax	69957	35712	42000	35000	35000	0%	
Charges for Service (Fees)	\$436,408	\$655,163	\$546,228	\$500,028	\$598,728	20%	
Water & Sewer Franchise Fees	83183	0	24278	24278	24278	0%	
Pawn Shop Fees	3684	4148	4200	5000	5000	0%	
Business Licenses	45570	47819	48000	45000	50000	11%	
Liquor License Fees	5193	7133	5200	4500	5200	16%	
Building Permits	111627	289527	185000	200000	220000	10%	
Right-of-Way Permit Fees	41435	35850	35000	30000	38000	27%	
GP Motor Veh Reg LicenseFee	12375	5366	8000	15000	15000	0%	
Court Costs	4632	4370	4500	5000	5000	0%	
Sex Offender Registration Fee	300	255	250	250	250	0%	
Parks and Rec Fees	61385	97603	142000	120000	160000	33%	
Court Surcharges	3099	2519	3800	5000	5000	0%	
Plan Check Dev Fees	61679	159416	85000	45000	70000	56%	
Police & Fire Reports	2266	1157	1000	1000	1000	0%	
Dog License Fees	-20	0	0	0		0%	
Interest	\$4,545	\$663	\$10,000	\$20,000	\$10,000	-50%	
Interest on Deposits	4545	663	10000	20000	10000	-50%	
Misc.	\$196,523	\$244,174	\$49,800	\$45,800	\$85,800	87%	
Other Misc. Revenue	138657	203337	25000	20000	60000	200%	
Mineral Lease-State of CO	0	0	800	800	800	0%	
Cash Over/Short	0	0	0	0	0	0%	
Donations-Rec Fee Scholarship	0	0	0	0	0	0%	
Court Fines Forfeits	57866	40837	24000	25000	25000	0%	
Grants	\$444,413	\$673,144	\$915,000	\$700,475	\$210,000	-70%	
CDOT Grants-Seat Belt & LEAF	3353	652	5000	25000	5000	-80%	
POST Grant	2392	0	5000	5000	5000	0%	
Other City Grants	438668	672492	905000	670475	200000	-70%	
Internal Transfers	\$595,646	\$0	\$236,955	\$236,955	\$384,906	62%	

2023 Proposed Budget

GENERAL FUND - EXECUTIVE SUMMARY

Revenue Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Transfer fr Conservation Trst	0	0	0	0	0	0%	
Utility Admin Fee	217024	0	50244	50244	54698	9%	
Transfer From Open Space Fund	105637	0	25000	25000	25000	0%	
From Era Admin Fee	24000	0	24000	24000	25000	4%	
Utility Operating Split	29315	0	13530	13530	57830	327%	
Utility Operating Salaries	152670	0	57181	57181	155378	172%	
Open Space- Fitness Center	67000	0	67000	67000	67000	0%	
Total Revenue	\$9,260,526	\$10,396,978	\$10,655,578	\$10,436,017	\$10,404,035	-0.3%	
Expenditure Category	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Mayor & Council	\$43,482	\$46,161	\$78,259	\$121,019	\$135,927	12%	
Administrative Services	\$592,164	\$683,345	\$846,158	\$864,520	\$948,582	10%	
City Clerk	\$163,908	\$167,693	\$202,183	\$214,181	\$204,926	-4%	
Court	\$118,000	\$124,344	\$134,313	\$146,813	\$157,610	7%	
Finance	\$310,256	\$391,308	\$509,662	\$503,525	\$586,046	16%	
Police	\$2,433,544	\$2,614,507	\$2,972,947	\$2,984,394	\$3,240,533	9%	
City Attorney	\$205,664	\$191,903	\$180,000	\$265,000	\$242,000	-9%	
Parks & Recreation	\$417,035	\$467,328	\$608,887	\$690,851	\$736,537	7%	
Parks & Recreation	\$381,302	\$304,334	\$393,176	\$430,760	\$469,091	9%	
Fitness Center	\$35,733	\$162,994	\$215,711	\$260,091	\$267,446	3%	
Community Services	\$1,689,859	\$1,893,411	\$1,201,166	\$1,201,015	\$1,359,326	13%	
Community Services	\$660,402	\$795,608	\$215,521	\$224,070	\$227,901	2%	
Public Works	\$359,519	\$404,053	\$418,145	\$422,445	\$491,325	16%	
Buildings	\$669,938	\$693,750	\$567,500	\$554,500	\$640,100	15%	
Community Development	\$0	\$0	\$807,641	\$931,542	\$965,846	0%	
Communications & Events	\$0	\$131,288	\$270,979	\$294,178	\$310,737	6%	
City Manager	\$174,449	\$189,531	\$200,827	\$201,588	\$246,148	22%	
Non-Departmental	\$2,450,456	\$3,994,300	\$2,015,005	\$2,058,495	\$2,161,500	5%	
Total Expense	\$8,006,652	\$10,211,774	\$9,181,869	\$9,612,602	\$10,347,136	8%	
Non-Operating Expenditure							
Capital Improvement Transfer	\$ -	\$ -	\$ -	\$ -	\$ 3,250,000		
Capital Equipment Transfer	\$ -	\$ -	\$ -	\$ -	\$ 230,000		
Change in Fund Balance	\$1,253,874	\$ (951,248)	\$ 1,473,709	\$ 823,415	\$ (3,423,101)		

MAYOR & COUNCIL

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$34,377	\$37,115	\$35,659	\$35,859	\$35,827	0%	
Salaries-Mayor/Council	31200	32000	32400	32400	32400	0%	
FICA Taxes	1934	1934	2009	2009	2009	0%	
Medicare Taxes	452	452	470	470	470	0%	
Workmans Compensation	452	452	480	480	448	-7%	
Staff Recognition	339	2277	300	500	500	0%	
Supplies & Expenses	\$2,461	\$1,866	\$1,200	\$3,700	\$3,500	-5%	
Other Supplies	76	119	500	500	500	0%	
Food and Beverage	1817	1012	500	2000	2000	0%	
Flowers and Cards	568	735	200	1200	1000	-17%	
Services & Charges	\$0	\$127	\$8,200	\$13,500	\$11,500	-15%	
Printing	0	25	0	0	0	0%	
Contract Services	0	0	7000	12000	10000	-17%	
IT - Computers and Software	0	102	1200	1500	1500	0%	Cycle lap tops
Staff Development	\$4,894	\$5,453	\$17,200	\$15,000	\$16,500	10%	
Memberships and Registrations	5722	4728	11000	6500	10000	54%	
CML Conference Expense	-828	325	6000	8000	6000	-25%	
Meeting Expense	0	400	200	500	500	0%	
Utilities	0	0	0	0	0	0%	
Transfers & Operational Costs	\$1,750	\$1,600	\$16,000	\$52,960	\$68,600	30%	
HARP Board	0	0	6000	10000	15000	50%	
Sustainability Board	0	0	5000	37960	43600	15%	
Community Contributions	1750	1600	5000	5000	10000	100%	
TOTAL MAYOR & COUNCIL	\$43,482	\$46,161	\$78,259	\$121,019	\$135,927	12%	

CITY CLERK

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$132,809	\$132,809	\$178,183	\$178,181	\$170,926	-4%	
Salaries-Full Time Clerk	72673	72673	78144	78144	87103	11%	
Salaries-FT Hourly	22598	22598	48441	48441	47565	-2%	
Salaries-Overtime	522	522	500	500	500	0%	
FICA Taxes	5927	5927	8084	8084	8349	3%	
Medicare Taxes	1386	1386	1891	1891	1953	3%	
Workmans Compensation	322	322	200	200	409	105%	
Health	20827	20827	28539	28539	17080	-40%	
Dental Ins	1779	1779	2604	2604	1002	-62%	
Vision Ins	528	528	703	703	348	-51%	
Life Insurance	500	500	585	585	661	13%	
Long Term Disability Insurance	11	11	669	669	674	1%	
Employee Pension	5736	5736	7823	7823	5282	-32%	
Supplies & Expenses	\$9,796	\$10,395	\$8,500	\$8,500	\$8,500	0%	
Office Supplies	6285	10395	5000	5000	5000	0%	
Election Supplies	3511	0	3500	3500	3500	0%	
Services & Charges	\$15,561	\$14,884	\$8,500	\$15,500	\$15,500	0%	
Postage	2523	504	1000	1000	1000	0%	
Contract Services	2117	2717	2000	2000	2000	0%	
Website Supp/Maint/Hosting	4878	3750	0	0	0	0%	
Codification	3279	4401	4000	8000	8000	0%	
Legal Publications	888	1481	1000	1500	1500	0%	
Office Machine Maintenance	1876	2031	500	3000	3000	0%	
Staff Development	\$5,142	\$9,412	\$6,500	\$11,500	\$9,500	-17%	
Memberships and Registrations	1342	1680	1000	1000	1000	0%	
Training & Education	3407	7192	5000	10000	8000	-20%	
Meeting Expense	393	540	500	500	500	0%	
Utilities	\$600	\$193	\$500	\$500	\$500	0%	
Gas/Oil: Staff Car	600	193	500	500	500	0%	
Transfers & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL CITY CLERK	\$163,908	\$167,693	\$202,183	\$214,181	\$204,926	-4%	

2023 Proposed Budget

COURT

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$85,430	\$85,430	\$94,513	\$94,513	\$101,210	7%	
Salaries (Full Time)	500	500	0	0	80099	100%	
SALARIES-FT HOURLY (SPLIT)	65655	65655	74015	74015	0	-100%	
Salaries-PT Hourly	0	0	0	0	0	0%	
Overtime	1483	1483	1000	1000	0	-100%	
FICA Taxes	4193	4193	4589	4589	4966	8%	
Medicare Taxes	981	981	1073	1073	1161	8%	
Workmans Compensation	187	187	245	245	238	-3%	
Health Ins	7470	7470	7704	7704	8443	10%	
Dental Insurance	480	480	480	480	504	5%	
Vision Ins	164	164	352	352	352	0%	
Life ins	259	259	332	332	393	18%	
Long Term Disability Insurance	0	0	282	282	248	-12%	
Employee Pension	4058	4058	4441	4441	4806	8%	
Supplies & Expenses	\$1,671	\$610	\$1,000	\$2,000	\$2,000	0%	
Other Operating Supplies	1671	610	1000	2000	2000	0%	
Services & Charges	\$30,498	\$36,058	\$37,050	\$46,800	\$43,800	-6%	
Other Contracted Services	6476	10873	12000	20000	17000	-15%	
Postage	22	0	100	200	200	0%	
Court Interpreter	0	335	100	600	600	0%	
Judge Services	24000	24850	24850	26000	26000	0%	
Staff Development	\$361	\$2,114	\$1,000	\$3,000	\$10,000	233%	
Other Meetings	0	0	0	0		0%	
Training Supplies	361	2114	1000	3000	10000	233%	
Utilities	\$40	\$132	\$500	\$200	\$300	50%	
Gas,Oil:Comm Serv. Vehicle	40	132	500	200	300	50%	
Transfer & Operational Costs	\$0	\$0	\$250	\$300	\$300	0%	
Jury & Witness Fees	0	0	250	300	300	0%	
TOTAL COURT	\$118,000	\$124,344	\$134,313	\$146,813	\$157,610	7%	

2023 Proposed Budget

POLICE

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$2,091,604	\$2,204,904	\$2,542,393	\$2,557,394	\$2,792,033	9%	
Salaries-FT Sworn Staff	1353087	1436499	1627849	1627849	1764403	8%	
Salaries- FT Non-Sworn Staff	108292	134551	180722	180722	238907	32%	
Salaries-PT HOURLY	32823	41345	43833	43833	43833	0%	
Salaries-Overtime	123256	129788	75000	90000	80000	-11%	
FICA Taxes	8811	11398	11318	11318	9541	-16%	
Medicare Taxes	23449	24213	26012	26012	28294	9%	
Workmans Compensation	67228	74496	75000	75000	76906	3%	
Health Ins	163829	151172	231557	231557	233347	1%	
Dental Ins	22183	19959	20958	20958	25361	21%	
Vision Ins	5797	5327	5038	5038	6946	38%	
Life Ins	1421	1762	1443	1443	1742	21%	
Long Term Disability Insurance	49	65	591	591	454	-23%	
Employee Pension	5957	9152	8323	8323	10585	27%	
Police Pension	131799	115457	177249	177249	197714	12%	
Death and Disability	34406	35724	33500	33500	40000	19%	
Police Uniforms & Clothing	9217	13996	24000	24000	24000	0%	
Employee Wellness	0	0	0	0	10000	100%	
Supplies & Expenses	\$52,085	\$59,424	\$37,254	\$44,500	\$42,500	-4%	
Other Oper & Evidence Supplies	0	3760	2000	8000	4000	-50%	
Office Supplies	16438	10963	4000	8000	8500	6%	
Small Items of Equipment	11092	17328	10000	8000	10000	25%	
Crime Prevention Supplies	0	0	1000	500	500	0%	
Safety Materials	930	4	4	1500	1500	0%	
Chemical/Med Supplies/Testing	2530	1158	250	2500	1000	-60%	
Equipment	11024	13669	16000	9000	12000	33%	
Investigative Expenses	10071	12542	4000	7000	5000	-29%	
Services & Charges	\$238,677	\$276,260	\$324,000	⁴⁶ \$317,500	\$339,500	7%	

2023 Proposed Budget

POLICE

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Printing	2818	3382	2000	1000	1500	50%	
Other Contract Services	171665	208392	260000	250000	260000	4%	
Medical/Vet Services	22489	17157	20000	20000	20000	0%	
Consulting Services	39	0	250	2500	2500	0%	
Office Machine Maintenance	2417	1329	750	800	800	0%	
Postage	0	125	0	0	0	0%	
Motor Vehicle Maint/Repair	21778	25034	17500	20000	20000	0%	
Vehicles in Tow	1809	1319	500	1200	1200	0%	
Machinery & Equip Repair	0	386	0	0	0	0%	
Hospital/Medical Services	0	0	0	2000	1000	-50%	
Victim Assistance	11250	15049	18000	15000	27500	83%	
Fact Team	4412	4087	5000	5000	5000	0%	
Staff Development	\$13,884	\$24,493	\$15,300	\$25,000	\$26,500	6%	
Training	7131	10347	10000	20000	20000	0%	
Memberships and Registrations	1967	2419	1500	1500	2000	33%	
Meeting Expense	2236	8149	1500	1000	2000	100%	
Tuition and Books	0	2078	300	500	500	0%	
Shooting Range	2550	1500	2000	2000	2000	0%	
Utilities	\$37,294	\$49,426	\$54,000	\$40,000	\$40,000	0%	
Gas & Oil	21559	31597	35000	25000	25000	0%	
Telephone	15735	17829	19000	15000	15000	0%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL POLICE	\$2,433,544	\$2,614,507	\$2,972,947	\$2,984,394	\$3,240,533	9%	

2023 Proposed Budget

CITY ATTORNEY

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$0	0	\$0	\$0	\$0	\$0	
Supplies & Expenses	\$0	0	\$0	\$0	\$0	\$0	
Services & Charges	\$205,664	\$191,903	\$180,000	\$265,000	\$242,000	-9%	
Legal -General Services	65193	73555	78000	100000	95000	-5%	
Legal-City Council	84220	75730	58000	70000	70000	0%	
Legal-Boards & Commissions	26863	12581	20000	60000	40000	-33%	
Legal-Other Services	7547	540	2000	10000	10000	0%	
Legal-Court	21841	29497	22000	25000	27000	8%	
Staff Development	\$0	\$0	\$0	\$0	\$0	0%	
Utilities	\$0	\$0	\$0	\$0	\$0	0%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL CITY ATTORNEY	\$205,664	\$191,903	\$180,000	\$265,000	\$242,000	-9%	

2023 Proposed Budget

PUBLIC WORKS

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$262,751	\$257,426	\$282,045	\$270,045	\$324,925	20%	
Salaries-FT Hourly	173192	165074	177514	177514	203349	15%	
Salaries-PT Hourly	1654	10000	10000	10000	10000	0%	
Salaries-Overtime	8715	16700	20000	8000	20000	150%	
FICA Taxes	11365	10235	11006	11006	14542	32%	
Medicare Taxes	2658	2394	2574	2574	3401	32%	
Workmans Compensation	9693	10000	10000	10000	10493	5%	
Health Ins	38101	24321	32090	32090	39196	22%	
Dental Ins	3481	3607	3083	3083	3741	21%	
Vision Ins	1014	1055	867	867	1031	19%	
Life Ins	703	741	797	797	1152	45%	
Long Term Disability Insurance	0	895	963	963	1174	22%	
Employee Pension	10878	9904	10651	10651	14346	35%	
Uniforms and Clothing	1297	2500	2500	2500	2500	0%	
Supplies & Expenses	\$41,739	\$94,187	\$85,700	\$84,300	\$92,300	9%	
Other Operating Supplies	2255	7238	1000	1500	1500	0%	
Motor Vehicle Parts	437	231	1500	2800	2800	0%	
Tires and Tubes	1694	3581	1200	5000	3000	-40%	
Machinery & Equip Parts	-371	1483	2500	3000	3000	0%	
Consumable Tools	4580	754	1000	0	0	0%	
Sign Parts	7671	6664	9000	9000	9000	0%	
Traffic Lane Paint Supplies	3739	47120	35000	40000	40000	0%	
Sweeper Brooms	0	1468	2000	0	0	0%	
Other Repair & Maint. Supplies	3184	584	500	3000	3000	0%	
Gravel and Sand	63	0	0	0	0	0%	
Salt-Sand,Snow-Ice Control	18487	25064	32000	20000	30000	50%	
Services & Charges	\$47,532	\$56,145	\$52,000	\$57,300	\$63,300	10%	
Other Contracted Services	11990	3275	5000	12000	12000	0%	
Motor Vehicle Repair/Maint	12383	5096	5000	9000	5000	-44%	
Vehicles in Tow	0	0	1000	300	300	0%	

2023 Proposed Budget

PUBLIC WORKS

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Machinery & Equip Repair	10921	3377	1500	4000	4000	0%	
Public Pick-Up	0	0	0	0	0	0%	
Landfill Charges	4941	3116	3000	3000	3000	0%	
Asphalt	7205	36004	32000	25000	35000	40%	
Hospital Services	92	184	500	500	500	0%	
Services for 811 Calls	0	5093	4000	3500	3500	0%	
Staff Development	\$728	\$465	\$800	\$1,200	\$1,200	0%	
Memberships and Registrations	105	215	700	1000	1000	0%	
Meeting Expense	623	250	100	200	200	0%	
Utilities	\$6,769	\$4,530	\$9,600	\$9,600	\$9,600	0%	
Gas & Oil	4732	2276	7500	7500	7500	0%	
Telephone	2037	2254	2100	2100	2100	0%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL PUBLIC WORKS	\$359,519	\$412,753	\$430,145	\$422,445	\$491,325	16%	

BUILDINGS

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$0	\$0	\$0	\$0	\$0	0%	
Supplies & Expenses	\$17,412	\$10,180	\$8,000	\$7,000	\$8,000	14%	
Janitorial Supplies	17412	10180	8000	7000	8000	14%	
Services & Charges	\$386,081	\$358,476	\$304,500	\$230,500	\$342,500	49%	
Other Contracted Services	19787	27449	13000	12000	27000	125%	
Prop/Casualty Ins	117897	122859	125000	125000	158000	26%	
Janitor	47003	52939	54000	30000	40000	33%	
Civic Center	134972	98637	95000	50000	100000	100%	
Old City Hall	3151	3242	0	0	0	0%	
New City Hall	501	3900	0	0	0	0%	
20th and Depew	0	0	0	0	0	0%	
Police Building	0	985	0	0	0	0%	
Public Works Shop	10918	27457	10000	6000	10000	67%	
Security and Alarm Monitoring	8419	3675	7500	7500	7500	0%	
Hazardous Material Site	0	850	0	0	0	0%	
GAS TANK SERVICE/MAINT	43433	16483	0	0	0	0%	
Staff Development	\$0	\$0	\$0	\$0	\$0	0%	
Utilities	\$266,445	\$325,094	\$255,000	\$317,000	\$289,600	-9%	
Electric	29749	46848	25000	40000	20000	-50%	
Water/Sewer	24661	22436	7000	9000	9000	0%	
Gas	11373	25456	26000	13000	2600	-80%	
Street Lighting/Signal Lights	79656	93640	57000	85000	88000	4%	
IT Contracting	84966	93593	100000	130000	130000	0%	
Phone & Internet	36040	43121	40000	40000	40000	0%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL BUILDINGS	\$669,938	\$693,750	\$567,500	\$554,500	\$640,100	15%	

2023 Proposed Budget

PARKS & RECREATION

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$327,133	\$260,374	\$356,260	\$356,260	\$386,291	8%	
Salaries-FT	137475	168863	249879	249879	203918	-18%	
Salaries- FT HOURLY	0	0	0	0	62842	100%	
Salaries-PT Hourly	124949	30000	30000	30000	26243	-13%	
Salaries-Overtime	4513	4000	4000	4000	5000	25%	
FICA Taxes	16563	12577	17600	17600	16571	-6%	
Medicare Taxes	3874	2942	4116	4116	3875	-6%	
Workmans Compensation	10357	9000	9000	9000	15709	75%	
Health Ins	14770	15900	20715	20715	26886	30%	
Dental Ins	2397	3433	1439	1439	3738	160%	
Vision Ins	607	679	164	164	848	418%	
Life Ins	1050	758	1086	1086	1213	12%	
Long Term Disability Insurance	51	916	1268	1268	1179	-7%	
Employee Pension	8208	10132	14993	14993	17269	15%	
Uniforms and Clothing	2319	1174	2000	2000	1000	-50%	
Supplies & Expenses	\$35,632	\$25,532	\$27,600	\$60,500	\$47,500	-21%	
Office Supplies	6848	11792	0	1500	500	-67%	
Adult Programs	2438	490	4000	6000	5000	-17%	
Youth Programs	2894	1719	10000	10000	8000	-20%	
Senior Programs	1077	5269	2500	12000	4000	-67%	
Forestry Program	22375	6030	11000	30000	30000	0%	
Transportation	0	232	100	1000	0	-100%	
Services and Charges	\$14,488	\$13,518	\$3,000	\$3,500	\$16,800	380%	
Block Parties	185	959	0	0	0	0%	
Printing	0	0	0	0	5300	100%	
Vehicle Maint. And Repair	0	0	0	0	1500	100%	
Professional Services-Programs	14303	12559	3000	3500	10000	186%	
Staff Development	\$2,326	\$2,875	\$5,000	\$6,300	\$15,500	146%	
Memberships and Registrations	1161	1621	1700	1800	4000	122%	
Training & Transportation	394	728	3000	4000	11000	175%	

Meeting Expense	771	526	300	500	500	0%	
Utilities	\$1,723	\$1,535	\$1,316	\$3,000	\$3,000	0%	
Telephone	1723	1535	1316	3000	3000	0%	
Transfer & Operational Costs	\$0	\$500	\$0	\$1,200	\$0	-100%	
Recreation Fee Scholarships	0	500	0	1200	0	-100%	
TOTAL PARKS & RECREATION	\$381,302	\$304,334	\$393,176	\$430,760	\$469,091	9%	

2023 Proposed Budget

Fitness Center

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$348	\$128,772	\$145,231	\$145,231	\$165,746	14%	
Salaries-PT Hourly	0	110000	124300	124300	145000	17%	
Salaries-Overtime	0	2250	2250	2250	2000	-11%	
FICA Taxes	0	6960	7846	7846	9114	16%	
Medicare Taxes	0	1628	1835	1835	2132	16%	
Workmans Compensation	0	6000	6000	6000	4500	-25%	
Health Ins	0	0	0	0	0	0%	
Dental Ins	0	0	0	0	0	0%	
Vision Ins	0	0	0	0	0	0%	
Life Ins	0	0	0	0	0	0%	
Long Term Disability Insurance	0	0	0	0	0	0%	
Employee Pension	0	0	0	0	0	0%	
Uniforms and Clothing	348	1934	3000	3000	3000	0%	
Supplies & Expenses	\$60	\$6,948	\$5,970	\$11,200	\$13,200	18%	
Office Supplies	60	1799	800	1200	1200	0%	
Janitorial Supplies	0	3513	2170	7000	4000	-43%	
Facility Maintenance	0	1636	3000	3000	8000	167%	
Services & Charges	\$29,400	\$20,031	\$40,750	\$46,000	\$47,500	3%	
Janitor Services	29400	0	25000	25000	20000	-20%	
Contract Fitness Instructors	0	19835	15425	21000	27000	29%	
Office Machine Maintenance	0	196	325	0	500	100%	
Staff Development	0	60	1000	1000	2000	100%	
Memberships and Registrations	0	60	1000	500	500	0%	
Training & Transportation	0	0	0	500	1500	200%	
Utilities	\$5,925	\$7,183	\$22,760	\$56,660	\$39,000	-31%	
Telephone	0	0	660	660	0	-100%	
Electric	0	0	0	12500	12500	0%	
Water	0	0	0	5000	5000	0%	
Gas	0	0	0	3500	3500	0%	
Internet/ Phone/Radio/Cable	482	6913	12100	25000	13000	-48%	

2023 Proposed Budget

Fitness Center

Fitness Center Equipment	5443	270	10000	10000	5000	-50%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	0	0%	
Total Operating Expense	\$35,733	\$162,994	\$215,711	\$260,091	\$267,446	3%	

FINANCE

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$270,903	\$346,090	\$425,001	\$444,025	\$519,046	17%	
Salary-FT	104654	108134	111486	111486	304003	173%	
Salary FT- Hourly	73247	131913	200047	200047	48155	-76%	
Salaries-PT Hourly	29957	31824	31824	31824	60139	89%	
Overtime	1403	1000	1000	1000	1000	0%	
Fica Tax	12932	16856	2113	21136	23671	12%	
Medicare Taxes	3024	3942	4943	4943	5536	12%	
Workmans Compensation	677	675	675	675	1109	64%	
Health Ins	29935	33444	49452	49452	47132	-5%	
Dental Ins	2397	2466	2070	2070	3854	86%	
Vision Ins	732	679	683	683	1031	51%	
Life Ins	1178	1077	1420	1420	1610	13%	
Long Term Disability Insurance	49	1302	1651	1651	1550	-6%	
Employee Pension	10718	12778	17637	17637	20256	15%	
Supplies & Expenses	\$3,088	\$4,878	\$2,461	\$2,800	\$3,300	18%	
Stationary & Forms	123	414	213	300	300	0%	
Operating Supplies	2965	4464	2248	2500	3000	20%	
Accounting Supplies	0	0	0	0	0	0%	
Services & Charges	\$35,294	\$39,462	\$79,186	\$53,700	\$59,700	11%	
Auditing	9500	0	17500	20000	20000	0%	
Contract Services	22469	33742	53672	25000	31000	24%	
CIRSA Excess Crime/VAMP	0	0	1200	1200	1200	0%	
Bank Charges	3325	3320	6814	7500	7500	0%	
Postage	0	2400	0		0	0%	
Staff Development	\$971	\$878	\$3,014	\$3,000	\$4,000	33%	
Memberships & Registrations	20	750	1350	500	1500	200%	
Training & Education	951	128	1664	2500	2500	0%	
Utilities	\$0	\$0	\$0	\$0	\$0	0%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL FINANCE	\$310,256	\$391,308	\$509,662	\$503,525	\$586,046	16%	

2023 Proposed Budget

COMMUNITY SERVICES

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$409,082	\$385,894	\$119,971	\$119,970	\$128,201	7%	
SALARY-FT	213350	181458	96003	96003	103893	8%	
SALARY FT-HOURLY	103957	111715	0	0	0	0%	
Salaries-PT Hourly Inspectors	0	0	0	0	0	0%	
FICA Taxes	19743	18224	5779	5779	6441	11%	
Medicare Taxes	4617	4262	1392	1392	1506	8%	
Workmans Compensation	1557	2032	1950	1950	1824	-6%	
Health Insurance Premium	43945	40927	4362	4362	4826	11%	
Dental Insurance	4926	5435	1649	1649	1731	5%	
Vision Insurance	1630	1423	352	352	352	0%	
Life Insurance and AD&D	1177	1083	850	850	524	-38%	
Long Term Disability Insurance	21	22	374	374	370	-1%	
Employee Pension	14159	18438	5760	5760	6234	8%	
Uniforms and Clothing	0	875	1500	1500	500	-67%	
Supplies & Expenses	\$12,469	\$6,262	\$3,000	\$3,600	\$3,000	-17%	
Stationery & Forms	0	0	0	0	0	0%	
Other Operating Supplies	12035	4503	3000	3000	3000	0%	
Painting Supplies	434	1759	0	600	0	-100%	
Services & Charges	\$234,569	\$398,025	\$88,750	\$94,000	\$91,000	-3%	
Printing	2243	358	500	500	500	0%	
Inspections	126831	327868	0	0	0	0%	
Engineer Services	105317	60881	75000	80000	75000	-6%	
Contract Svcs - Homeless Navigator	0	8267	13000	13000	15000	15%	
Planning Services	0	0	0	0	0	0%	
Office Machine Maintenance	0	364	250	500	500	0%	
Postage	0	260	0	0	0	0%	
Vehicle Maintenance & Repairs	178	27	0	0	0	0%	
Staff Development	\$4,282	\$4,827	\$3,200	\$6,500	\$5,100	-22%	
Memberships and Registrations	2080	2786	2200	2500	2000	-20%	
Training & Education	1671	1126	1000	3500	2600	-26%	
Meeting Expense	531	915	0	500	500	0%	
Utilities	\$0	\$600	\$600	\$0	\$600	0%	
Telephone	0	600	600	0	600	0%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL COMMUNITY SERVICES	\$660,402	\$795,608	\$215,521	\$224,070	\$227,901	2%	

2022 Proposed Budget

COMMUNITY DEVELOPMENT

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$0	\$0	\$364,911	\$364,912	\$410,046	12%	
SALARY-FT	0	0	162887	162887	187729	15%	
SALARY FT-HOURLY	0	0	111580	111580	121157	9%	
Salaries-PT Hourly Inspectors	0	0	0	0	0	0%	
FICA Taxes	0	0	17527	17527	19151	9%	
Medicare Taxes	0	0	4099	4099	4479	9%	
Workmans Compensation	0	0	1950	1950	1100	-44%	
Health Insurance Premium	0	0	45742	45742	47269	3%	
Dental Insurance	0	0	4630	4630	4357	-6%	
Vision Insurance	0	0	1055	1055	1223	16%	
Life Insurance and AD&D	0	0	1046	1046	1516	45%	
Long Term Disability Insurance	0	0	1059	1059	1546	46%	
Employee Pension	0	0	12586	12586	19769	57%	
Uniforms and Clothing	0	0	750	750	750	0%	
Supplies & Expenses	\$0	\$0	\$5,000	\$5,000	\$5,000	0%	
Other Operating Supplies	0	0	3500	3000	3500	17%	
Painting Supplies & Tools	0	0	1500	2000	1500	-25%	
Services & Charges	\$0	\$0	\$430,880	\$554,580	\$538,400	-3%	
Printing	0	0	600	2000	2000	0%	
Inspections	0	0	250000	300000	286000	-5%	
Contract Services	0	0	6180	6180	50000	709%	
Planning Services	0	0	174000	244000	200000	-18%	
Vehicle Maintenance & Repairs	0	0	0	2000		-100%	
Postage	0	0	100	400	400	0%	
Staff Development	\$0	\$0	\$5,800	\$6,000	\$10,300	72%	
Memberships and Registrations	0	0	2000	2000	2300	15%	
Training & Education	0	0	3500	3500	7500	114%	
Meeting Expense	0	0	300	500	500	0%	
Utilities	\$0	\$0	\$1,050	\$1,050	\$2,100	100%	
Telephone	0	0	1050	1050	2100	100%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL COMMUNITY SERVICES	\$0	\$0	\$807,641	\$931,542	⁵ \$965,846	4%	

COMMUNICATIONS AND EVENTS

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$0	\$90,701	\$161,079	\$161,078	\$184,637	15%	
Salaries-FT	0	70040	124249	124249	142036	14%	
Salaries-PT Hourly	0	0	0	0	6561	100%	
Salaries-Overtime	0	0	0	0	0	0%	
FICA Taxes	0	4342	7935	7935	9213	16%	
Medicare Taxes	0	1017	1856	1856	2155	16%	
Workmans Compensation	0	450	450	450	600	33%	
Health Ins	0	7435	15043	15043	11981	-20%	
Dental Ins	0	2169	1914	1914	1506	-21%	
Vision Ins	0	352	0	0	516	100%	
Life Ins	0	344	1209	1209	766	-37%	
Long Term Disability Insurance	0	350	744	744	773	4%	
Employee Pension	0	4202	7679	7679	8530	11%	
Supplies & Expenses	\$0	\$30,369	\$26,300	\$30,100	\$24,500	-19%	
Community Events	0	9935	9600	7100	9000	27%	
Spring Events	0	1131	3100	2300	5000	117%	
Meet Your Street Summer Block Parties	0	429	1300	9000	0	-100%	
Hometown Festival	0	11249	6000	4500	7000	56%	
Fall Events	0	3575	1100	2000	500	-75%	
Winter Events	0	4050	5200	5200	3000	-42%	
Services & Charges	\$0	\$9,618	\$83,000	\$94,000	\$98,200	4%	
Printing	0	290	10000	20800	15000	-28%	
Event Advertising	0	2817	4000	11400	2500	-78%	
Newsletter	0	5400	7000	7100	11500	62%	
Contract Services	0	432	52000	50700	60000	18%	
Website Maint.	0	679	10000	4000	9200	130%	
Staff Development	\$0			\$9,000	\$2,200	-76%	
Registration & Memberships	0	2758	7200	9000	2200	-76%	
Utilities	\$0	\$600	\$600	\$0	\$1,200	100%	
Telephone	0	600	600	0	1200	100%	
Transfers & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL COMMUNICATIONS & EVENTS	\$0	\$131,288	\$270,979	\$294,178	\$310,737	6%	

2023 Proposed Budget

CITY MANAGER

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$165,129	\$173,903	\$189,737	\$189,738	\$235,048	24%	
Salary-FT	132579	132000	156092	156092	179324	15%	
Auto Allowance	5600	4800	4800	4800	4800	0%	
Fica Tax	8235	8183	9678	9678	11118	15%	
Medicare Taxes	2002	1914	4873	4873	5398	11%	
Workmans Compensation	362	400	400	400	503	26%	
Health Ins	13426	12216	1128	1128	14796	1211%	
Dental Ins	1681	2169	137	137	1728	1157%	
Vision Ins	367	352	29	29	348	1087%	
Life Ins	471	648	56	56	780	1301%	
Long Term Disability Insurance	0	661	57	57	792	1296%	
Employee Pension	406	10560	12487	12487	15461	24%	
Supplies & Expenses	\$69	\$4,568	\$450	\$550	\$0	-100%	
Office Supplies	22	4473	200	250	0	-100%	
Food and Beverage	47	95	250	300	0	-100%	
Services & Charges	\$5,000	\$6,263	\$5,000	\$5,000	\$5,000	0%	
Professional Services	5000	6263	5000	5000	5000	0%	
Staff Development	\$3,101	\$4,197	\$5,040	\$5,700	\$5,500	-4%	
Memberships and Registrations	1677	3569	1590	1300	1500	15%	
Conference Expense	574	349	3000	3500	3500	0%	CML, ICMA
Meeting Expense	509	130	250	500	500	0%	
Tuition	341	149	200	400	0	-100%	
Utilities	\$1,150	\$600	\$600	\$600	\$600	0%	
Telephone	1150	600	600	600	600	0%	
Transfer & Operational Costs	\$0	\$0	\$0	\$0	\$0	0%	
TOTAL CITY MANAGER	\$174,449	\$189,531	\$200,827	\$201,588	\$246,148	22%	

2023 Proposed Budget

NON-DEPARTMENTAL

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Personnel	\$97,772	\$189,300	\$201,500	\$215,990	\$221,500	3%	
Salary Adjustments	0	45000	68000	68490	74000	8%	
HEALTH INSURANCE RESERVE	62472	100000	90000	100000	100000	0%	
Contribution to Fire Pension	34300	34300	37500	37500	37500	0%	
W/C Deductible	1000	10000	6000	10000	10000	0%	
Supplies & Expenses	0	0	25000	20000	25000	25%	
IT Software	0	0	25000	20000	25000	25%	
Services & Charges	\$0	\$25,000	\$40,000	\$40,000	\$50,000	25%	
Housing Advocacy	0	25000	25000	25000	30000	20%	
HR Consultant			15000	15000	10000	-33%	
Business Relations	0	0	0	0	10000	100%	
Staff Development	\$0	\$0	\$68,000	\$72,000	\$90,000	25%	
Diversity Equity & Inclusion	0	0	60000	60000	75000	25%	
Quarterly Training	0	0	8000	12000	15000	25%	
Utilities	\$0	\$0	\$0	\$0	\$0	0%	
Transfers & Operational Costs	\$2,352,684	\$3,780,000	\$1,680,505	\$1,710,505	\$1,775,000	4%	
Sales Tax Rebate	865000	680000	950000	980000	900000	-8%	
Debt Service	379250	0	0	0	0	0%	
Contingency	398434	25000	25000	25000	25000	0%	
Transfer to Capital Impvts Fun	450000	3075000	578105	578105	850000	47%	
Transfer to Capital Equip Fund	260000	0	127400	127400	0	-100%	
TOTAL NON-DEPARTMENTAL	\$2,450,456	\$3,994,300	\$2,015,005	\$2,058,495	\$2,161,500	5%	

Non-Operating Expenditure							
Capital Improvement Transfer	-	-	-	-	3,250,000.00		
Capital Equipment Transfer	-	-	-	-	230,000.00		

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(2023 BUDGET DETAILS: WATER UTILITY FUND TAB)

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2023 Proposed Budget

WATER

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Taxes	\$0	\$0	\$0	\$0	\$0	0%	
Charges for Service	\$1,184,459	\$1,213,690	\$1,512,588	\$1,464,100	\$1,601,063	9%	
Water Charges-Usage	993412	995204	1303960	1251600	1383200	11%	
Water Charges-Base Fee	191572	177726	194528	195000	200363	3%	
Penalties	-530	0	14000	15000	15000	0%	
On/Off Charges	5	12	100	0	0	0%	
Meter Sales	0	14785	0	2500	2500	0%	
Water Connections	0	25963	0	0	0	0%	
Interest	0	0	0	500	500	0%	
Interest	0	0	0	500	500	0%	
Miscellaneous	\$9,113	\$24,271	\$5,000	\$1,000,000	\$1,000,000	0%	
Miscellaneous	9113	24271	5000	1000000	1000000	0%	
Grants	\$0	\$0	\$0	\$0	\$0	0%	
Internal Transfers	\$0	\$0	\$13,000	\$13,000	\$15,000	15%	
Total Revenue	\$1,193,572	\$1,237,961	\$1,530,588	\$2,477,600	\$2,616,563	6%	
Personnel	\$87,427	\$0	\$0	\$0	\$96,398	100%	
Water Utility Salary Split	87427	0	0	0	96398	100%	
Accrued Vacation & Sick	0	0	0	0	0	0%	
Supplies & Expenses	\$35,085	\$51,977	\$20,500	\$18,000	\$23,000	28%	
Misc. Supplies	0	0	0	0	0	0%	
Meters and Wire	33210	44048	13000	10000	15000	50%	
Waterline Parts	1875	7929	7500	8000	8000	0%	
SAND AND GRAVEL	0	0	0	0	0	0%	
Services & Charges	\$1,505,998	\$1,605,441	\$1,354,300	\$1,327,190	\$1,390,500	5%	
Printing	7191	5895	6000	10051	7000	-30%	
Postage	0	0	0	4639	2000	-57%	
Bank Fees	17394	16354	15000	20000	20000	0%	
Administrative Expense	173619	473	2000	0	0	0%	
Waterline Repair and Maint.	49070	207275	100000	100000	75000	-25%	
Water Purchase	1173807	1297595	1150000	1150000	1200000	4%	
FIREFIGHTER WATER CREDITS	1438	1160	1300	⁶⁵ 1500	1500	0%	

2023 Proposed Budget

WATER

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Contract Services	68012	47144	20000	25000	25000	0%	
Debt Service	15467	29545	60000	16000	60000	275%	
Staff Development	\$0	0	\$0	\$0	\$0	0%	
Utilities	\$0	0	\$0	\$0	\$0	0%	
Transfer & Op. Costs	\$77,986	\$0	\$82,500	\$82,500	\$125,900	53%	
UTILITY OPERATIONAL SPLIT	15785	0	0	0	43400	100%	
Utility Franchise Fee	62201	0	0	0	0	0%	
Depreciation - Water	0	0	82500	82500	82500	0%	
Total Operating Expense	\$1,706,496	\$1,657,418	\$1,457,300	\$1,427,690	\$1,635,798	15%	
Capital Equipment	\$59,021	\$19,814	\$0	\$0	\$0	0%	
Meter Replacemen-Resident	\$59,021	\$19,814	\$0	\$0	\$0	0%	
Meter Replacement-Master Meter	\$0	\$0	\$0	\$0	\$0	0%	
Capital Improvement	\$1,950	\$11,310	\$5,000	\$1,020,000	\$1,155,000	13%	
Water Main Install/Replacement	\$1,950	\$0	\$0	\$0	\$0	0%	
PW Shop Water Project	\$0	\$11,310	\$5,000	\$0	\$0	0%	
Lead Line Replacement	\$0	\$0	\$0	\$1,020,000	\$1,020,000	0%	
Valve Replacement Program					\$35,000	100%	
W 19th Ave. Waterline	\$0	\$0	\$0	\$0	\$100,000	0%	
Total Capital Expense	\$60,971	\$31,124	\$5,000	\$1,020,000	\$1,155,000	13%	
Total Expenses	\$1,767,467	\$1,688,542	\$1,462,300	\$2,447,690	\$2,790,798	14%	
TOTAL WATER NET INCOME (Rev - Oper Exp - Cap Exp = Net Inc)	-\$573,895	-\$450,581	\$68,288	\$29,910	-\$174,235	-683%	



(2022 BUDGET DETAILS: SEWER UTILITY FUND TAB)

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2023 Proposed Budget

SEWER

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Taxes	\$0	\$0	\$0	\$0	\$0	0%	
Charges for Service	\$393,074	\$417,493	\$397,166	\$477,062	\$409,010	-14%	
SEWER CHARGES--USAGE	\$388,300	\$417,493	\$288,106	\$330,562	\$296,750	-10%	
SEWER CHARGES--BASE FEE	\$0	\$0	\$106,560	\$120,000	\$109,760	-9%	
Penalty / Late Fees	\$0	\$0	\$1,500	\$1,500	\$1,500	0%	
SEWER CONNECTION FEES	\$4,774	\$0	\$1,000	\$25,000	\$1,000	-96%	
Interest	\$0	\$0	\$500	\$500	\$500	0%	
INTEREST EARNED	\$0	\$0	\$500	\$500	\$500	0%	
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%	
MISCELLANEOUS REVENUE			\$0	\$0	\$0	0%	
Grants	\$0	\$0	\$0	\$0	\$0	0%	
Internal Transfers	\$0	\$0	\$8,000	\$8,000	\$8,000	0%	
INTERNAL UTILITY USAGE			\$8,000	\$8,000	\$8,000	0%	
Total Revenue	\$393,074	\$417,493	\$405,666	\$485,562	\$417,510	-14%	
Personnel	\$65,243	\$0	\$57,181	\$57,181	\$59,621	4%	
Sewer Utility Salary Split	65243	0	57181	57181	59621	4%	
Accrued Vacation & Sick	0	0	0	0	0	0%	
Supplies & Expenses	\$40,724	\$4,500	\$38,684	\$41,684	\$42,024	1%	
STORM SEWER PARTS/REPAIRS	0	4400	1000	1000	1000	0%	
SEWER LINE REPAIR PARTS	7670	0	0	500	0	-100%	
MISC. ADMINISTRATIVE EXPENSE	32554	0	37684	37684	41024	9%	
MISC. OPERATING EXPENSE	500	100	0	2500	0	-100%	
Services & Charges	\$261,905	\$295,978	\$277,000	\$277,578	\$264,589	-5%	
PRINTING	2090	1940	2000	2790	2500	-10%	
POSTAGE	398	0	500	1288	1000	-22%	
BANK CHARGES	0	0	2000	2000	2000	0%	
SEWER LINE REPAIR	0	0	1500	1500	1500	0%	
SEWAGE TREATMENT	230640	254418	255000	255000	242589	-5%	
SEWER TAP CONSTRUCTION	8704	22875	5000	5000	5000	0%	
CONTRACTUAL SERVICES	20073	16745	11000	10000	10000	0%	
Staff Development	\$0	\$0	\$0	\$0	\$0	0%	
Utilities	\$0	\$0	\$0	\$0	\$0	0%	

2023 Proposed Budget

SEWER

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Transfer & Op. Costs	\$32,257	\$0	\$90,773	\$90,773	\$91,398	1%	
UTILITY OPERATIONAL SPLIT	11275	0	9020	9020	9620	7%	
UTILITY FRANCHISE FEE	20982	0	24253	24253	24278	0%	
DEPRECIATION EXPENSE	0	0	57500	57500	57500	0%	
Total Operating Expense	\$400,129	\$300,478	\$463,638	\$467,216	\$457,632	-2%	
Capital Equipment	\$0	\$0	\$0	\$0	\$0	0%	
Capital Improvement	\$199,254	\$38,259	\$110,000	\$203,500	\$165,000	-19%	
SEWER LINING	\$0	\$0	\$0	\$1,500	\$0	-100%	
STORM SEWER VIDEO	\$38,186	\$38,259	\$90,000	\$162,000	\$40,000	-75%	
SEWER PROJECTS	\$161,068	\$0	\$0	\$0	\$125,000	100%	
FLOOD DISTRICT PROJ - JHS	\$0	\$0	\$20,000	\$40,000	\$0	-100%	
Storm Sewer Video/ Clean						0%	
Total Capital Expense	\$199,254	\$38,259	\$110,000	\$203,500	\$165,000	-19%	
Total Sewer Expenses	\$599,383	\$338,737	\$573,638	\$670,716	\$622,632	-7%	
TOTAL SEWER NET INCOME							
(Op - Oper Exp - Cap Exp = Net Inc)	-\$206,309	\$78,756	-\$167,972	-\$185,154	-\$205,122	11%	



(2023 BUDGET DETAILS: TRASH UTILITY FUND TAB)

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2023 Proposed Budget

TRASH & COMPOSTING

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Taxes	\$0	\$0	\$0	\$0	\$0	0%	
Charges for Service	\$282,027	\$283,658	\$330,000	\$321,495	\$350,000	9%	
COMPOST CHARGES	0	0	35000	35000	45000	29%	
TRASH CHARGES	282027	283658	295000	286495	305000	6%	
Interest	\$0	\$0	\$0	\$500	\$500	0%	
INTEREST EARNED	0	0	0	500	500	0%	
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%	
MISCELLANEOUS	0	0	0	0	0	0%	
Grants	\$0	\$0	\$0	\$0	\$0	0%	
Internal Transfers	\$0	\$0	\$0	\$0	\$0	0%	
Total Revenue	\$282,027	\$283,658	\$330,000	\$321,995	\$350,500	9%	
Personnel	\$0	\$0	\$0	\$0	\$0	0%	
Supplies & Expenses	\$231,216	\$255,661	\$294,510	\$312,795	\$319,500	2%	
UTILITY OPERATIONAL SPLIT	2255	0	4510	4510	4500	0%	
OPERATING EXPENSE - TRASH	228961	255661	290000	273285	280000	2%	
OPERATING EXPENSE - COMPOST	0	0	0	35000	35000	0%	
Services & Charges	\$27,603	\$36,502	\$26,261	\$25,871	\$16,900	-35%	
PRINTING	1454	982	1200	1280	1200	-6%	
POSTAGE	0	0	500	591	600	2%	
BANK CHARGES	0	0	2000	2000	2100	5%	
RECYCLING	23056	25254	10000	10000	8000	-20%	
PUBLIC PICK-UP	3093	10266	12561	12000	5000	-58%	
Staff Development	\$0	\$0	\$0	\$0	\$0	0%	
Utilities	\$0	\$0	\$0	\$0	\$0	0%	
Transfer & Op. Costs	\$10,913	\$0	\$12,561	\$12,561	\$13,175	5%	
ADMINISTRATIVE EXPENSE	10913	0	12561	12561	13175	5%	
Total Expense	\$269,732	\$292,163	\$333,332	\$351,227	\$349,575	0%	
TOTAL TRASH NET INCOME							
(Rev - Oper Exp - Cap Exp = Net Inc)	\$ 12,295	\$ (8,505)	\$ (3,332)	\$ (29,232)	\$ 925	-103%	

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(2023 BUDGET DETAIL: CONSERVATION TRUST TAB)

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CONSERVATION TRUST

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Taxes	\$55,364	\$48,616	\$58,000	\$58,000	\$58,000	0%	
State Lottery	55364	48616	58000	58000	58000	0%	
Charges for Service	\$0	\$0	\$0	\$0	\$0	0%	
Interest	\$0	\$0	\$0	\$0	\$0	0%	
Interest on Deposits	0	0	0	0	0	0%	
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%	
Miscellaneous	0	0	0	0	0	0%	
Grants	\$0	\$0	\$0	\$0	\$0	0%	
Grants	0	0	0	0	0	0%	
Internal Transfers	\$0	\$0	\$0	\$0	\$0	0%	
Total Revenue	\$55,364	\$48,616	\$58,000	\$58,000	\$58,000	0%	
Personnel	\$0	\$0	\$0	\$0	\$0	0%	
Supplies & Expenses	\$0	\$0	\$500	\$5,300	\$5,000	-6%	
Small Items of Equipment	0	0	500	5300	5000	-6%	
Services & Charges	\$65,601	\$275,137	\$119,936	\$154,890	\$110,000	-29%	
Park Maintenance Contract	10596	16274	42000	44520	50000	12%	
Park Development	0	0	13436	30000	0	0%	
Park Maintenance & Repair	8696	2550	6000	12720	0	-100%	
Park Planning/Open Space	46309	30671	52000	65000	60000	-8%	
Citizen Park Restroom Maint	0	494	6500	2650	0	-100%	
Walker Branch Park Improvement	0	225148	0	0	0	0%	
Staff Development	\$0	\$0	\$0	\$0	\$0	0%	
Utilities	\$0	\$0	\$0	\$0	\$0	0%	
Transfer & Op. Costs	\$0	\$0	\$0	\$0	\$0	0%	
Total Expense	\$65,601	\$275,137	\$120,436	\$160,190	\$115,000	-28%	
TOTAL CONSERVATION TRUST	\$ (10,237)	\$ (226,521)	\$ (62,436)	\$ (102,190)	\$ (57,000)	-44%	

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(2023 BUDGET DETAIL: OPEN SPACE FUND TAB)

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2023 Proposed Budget

OPEN SPACE

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Taxes	\$161,112	\$152,156	\$180,000	\$190,000	\$175,000	-8%	
Open Space Sales Tax	161112	152156	180000	190000	175000	-8%	
Charges for Service	\$0	\$0	\$0	\$0	\$0	0%	
Interest	\$0	\$0	\$0	\$1,500	\$1,500	0%	
Interest on Deposits	0	0	0	1500	1500	0%	
Miscellaneous	\$0	\$0	\$0	\$0	\$0	0%	
Donations	0	0	0	0	0	0%	
Grants	\$0	\$0	\$0	\$0	\$0	0%	
Grants	0	0	0	0	0	0%	
Internal Transfers	\$0	\$0	\$0	\$0	\$0	0%	
Total Revenue	\$161,112	\$152,156	\$180,000	\$191,500	\$176,500	-8%	

Personnel	\$105,637	\$0	\$25,000	\$25,000	\$25,000	0%	
Open Space Salary Split	105637	0	25000	25000	25000	0%	
Supplies & Expenses	\$67,000	\$0	\$67,000	\$67,000	\$67,000	0%	
Fitness Center	67000	0	67000	67000	67000	0%	
Services & Charges	\$81,163	\$45,435	\$8,150	\$60,650	\$25,000	-59%	
Printing	2416	5077	150	150	0	-100%	
Facility Maintenance	78747	40358	8000	60000	25000	-58%	
Postage	0	0	0	500	0	-100%	
Staff Development	\$0	\$0	\$0	\$0	\$0	0%	
Utilities	\$30,830	\$10,521	\$35,600	\$36,800	\$35,800	-3%	
Electric	9128	9592	9800	11000	10000	-9%	
Gas	721	929	800	800	800	0%	
Water	20981	0	25000	25000	25000	0%	
Transfer & Op. Costs	\$0	\$0	\$0	\$0	\$0	0%	
Total Operating Expense	\$284,630	\$55,956	\$135,750	\$189,450	\$152,800	-19%	
Capital Equipment	\$0	\$75	\$12,000	\$10,000	\$10,000	0%	
FITNESS CENTER EQUIPMENT	0	75	7000	5000	5000	0%	
Youth Sports Equipment	0	0	5000	5000	5000	0%	
Capital Improvement	\$26,432	\$364	\$8,000	\$162,000	\$170,000	5%	

Softball Field Improvements	26432	364	8000	162000	170000	5%	
P&R Master Plan Upgrades	0	0	0	0	0	0%	
Total Capital Expense	\$26,432	\$439	\$20,000	\$172,000	\$180,000	5%	
Total Expense	\$ 311,062	\$ 56,395	\$ 155,750	\$ 361,450	\$ 332,800	-8%	
TOTAL OPEN SPACE NET INCOME							
Rev - Oper Exp - Cap Exp = Net Inc)	\$ (149,950)	\$ 95,761	\$ 24,250	\$ (169,950)	\$ (156,300)	-8%	



(2022 BUDGET DETAIL: FIRE PENSION TAB)

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2023 Proposed Budget

FIRE PENSION

Account Title	2020 Actual	2021 Actual	2022 Projected	2022 Budget	2023 Proposed Budget	Change in Budget	Notes
Taxes	\$0	\$0	\$0	\$0	\$0	0%	
Charges for Service	\$0	\$0	\$0	\$0	\$0	0%	
Interest	\$0	\$0	\$0	\$0	\$1,000	0%	
Interest on Deposits	0	0	0	0	1000	0%	
Miscellaneous	\$22,500	\$0	\$30,870	\$30,870	\$30,870	0%	
State Apportionment	22500	0	30870	30870	30870	0%	
Gain/(Loss)	0	0	0	0	0	0%	
Grants	\$0	\$0	\$0	\$0	\$0	0%	
Internal Transfers	\$34,300	\$0	\$37,500	\$37,500	\$37,500	0%	
From General Fund	34300	0	37500	37500	37500	0%	
Total Revenue	\$56,800	\$0	\$68,370	\$68,370	\$69,370	1%	
Personnel	\$54,608	\$52,658	\$52,800	\$52,800	\$56,400	7%	
Retiree Benefits	44325	41175	42000	42000	42000	0%	
Widow Benefits	10283	11483	10800	10800	14400	33%	
Supplies & Expenses	\$0	\$0	\$0	\$0	\$0	0%	
Services & Charges	\$2,500	\$0	\$4,500	\$4,500	\$4,500	0%	
Actuarial Study	2500	0	4500	4500	4500	0%	
Staff Development	\$0	\$0	\$0	\$0	\$0	0%	
Utilities	\$0	\$0	\$0	\$0	\$0	0%	
Transfer & Op. Costs	\$0	\$0	\$0	\$0	\$0	0%	
Total Expense	\$59,608	\$52,658	\$61,800	\$61,800	\$65,400	6%	
TOTAL FIRE PENSION	\$ (2,808)	\$ (52,658)	\$ 6,570	\$ 6,570	\$ 3,970	-40%	

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(2023 10 YEAR FUND OUTLOOK TAB)

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General Fund 10 Year Outlook

Starting Fund Balance	\$ 10,143,540	\$ 7,517,959	\$ 8,408,115	\$ 4,985,014	\$ 3,953,100	\$ 3,083,903	\$ 2,530,536	\$ 2,540,602	\$ 3,059,205	\$ 3,600,272	\$ 3,047,159	\$ 2,366,631
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Taxes	\$ 8,291,874	\$ 8,932,757	\$ 9,114,601	\$ 9,587,265	\$ 10,059,362	\$ 10,531,458	\$ 11,003,554	\$ 11,475,650	\$ 11,947,746	\$ 12,419,843	\$ 12,891,939	\$ 13,364,035
Charges for Services	\$ 637,590	\$ 500,000	\$ 598,728	\$ 677,814	\$ 701,846	\$ 725,879	\$ 749,911	\$ 773,944	\$ 797,976	\$ 822,008	\$ 846,041	\$ 870,073
Grants	\$ 950,767	\$ 700,475	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000
Transfer	\$ 621,640	\$ 236,956	\$ 384,906	\$ 555,865	\$ 572,960	\$ 590,056	\$ 607,152	\$ 624,247	\$ 641,343	\$ 658,439	\$ 675,534	\$ 692,630
Interest	\$ 16,829	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Misc.	\$ 65,639	\$ 45,800	\$ 85,800	\$ 102,552	\$ 96,647	\$ 90,741	\$ 84,836	\$ 78,931	\$ 73,026	\$ 67,121	\$ 61,216	\$ 55,311
Total Revenue	\$ 10,584,339	\$ 10,435,988	\$ 10,404,035	\$ 11,143,496	\$ 11,650,815	\$ 12,158,134	\$ 12,665,453	\$ 13,172,772	\$ 13,680,091	\$ 14,187,410	\$ 14,694,729	\$ 15,202,048
Personnel	\$ 4,136,228	\$ 5,133,197	\$ 5,674,936	\$ 5,261,278	\$ 5,512,005	\$ 5,762,733	\$ 6,013,460	\$ 6,264,187	\$ 6,514,915	\$ 6,765,642	\$ 7,016,369	\$ 7,267,097
Supplies & Expenses	\$ 199,459	\$ 283,750	\$ 269,600	\$ 224,531	\$ 229,308	\$ 234,086	\$ 238,864	\$ 243,641	\$ 248,419	\$ 253,197	\$ 257,974	\$ 262,752
Services & Charges	\$ 1,562,130	\$ 1,836,880	\$ 1,983,700	\$ 2,013,656	\$ 2,064,082	\$ 2,114,507	\$ 2,164,933	\$ 2,215,359	\$ 2,265,784	\$ 2,316,210	\$ 2,366,636	\$ 2,417,061
Staff Development	\$ 19,917	\$ 165,200	\$ 198,300	\$ 131,877	\$ 140,863	\$ 149,850	\$ 158,836	\$ 167,823	\$ 176,809	\$ 185,796	\$ 194,783	\$ 203,769
Utilities	\$ 334,454	\$ 428,610	\$ 428,000	\$ 387,498	\$ 404,784	\$ 422,071	\$ 439,357	\$ 456,644	\$ 473,931	\$ 491,217	\$ 508,504	\$ 525,790
Transfer & Operational Costs	\$ 1,431,838	\$ 1,014,460	\$ 1,844,900	\$ 1,422,988	\$ 1,514,821	\$ 1,606,654	\$ 1,698,487	\$ 1,790,321	\$ 1,882,154	\$ 1,973,987	\$ 2,065,820	\$ 4,315,307
Total Expenses	\$ 7,684,026	\$ 8,862,097	\$ 10,399,436	\$ 9,441,827	\$ 9,865,864	\$ 10,289,901	\$ 10,713,938	\$ 11,137,975	\$ 11,562,012	\$ 11,986,049	\$ 12,410,086	\$ 14,991,776
Operating Profit/ Loss	\$ 2,900,313	\$ 1,573,891	\$ 4,599	\$ 1,701,669	\$ 1,784,951	\$ 1,868,233	\$ 1,951,515	\$ 2,034,797	\$ 2,118,079	\$ 2,201,362	\$ 2,284,644	\$ 210,273
Ending Fund Balance	\$ 13,043,853	\$ 9,091,850	\$ 8,412,714	\$ 6,686,683	\$ 5,738,050	\$ 4,952,136	\$ 4,482,051	\$ 4,575,400	\$ 5,177,284	\$ 5,801,634	\$ 5,331,802	\$ 2,576,904
Capital Expense	\$ 5,525,894	\$ 2,538,232	\$ 4,185,100	\$ 2,733,583	\$ 2,654,147	\$ 2,421,600	\$ 1,941,449	\$ 1,516,195	\$ 1,577,012	\$ 2,754,475	\$ 2,965,171	\$ 2,941,034
End Fund Balance	\$ 7,517,959	\$ 6,553,618	\$ 4,227,614	\$ 3,953,100	\$ 3,083,903	\$ 2,530,536	\$ 2,540,602	\$ 3,059,205	\$ 3,600,272	\$ 3,047,159	\$ 2,366,631	\$ (364,130)
Target Reserve	\$ 1,536,805	\$ 1,772,419	\$ 2,079,887	\$ 1,888,365	\$ 1,973,173	\$ 2,057,980	\$ 2,142,788	\$ 2,227,595	\$ 2,312,402	\$ 2,397,210	\$ 2,482,017	\$ 2,998,355

Water Utility 10 Year Outlook

Starting Fund Balance		\$ 259,990	\$ 283,960	\$ 109,725	\$ (180,446)	\$ (146,159)	\$ (122,702)	\$ (2,968)	\$ 80,965	\$ 151,052	\$ 219,972	\$ 205,200
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 1,213,690	\$ 1,512,588	\$ 1,601,063	\$ 1,697,127	\$ 1,798,954	\$ 1,906,892	\$ 2,021,305	\$ 2,142,583	\$ 2,271,138	\$ 2,407,407	\$ 2,551,851	\$ 2,704,962
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer	\$ -	\$ 13,000	\$ 15,000	\$ 14,360	\$ 13,720	\$ 13,080	\$ 12,440	\$ 11,800	\$ 11,160	\$ 10,520	\$ 9,879	\$ 9,239
Interest	\$ 500	\$ 500	\$ 500	\$ 1,259	\$ 1,229	\$ 1,198	\$ 1,168	\$ 1,137	\$ 1,107	\$ 1,076	\$ 1,046	\$ 1,015
Misc.	\$ -	\$ 5,000	\$ 1,020,500	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Total Revenue	\$ 1,214,190	\$ 1,531,088	\$ 2,637,063	\$ 1,714,746	\$ 1,815,903	\$ 1,923,170	\$ 2,036,913	\$ 2,157,520	\$ 2,285,405	\$ 2,421,003	\$ 2,564,776	\$ 2,717,217
Personnel	\$ 87,427	\$ 87,427	\$ 96,398	\$ 90,302	\$ 91,399	\$ 92,495	\$ 93,592	\$ 94,689	\$ 95,785	\$ 96,882	\$ 97,979	\$ 99,075
Supplies & Expenses	\$ 51,977	\$ 20,500	\$ 23,000	\$ 26,459	\$ 26,767	\$ 27,076	\$ 27,384	\$ 27,692	\$ 28,001	\$ 28,309	\$ 28,617	\$ 28,926
Services & Charges	\$ 1,605,441	\$ 1,354,300	\$ 1,327,190	\$ 1,766,255	\$ 1,553,223	\$ 1,639,588	\$ 1,665,323	\$ 1,800,000	\$ 1,850,000	\$ 1,935,033	\$ 1,960,768	\$ 2,357,145
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer & Operational Costs	\$ 77,986	\$ 82,500	\$ 125,900	\$ 89,901	\$ 90,227	\$ 90,553	\$ 90,879	\$ 91,206	\$ 91,532	\$ 91,858	\$ 92,184	\$ 92,510
Total Expenses	\$ 1,822,831	\$ 1,544,727	\$ 1,572,488	\$ 1,972,917	\$ 1,761,616	\$ 1,849,713	\$ 1,877,178	\$ 2,013,587	\$ 2,065,318	\$ 2,152,082	\$ 2,179,548	\$ 2,577,657
Operating Profit/ Loss	\$ (608,641)	\$ (13,639)	\$ 1,064,575	\$ (258,171)	\$ 54,287	\$ 73,457	\$ 159,734	\$ 143,934	\$ 220,087	\$ 268,920	\$ 385,228	\$ 139,560
Ending Fund Balance	\$ (608,641)	\$ 246,351	\$ 1,348,535	\$ (148,446)	\$ (126,159)	\$ (72,702)	\$ 37,032	\$ 140,965	\$ 301,052	\$ 419,972	\$ 605,200	\$ 344,761
Capital Expense	\$ 31,124	\$ -	\$ 1,020,000	\$ 32,000	\$ 20,000	\$ 50,000	\$ 40,000	\$ 60,000	\$ 150,000	\$ 200,000	\$ 400,000	\$ 20,000
End Fund Balance	\$ 246,351	\$ 328,535	\$ (180,446)	\$ (146,159)	\$ (122,702)	\$ (2,968)	\$ 80,965	\$ 151,052	\$ 219,972	\$ 205,200	\$ 324,761	\$ 324,761
<i>Target Reserve</i>		\$ 308,945	\$ 314,498	\$ 394,583	\$ 352,323	\$ 369,943	\$ 375,436	\$ 402,717	\$ 413,064	\$ 430,416	\$ 435,910	\$ 515,531

Sewer Utility 10 Year Outlook

Starting Fund Balance		\$ 1,158,574	\$ 1,041,720	\$ 836,598	\$ 668,881	\$ 542,091	\$ 348,593	\$ 294,457	\$ 274,370	\$ 279,933	\$ 333,822	\$ 421,148
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 417,493	\$ 397,166	\$ 409,010	\$ 441,731	\$ 477,069	\$ 515,235	\$ 556,454	\$ 600,970	\$ 649,047	\$ 700,971	\$ 757,049	\$ 817,613
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000	\$ 9,000	\$ 10,000	\$ 10,000	\$ 11,000	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000
Interest	\$ 500	\$ 500	\$ 500	\$ 612	\$ 620	\$ 682	\$ 729	\$ 775	\$ 822	\$ 868	\$ 915	\$ 961
Misc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 425,993	\$ 405,666	\$ 417,510	\$ 451,343	\$ 486,689	\$ 525,917	\$ 567,182	\$ 612,745	\$ 660,869	\$ 713,840	\$ 769,964	\$ 830,574
Personnel	\$ 65,243	\$ 57,181	\$ 59,621	\$ 56,719	\$ 57,603	\$ 58,487	\$ 59,372	\$ 60,256	\$ 61,140	\$ 62,025	\$ 62,909	\$ 63,793
Supplies & Expenses	\$ 40,724	\$ 38,684	\$ 42,024	\$ 40,341	\$ 41,353	\$ 42,366	\$ 43,378	\$ 44,391	\$ 45,403	\$ 46,416	\$ 47,428	\$ 48,441
Services & Charges	\$ 295,978	\$ 277,000	\$ 264,589	\$ 280,000	\$ 300,000	\$ 320,000	\$ 366,204	\$ 374,639	\$ 383,074	\$ 391,509	\$ 399,944	\$ 408,380
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer & Operational Costs	\$ 32,257	\$ 90,773	\$ 91,398	\$ 92,000	\$ 94,523	\$ 98,562	\$ 102,365	\$ 103,546	\$ 105,689	\$ 110,000	\$ 112,356	\$ 115,236
Total Expenses	\$ 434,202	\$ 463,638	\$ 457,632	\$ 469,059	\$ 493,479	\$ 519,415	\$ 571,319	\$ 582,832	\$ 595,307	\$ 609,950	\$ 622,638	\$ 635,850
Operating Profit/ Loss	\$ (8,209)	\$ (57,972)	\$ (40,122)	\$ (17,717)	\$ (6,790)	\$ 6,502	\$ (4,136)	\$ 29,913	\$ 65,563	\$ 103,890	\$ 147,326	\$ 194,724
Ending Fund Balance	\$ (8,209)	\$ 1,100,602	\$ 1,001,598	\$ 818,881	\$ 662,091	\$ 548,593	\$ 344,457	\$ 324,370	\$ 339,933	\$ 383,822	\$ 481,148	\$ 615,873
Capital Expense	\$ 38,259	\$ 203,500	\$ 165,000	\$ 150,000	\$ 120,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ 60,000	\$ 50,000	\$ 60,000	\$ 100,000
End Fund Balance	\$ 897,102	\$ 836,598	\$ 668,881	\$ 542,091	\$ 348,593	\$ 294,457	\$ 274,370	\$ 279,933	\$ 333,822	\$ 421,148	\$ 515,873	\$ 515,873
<i>Target Reserve</i>		\$ 92,728	\$ 91,526	\$ 93,812	\$ 98,696	\$ 103,883	\$ 114,264	\$ 116,566	\$ 119,061	\$ 121,990	\$ 124,528	\$ 127,170

Trash & Composting Utility 10 Year Outlook

Starting Fund Balance	\$	100,041	\$	117,300	\$	118,225	\$	128,669	\$	139,517	\$	139,256	\$	140,579	\$	148,797	\$	158,939	\$	175,536	\$	200,943		
	2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032	
Taxes	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	283,658	\$	330,000	\$	350,000	\$	360,500	\$	371,315	\$	382,454	\$	393,928	\$	417,918	\$	430,456	\$	443,370	\$	456,671	\$	456,671
Grants	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Interest	\$	500	\$	500	\$	500	\$	600	\$	625	\$	663	\$	699	\$	736	\$	773	\$	810	\$	847	\$	884
Misc.	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Revenue	\$	284,158	\$	330,500	\$	350,500	\$	361,100	\$	371,940	\$	383,117	\$	394,628	\$	418,655	\$	431,229	\$	444,180	\$	457,518	\$	457,554
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Supplies & Expenses	\$	255,661	\$	294,510	\$	319,500	\$	320,000	\$	330,230	\$	352,310	\$	362,030	\$	378,956	\$	389,400	\$	395,689	\$	400,012	\$	412,030
Services & Charges	\$	36,502	\$	26,261	\$	16,900	\$	17,594	\$	17,292	\$	16,990	\$	16,688	\$	16,387	\$	16,085	\$	15,783	\$	15,481	\$	15,179
Staff Development	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Utilities	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer & Operational Costs	\$	10,913	\$	12,561	\$	13,175	\$	13,062	\$	13,570	\$	14,078	\$	14,586	\$	15,094	\$	15,602	\$	16,110	\$	16,618	\$	17,126
Total Expenses	\$	303,076	\$	333,332	\$	349,575	\$	350,656	\$	361,092	\$	383,378	\$	393,304	\$	410,437	\$	421,087	\$	427,582	\$	432,111	\$	444,335
Operating Profit/ Loss	\$	(18,918)	\$	(2,832)	\$	925	\$	10,444	\$	10,848	\$	(261)	\$	1,323	\$	8,218	\$	10,142	\$	16,598	\$	25,406	\$	13,219
Ending Fund Balance	\$		\$	97,209	\$	118,225	\$	128,669	\$	139,517	\$	139,256	\$	140,579	\$	148,797	\$	158,939	\$	175,536	\$	200,943	\$	214,162
End Fund Balance	\$	-	\$	97,209	\$	118,225	\$	128,669	\$	139,517	\$	139,256	\$	140,579	\$	148,797	\$	158,939	\$	175,536	\$	200,943	\$	214,162
<i>Target Reserve</i>	\$	<i>60,615</i>	\$	<i>66,666</i>	\$	<i>69,915</i>	\$	<i>70,131</i>	\$	<i>72,218</i>	\$	<i>76,676</i>	\$	<i>78,661</i>	\$	<i>82,087</i>	\$	<i>84,217</i>	\$	<i>85,516</i>	\$	<i>86,422</i>	\$	<i>88,867</i>

Conservation Trust 10 Year Outlook

Starting Fund Balance	\$ 183,197	\$ 123,899	\$ 66,899	\$ 44,555	\$ 37,105	\$ 19,571	\$ 15,492	\$ 20,307	\$ 20,039	\$ 18,225	\$ 20,305	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Taxes	\$ 48,616	\$ 58,000	\$ 58,000	\$ 55,656	\$ 62,550	\$ 56,467	\$ 56,921	\$ 63,815	\$ 57,732	\$ 58,186	\$ 65,080	\$ 58,997
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 48,616	\$ 58,000	\$ 58,000	\$ 55,656	\$ 62,550	\$ 56,467	\$ 56,921	\$ 63,815	\$ 57,732	\$ 58,186	\$ 65,080	\$ 58,997
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Charges	\$ 275,137	\$ 119,936	\$ 55,000	\$ 58,000	\$ 60,000	\$ 59,000	\$ 61,000	\$ 59,000	\$ 58,000	\$ 60,000	\$ 63,000	\$ 61,000
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer & Operational Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 275,137	\$ 119,936	\$ 55,000	\$ 58,000	\$ 60,000	\$ 59,000	\$ 61,000	\$ 59,000	\$ 58,000	\$ 60,000	\$ 63,000	\$ 61,000
Operating Profit/ Loss	\$ (226,521)	\$ (61,936)	\$ 3,000	\$ (2,344)	\$ 2,550	\$ (2,533)	\$ (4,079)	\$ 4,815	\$ (268)	\$ (1,814)	\$ 2,080	\$ (2,003)
Ending Fund Balance	\$ (226,521)	\$ 121,261	\$ 126,899	\$ 64,555	\$ 47,105	\$ 34,571	\$ 15,492	\$ 20,307	\$ 20,039	\$ 18,225	\$ 20,305	\$ 18,302
Capital Expense			\$ 60,000	\$ 20,000	\$ 10,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
End Fund Balance	\$ 121,261	\$ 66,899	\$ 44,555	\$ 37,105	\$ 19,571	\$ 15,492	\$ 20,307	\$ 20,039	\$ 18,225	\$ 20,305	\$ 18,302	
<i>Target Reserve</i>	<i>\$ 23,987</i>	<i>\$ 11,000</i>	<i>\$ 11,600</i>	<i>\$ 12,000</i>	<i>\$ 11,800</i>	<i>\$ 12,200</i>	<i>\$ 11,800</i>	<i>\$ 11,600</i>	<i>\$ 12,000</i>	<i>\$ 12,600</i>	<i>\$ 12,200</i>	

Open Space 10 Year Outlook

Starting Fund Balance		\$ 739,480	\$ 920,692	\$ 764,392	\$ 708,348	\$ 525,577	\$ 441,027	\$ 257,354	\$ 273,455	\$ 241,261	\$ 259,614	\$ 278,896
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Taxes	\$ 152,156	\$ 180,000	\$ 175,000	\$ 179,299	\$ 183,598	\$ 187,897	\$ 192,196	\$ 196,495	\$ 200,794	\$ 205,093	\$ 209,392	\$ 213,691
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,144	\$ 961	\$ 779	\$ 596	\$ 414	\$ 1,000	\$ 500	\$ 600	\$ 500
Misc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 153,656	\$ 181,500	\$ 176,500	\$ 180,443	\$ 184,559	\$ 188,676	\$ 192,792	\$ 196,909	\$ 201,794	\$ 205,593	\$ 209,992	\$ 214,191
Personnel	\$ 105,637	\$ 25,000	\$ 25,000	\$ 28,000	\$ 28,795	\$ 30,120	\$ 30,879	\$ 31,874	\$ 32,564	\$ 32,879	\$ 34,876	\$ 35,000
Supplies & Expenses	\$ 67,000	\$ 67,000	\$ 67,000	\$ 68,000	\$ 68,000	\$ 70,000	\$ 70,000	\$ 71,000	\$ 71,000	\$ 72,000	\$ 72,000	\$ 73,000
Services & Charges	\$ 45,435	\$ 60,650	\$ 25,000	\$ 32,000	\$ 36,000	\$ 37,523	\$ 38,956	\$ 40,256	\$ 41,698	\$ 42,587	\$ 43,012	\$ 44,597
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 10,521	\$ 35,600	\$ 35,800	\$ 33,487	\$ 34,535	\$ 35,582	\$ 36,630	\$ 37,678	\$ 38,726	\$ 39,774	\$ 40,822	\$ 41,870
Transfer & Operational Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 228,593	\$ 188,250	\$ 152,800	\$ 161,487	\$ 167,330	\$ 173,225	\$ 176,465	\$ 180,808	\$ 183,988	\$ 187,240	\$ 190,710	\$ 194,467
Operating Profit/ Loss	\$ (74,937)	\$ (6,750)	\$ 23,700	\$ 18,956	\$ 17,229	\$ 15,450	\$ 16,327	\$ 16,100	\$ 17,806	\$ 18,353	\$ 19,282	\$ 19,724
Ending Fund Balance	\$ (74,937)	\$ 732,730	\$ 944,392	\$ 783,348	\$ 725,577	\$ 541,027	\$ 457,354	\$ 273,455	\$ 291,261	\$ 259,614	\$ 278,896	\$ 298,620
Capital Expense			\$ 180,000	\$ 75,000	\$ 200,000	\$ 100,000	\$ 200,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 60,000
End Fund Balance		\$ 732,730	\$ 764,392	\$ 708,348	\$ 525,577	\$ 441,027	\$ 257,354	\$ 273,455	\$ 241,261	\$ 259,614	\$ 278,896	\$ 238,620
<i>Target Reserve</i>		\$ 37,650	\$ 30,560	\$ 32,297	\$ 33,466	\$ 34,645	\$ 35,293	\$ 36,162	\$ 36,798	\$ 37,448	\$ 38,142	\$ 38,893

Fire Pension Fund 10 Year Outlook

Starting Fund Balance	\$	733,407	\$	744,477	\$	741,777	\$	745,747	\$	761,748	\$	781,376	\$	804,633	\$	831,496	\$	861,312	\$	894,576	\$	931,546	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032											
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer	\$ 34,300	\$ 37,500	\$ 37,500	\$ 42,028	\$ 44,585	\$ 47,143	\$ 49,700	\$ 52,257	\$ 54,814	\$ 57,372	\$ 59,929	\$ 62,486											
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc.	\$ 22,500	\$ 30,870	\$ 30,870	\$ 26,640	\$ 26,577	\$ 26,515	\$ 26,452	\$ 26,389	\$ 26,327	\$ 26,264	\$ 26,201	\$ 26,138											
Total Revenue	\$ 56,800	\$ 68,370	\$ 68,370	\$ 68,668	\$ 71,163	\$ 73,657	\$ 76,152	\$ 78,646	\$ 81,141	\$ 83,635	\$ 86,130	\$ 88,624											
Personnel	\$ 52,658	\$ 52,800	\$ 56,400	\$ 51,596	\$ 50,362	\$ 49,129	\$ 47,895	\$ 46,661	\$ 45,427	\$ 44,194	\$ 42,960	\$ 41,726											
Supplies & Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -											
Services & Charges	\$ 2,500	\$ 4,500	\$ 4,500	\$ 4,600	\$ 4,800	\$ 4,900	\$ 5,000	\$ 5,123	\$ 5,897	\$ 6,178	\$ 6,200	\$ 6,500											
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -											
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -											
Transfer & Operational Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -											
Total Expenses	\$ 55,158	\$ 57,300	\$ 60,900	\$ 56,196	\$ 55,162	\$ 54,029	\$ 52,895	\$ 51,784	\$ 51,324	\$ 50,372	\$ 49,160	\$ 48,226											
Operating Profit/ Loss	\$ 1,642	\$ 11,070	\$ 7,470	\$ 12,472	\$ 16,001	\$ 19,629	\$ 23,257	\$ 26,862	\$ 29,817	\$ 33,264	\$ 36,970	\$ 40,398											
Ending Fund Balance	\$	744,477	\$	751,947	\$	754,249	\$	761,748	\$	781,376	\$	804,633	\$	831,496	\$	861,312	\$	894,576	\$	931,546	\$	971,944	
End Fund Balance	\$	744,477	\$	751,947	\$	754,249	\$	761,748	\$	781,376	\$	804,633	\$	831,496	\$	861,312	\$	894,576	\$	931,546	\$	971,944	

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(2023 CAPITAL INVESTMENT PLAN: GENERAL FUND TAB)

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2023 Proposed Budget

Capital Investments Plan

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fund Balance Start of Year	\$ 1,223,506	\$ (1,314,726)	\$ (1,169,826)	\$ (103,409)	\$ (747,556)	\$ (1,369,156)	\$ (1,310,605)	\$ (1,276,800)	\$ (853,813)	\$ (608,288)	\$ (1,573,459)
Sale of Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from GF		\$ 4,330,000	\$ 3,800,000	\$ 2,010,000	\$ 1,800,000	\$ 2,000,000	\$ 1,550,000	\$ 2,000,000	\$ 3,000,000	\$ 2,000,000	\$ 3,000,000
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 4,330,000	\$ 3,800,000	\$ 2,010,000	\$ 1,800,000	\$ 2,000,000	\$ 1,550,000	\$ 2,000,000	\$ 3,000,000	\$ 2,000,000	\$ 3,000,000

	Fund	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Public Works Vehicles & Equipment	CE	\$ 136,000	\$ 72,000	\$ 120,000	\$ 120,000	\$ 40,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
Police Vehicles & Equipment	CE	\$ 141,800	\$ 38,000	\$ 20,000	\$ 117,200	\$ 119,500	\$ 122,600	\$ 124,400	\$ 70,000	\$ 76,000	\$ 74,900	\$ 75,800
Asphalt Plan	CI	\$ 476,927	\$ 336,166	\$ 200,000	\$ 587,747	\$ 393,420	\$ 395,827	\$ 200,000	\$ 300,157	\$ 1,424,273	\$ 1,693,576	\$ 1,367,759
Facilities	CE	\$ 1,488,105	\$ 1,440,570	\$ 1,472,183	\$ 1,513,800	\$ 1,601,280	\$ 1,065,623	\$ 967,395	\$ 991,455	\$ 998,803	\$ 973,295	\$ 1,255,075
Administrative Vehicles & Equipment	CE	\$ 7,400	\$ 12,400	\$ 7,400	\$ 55,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 47,400	\$ 7,400	\$ 7,400
Non-Utility Infrastructure	CI	\$ 280,000	\$ 2,206,464	\$ 900,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
IT Infrastructure	CE	\$ 8,000	\$ 79,500	\$ 14,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 17,000	\$ 8,000	\$ 8,000	\$ 16,000	\$ 35,000
Total		\$ 2,538,232	\$ 4,185,100	\$ 2,733,583	\$ 2,654,147	\$ 2,421,600	\$ 1,941,449	\$ 1,516,195	\$ 1,577,012	\$ 2,754,475	\$ 2,965,171	\$ 2,941,034

IT Infrastructure

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Medeco Key Software cloud - sub	\$ 5,400																	
Network rack cleanup	\$ 1,600		6500															
Computer Refresh (8)	\$ 18,000		20000	6000			8000	9000			6000	10000						
Battery Backup	\$ 5,700																	
Public Works Fiber	\$ 16,500																	
Public Works Setup/Equip	\$ 2,500																	
Equipment	\$ 8,000	8000	8000	8000	10000	10000	12000	8000	8000	8000	10000	25000	10000	8000	8000	8000	10000	10000
New Server	\$ -	0	40000															
Security Cameras			5000															
	\$ 57,700	\$ 8,000	\$ 79,500	\$ 14,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 17,000	\$ 8,000	\$ 8,000	\$ 16,000	\$ 35,000	\$ 10,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 10,000	\$ 10,000

Facilities

Civic Center

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Improvements	\$ 65,000.00	\$ 160,000.00	\$ 150,000.00	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ 50,000.00
Council Chamber IT	\$ 35,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt SRV	\$ 752,213.00	\$ 753,105.00	\$ 803,570.00	\$ 857,183.00	\$ 913,800.00	\$ 968,280.00	\$ 965,622.50	\$ 967,395.00	\$ 968,455.00	\$ 973,802.50	\$ 973,295.00	\$ 977,075.00
HVAC/ Mech												\$ 220,000.00
Sloar Panel Buyout	\$ -	\$ 575,000.00	\$ -	\$ -	\$ -	\$ -	\$ -					
ADA Ramps			\$ 20,000.00									
Flooring			\$ 8,000.00			\$ 8,000.00			\$ 8,000.00			\$ 8,000.00

Public Works Shop

Electrical System Upgrade			\$ 12,000.00									
Asphalt/ Lot Maint.				\$ 15,000.00					\$ 15,000.00			
HVAC System			\$ 37,000.00									

Parks

Citizen's Park	\$ -	\$ -	\$ 410,000.00									
Walker Branch	\$ -	\$ -	\$ -	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 100,000.00					
	\$ 852,213.00	\$ 1,488,105.00	\$ 1,440,570.00	\$ 1,472,183.00	\$ 1,513,800.00	\$ 1,601,280.00	\$ 1,065,622.50	\$ 967,395.00	\$ 991,455.00	\$ 998,802.50	\$ 973,295.00	\$ 1,255,075.00

Administration Vehicles & Equipment

Make	Assign	Year	Cycle	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Chevy Bolt	Co- Responder	2021	15												
Chevy Bolt	Code Enforcment	2021	15												
Ford Ranger	General	1996	25					48000							
	P&R Van		20										40000		
	Copier		AN	7400	7400	7400	7400	7400	7400	7400	7400	7400	7400	7400	7400
	Trailer- Special Events		20			5000									
				\$ 7,400.00	\$ 7,400.00	\$ 12,400.00	\$ 7,400.00	\$ 55,400.00	\$ 7,400.00	\$ 7,400.00	\$ 7,400.00	\$ 7,400.00	\$ 47,400.00	\$ 7,400.00	\$ 7,400.00

Non-Utility Infrastructure

Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
20th Ave. Improvements	\$ 2,500,000.00											
Pierce St. improvements	\$ 600,000.00											
26th Ave. Improvements	\$ 400,000.00		\$ 400,000.00									
25th Ave. Improvements	\$ 400,000.00		\$ 100,000.00									
Sheridan Corridor		\$ 200,000.00	\$ 50,000.00	\$ 100,000.00								
Sidewalk Plan	\$ 50,000.00	\$ 1,256,464.00	\$ 400,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00						
Internal Street TC	\$ 30,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00
ADA Transition Plan			\$ 100,000.00	\$ 200,000.00								
Walkability Plan			\$ 100,000.00									
Depew St. One Way			\$ 22,000.00									
ADA Transition 24th Ave.				\$ 13,000.00								
ADA Citizen's Park			\$ 13,000.00									
Parking Lot Maint			\$ 85,000.00									
	\$ 3,900,000.00	\$ 280,000.00	\$ 2,206,464.00	\$ 900,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00

Asphalt Plan

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Streets	\$ -	\$ 276,927.23	\$ 116,165.51	\$ -	\$ 387,747.23	\$ 193,420.29	\$ 14,506.52	\$ -	\$ 100,157.33	\$ 1,224,272.76	\$ 1,493,576.18	\$ 634,464.77
Alleys	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 181,320.19	\$ -	\$ -	\$ -	\$ -	\$ 533,294.67
Pre-Maint.	\$ 200,000.00	\$ 200,000.00	\$ 220,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00
	\$ 200,000.00	\$ 476,927.23	\$ 336,165.51	\$ 200,000.00	\$ 587,747.23	\$ 393,420.29	\$ 395,826.71	\$ 200,000.00	\$ 300,157.33	\$ 1,424,272.76	\$ 1,693,576.18	\$ 1,367,759.43

Streets

Block	Street	Type	Width	Length	Share	Square Feet	Square Yards	Last MO	CS (3-5)	Seal (7-10)	OL (10-15)	RR (16-20)	
	2000 Ames St.		1	32	612	1	19584	2176	2016	2026	2026	2031	2036
	2200 Ames St.		1	32	615	1	19680	2187	2016	2026	2026	2031	2036
	2400 Ames St.		1	32	615	1	19680	2187	2016	2026	2026	2031	2036
	2500 Ames St.		1	32	618	1	19776	2197	2016	2026	2026	2031	2036
	2600 Ames St.		1	32	280	0.5	4480	498	2017	2027	2027	2032	2037
	2000 Benton St.		1	30	612	1	18360	2040	2016	2026	2026	2031	2036
	2400 Benton St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2500 Benton St.		1	30	618	1	18540	2060	2016	2026	2026	2031	2036
	2400 Chase St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2500 Chase St.		1	30	618	1	18540	2060	2016	2026	2026	2031	2036
	1700 Depew St.		1	32	585	0.5	9360	1040	2018	2028	2028	2033	2038
	1800 Depew St.		1	32	690	0.5	11040	1227	2018	2028	2028	2033	2038
	1900 Depew St.		1	32	690	0.5	11040	1227	2018	2028	2028	2033	2038
	2000 Depew St.		1	30	612	1	18360	2040	2016	2026	2026	2031	2036
	2200 Depew St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2400 Depew St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2500 Depew St.		1	30	618	1	18540	2060	2016	2026	2026	2031	2036
	2000 Eaton St.		1	30	612	1	18360	2040	2016	2026	2026	2031	2036
	2200 Eaton St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2400 Eaton St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2500 Eaton St.		1	30	618	1	18540	2060	2016	2026	2026	2031	2036
	2600 Eaton St.		1	32	370	1	11840	1316	2017	2027	2027	2032	2037
	1800 Fenton St.		1	32	690	0.5	11040	1227	2017	2027	2027	2032	2037
	1900 Fenton St.		1	32	690	0.5	11040	1227	2017	2027	2027	2032	2037
	2000 Fenton St.		1	30	612	1	18360	2040	2016	2026	2026	2031	2036
	2200 Fenton St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2400 Fenton St.		1	30	615	1	18450	2050	2016	2026	2026	2031	2036
	2500 Fenton St.		1	30	618	1	18540	2060	2021	2031	2031	2036	2041
	1900 Gray St.		1	32	690	1	22080	2453	2020	2030	2030	2035	2040
	2000 Gray St.		1	30	612	1	18360	2040	2020	2030	2030	2035	2040
	2200 Gray St.		1	30	615	1	18450	2050	2020	2030	2030	2035	2040
	2400 Gray St.		1	30	615	1	18450	2050	2020	2030	2030	2035	2040
	2500 Gray St.		1	30	618	1	18540	2060	2020	2030	2030	2035	2040
	1800 Harlan St.		2	36	380	0.5	6840	760	2020	2026	0	2030	2036
	1900 Harlan St.		2	36	690	1	24840	2760	2020	2026	0	2030	2036
	2000 Harlan St.		1	50	612	1	30600	3400	2014	2024	2024	2023	2034
	2200 Harlan St.		1	50	615	1	30750	3417	2014	2024	2024	2023	2034
	2400 Harlan St.		1	50	615	1	30750	3417	2014	2024	2024	2023	2034
	2500 Harlan St.		1	50	618	1	30900	3433	2014	2024	2024	2023	2034
	2000 Ingalls St.		1	30	612	1	18360	2040	2015	2025	2025	2030	2035
	2200 Ingalls St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2400 Ingalls St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2500 Ingalls St.		1	30	618	1	18540	2060	2015	2025	2025	2030	2035
	2600 Ingalls St.		1	32	660	1	21120	2347	2017	2027	2027	2032	2037
	2000 Jay St.		1	30	612	1	18360	2040	2015	2025	2025	2030	2035
	2200 Jay St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2400 Jay St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2500 Jay St.		1	30	618	1	18540	2060	2015	2025	2025	2030	2035
	2000 Kendall St.		1	30	612	1	18360	2040	2015	2025	2025	2030	2035
	2200 Kendall St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2400 Kendall St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2500 Kendall St.		1	30	618	1	18540	2060	2015	2025	2025	2030	2035
	2600 Kendall St.		1	32	500	0.5	8000	889	2019	2029	2029	2034	2039
	2800 Kendall St.		1	32	500	0.5	8000	889	2019	2029	2029	2034	2039
	2000 Lamar St.		1	30	612	1	18360	2040	2014	2024	2024	2029	2034
	2200 Lamar St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2400 Lamar St.		1	30	615	1	18450	2050	2015	2025	2025	2030	2035
	2500 Lamar St.		1	30	618	1	18540	2060	2015	2025	2025	2030	2035

2000 Marshall St.	1	30	612	1	18360	2040	2015	2025	2025	2030	2035
2200 Marshall St.	1	30	615	1	18450	2050	2015	2025	2025	2030	2035
2400 Marshall St.	1	30	984	1	29520	3280	2015	2025	2025	2030	2035
2000 Newland St.	1	30	612	1	18360	2040	2014	2024	2024	2029	2034
2200 Newland St.	1	30	615	1	18450	2050	2014	2024	2024	2029	2034
2400 Newland St.	1	30	984	1	29520	3280	2015	2025	2025	2030	2035
2500 Newland St.	1	30	100	1	3000	333	2014	2024	2024	2029	2034
2400 Otis Crt.	1	30	984	1	29520	3280	2015	2025	2025	2030	2035
2000 Otis St.	1	30	612	1	18360	2040	2014	2024	2024	2029	2034
2400 Otis St.	1	30	984	1	29520	3280	2014	2024	2024	2029	2034
2000 Pierce St.	2	60	612	1	36720	4080	2014	2020	0	2022	2030
2200 Pierce St.	2	60	615	1	36900	4100	2014	2020	0	2022	2030
2400 Pierce St.	2	60	984	0.5	29520	3280	2014	2020	0	2022	2030
2400 Reed St.	1	32	200	0.5	3200	356	2019	2029	2029	2034	2039
5200 W. 17th Ave.	2	32	320	0.5	5120	569	2017	2023	0	2027	2033
5300 W. 17th Ave.	2	32	320	0.5	5120	569	2017	2023	0	2027	2033
5400 W. 17th Ave.	2	32	320	0.5	5120	569	2017	2023	0	2027	2033
5200 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
5300 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
5400 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
5500 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
5600 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
5700 W. 20th Ave.	2	48	320	0.75	11520	1280	2014	2020	0	2022	2030
5800 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
5900 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
6000 W. 20th Ave.	2	48	320	1	15360	1707	2014	2020	0	2022	2030
6100 W. 20th Ave.	2	48	320	0.5	7680	853	2014	2020	0	2022	2030
6200 W. 20th Ave.	2	48	320	0.5	7680	853	2014	2020	0	2022	2030
6300 W. 20th Ave.	2	48	320	0.5	7680	853	2014	2020	0	2022	2030
6400 W. 20th Ave.	2	48	320	0.5	7680	853	2014	2020	0	2022	2030
6500 W. 20th Ave.	2	48	320	0.5	7680	853	2014	2020	0	2022	2030
6600 W. 20th Ave.	2	48	320	0.5	7680	853	2014	2020	0	2022	2030
6900 W. 20th Ave.	2	48	400	0.5	9600	1067	2014	2020	0	2022	2030
5200 W. 22nd Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5300 W. 22nd Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5400 W. 22nd Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5600 W. 22nd Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5700 W. 22nd Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5800 W. 22nd Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5900 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6000 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6100 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6200 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6300 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6400 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6500 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6600 W. 22nd Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
5200 W. 24th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5300 W. 24th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5400 W. 24th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5500 W. 24th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5600 W. 24th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5700 W. 24th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5800 W. 24th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5900 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6000 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6100 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6200 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6300 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6400 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6500 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6600 W. 24th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031

6900 W. 24th Ave.	1	32	620	0.5	9920	1102	2017	2027	2027	2032	2037
5200 W. 25th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5300 W. 25th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5400 W. 25th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5500 W. 25th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5600 W. 25th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5700 W. 25th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5800 W. 25th Ave.	2	32	320	1	10240	1138	2016	2022	0	2026	2032
5900 W. 25th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6000 W. 25th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6100 W. 25th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6200 W. 25th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6300 W. 25th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6400 W. 25th Ave.	2	32	320	1	10240	1138	2015	2021	0	2025	2031
6500 W. 25th Ave. Ln.	2	32	375	1	12000	1333	2015	2021	0	2025	2031
6600 W. 25th Ave. Ln.	2	32	375	1	12000	1333	2015	2021	0	2025	2031
5200 W. 26th Ave.	2	42	320	1	13440	1493	2015	2021	0	2025	2031
5300 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
5400 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
5500 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
5600 W. 26th Ave.	2	42	320	1	13440	1493	2015	2021	0	2025	2031
5700 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
5800 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
5900 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
6000 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
6100 W. 26th Ave.	2	42	320	1	13440	1493	2015	2021	0	2025	2031
6200 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
6300 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
6400 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
6500 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
6600 W. 26th Ave.	2	42	320	0.75	10080	1120	2015	2021	0	2025	2031
5800 W. 19th Ave.	1	32	320	1	10240	1138					

Rates		
OL	\$	8.50
RR	\$	25.00

Alleys

Block	Street	Type	Width	Length	Share	Square Feet	Square Yards	Last MO	CS (7-8)	Seal (8)	OL (10-15)	RR (20)
	2000 Ames St.	3	12	612	1	7344	816	2017	2027	2037	2042	2047
	2200 Ames St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
	2400 Ames St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
	2500 Ames St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
	2000 Benton St.	3	12	612	1	7344	816	2002	2012	2022	2027	2032
	2400 Benton St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
	2500 Benton St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
	2400 Chase St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
	2500 Chase St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
	2000 Depew St.	3	12	612	1	7344	816	2002	2012	2022	2027	2032
	2200 Depew St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
	2400 Depew St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
	2500 Depew St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
	2000 Eaton St.	3	12	612	1	7344	816	2016	2026	2036	2041	2046
	2200 Eaton St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
	2400 Eaton St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032

2500 Eaton St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
2000 Fenton St.	3	12	612	1	7344	816	2002	2012	2022	2027	2032
2200 Fenton St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
2400 Fenton St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
2500 Fenton St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
2000 Gray St.	3	12	612	1	7344	816	2002	2012	2022	2027	2032
2200 Gray St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
2400 Gray St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
2500 Gray St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
1900 Harlan St.	3	12	690	1	8280	920	2012	2022	2032	2037	2042
2000 Harlan St.	3	12	612	1	7344	816	2002	2012	2022	2027	2032
2200 Harlan St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
2400 Harlan St.	3	12	615	1	7380	820	2002	2012	2022	2027	2032
2500 Harlan St.	3	12	618	1	7416	824	2002	2012	2022	2027	2032
2000 Ingalls St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2200 Ingalls St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2400 Ingalls St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2500 Ingalls St.	3	12	618	1	7416	824	2012	2022	2032	2037	2042
2000 Jay St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2200 Jay St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2400 Jay St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2500 Jay St.	3	12	618	1	7416	824	2012	2022	2032	2037	2042
2000 Kendall St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2200 Kendall St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2400 Kendall St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2500 Kendall St.	3	12	618	1	7416	824	2012	2022	2032	2037	2042
2000 Lamar St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2200 Lamar St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2400 Lamar St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2500 Lamar St.	3	12	618	1	7416	824	2012	2022	2032	2037	2042
2000 Marshall St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2200 Marshall St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2400 Marshall St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2000 Newland St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2200 Newland St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042
2000 Otis St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2000 Pierce St.	3	12	612	1	7344	816	2012	2022	2032	2037	2042
2200 Pierce St.	3	12	615	1	7380	820	2012	2022	2032	2037	2042

Police Vehicles & Equipment

Vehicles

Unit	Assign	Year	Cycle	2021	2022	2023	2024	2025	2026	2026	2027	2028	2029	2030	2031	2032
10	Pool	2004	10	31					30						37	
11	Evidence	2008	10	32				37								
30	Patrol	2016	7	N					N							N
31	Patrol	2016	7	N							N					
32	Patrol	2016	7	N							N					
33	Comander	2011	10		35						32					
34	SRO	2009	7		36							35				
35	Patrol	2019	7		N							N				
36	Patrol	2019	7		N							N				
37	Supv.	2020	7					N								N
38	Traffic	2020	7					N							N	
40	Chief	2020	10											38		
41	Detective	2015	10					38				36				
42	Detective	2002	10	30							31					

Equipment

Body Cameras				50000	12000	10000	10000	60000	10000	10000	10000	60000	12000	10000	10000
Equipment					26000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000
Total			3	2	0	0	2	1	0	2	2	0	1	1	1
Cost	\$ 45,000	\$ 135,000	\$ 141,800	\$ 38,000	\$ 20,000	\$ 117,200	\$ 119,500	\$ 20,000	\$ 122,600	\$ 124,400	\$ 70,000	\$ 76,000	\$ 74,900	\$ 75,800	
Annual Escalator	0.02		0.02	0.04	0.06	0.08	0.1	0.12	0.14	0.16	0.18	0.2	0.22	0.24	

Public Works Vehicles & Equipment

Unit	Make	Assign	Year	Cycle	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1101	Chevy	Flatbed	2010	15					40000							
1011	Chevy	PU	2003	15			40000									
1103	Chevy	Water truck 2wd	2009	15				40000								
107	Chevy	Pickup dump bed	1985	NA		85000										
1127	Chevy		2007							40000						
111	Chevy	Plow truck big yellow	1998	20				80000								
104	Ford	Pickup vac truck	1984	AN		16000										
	International	Plow truck white new	2006	20							80000					
110	Kodiak	Plow truck yellow small		20					80000							
	Fabtech	Trailer	1998	AN												
	Diamond T	Trailer		AN												
	Atlas	Tow Behind Compressor		AN												
2120	Bobcat	Skidsteer		AN			25000									
1124	New Holland	Backhoe		AN												
	Top Hat	Trailer		AN												
k4888	Kubota	UTV		AN		35000										
		Sweeper	2021	15	230000											
		LED Updates					7000									
					\$ 230,000.00	\$ 136,000.00	\$ 72,000.00	\$ 120,000.00	\$ 120,000.00	\$ 40,000.00	\$ 80,000.00	\$ -	\$ -	\$ -	\$ -	\$ -



(2023 CAPITAL INVESTMENT PLAN: UTILITY FUND TAB)

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2023 Proposed Budget

Water/Sewer

Water Fund Balance	\$246,351	\$290,926	\$755	\$35,042	\$58,499	\$178,233	\$262,166	\$332,253	\$401,173	\$386,401
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Water Line Improvements							\$ 150,000	\$ 100,000	\$ 150,000	
Lead Line Replacements	\$ 1,000,000									
Valve Replacement	\$ 20,000	\$ 32,000		\$ 25,000	\$ 35,000	\$ 40,000		\$ 75,000	\$ 50,000	
Meter Replacement Pgm			\$ 10,000	\$ 5,000	\$ 5,000					
Hydrant Replacement			\$ 10,000			\$ 20,000		\$ 25,000	\$ 20,000	
Meter Valut Repairs				\$ 20,000						
Meter reading improvement									\$ 180,000	\$ 20,000
	\$ 1,020,000	\$ 32,000	\$ 20,000	\$ 50,000	\$ 40,000	\$ 60,000	\$ 150,000	\$ 200,000	\$ 400,000	\$ 20,000

Sewer Fund Balance	\$897,102	\$691,980	\$524,263	\$397,473	\$203,975	\$149,839	\$129,752	\$135,315	\$189,204	\$276,530
Storm Sewer Repair/Improvement	\$ 140,000	\$ 100,000	\$ 70,000				\$ 60,000		\$ 10,000	
Storm Sewer Video/Clean			\$ 50,000			\$ 50,000			\$ 50,000	
Utility Hole Maintenance				\$ 200,000						\$ 100,000
Additional storm inlets	\$ 25,000	\$ 50,000			\$ 50,000			\$ 50,000		
	\$ 165,000	\$ 150,000	\$ 120,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ 60,000	\$ 50,000	\$ 60,000	\$ 100,000

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(2023 CAPITAL INVESTMENT PLAN: PARKS)

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2023 Proposed Budget

Parks Capital Investment Plan

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fund Balance Start of Year	CT	\$121,261	\$61,261	\$41,261	\$31,261	\$16,261	\$16,261	\$16,261	\$16,261	\$16,261	\$16,261
	OS	\$920,692	\$740,692	\$655,692	\$445,692	\$335,692	\$215,692	\$205,692	\$195,692	\$185,692	\$175,692
Sale of Assets	\$	-									
Transfer from GF	\$	410,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 100,000					
Interest	\$	-									
Grants											
Total	\$	-	\$ 410,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -

	Fund	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Walker Branch Park Improvements	CT	\$	30,000									
	OS			\$ 675,000	\$ 200,000	\$ 600,000						
Citizen's Park Improvements	CT											
	OS	\$	580,000		\$ 600,000							
Orum House Improvements	CT					\$ 15,000						
	OS						\$ 10,000					
Heritage Park Improvements	CT				\$ 10,000							
	OS						\$ 200,000					
Memorial Park Improvements	CT			\$ 20,000								
	OS					\$ 100,000						
Other Park Improvements	CT	\$	30,000									
	OS											
Equipment	CT											
	OS	\$	10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total	CT	\$	-	\$ 60,000	\$ 20,000	\$ 10,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
	OS	\$	-	\$ 590,000	\$ 685,000	\$ 810,000	\$ 710,000	\$ 220,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

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