



2020

Adopted Budget

2020 Adopted Budget

Table of Contents

Vision Statement	pg. 1
List of Town Officials	pg. 2
Town Organization	pg. 3-4
Budget Message	pg. 5-6
Lease-Purchase Agreement Supplementary Schedule	pg. 7-8
Fund Structure Overview	pg. 9
Fund Definitions	pg. 10
Governmental Funds	pg. 11
Projected Revenues – 2020	pg. 12-13
Overview of Revenues	pg. 14-15
3 Year Revenue Trend	pg. 16
Projected Expenditures – 2020	pg. 17-18
Overview of Expenditures	pg. 19-22
3 Year Expenditure Trend	pg. 23
Proprietary (Enterprise) Funds	pg. 24
Projected Revenues – 2020	pg. 25-26
Overview of Revenues	pg. 27
3 Year Revenue Trend	pg. 28
Projected Expenditures – 2020	pg. 29-30

Overview of Expenditures	pg. 31-32
3 Year Expenditure Trend	pg. 33
2020 Adopted Budget – 3 Year All Funds Summary	pg. 34
2020 Adopted Budget – 3 Year Actuals by Fund	pg. 35-40
2020 Adopted Budget – Governmental Funds	pg. 41-42
2020 Adopted Budget – Enterprise Funds	pg. 43-44



Vision Statement

Larkspur, a small friendly town in Colorado. A town that works together by: Fostering a Government of Integrity that Responds to its People, Directing Future Growth within Larkspur's Small Town Values, Providing Community Facilities and Activities for All Ages, and Preserving the Natural Environment that is Unique to the Larkspur Area.



Mayor

Marvin Cardenas

Mayor Pro-tem

Paul Bowers

Council Members

Brian Cook

Sandy McKeown

Isaac Levy

Jennell Waggle

Shannon Buss

Department Chairs

Matias Cumsille, Planning Commission

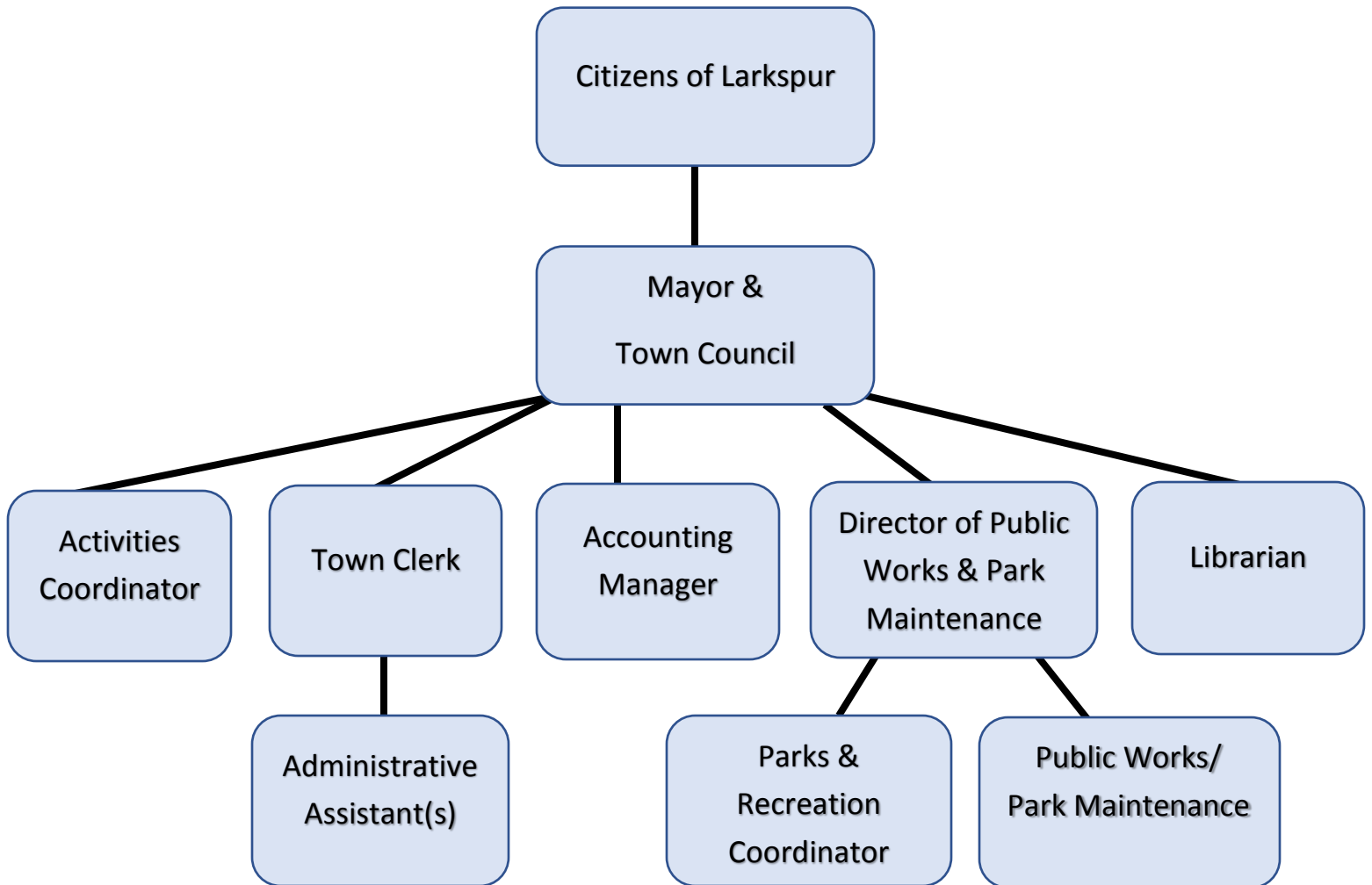
Randy Johnson, Parks & Recreation Advisory Board

Tricia Bernhardt, Water & Sewer Board

Walter Korinke, Financial Advisory Board



Organization Chart



Town of Larkspur Staff



Pictured from top to bottom, left to right: Anthony Roman- Public Works/Park Maintenance Support, Marvin Cardenas- Town Mayor, James Stockstill- Public Works/Park Maintenance Director, Walter Korinke- Town Advisor, Dorothy Hise- Administrative Assistant, Lynda Travis- Town Clerk, Lynn Pfaff- Administrative Assistant, Heather McCumiskey- Accounting Manager.

Staff not pictured: Ruth Ann Arfsten- Activities Coordinator, Krystine Cramer- Librarian, Bill Kramer- Parks and Recreation Coordinator.

2020 Budget Message

(Pursuant to 29-1-103(1)(e), C.R.S.)

November 12, 2019

Honorable Mayor, Town Council and Town Residents,

The Town of Larkspur 2020 budget has been prepared with the Town's vision as the foundation and with the guidance of the council members, department chairs and residents. The priorities outlined in the budget embrace the Town's vision and the importance of potential future growth, available facilities and activities and preserving the natural environment. The budget message outlines the Town's overall financial condition; provides an overview of the 2020 budget, including the important features and priorities; and outlines the services to be provided in the year 2020.

Overall, the Town of Larkspur is in a great position financially. Included in the budget packet are revenue and expenditure trends for the Governmental Funds and Enterprise Funds for the last 3 years. Prominent in the Governmental Funds is that the Town saw its best year yet for Colorado Renaissance Festival (CRF) revenue, with about a 10.5% increase in sales tax earned from the festival in 2019 compared to 2018. The 2020 budget includes a modest projection of CRF sales tax, but the Town is hoping the revenue exceeds the 2020 budget and 2019 actuals. In 2020, the Town will also see a decrease in certain expenditures with the most prominent being wages. In regard to the Enterprise Funds the Town will see a significant decrease in capital outlay expenditures due to the new water treatment plant reaching completion in 2019. The Town refinanced the loan for the new water treatment plant with USDA in 2019 and will have principal plus interest payments beginning in 2020.

The important features and priorities included in the 2020 budget are an increase of capital outlay expenditures to the Park Department for the purpose of park and open space improvements, the addition of funds to a sidewalk reserve to be used by the Road & Bridge Fund and addition of reserve accounts to the Water Fund for the purpose of water and sewer infrastructure sustainability and debt security.

Park Department - The specific park and open space improvements for 2020 will include the addition of baseball field lighting. The Town is working towards receiving a grant from GOCO for the baseball field lights and will be required to have a grant match upon approval. Other possible capital park and open space improvements for 2020 will relate to cabin moving and placement to be used for concession stands in the park and a community event center outside the Town Hall. The Town is exploring other financial resources to fund the projects in addition to setting aside money in the budget. Capital outlay has also been set aside to begin the process of completing the trails. The majority of the expenses for trails in 2020 will likely be related to engineering and project management.

Road & Bridge Fund – The Town has been exploring financial resources to fund the addition of sidewalks to Spruce Mountain Road and Perry Park Avenue for several years. The decision was made to budget for

a transfer from the General Fund to the General Fund savings account (Sidewalk Reserve) in 2020. The plan is to utilize the total reserved funds to get the sidewalk process started in 2020.

Water Fund – The Town will be adding an emergency reserve and a debt reserve in 2020. The purpose of the emergency reserve is to allow the Town to be financially prepared for impending water and sewer infrastructure repair costs. The Town's water and sewer pipelines are 40 years old in areas and it is predicted that about 2/3 of the pipes will need to be replaced in the near future. The Town will also need to prepare for upgrades to the sewer facilities due to changing regulations and age. The most pressing matter the Town is preparing for is the Denver well reaching the end of its life span. The life expectancy is anywhere from a day to 5 years maximum. The Town will start an emergency reserve in 2020 and will add to the reserve on an annual basis. The Town plans to add a debt reserve, as required by USDA. The loan for the new water treatment plant was refinanced with USDA at the end of 2019. A requirement for the refinance is to have a debt reserve account equal to one annual loan payment, with principal plus interest. The option was given to accumulate the amount at the rate of 10% for up to 10 years, or fully fund it up front. The Town opted to fund at the rate of 10% over 10 years starting in 2020.

The Town will continue to provide water and sewer services to residents within Town limits in 2020. A water rate study was conducted in 2019. Based on the results of the study and scenarios presented, the Town adopted a new base water rate for 2020.

The 2020 budget focuses on balancing the priorities with the financial means of the Town. The Town of Larkspur will continue to improve the community's park and recreation facilities and work towards improving the water and sewer infrastructure. The Town will strive to not only be in a great financial position for the year 2020, but in the years to follow.

Respectfully submitted,



Heather McCumiskey

Accounting Manager

****It is required to note that the Town of Larkspur uses the modified accrual basis of accounting for all governmental funds, including the General Fund and all Special Revenue Funds. Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available. The accrual basis of accounting is used for all proprietary funds, including the Water Fund and Sewer Fund. Under the accrual basis of accounting, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.*

LEASE-PURCHASE SUPPLEMENTAL SCHEDULE TO THE
ADOPTED BUDGET (29-1-103(3)(d), C.R.S.)
BUDGET YEAR 2020

I. REAL PROPERTY LEASE-PURCHASE AGREEMENTS:

PROPERTIES:	Larkspur Town Hall	8720 Spruce Mountain Road
	Larkspur Town Hall Annex	9524 Spruce Mountain Road

LEASE TYPE: Sale Leaseback

SALE PRICE:	\$515,000	MONTHLY LEASE:	\$3,172.15
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LESSOR: Peoples National Bank

TERM: 20 Year, February 2014 – February 2034

Total amount to be expended for property lease-purchase agreement in budget year:

YEAR:	2020	AMOUNT:	\$38,066.00
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PROPERTIES: Larkspur Fire Protection District Parcel

LEASE TYPE: Ground Lease to Purchase

SALE PRICE:	\$147,900	MONTHLY LEASE:	\$1,000.00
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LESSOR: Larkspur Fire Protection Dist.

TERM: 10 Year, December 2016 – December 2026

Total amount to be expended for property lease-purchase agreement in budget year:

YEAR:	2020	AMOUNT:	\$12,000.00
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PROPERTIES: American Federation of Human Rights (AFHR) 2.15-acre parcel

LEASE TYPE: Ground Lease

LESSOR: AFHR

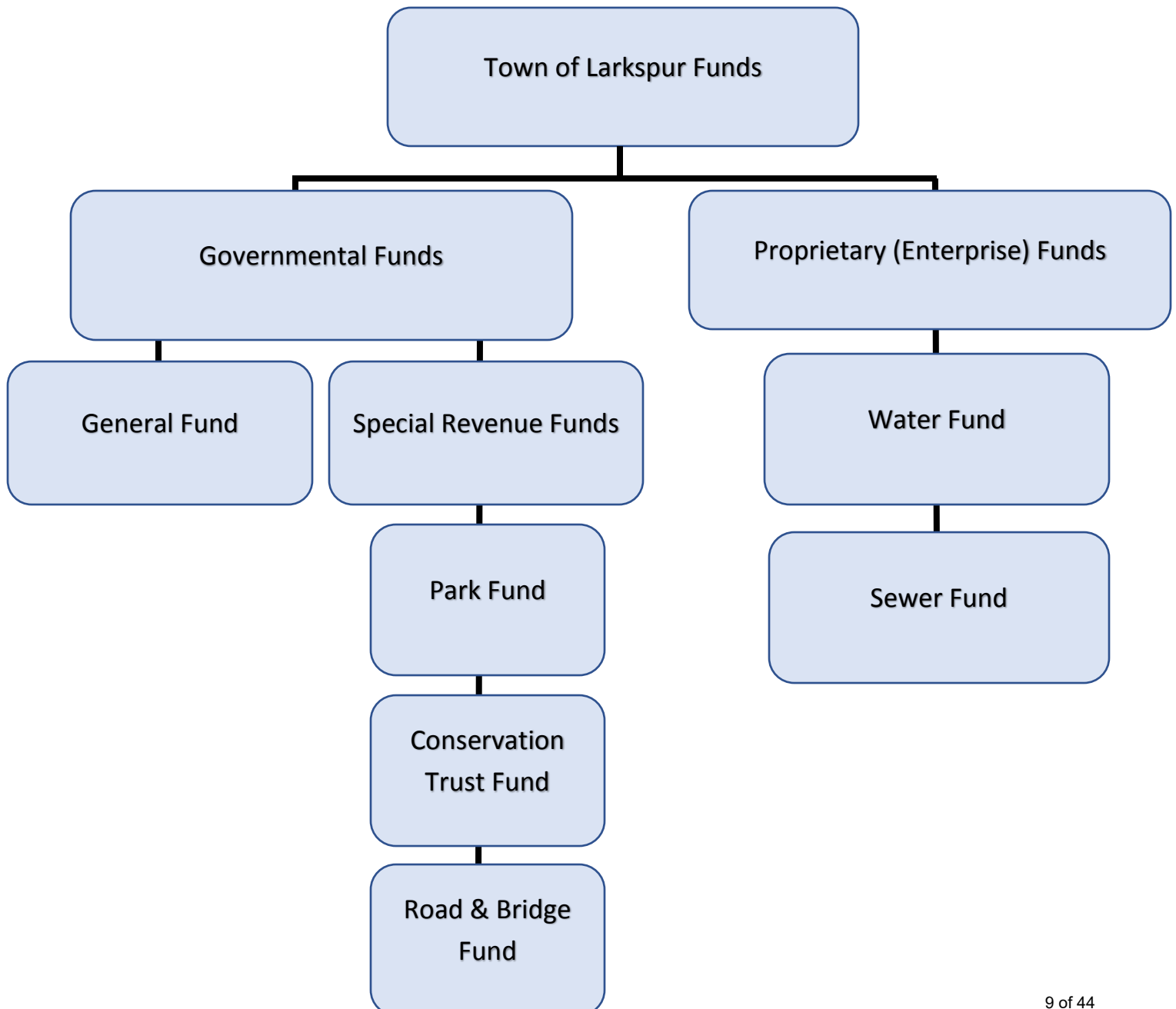
TERM: 5 Year, April 2015 – March 2020

Total amount to be expended for property lease-purchase agreement in budget year:

YEAR:	2020	AMOUNT:	\$6,350.00
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Fund Structure Overview



Fund Definitions

Governmental Funds — funds used to account for the acquisition, use and balances of expendable financial resources and related liabilities using a measurement focus that emphasizes the flow of financial resources. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can be readily converted to cash. The Town of Larkspur maintains the following Governmental Funds:

General Fund — The primary fund used by a government entity to record all resource inflows and outflows that are not associated with special-purpose funds.

Special Revenue Funds — funds used to account for proceeds of resources that are restricted or committed for purposes other than debt service or capital projects. The Town of Larkspur maintains the following Special Revenue Funds:

Park Fund — used to account for all financial inflows and outflows related specifically to the Town's community park, ball field and open spaces.

Conservation Trust Fund — accounts for the lottery proceeds received from the state of Colorado. Proceeds can be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Road & Bridge Fund — used to account for all financial inflows and outflows related specifically to the Town's roads and bridges.

Proprietary (Enterprise) Funds — Proprietary Funds are funds that are financed and operated in a manner similar to private businesses. An Enterprise Fund is a type of Proprietary Fund that is used to account for any activity for which external users are charged a fee for goods and services. The Town of Larkspur maintains the following Enterprise Funds:

Water Fund — accounts for activities related to water services provided to the citizens of the Town.

Sewer Fund — accounts for activities related to sewer services provided to the citizens of the Town.

Governmental Funds

PURPOSE OF GENERAL FUND

The General Fund is the primary fund used by a government entity to record all resource inflows and outflows that are not associated with special-purpose funds. The General Fund receives the majority of its revenue through taxes with the main tax source being sales tax. The activities being paid for through the General Fund constitute the core administrative and operational tasks of the government entity.

****General Fund Operating Bank Account****

The Town of Larkspur receives all Governmental Fund revenue and pays all Governmental Fund expenses out of the General Fund operating account, with the Conservation Trust Fund as an exception. The revenue received for the Park Fund and Road & Bridge Fund are deposited to the General Fund operating account and the expenses for the Park Fund and Road & Bridge Fund are paid from the General Fund operating account. Revenue collected for the Conservation Trust Fund is deposited into a separate reserve bank account, as the money is restricted for parks and recreation use.

General Fund Revenue Sources

The major sources of revenue for the General Fund are Colorado Renaissance Festival sales tax, sales tax (Non-CRF), lodging tax, franchise tax, miscellaneous tax revenue, business licenses, liquor licenses, development fees and interest income.

Park Fund Revenue Sources

The major sources of revenue for the Park Fund are park fees, ball field fees and donations.

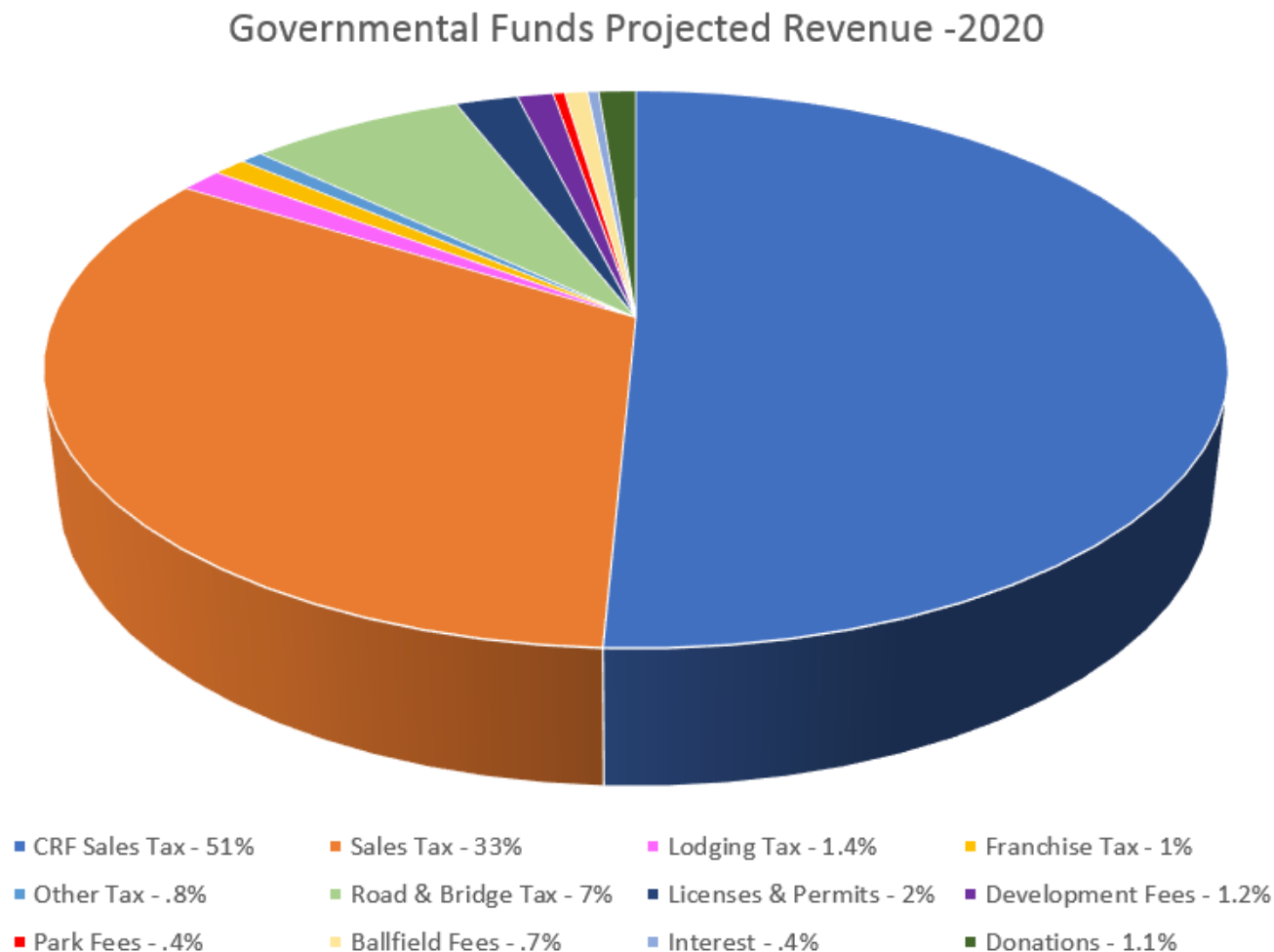
Conservation Trust Fund Revenue Sources

The source of revenue for the Conservation Trust Fund is lottery proceeds.

Road & Bridge Fund Revenue Sources

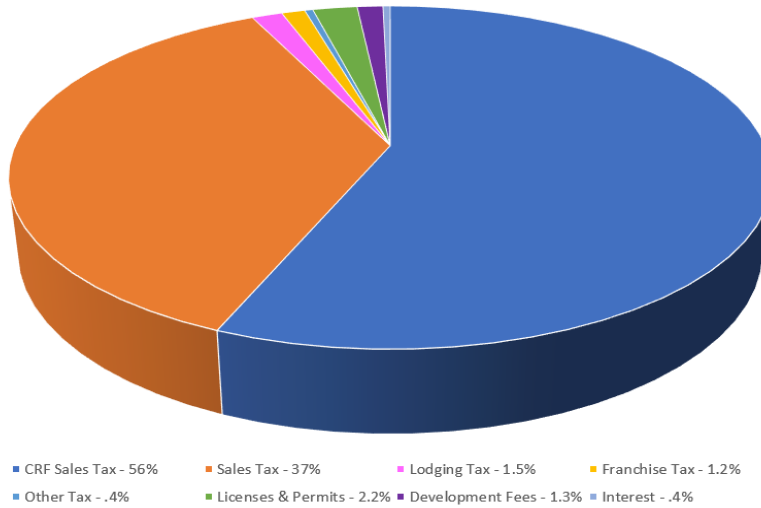
The major sources of revenue for the Road & Bridge Fund are road & bridge taxes and interest.

The following is a visualization of the Governmental Funds projected revenue for 2020. Included are sources of revenue for General Fund, Park Fund, Conservation Trust Fund and Road & Bridge Fund. This visualization does not account for loan proceeds or transfers from reserves.

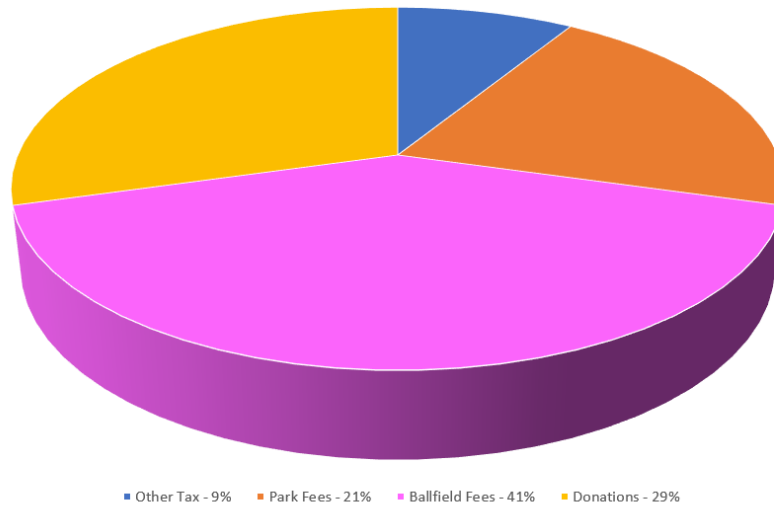


Below are visualizations for the General Fund projected revenue for 2020, Park Fund projected revenue for 2020 and Road & Bridge Fund projected revenue for 2020. These visualizations do not account for loan proceeds or transfers from reserves. There is no visualization for Conservation Trust Fund, as it has only one major source of revenue.

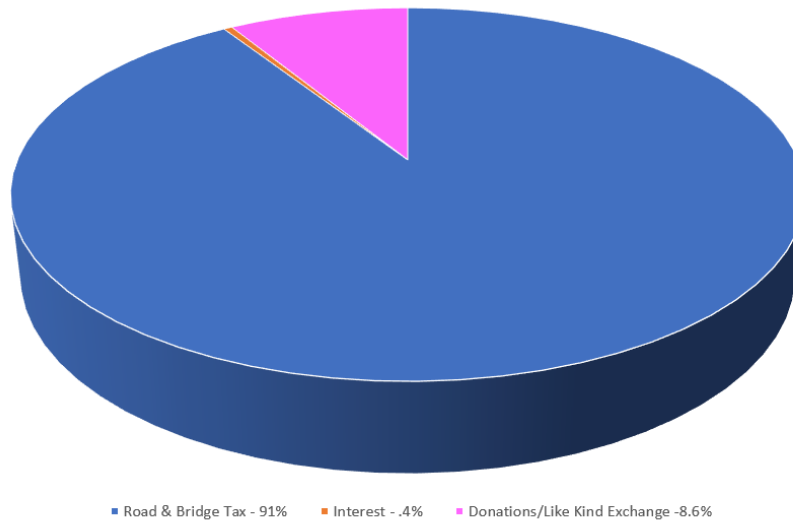
General Fund Projected Revenue - 2020



Park Fund Projected Revenue - 2020



Road & Bridge Fund Projected Revenue - 2020



Overview of Revenues – Governmental Funds

The following is an overview of all Governmental Fund combined revenues (General Fund, Park Fund, Conservation Trust Fund and Road & Bridge Fund) that are factored into the 2020 budget. The Enterprise Fund revenues (Water Fund & Sewer Fund) are not included in this overview.

Sales Tax – The Town of Larkspur receives the majority of its revenue each year from sales tax. The Town levies a 4% tax for all local retail sales, including remote sales. The Town receives about 50% of its sales tax during the Colorado Renaissance Festival. The festival runs for a total of 8 weeks from late June until early August. During those 8 weeks, the festival vendors report and pay their sales tax at each week's end. The Town of Larkspur is a Home Rule municipality, which means that the Town is self-governing municipality. Rather than sales taxes getting collected at a state level and distributed down, Larkspur collects all of its own taxes. With the combined sales tax from the Colorado Renaissance Festival and sales tax received outside of the festival, the total sales tax revenue will account for over 80% of the Town's Governmental Fund revenue in 2020. The sales tax revenue that the Town collects covers most all of the Town's operating expenses for the General Fund, Park Fund and Road & Bridge Fund. Beginning in 2020, the Town will also be pledging \$55,000 sales tax annually to the Water and Sewer Funds per the loan agreement with USDA.

Lodging Tax – The Town of Larkspur annexed the Jellystone campground in 2009. The campground collects and remits a 2% lodging tax to the Town of Larkspur. The lodging tax revenue collected by the Town will account for about 1.4% of the total Governmental Fund revenue for 2020. There is an agreement in place with the Town and the Jellystone campground that the campground will receive a 50% shareback for both sales and lodging tax collected by the campground. The sales tax shareback will cap out at \$650,000 or 10 years, whichever comes first. The lodging tax shareback will cap out at 15 years after the reopening of the campground. The campground shut down in 2019 for renovations and is projected to reopen on Memorial Day 2020. The 2020 budget for lodging tax revenue has been appropriated modestly due to the chance of the campground opening date being delayed or postponed.

Franchise Fees – The Town of Larkspur imposes franchise fees (tax) on utility companies that provide services within town limits. The purpose of this fee is to allow the utility companies access to public spaces, or what is known as public "right-of-way", for power lines or gas pipelines. The Town has franchise agreements with Intermountain Rural Electric Association, (IREA) Black Hills Energy Corporation and Comcast. The franchise fees received in 2020 are projected to make up 1% of the total Governmental Fund revenue.

Other Taxes - The Town collects other taxes such as cigarette taxes, Highway User Tax, road & bridge taxes, motor vehicle taxes and auto ownership taxes. Other taxes will account for about 7.8% of the total Governmental Fund revenue for 2020. Most of the other taxes are used for road & bridge expenses.

- **Cigarette taxes** are levied at \$.84 per pack of 20 cigarettes. Cigarette taxes are collected by Colorado Department of Revenue and about 27% of the revenue collected is distributed to local governments, such as Larkspur, based on the amount of revenue collected within the Town.

- **Highway User Tax** is revenue collected by the state of Colorado from gas taxes and motor vehicle registration fees. The revenue is distributed monthly to the local municipalities for the intent to be used only for construction, maintenance or improvements of roads, streets and highways. The amount that is distributed is based on a formula of the number of vehicles registered and the miles of streets within the municipality.
- **Road & bridge taxes** are a portion of the Highway User taxes that have been distributed to the counties. The towns within each county receive a portion of the county's distribution to support the roads and bridges within the town.
- **Motor vehicle taxes** are sales taxes collected on the purchased price of vehicles purchased by Town residents.
- **Auto ownership taxes** are collected by the Department of Motor Vehicles when a vehicle is licensed. The tax is collected based on the value of the vehicle when it was new, and the tax rate charged decreases each year. Douglas County distributes about 29% of the tax earned to local municipalities based on their mill levy.

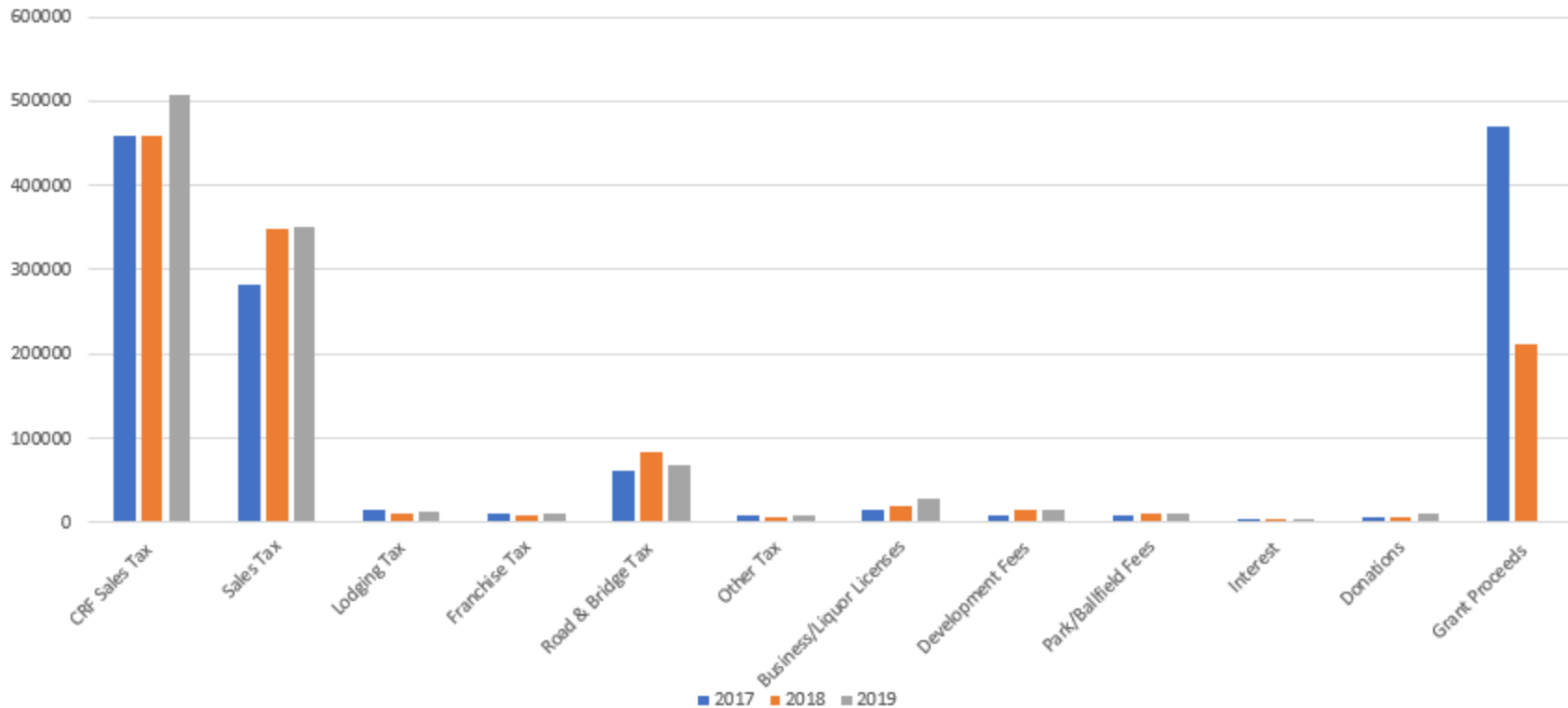
Licenses, Permits & Development Fees – The Town of Larkspur collects fees for a few specific permits and licenses. Permits and licenses account for about 3.2% of the total projected Governmental Fund revenue for 2020. The Town collects fees for building permits, sign permits, land use permits, business licenses and liquor licenses.

- **Building permits (Development fees)** are fees collected when a permit is issued for building construction, improvements or repairs. The Town has an agreement with SAFEbuilt where the Town keeps 15% of the revenue collected for the permit fees and SAFEbuilt bills the Town for the other 85%.
- **Sign permits** are fees collected when commercial signs are displayed within the Town limits.
- **Land use permits** are fees that the Town collects from Intermountain Rural Electric Association (IREA) for use of Town land and Town permits.
- **Business licenses** are required by the Town for all businesses operating within Town limits and for all online or remote retailers selling products to the Town residents. Business license fees are redetermined every few years. Business licenses must be renewed each year that the business operates within the Town.
- **Liquor licenses** are required by the Town for all business within Town limits selling or distributing alcohol. Similar to the business licenses, liquor licenses have an associated fee and must be renewed each year.

Park & Ballpark Fees – are fees collected by the Town when a pavilion, picnic shelter, ball field or any other park facility is reserved for a specific event. The fees vary based on the space reserved and the length of time that it is reserved for. The fees collected for park and ballpark use are used primarily for park and ballpark maintenance expenses. Park and ballpark fees will account for about 1.1% of total Governmental Fund revenue for 2020.

Donations – The Town of Larkspur is currently collecting donations to go towards the ballpark lighting. Donations are either received when a company purchases a banner used for advertising at the ballpark, or from a cash donation box located in the park. All donations received go towards the ballpark lighting grant match. Donations will account for 1.1% of the total Governmental Fund revenue for 2020.

Revenue Trend – Governmental Funds– Last 3 Years



The following is a visualization of the revenue trend for the Town of Larkspur Governmental Funds for the last 3 years. The exact numbers are reflected in the attached 2020 Adopted Budget 3 Year Actuals by Fund. The 2019 YE Projected column was used for this visualization, and those totals are subject to change as the year wraps up. The revenue trend was used as a tool to project revenue totals for the year 2020. Important to note is the Town has seen a 10.5% increase in Colorado Renaissance Festival sales taxes in 2019 from 2018. There was a total increase of \$48,803 from 2018 and the 2019 actual revenue received was \$64,863 higher than the 2019 budget. The 2020 budget reflects a modest projection of \$475,000 for CRF sales tax, with hopes that the 2020 actual exceeds the 2020 budget and the 2019 actuals.

General Fund Expenditures

The expenditures for General Fund include wages, payroll benefits, payroll taxes, legal services, audit services, engineering, project management, code writing, law enforcement services, grant writing, utilities, repairs & maintenance, computer expenses, waste collection, postage, office expenses, insurance, donations, elections, fire mitigation, education, travel, trustee fees, refunds, development incentives, payroll and bank fees, interfund transfers, lease payments and capital outlay.

Park Fund Expenditures

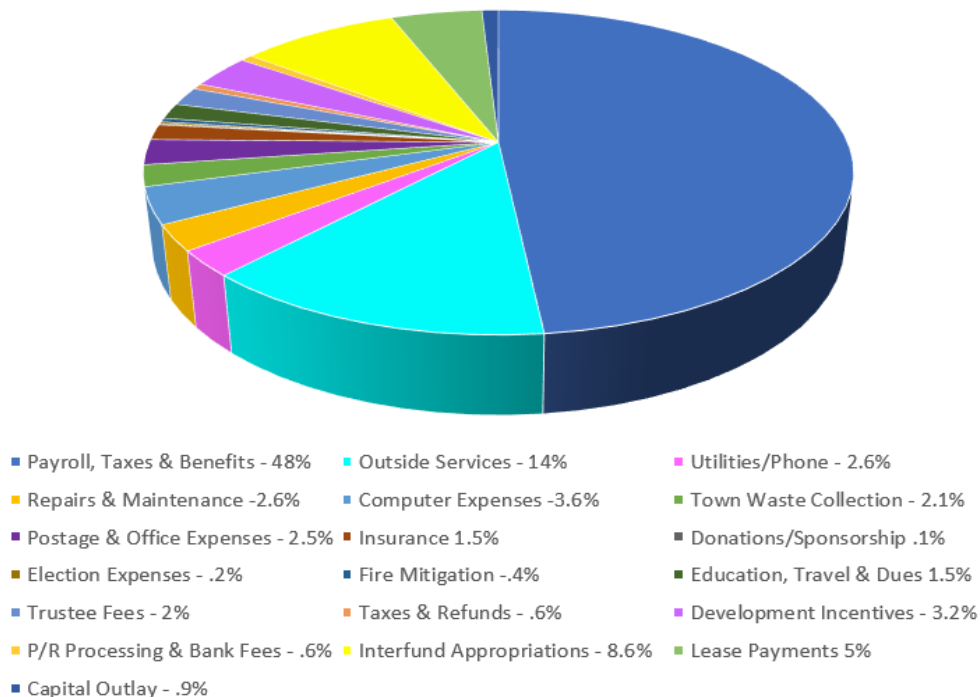
The expenditures for Park Fund are wages, payroll taxes, grant writing, utilities, repairs & maintenance, gardening/tree removal, park events, lease payments and capital outlay.

Road & Bridge Fund Expenditures

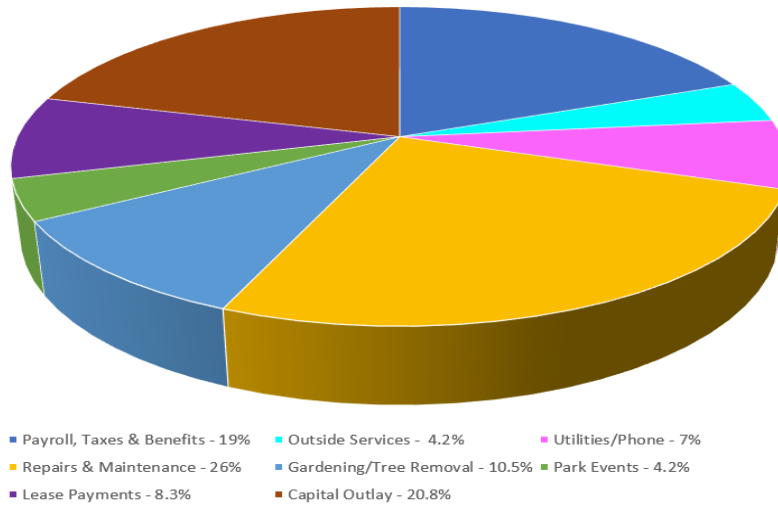
The expenditures for Road & Bridge Fund are wages, payroll taxes, engineering, snow removal, utilities, repairs & maintenance, lease payments and capital outlay.

Below are visualizations of the General Fund projected expenditures for 2020, Park Fund projected expenditures for 2020 and Road & Bridge Fund projected expenditures for 2020. There is no visualization for Conservation Trust Fund, as there are no real expenditures.

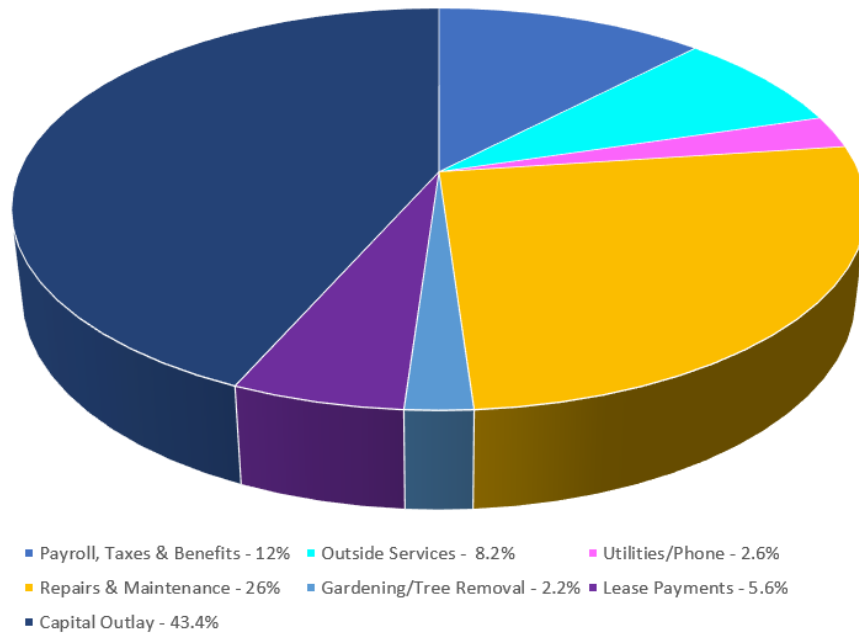
General Fund Projected Expenditures - 2020



Park Fund Projected Expenditures - 2020



Road & Bridge Fund Projected Expenditures - 2020



Overview of Expenditures – Governmental Funds

The following is an overview of all Governmental Fund combined expenditures (General Fund, Park Fund, Conservation Trust Fund and Road & Bridge Fund) that factored into the 2020 budget. The Enterprise Funds (Water Fund & Sewer Fund) are not included in this overview.

Payroll, Taxes & Benefits – Costs for all full-time and part-time employees employed by the Town of Larkspur and their associated tax and benefits costs. The payroll, taxes & benefits will make up 28.2% of the budgeted Governmental Fund expenditures for 2020. In 2019, Town was successful in the reorganization of employees based upon the Town’s needs. The result will be saving the Town about \$83,000 in wages in 2020 compared to 2019 and about \$153,000 compared to 2018.

Outside Services – The Town has costs for a variety of outside services. Those services for the Governmental Funds are legal, audit, engineering, project management, code writing, sheriff, security & animal, grant writing and snow removal. Outside services will account for 8.4% of the Governmental Fund expenditures in 2020.

- **Legal Services** costs are related to legal counsel for all Town related matters. Most commonly legal counsel will be used for assistance with new ordinances, resolutions and contracts.
- **Audit Services** costs are associated with an annual state mandated financial statement audit. Colorado Revised Statute 29-1-603 defines that “the governing body of each local government in the state shall cause to be made an annual audit of the financial statements of the local government for each fiscal year.”
- **Engineering Services** costs are incurred based upon engineer studies, investigations, tests, evaluations, consultations, comprehensive planning, program management, conceptual designs, plans, reviews and preparation of new projects within the Town limits.
- **Project Management Services** costs are associated with contract labor for the Town of Larkspur. Consulting services are the most common contract labor services used by the Town.
- **Code Writing Services** costs are related to code services provided by Municode. Municode provides management and codification of the Town’s code.
- **Sheriff, Security & Animal Services** costs are for services provided by Douglas County to the Town. The Town currently has an Intergovernmental Agreement that allows the Douglas County Sheriff’s Office to perform law enforcement and animal control services within Town limits for a quarterly fee. Security costs are related to security services provided for all park and Town hosted events.
- **Grant Writing** costs are incurred when the Town hires a grant writer to research and apply for grants to fund a specific project.
- **Snow Removal Services** costs are related to an agreement with Douglas County to provide the Town with snow removal services, chemical treatment for snow and ice and sanding when necessary.

Utilities/ Phone - Costs for all Town utility services. The Town pays Intermountain Rural Electric Association (IREA) for electricity, Comcast for phone services, CenturyLink for internet services, Verizon for services related to the electronic board, Black Hills Energy for gas services and the Water & Sewer Funds for water and sewer services. Utility and phone costs will account for 2.3% of Governmental Fund expenditures for 2020.

Repairs & Maintenance – Costs associated with repairs and maintenance for all Town owned/leased buildings, vehicles and equipment. The projected repairs and maintenance costs will account for 4.7% of the Governmental Fund expenditures in 2020.

Gardening & Tree Removal – Costs related to gardening and tree removal in the park and floral for the Town Hall. Gardening & Tree Removal will account for 1.4% of the total Governmental Fund expenditures for 2020.

Computer Expenses – All computer related costs including hardware, website, IT services, accounting software, etc. The computer expenses are expected to account for 1.7% of the total Governmental Fund expenditures for 2020.

Waste Collection – Costs associated with the Town's dump and trash removal services. The Town pays Tri-Lakes Disposal for twice weekly trash pickup and M.R. Hauling for occasional maintenance yard cleanup. Waste collection will make up 1.1% of the total Governmental Fund expenditures for 2020.

Postage & Office Expenses – Costs for all Town Hall office related expenses and postage. Postage & office expenses account for about 1.4% of projected Governmental Fund expenditures for 2020.

Insurance – The Town pays CIRSA on a quarterly basis for workers' compensation insurance and property/casualty insurance. Insurance costs will account for 1% of Governmental Fund expenditures in 2020.

Donations/Sponsorship – The Town donates money to various sources for various reasons. Most commonly the Town will donate money to LES PTO in support of the Larkspur Elementary School. Donations/sponsorships will account for .1% of the total Governmental Fund expenditures for 2020.

Election Expenses – Costs related to Town elections that are hosted every two years and special elections. Election expenses will make up .1% of the total Governmental Fund expenditures for 2020.

Fire Mitigation – Costs associated with reducing wildfire hazard and loss to residents, property and natural resources within the Larkspur area. Fire mitigation will account for .2% of the total Governmental Fund expenditures for 2020.

Education, Travel & Dues – Costs for education for staff and council members, travel reimbursements for employees, meeting expenses and Town membership dues. Currently the Town only pays membership dues for Colorado Municipal League. Education, travels and dues will account for .6% of the total Governmental Fund expenditures for 2020.

Trustee Fees – The Town pays council members \$50 for each meeting that they attend, whether it be a council meeting or special meeting. That pay is classified in the budget as trustee fees. The trustee fees budget for 2020 accounts for the possibility of an increase to \$100 for each meeting attended, however there has been no formal change made to adjust the pay for council members. If the pay rate is adjusted, the trustee fees will make up 1% of the total Governmental Fund expenditures for 2020.

Taxes & Refunds – Costs associated with any non- payroll related taxes or refunds due from the Town of Larkspur to another organization. The Town does not anticipate that there will be any non- payroll related taxes or refunds paid in the year 2020 but has budgeted for them just in case. Taxes and refunds, if any, will account for no more than .1% of total Governmental Fund expenditures for 2020.

Development Incentives – The Town has a 50% shareback agreement with the Jellystone campground and the costs are classified in the budget as development incentives. The Town will pay back 50% of all sales tax and lodging tax collected by the campground. The sales tax shareback will cap out at \$650,000 or 10 years, whichever comes first. The lodging tax shareback will cap out at 15 years after the reopening of the campground. Development incentives will likely make up 1.8% of the total Governmental Fund expenditures for 2020.

Park Event Expenses – Costs for any Town hosted park events. The Town pays for the set up and tear down for the annual Christmas Tree Lighting event each year. Other expenditures included in this budget are the Town's annual BBQ and annual Fall Festival. Park event expenses are expected to account for .4% of the total Governmental Fund expenditures for 2020.

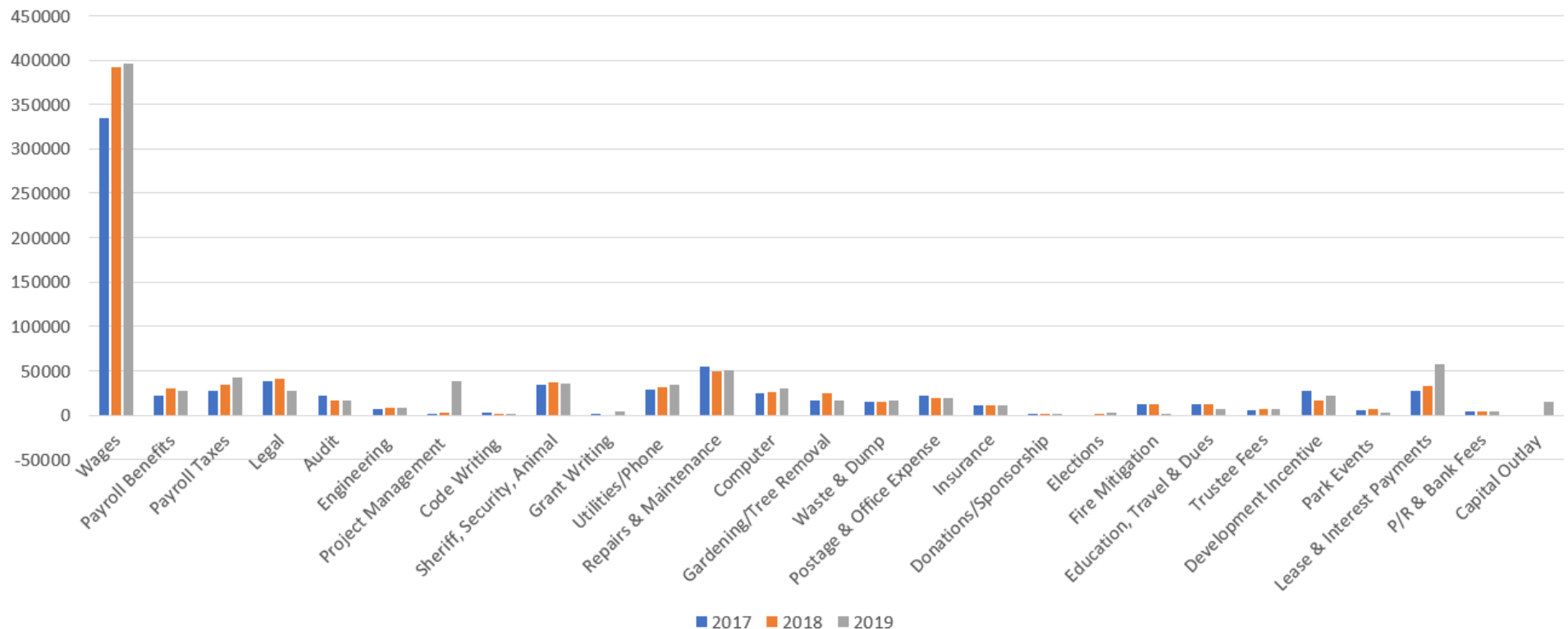
Payroll Processing & Bank Fees – The Town currently uses ADP for payroll processing. ADP charges an average of \$72 a pay period for processing fees, or about \$144 a month. The Town uses Community Banks of Colorado for all bank accounts and there is not a monthly bank fee associated with those accounts. Any bank fees that will occur in 2020 will be related to stop check fees check return fees. Payroll processing fees and bank fees will account for about .3% of total Governmental Fund expenditures for 2020.

Interfund Appropriations – The Town of Larkspur transfers money between funds if additional funds are required to cover expenditures within a fund. The Town pledged an annual interfund appropriation amount of \$55,000 from the General Fund to the Water Fund. The \$55,000 will be from sales tax received by the General Fund and will be used to cover the expenditures for the Water Fund, specifically the new water treatment plant loan. The 2020 budget includes an additional \$25,000 budgeted interfund appropriations for the Water Fund. The interfund appropriations will account for 4.7% of the total Governmental Fund expenditures for 2020.

Lease Payments – The Town has three lease-purchase agreements paid for by the Governmental Funds. (see pages 7-8 for lease-purchase agreement supplementary schedule) The first lease agreement is with Peoples National bank for the Larkspur Town Hall and Larkspur Town Hall Annex. The amount paid towards this lease is \$3,172.15 monthly and \$38,066 annually. The next lease agreement is with the Larkspur Fire Protection District for the land north of the fire department. The Town pays \$1,000 a month and \$12,000 annually for this lease. The final lease agreement is with the American Federation of Human Rights for a 2.15-acre parcel. This land is used to provide storage to Douglas County for road maintenance materials in trade for free snow removal and road maintenance. The lease amount is \$6,350 and the Town pays it on an annual basis. Lease payments will account for 3.9% of the total Governmental Fund expenditures for 2020.

Capital Outlay – Capital outlay costs are all costs used to acquire, maintain, repair or upgrade a capital asset, also known as a fixed asset. Capital assets can be land, machinery, vehicles, facilities or other items that are useful to the Town long-term. The Town follows the GFOA best practices: assets are capitalized only if they have a useful life of at least two years, thresholds are applied to individual assets and not groups of assets and thresholds are not less than \$5,000 for any type of capital asset. The Town has budgeted for \$5,000 in capital outlay for the General Fund but does anticipate that it will be used. \$35,000 has been budgeted for the Park Fund for ball field lights and trails as outlined in the budget message. (pg. 5-6) \$50,000 has been budgeted for the Road & Bridge Fund in case any infrastructure improvements are needed in 2020 and \$300,000 has been budgeted for grants – Town responsibility capital outlay for the Road & Bridge Fund to be used for sidewalks. Capital outlay expenditures are projected to make up 27.2% of the total Governmental Fund expenditures for 2020.

Expenditure Trend – Governmental Funds– Last 3 Years



The following is a visualization of the expenditure trend for the Town of Larkspur Governmental Funds for the last 3 years. The exact numbers are reflected in the attached 2020 Adopted Budget 3 Year Actuals by Fund. The 2019 YE Projected column was used for this visualization, and those totals are subject to change as the year wraps up. The expenditure trend was used as a tool to project expenditure totals for the year 2020. Important to note is that the 2019 YE projected total for wages is \$137,200 less than the 2019 budget. There was a successful reorganization of staff based upon the Town's needs and financial means in April of 2019. The 2020 budget reflects the positive impact the reorganization will have on the wages budget line item. The projected wages for 2020 will decrease another \$83,000 from 2019 YE Projected. Additionally, the 2020 projected will amount to \$153,661 less than 2018 actual wages.

Enterprise Funds

PURPOSE OF WATER & SEWER FUNDS

The Water Fund serves to account for all revenue made from water charges and all expenses related to the Town's water treatment plant, water lines and water taps. The Sewer Fund serves to account for all revenue made from sewer charges and all expenses related to the Town's wastewater treatment plant, sewer lines and sewer taps. The Water and Sewer Funds operate similarly to a private business and the intent is for the funds to be self-sustaining. The Town started the process of building a new water treatment plant in 2012, and the project was finished in 2019. The Water Fund relies on partial funding from the General Fund due to the debt incurred from the new water treatment plant.

****Water & Sewer Operating Bank Account****

The Town of Larkspur receives all Enterprise Fund revenue and pays all Enterprise Fund expenses out of the Water & Sewer operating account. Though revenue and expenses are tracked separately for the Water and Sewer Funds, the activity for both go through the same bank account.

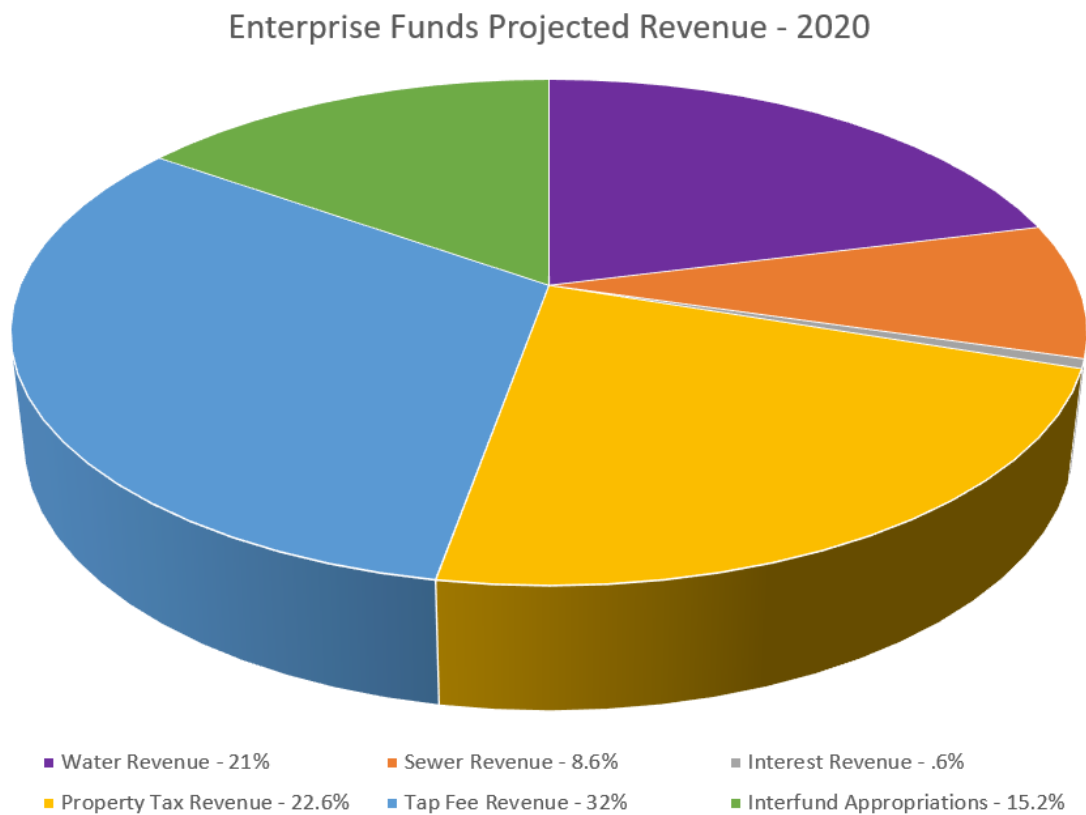
Water Fund Revenue Sources

The major sources of revenue for the Water Fund are water billing revenue and bulk water, interest revenue, property tax revenue, tap fee revenue and interfund appropriations from the General Fund.

Sewer Fund Revenue Sources

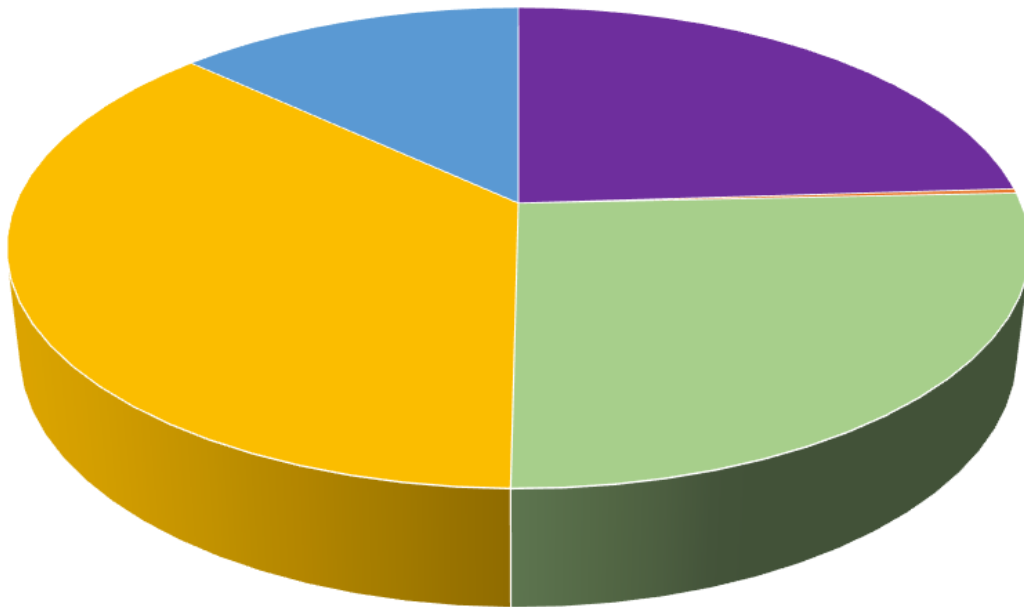
The major sources of revenue for the Sewer Fund are sewer billing revenue, interest revenue, property tax revenue, tap fee revenue and interfund appropriations from the General Fund.

The following is a visualization of the Enterprise Funds projected revenue for 2020. Included are sources of revenue for the Water Fund and the Sewer Fund. This visualization does not account for any loan proceeds or transfers from reserves.



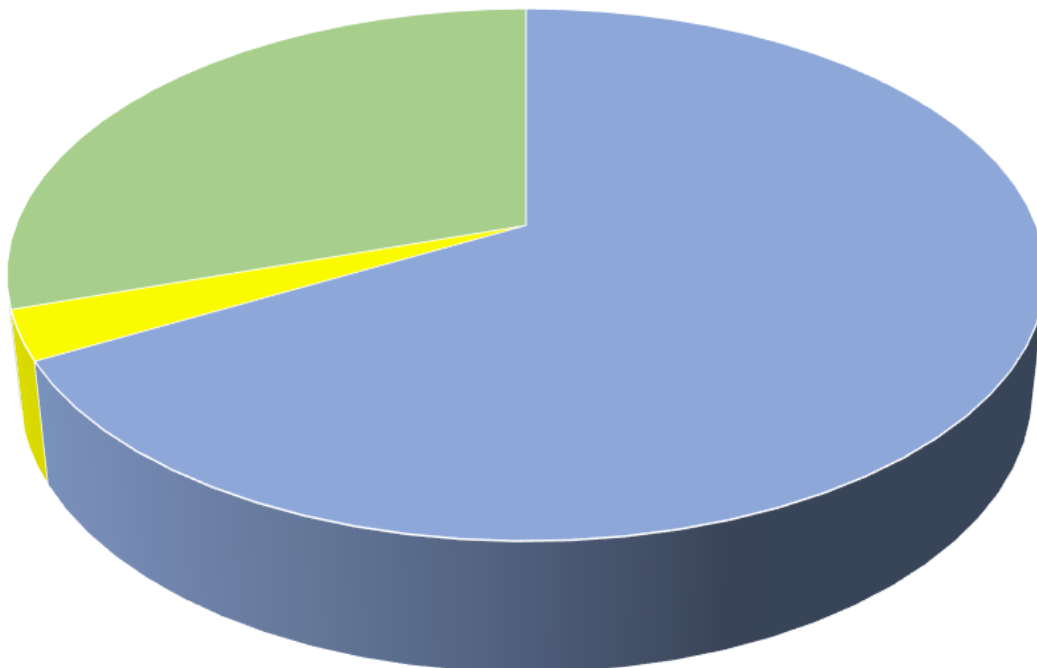
Below are visualizations for the Water Fund projected revenue for 2020 and the Sewer Fund projected revenue for 2020. These visualizations do not account for any loan proceeds or transfers from reserves.

Water Fund Projected Revenue - 2020



■ Water Revenue - 24% ■ Interest Revenue - .3% ■ Property Tax Revenue - 25.9%
■ Tap Fee Revenue - 36.7% ■ Interfund Appropriations - 13.1%

Sewer Fund Projected Revenue - 2020



■ Sewer Revenue - 67% ■ Interest Revenue - 3% ■ Interfund Appropriations - 30%

Overview of Revenues – Enterprise Funds

The following is an overview of all Enterprise Fund combined revenues (Water Fund & Sewer Fund) that are factored into the 2020 budget. The Governmental Fund revenues (General Fund, Park Fund, Conservation Trust Fund and Road & Bridge Fund) are not included in this overview.

Water Revenue – The Town of Larkspur charges a fee to Town residents for water services within Town limits. The purpose of the fee charged is to cover the cost of all water related expenses incurred by the Town. Water revenue is projected to account for 21% of the total revenue for Enterprise Funds for 2020. The Town has previously had a base rate of \$36.00 per month for 8000 gallons used, with additional fees assessed per gallon used above 8000 gallons. The Town adopted a new water base rate for 2020 on December 5, 2019. The base water rate will increase to \$38.50 in 2020, with an annual additional 5% increase over 5 years, ending in 2024.

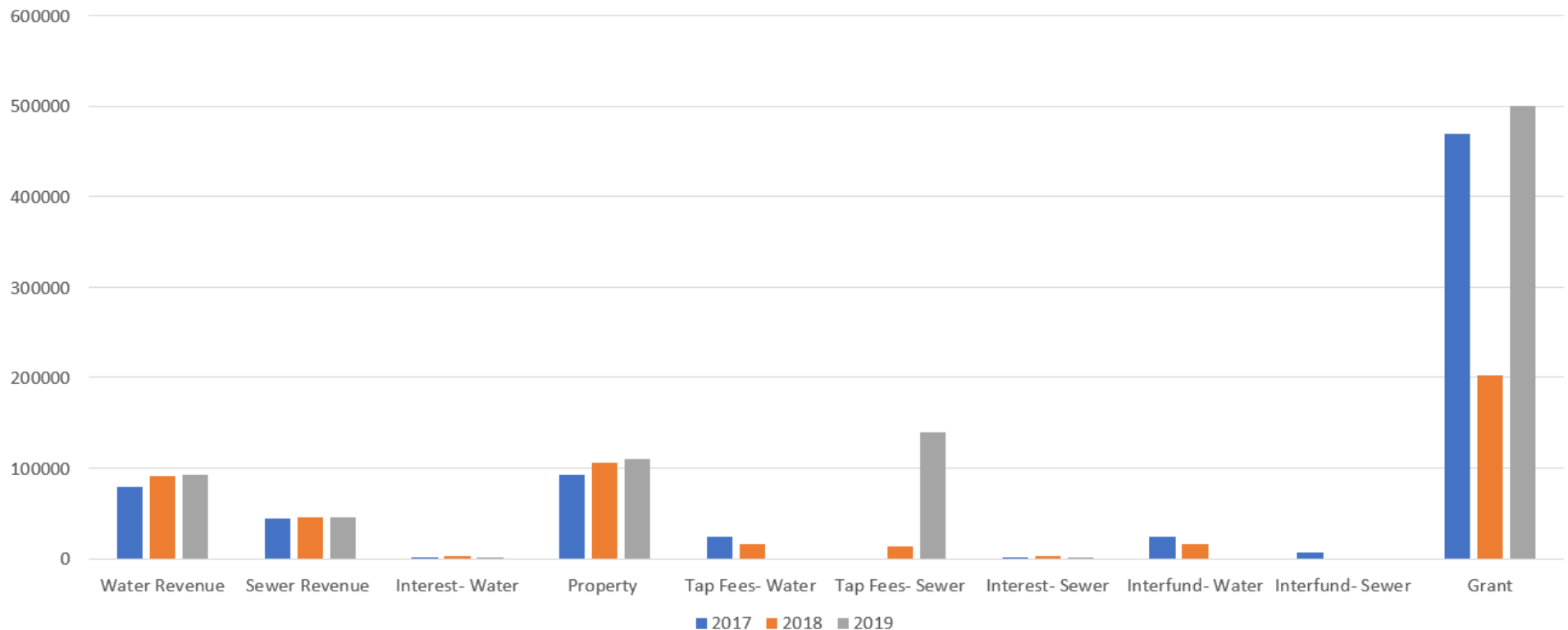
Sewer Revenue – The Town of Larkspur charges a fee to Town residents for sewer services within Town limits. The purpose of the fee charged is to cover the cost of all sewer related expenses incurred by the Town. Sewer revenue is projected to account for 8.6% of the total Enterprise Fund revenue for 2020. The Town has previously had a flat rate of \$24.00 per month. The Town plans to keep the rate of \$24.00 per month for the year 2020.

Property Tax – Taxes are levied against both residential and commercial real property located within the Town of Larkspur limits. Taxes are levied in the current year and due the following year. The Town currently has a mill levy rate of 15.00 mills, of which 0.0 mills is levied for the purpose of meeting General Fund expenditures and 15.00 mills is levied for the purpose of meeting Water Fund expenditures. Property tax revenue is projected to make up 22.6% of the total Enterprise Fund revenue for 2020.

Tap Fees – The Town of Larkspur charges a tap fee for new water taps and new sewer taps within Town limits. Tap fees vary by the size of tap requested for both water taps and sewer taps. Tap fees are projected to make up 32% of the total Enterprise Fund revenue for 2020. Tap fees cover the expense of adding new water or sewer taps and lines for a new property or development.

Interfund Appropriations – The Town of Larkspur transfers money between funds if additional funds are required to cover expenditures within a fund. The Town pledged an annual interfund appropriation amount of \$55,000 from the General Fund to the Water Fund. The \$55,000 will be from sales tax received by the General Fund and will be used to cover the expenditures for the Water Fund, specifically the new water treatment plant loan. The amount pledged was a requirement by USDA upon the refinance of the loan. The 2020 budget shows additional interfund appropriation amounts for both Water Fund and Sewer Fund in case additional money is needed to cover water and sewer expenditures. The interfund appropriations are projected to make up 15.2% of the total 2020 revenue for the Enterprise Funds.

Revenue Trend – Enterprise Funds– Last 3 Years



The following is a visualization of the revenue trend for the Town of Larkspur Enterprise Funds for the last 3 years. The exact numbers are reflected in the attached 2020 Adopted Budget 3 Year Actuals by Fund. The 2019 YE Projected column was used for this visualization, and those totals are subject to change as the year wraps up. The revenue trend was used as a tool to project revenue totals for the year 2020. Important to note is the Town received \$140,000 in sewer tap fees from Off the Chain, LLC. The Town is expecting to receive \$168,000 in water tap fees from Off the Chain, LLC in 2020. Upon the opening of the travel center, the Town will see an increase in water and sewer revenues, as well as an increase in sales tax revenue in the General Fund. The Town adopted a new water rate on December 5, 2019 that will be effective on January 1, 2020. The base water rate has increased from \$36 to \$38.50 starting in 2020, with a 5% annual additional increase over the next 5 years, ending in 2024. The 2020 water revenue budget line item reflects the impact this change will have.

Water Fund Expenditures

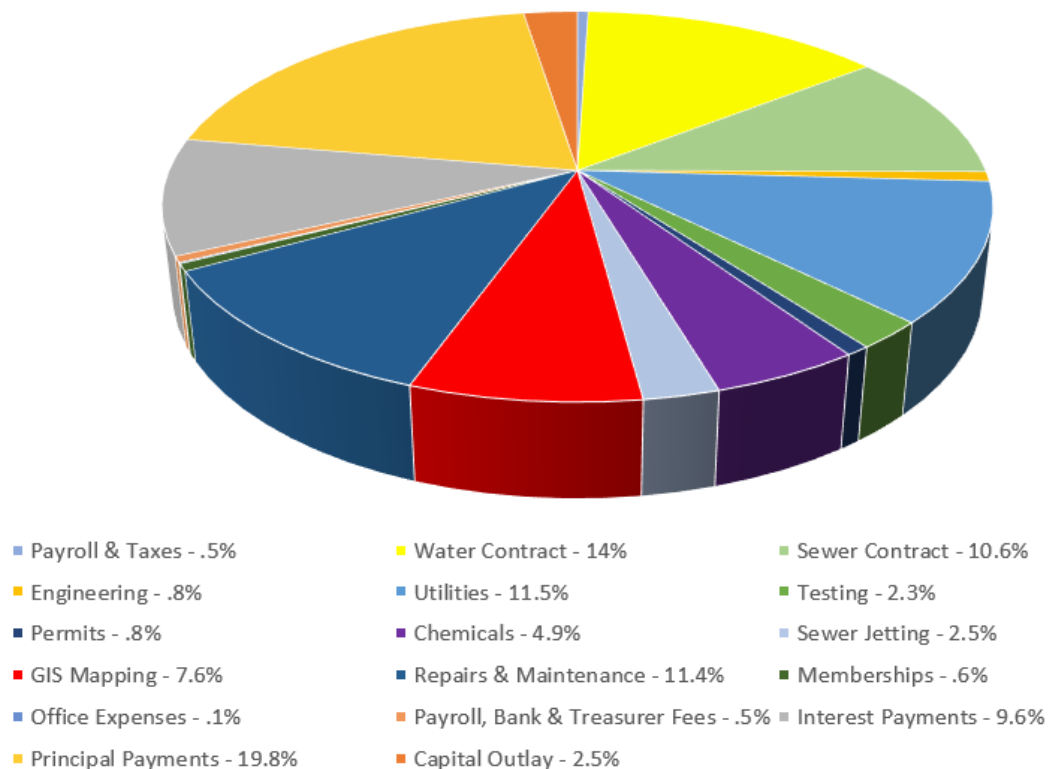
The common expenditures for the Water Fund are wages, payroll taxes, water contract, engineering- water, utilities, testing, permits, chemicals, GIS mapping, repairs & maintenance, memberships, office expenses, payroll & bank fees, Douglas County treasurer fees, interest payments, principal payments, capital outlay.

Sewer Fund Expenditures

The common expenditures for the Sewer Fund are wages, payroll taxes, sewer contract, engineering- sewer, utilities, testing, permits, chemicals, sewer jetting, repairs & maintenance and capital outlay.

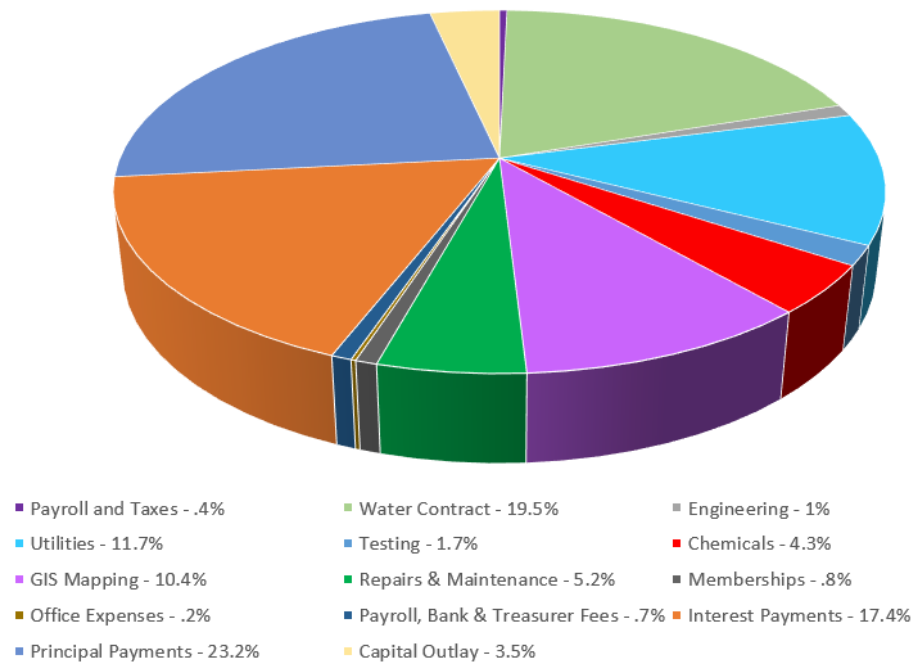
The following is visualization of the Enterprise Funds projected expenditures for 2020. This visualization does not account for any transfers to reserves.

Enterprise Funds Projected Expenditures - 2020

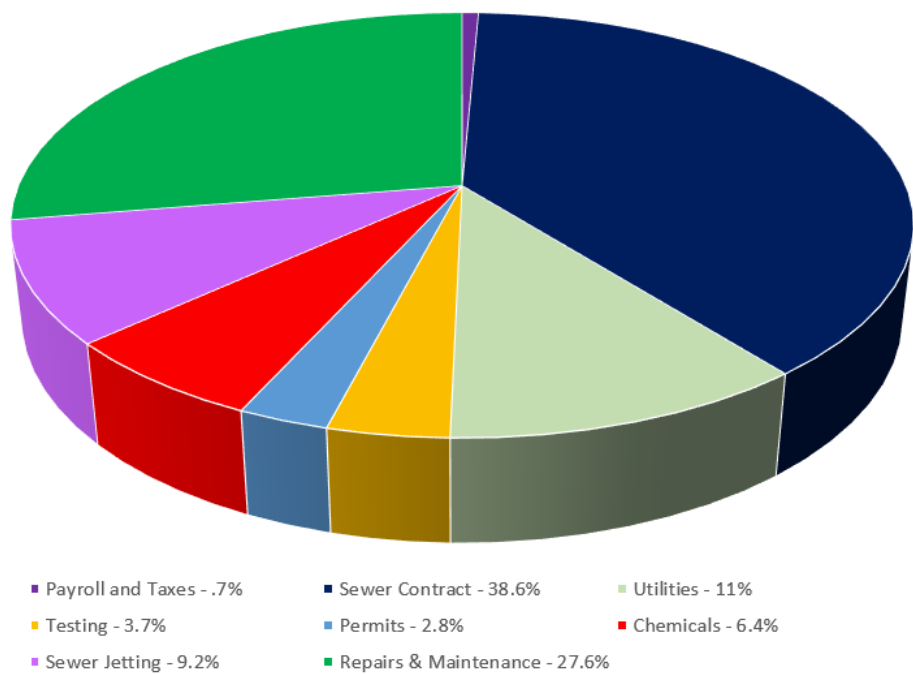


Below are visualizations for the Water Fund projected expenditures for 2020 and the Sewer Fund projected expenditures for 2020. These visualizations do not account for any transfers to reserves.

Water Fund Projected Expenditures - 2020



Sewer Fund Projected Expenditures - 2020



Overview of Expenditures – Enterprise Funds

The following is an overview of all Enterprise Fund combined expenditures (Water Fund & Sewer Fund) that are factored into the 2020 budget. The Governmental Fund expenditures (General Fund, Park Fund, Conservation Trust Fund and Road & Bridge Fund) are not included in this overview.

Payroll and Taxes – Costs for all full-time and part-time employees employed by the Town of Larkspur that perform work at the water treatment plant or wastewater treatment plant or perform any other water and sewer related jobs. It is unlikely that any Town employees will perform any work related to the water and sewer plants, but an amount has been set aside for Enterprise Fund payroll costs for 2020 just in case. Payroll and taxes will possibly account for about .5% of the total Enterprise Fund expenditures for 2020.

Water Contract & Sewer Contract– The Town has a contract with Semocor that is renewed on an annual basis that states that Semocor performs all testing, repairs and maintenance, flushes, and inspections of water and wastewater facilities. Semocor also performs meter readings for all water meters within Town limits. Semocor has a set fee for the water and sewer contracts that can change each year. Any testing, chemicals and minor repairs and maintenance are billed in addition to the contract. Water and sewer contract costs are projected to make up 24.6% of the total Enterprise Fund expenditures for 2020.

Engineering – The Town hired GMS as the Town engineer in 2019 and GMS will be overseeing all water and sewer projects in 2020. The Town does not anticipate many engineering related expenses in 2020, as the majority of the work that will be performed by GMS will be related to the Jellystone campground and will be reimbursed by the campground. Engineering will account for about .8% of the total Enterprise Fund expenditures for 2020.

Utilities – Costs for all utilities related to the water and wastewater facilities. The Town pays Intermountain Rural Electric Association (IREA) for electricity and Black Hills energy for gas services. Utilities will account for 11.5% of the total Enterprise Fund expenditures for 2020.

Testing, Permits & Chemicals – Testing, permits and chemical costs are billed by Semocor for services performed at the water and wastewater facilities. These costs will account for 8% of the total Enterprise Fund expenditures for 2020.

Sewer Jetting – Costs for cleaning out the Town's sewer and drain lines with use of high- pressure water streams. Semocor will be performing sewer jetting in 2020 to maintain the health of the sewer system and will bill the Town for the costs. Sewer jetting will account for 2.5% of the total Enterprise Funds expenditures for 2020.

GIS Mapping – The Town will need an updated Geographic Information System (GIS mapping) for 2020. The purpose of the mapping will be to capture, store, analyze and manage the Town's spatial and geographic data. The mapping needs to be updated periodically to account for new water and sewer pipes. The projected GIS mapping costs will account for 7.6% of the total Enterprise Fund expenditures for 2020.

Repairs & Maintenance – All repairs and maintenances for the water and wastewater facilities will be performed and by and billed by Semocor. Repairs and maintenance will make up 11.4% of the total Enterprise Fund expenditures for 2020.

Memberships – Costs related to any Town membership dues related to the Water and Sewer Funds. Currently the Town has memberships with Colorado Rural Water Association and Chatfield Watershed Authority. The memberships will account for .6% of the total Enterprise Fund expenditures for 2020.

Office Expenses – Costs for any office expenses purchased for use by Semocor and billed back to the Town. The Town does not anticipate any expenses of this matter for 2020 but has set aside an amount in the budget for it just in case. These expenses, if there are any, will account for .1% of the total Enterprise Fund expenditures in 2020.

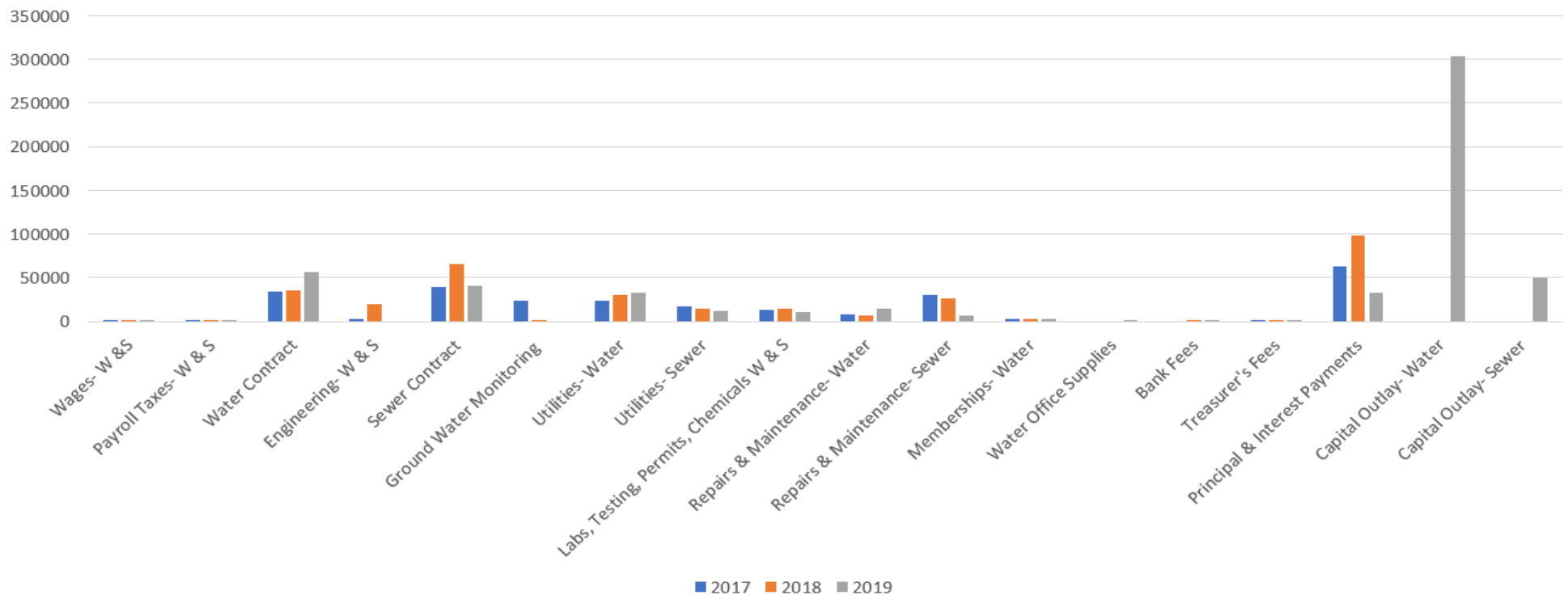
Bank & Treasurer Fees – Bank fees will likely be related to any stop check or return check fees as there are no monthly bank service fees for any of the Enterprise Fund bank accounts. Treasurer fees are fees paid to Douglas County on a monthly basis for services provides by the Douglas County Treasurer's Office. Bank and treasurer fees will account for .5% of the total Enterprise Fund expenditures for 2020.

Interest Payments – Costs related to the loan for the new water treatment plant. The Town refinanced the loan through USDA and will pay principal plus interest payments starting in 2020. The interest payment will be \$43,083 in 2020. Interest payments will account for 9.6% of the total Enterprise Fund expenditures for 2020.

Principal Payments – The Town has two loans on two of the wells. The loan for the newest well is with Colorado Water Resources and Power Development and the principal payment is \$66,666.66 annually. The loan for the Town's oldest well is with Colorado Water Conservation Board and the principal payment is \$9,517.20 annually. The Town will also begin principal plus interest payments for the water treatment plant in 2020 and the principal total will be \$42,933. Principal payments will account for 19.8% of the total Enterprise Fund expenditures for 2020.

Capital Outlay – Capital outlay costs are all costs used to acquire, maintain, repair or upgrade a capital asset, also known as a fixed asset. Capital assets can be land, machinery, vehicles, facilities or other items that are useful to the Town long-term. The Town follows the GFOA best practices: assets are capitalized only if they have a useful life of at least two years, thresholds are applied to individual assets and not groups of assets and thresholds are not less than \$5,000.00 for any type of capital asset. The Town will see a significant decrease in capital outlay expenditures for the Water Fund and Sewer Fund in 2020 due to the water treatment plant reaching completion in 2019. The Town has budgeted \$10,000 for capital outlay for the Water Fund with the hopes that it is not needed. The capital outlay will possibly account for 2.5% of the total Enterprise Fund expenditures for 2020.

Expenditure Trend– Enterprise Funds– Last 3 Years



The following is a visualization of the expenditure trend for the Town of Larkspur Enterprise Funds for the last 3 years. The exact numbers are reflected in the attached 2020 Adopted Budget 3 Year Actuals by Fund. The 2019 YE Projected column was used for this visualization, and those totals are subject to change as the year wraps up. The expenditure trend was used as a tool to project expenditure totals for the year 2020. Important to note is the Town had a significant amount of Capital Outlay- Water expenditures in 2019. These Capital Outlay expenditures went towards the construction of the Town's new water treatment plant. The project is now complete, and the Town does not expect to have any more Capital Outlay expenditures in 2020 related to the water treatment plant. The Town refinanced the water treatment plant loan in the amount of \$2,966,000 with USDA on December 20, 2019. The first principal plus interest payment in the amount of \$86,016 will be made in 2020. Included in the 2020 budget is the addition of Emergency and Debt Reserves.



2020 Adopted Budget - All Funds Summary

General Fund	2017 Actual	2018 Actual	2019 Budget	2019 YE Projected	2020 Adopted Budget
REVENUES	802,410.00	870,749.00	791,350.00	880,587.00	844,600.00
EXPENDITURES	739,122.00	737,020.00	920,350.00	825,897.00	877,516.00
NET REVENUE OVER/(UNDER) EXPENDITURES	63,288.00	133,729.00	(129,000.00)	54,690.00	(32,916.00)

Park Fund

REVENUES	12,179.00	13,258.00	12,250.00	24,304.00	17,000.00
EXPENDITURES	185,655.00	132,537.00	136,100.00	91,021.00	130,500.00
NET REVENUE OVER/(UNDER) EXPENDITURES	(173,476.00)	(119,279.00)	(123,850.00)	(66,717.00)	(113,500.00)

Conservation Trust Fund

REVENUES	1,904.00	2,088.00	1,900.00	2,464.00	2,002.00
EXPENDITURES	2,000.00	2,090.00	2,000.00	0.00	0.00
NET REVENUE OVER/(UNDER) EXPENDITURES	(96.00)	(2.00)	(100.00)	2,464.00	2,002.00

Road & Bridge Fund

REVENUES	67,293.00	90,087.00	146,950.00	75,201.00	372,650.00
EXPENDITURES	64,224.00	72,177.00	140,800.00	46,668.00	410,700.00
NET REVENUE OVER/(UNDER) EXPENDITURES	3,069.00	17,910.00	6,150.00	28,533.00	(38,050.00)

Water Fund

REVENUES	666,941.00	419,030.00	3,282,100.00	3,208,111.00	457,858.00
EXPENDITURES	232,344.00	273,825.00	3,223,450.00	3,448,843.00	366,681.00
NET REVENUE OVER/(UNDER) EXPENDITURES	434,597.00	145,205.00	58,650.00	(240,732.00)	91,177.00

Sewer Fund

REVENUES	848,708.00	70,490.00	3,360,450.00	215,079.00	67,400.00
EXPENDITURES	131,931.00	120,170.00	721,200.00	115,028.00	108,760.00
NET REVENUE OVER/(UNDER) EXPENDITURES	716,777.00	(49,680.00)	2,639,250.00	100,051.00	(41,360.00)

Total All Funds

2020 BEGINNING BALANCE - ALL FUNDS					287,609.02
REVENUES	2,399,435.00	1,465,702.00	7,595,000.00	4,405,746.00	1,761,510.00
EXPENDITURES	1,355,276.00	1,337,819.00	5,143,900.00	4,527,457.00	1,894,157.00
NET REVENUE OVER/(UNDER) EXPENDITURES	1,044,159.00	127,883.00	2,451,100.00	(121,711.00)	(132,647.00)
2020 ENDING BALANCE - ALL FUNDS					154,962.02



2020 Adopted Budget - General Fund

General Fund	2018 Actual	2019 Budget	2019 YE Projected	2020 Adopted Budget
REVENUE				
Tax Revenue				
CRF Revenue	459,060.00	443,000.00	507,863.00	475,000.00
Sales Tax Revenue	349,257.00	288,300.00	360,000.00	310,000.00
Lodging Tax	11,426.00	15,000.00	11,991.00	13,000.00
Franchise Tax	8,923.00	10,000.00	10,500.00	10,000.00
Other Tax Revenue	3,428.00	3,500.00	7,762.00	3,500.00
Licenses & Permits				
Business/Liquor License Revenue	19,175.00	18,650.00	29,500.00	19,000.00
Development Fee Revenue	15,179.00	9,800.00	34,000.00	11,000.00
Interest Revenue	4,201.00	3,100.00	2,863.00	3,100.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Grant/Loan Proceeds	0.00	0.00	0.00	0.00
TOTAL REVENUE	870,749.00	791,350.00	964,479.00	844,600.00
EXPENDITURES				
Payroll, Taxes and Benefits				
Wages	385,700.00	438,400.00	310,000.00	259,000.00
Wages - Mayor	6,000.00	6,000.00	6,000.00	50,000.00
Payroll Benefits	30,400.00	38,400.00	26,400.00	25,000.00
Payroll Taxes	33,987.00	38,400.00	27,200.00	21,500.00
Outside Services				
Services - Legal	40,784.00	25,000.00	27,200.00	25,000.00
Services - Audit	16,900.00	17,500.00	16,500.00	20,000.00
Services - Engineering	8,381.00	5,000.00	4,865.00	7,000.00
Services - Project Management	2,194.00	8,300.00	38,500.00	10,000.00
Services - Code Writing	1,734.00	600.00	451.00	1,350.00
Services - Sheriff, Security, Animal	37,110.00	49,700.00	35,509.00	38,000.00
Services - Grant Writing	0.00	0.00	0.00	0.00
Utilities/Phone	17,887.00	24,600.00	17,000.00	20,000.00
Repairs & Maintenance	13,984.00	13,500.00	14,736.00	20,000.00
Computer Expenses	26,099.00	25,000.00	29,438.00	25,000.00
Town Waste Collection - non wages	14,448.00	13,000.00	16,661.00	16,500.00
Postage	1,725.00	2,500.00	2,400.00	2,600.00
Office Expenses	17,023.00	10,700.00	16,400.00	17,000.00
Insurance	10,841.00	12,900.00	11,269.00	14,000.00
Donations/Sponsorships	1,050.00	850.00	1,200.00	1,000.00
Election Expenses	325.00	900.00	2,831.00	1,500.00
Fire Mitigation Services	6,810.00	3,000.00	600.00	3,000.00
Education, Travel & Dues	11,669.00	12,600.00	7,258.00	8,000.00
Trustee Fees	7,250.00	6,600.00	6,500.00	15,000.00
Taxes and Refunds	0.00	4,500.00	0.00	1,000.00
Development Incentives	-5,000.00	28,000.00	21,646.00	26,000.00
Depreciation	0.00	0.00	0.00	0.00
Fees Paid				
Fees - Building Permit Paid	100.00	0.00	0.00	0.00
Fees - P/R Processing & Bank Paid	3,786.00	5,000.00	3,592.00	5,000.00
Debt				
Lease Payments	39,838.00	39,900.00	38,361.00	38,066.00
Interest Payments	0.00	0.00	0.00	0.00
Debt Reserve Funding	0.00	0.00	0.00	0.00
Interfund Appropriations	0.00	82,500.00	65,000.00	67,000.00
Capital Outlay - Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Related	5,995.00	7,000.00	7,770.00	5,000.00
Transfer to Reserve Accounts	0.00	0.00	0.00	135,000.00
TOTAL EXPENDITURES	737,020.00	920,350.00	755,287.00	877,516.00
NET REVENUE OVER/(UNDER) EXPENDITURES	133,729.00	(129,000.00)	209,192.00	(32,916.00)

2020 Beginning Fund Balance- General Fund

58,370.16

2020 Budgeted Net Revenue Over/(Under)Expenditures

(32,916.00)

2020 Ending General Fund Balance

25,454.16

2020 Adopted Budget - Park Fund

Park Fund	2018 Actual	2019 Budget	2019 YE Projected	2020 Adopted Budget
REVENUE				
Tax Revenue				
Other Tax Revenue	1,772.00	2,400.00	1,330.00	1,500.00
Park Fees	10,851.00	9,700.00	11,348.00	3,500.00
Ballfield Fees	0.00	0.00	0.00	7,000.00
Donations/Like Kind Exchange	635.00	150.00	11,626.00	5,000.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Grant/Loan Proceeds	0.00	0.00	0.00	0.00
TOTAL REVENUE	13,258.00	12,250.00	24,304.00	17,000.00
EXPENDITURES				
Payroll, Taxes and Benefits				
Wages	43,859.00	54,800.00	42,000.00	20,000.00
Payroll Taxes	3,355.00	4,400.00	3,300.00	2,500.00
Outside Services				
Services - Project Management	215.00	0.00	0.00	2,000.00
Services - Engineering	0.00	0.00	0.00	2,000.00
Services - Grant Writing	0.00	0.00	4,000.00	3,000.00
Utilities/Phone	10,441.00	9,600.00	13,500.00	10,000.00
Repairs & Maintenance - Park	6,165.00	24,500.00	18,437.00	15,000.00
Repairs & Maintenance - Ballfield	0.00	0.00	2,792.00	3,000.00
Gardening/Tree Removal	23,915.00	12,000.00	18,500.00	20,000.00
Donations/Sponsorships	0.00	0.00	0.00	0.00
Park Event Expenses	6,612.00	6,000.00	3,114.00	6,000.00
Depreciation	0.00	0.00	0.00	0.00
Debt				
Debt Payments	0.00	0.00	0.00	0.00
Lease Payments	5,000.00	12,000.00	12,000.00	12,000.00
Debt Reserve Funding	0.00	0.00	0.00	0.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Capital Outlay - Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Related	32,975.00	12,800.00	5,883.00	35,000.00
TOTAL EXPENDITURES	132,537.00	136,100.00	123,526.00	130,500.00
NET REVENUE OVER/(UNDER) EXPENDITURES	(119,279.00)	(123,850.00)	(99,222.00)	(113,500.00)

2020 Beginning Fund Balance- Park Fund	120,860.36
2020 Budgeted Net Revenue Over/(Under)Expenditures	(113,500.00)
2020 Ending Park Fund Balance	7,360.36

2020 Adopted Budget - Conservation Trust Fund

Conservation Trust Fund	2018 Actual	2019 Budget	2019 YE Projected	2020 Adopted Budget
REVENUE				
Tax Revenue				
Other Tax Revenue	2,086.00	1,900.00	2,462.00	2,000.00
Interest Revenue	2.00	0.00	2.00	2.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Grant/Loan Proceeds	0.00	0.00	0.00	0.00
TOTAL REVENUE	2,088.00	1,900.00	2,464.00	2,002.00
EXPENDITURES				
Payroll, Taxes and Benefits	0.00	0.00	0.00	0.00
Outside Services	0.00	0.00	0.00	0.00
Repairs & Maintenance	2,090.00	2,000.00	0.00	0.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Capital Outlay - Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Reimbursed	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES	2,090.00	2,000.00	0.00	0.00
NET REVENUE OVER/(UNDER) EXPENDITURES	(2.00)	(100.00)	2,464.00	2,002.00

2020 Beginning Fund Balance- CTF Fund	2,002.00
2020 Budgeted Net Revenue Over/(Under)Expenditures	2,002.00
2020 Ending CTF Balance	4,004.00

2020 Adopted Budget - Road & Bridge Fund

Road & Bridge Fund	2018 Actual	2019 Budget	2019 YE Projected	2020 Adopted Budget
REVENUE				
Tax Revenue				
Road & Bridge Tax Revenue	83,504.00	65,550.00	68,600.00	66,000.00
Interest Revenue	233.00	50.00	251.00	300.00
Donations/Like Kind Exchange	6,350.00	6,350.00	6,350.00	6,350.00
Interfund Appropriations	0.00	75,000.00	0.00	0.00
Grant/Loan Proceeds	0.00	0.00	0.00	0.00
Transfer from Reserves	0.00	0.00	0.00	300,000.00
TOTAL REVENUE	90,087.00	146,950.00	75,201.00	372,650.00
EXPENDITURES				
Payroll, Taxes and Benefits				
Wages	11,102.00	14,000.00	18,000.00	8,000.00
Payroll Taxes	849.00	1,200.00	1,500.00	1,000.00
Outside Services				
Services - Engineering	0.00	0.00	3,977.00	3,000.00
Services - Grant Writing	0.00	0.00	0.00	3,000.00
Services - Snow Removal	6,350.00	6,650.00	6,350.00	6,350.00
Utilities/Phone	3,760.00	3,000.00	4,000.00	3,000.00
Repairs & Maintenance	28,360.00	32,100.00	14,035.00	30,000.00
Gardening/Tree Removal	0.00	2,500.00	0.00	0.00
Lease - Easement	6,350.00	6,350.00	6,350.00	6,350.00
Depreciation	0.00	0.00	0.00	0.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Capital Outlay - Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Reimbursed	0.00	0.00	0.00	300,000.00
Capital Outlay - Not Grant Related	15,406.00	75,000.00	206.00	50,000.00
TOTAL EXPENDITURES	72,177.00	140,800.00	54,418.00	410,700.00
NET REVENUE OVER/(UNDER) EXPENDITURES	17,910.00	6,150.00	20,783.00	(38,050.00)
 2020 Beginning Fund Balance- Road & Bridge Fund				<u>44,951.48</u>
2020 Budgeted Net Revenue Over/(Under)Expenditures				<u>(38,050.00)</u>
2020 Ending Road & Bridge Balance				<u>6,901.48</u>

2020 Adopted Budget - Water Fund

Water Fund	2018 Actual	2019 Budget	2019 YE Projected	2020 Adopted Budget
REVENUE				
Water Revenue	91,527.00	94,500.00	93,000.00	110,000.00
Bad debt - Water	0.00	-300.00	0.00	-300.00
Interest Revenue	2,706.00	1,000.00	1,526.00	1,400.00
Property Tax Revenue	105,646.00	108,900.00	108,200.00	118,758.00
Tap Fee/Infrastructure Revenue	16,000.00	112,000.00	0.00	168,000.00
Interfund Appropriations	0.00	0.00	65,000.00	60,000.00
Grant/Loan Proceeds				
Grant Proceeds	203,091.00	500,000.00	500,000.00	0.00
Loan Proceeds	0.00	2,466,000.00	2,466,000.00	0.00
TOTAL REVENUE	419,030.00	3,282,100.00	3,233,736.00	457,858.00
EXPENDITURES				
Payroll and Taxes - Water				
Wages - Water	1,655.00	2,300.00	955.00	1,000.00
Payroll Taxes - Water	127.00	200.00	70.00	80.00
Outside Services Water	0.00	0.00	0.00	0.00
Services - Water Contract	35,555.00	48,200.00	56,018.00	56,000.00
Engineering - Water	18,850.00	3,000.00	0.00	3,000.00
Utilities - Water	29,750.00	33,800.00	33,300.00	33,500.00
Testing	5,142.00	21,100.00	1,335.00	5,000.00
Permits	0.00	0.00	0.00	0.00
Chemicals	0.00	0.00	1,800.00	12,500.00
GIS Mapping	0.00	0.00	0.00	30,000.00
Repairs & Maintenance - Water	6,980.00	10,000.00	14,745.00	15,000.00
Memberships	2,275.00	2,200.00	2,175.00	2,200.00
Office Expenses	303.00	0.00	504.00	500.00
Education, Travel & Dues	0.00	100.00	0.00	0.00
Depreciation	0.00	0.00	0.00	0.00
Fees - P/R Processing & Bank Paid	19.00	100.00	38.00	100.00
Fees - Property Tax (DC Trsr)	1,057.00	1,000.00	1,700.00	2,000.00
Debt closing costs	0.00	50,000.00	0.00	0.00
Debt				
Debt Payments	0.00	0.00	2,966,000.00	0.00
Lease Payments	0.00	2,866,000.00	0.00	0.00
Interest Payments	97,722.00	77,400.00	0.00	43,083.00
Principal Payments	74,390.00	74,650.00	76,184.00	119,117.00
Debt Reserve Funding	0.00	0.00	0.00	0.00
Debt Service Reserve	0.00	9,400.00	0.00	0.00
Short Lived Asset Reserve	0.00	24,000.00	0.00	0.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Capital Outlay - Grant Reimbursed				
Capital Outlay - Grants/Loans	0.00	0.00	0.00	10,000.00
Capital Outlay - Not Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Related	0.00	0.00	137.00	0.00
Transfer to Reserve Accounts	0.00	0.00	0.00	33,601.00
TOTAL EXPENDITURES	273,825.00	3,223,450.00	3,154,961.00	366,681.00
NET REVENUE OVER/(UNDER) EXPENDITURES	145,205.00	58,650.00	78,775.00	91,177.00
2020 Beginning Fund Balance- Water Fund				15,356.25
2020 Budgeted Net Revenue Over/(Under)Expenditures				91,177.00
2020 Ending Water Fund Balance				106,533.25

2020 Adopted Budget - Sewer Fund

Sewer Fund	2018 Actual	2019 Budget	2019 YE Projected	2020 A dopted Budget
REVENUE				
Sewer Revenue	45,984.00	45,400.00	45,400.00	45,400.00
Interest Revenue	2,506.00	750.00	2,154.00	2,000.00
Property Tax Revenue	0.00	0.00	0.00	0.00
Tap Fee/Infrastructure Revenue	14,000.00	3,306,800.00	140,000.00	0.00
Interfund Appropriations	0.00	7,500.00	0.00	20,000.00
Grant/Loan Proceeds	0.00	0.00	0.00	0.00
Grant Proceeds	8,000.00	0.00	0.00	0.00
TOTAL REVENUE	70,490.00	3,360,450.00	187,554.00	67,400.00
EXPENDITURES				
Payroll and Taxes - Sewer				
Wages - Sewer	1,077.00	1,500.00	389.00	700.00
Payroll Taxes - Sewer	82.00	200.00	27.00	60.00
Outside Services Sewer	0.00	0.00	0.00	0.00
Services - Sewer Contract	66,059.00	58,900.00	41,258.00	42,000.00
Services - Ground Water Monitoring	2,076.00	2,000.00	0.00	0.00
Engineering - Water/Sewer	1,005.00	0.00	0.00	0.00
Utilities - Sewer	13,944.00	18,000.00	11,500.00	12,000.00
Testing	9,407.00	11,500.00	4,069.00	4,000.00
Permits	0.00	0.00	1,031.00	3,000.00
Chemicals	0.00	0.00	1,900.00	7,000.00
Sewer Jetting	0.00	0.00	0.00	10,000.00
Repairs & Maintenance - Sewer	26,501.00	33,500.00	6,132.00	30,000.00
Depreciation	0.00	0.00	0.00	0.00
Fees - P/R Processing & Bank Paid	19.00	0.00	0.00	0.00
Interfund Appropriations	0.00	0.00	0.00	0.00
Capital Outlay - Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Reimbursed	0.00	0.00	0.00	0.00
Capital Outlay/Grants - Town Respons	0.00	595,600.00	49,591.00	0.00
TOTAL EXPENDITURES	120,170.00	721,200.00	115,897.00	108,760.00
NET REVENUE OVER/(UNDER) EXPENDITURES	(49,680.00)	2,639,250.00	71,657.00	(41,360.00)

2020 Beginning Fund Balance- Sewer Fund	<u>46,068.77</u>
2020 Budgeted Net Revenue Over/(Under)Expenditures	<u>(41,360.00)</u>
2020 Ending Sewer Fund Balance	<u>4,708.77</u>

2020 Adopted Budget - Governmental Funds

	General Fund	Park Dept	Conservation Trust Fund	Road & Bridge	Total Govtl Funds
REVENUE					
NON OPERATING REVENUE					
Taxes					
CRF Revenue	475,000.00	0.00	0.00	0.00	475,000.00
Sales Tax Revenue	310,000.00	0.00	0.00	0.00	310,000.00
Lodging Tax	13,000.00	0.00	0.00	0.00	13,000.00
Franchise Tax	10,000.00	0.00	0.00	0.00	10,000.00
Intergovernmental Revenue	0.00	0.00	0.00	0.00	0.00
Road & Bridge Tax Revenue	0.00	0.00	0.00	66,000.00	66,000.00
Other Tax Revenue	3,500.00	1,500.00	2,000.00	0.00	7,000.00
Licenses & Permits					
Business/Liquor License Revenue	19,000.00	0.00	0.00	0.00	19,000.00
Development Fee Revenue	11,000.00	0.00	0.00	0.00	11,000.00
Park Fees	0.00	3,500.00	0.00	0.00	3,500.00
Ballfield Fees	0.00	7,000.00	0.00	0.00	7,000.00
Interest Revenue	3,100.00	0.00	2.00	300.00	3,402.00
Donations/Like Kind Exchange	0.00	5,000.00	0.00	6,350.00	11,350.00
GRANT/LOAN PROCEEDS					
Grant Proceeds	0.00	0.00	0.00	0.00	0.00
Loan Proceeds	0.00	0.00	0.00	0.00	0.00
Interfund Appropriations	0.00	0.00	0.00	0.00	0.00
Transfer from Reserves	0.00	0.00	0.00	300,000.00	300,000.00
TOTAL ALL REVENUE	844,600.00	17,000.00	2,002.00	372,650.00	1,236,252.00
EXPENDITURES					
Payroll, Taxes and Benefits					
Wages	259,000.00	20,000.00	0.00	8,000.00	287,000.00
Wages - Mayor	50,000.00	0.00	0.00	0.00	50,000.00
Payroll Benefits	25,000.00	0.00	0.00	0.00	25,000.00
Payroll Taxes	21,500.00	2,500.00	0.00	1,000.00	25,000.00
Outside Services					
Services - Legal	25,000.00	0.00	0.00	0.00	25,000.00
Services - Audit	20,000.00	0.00	0.00	0.00	20,000.00
Services - Engineering	7,000.00	2,000.00	0.00	3,000.00	12,000.00
Services - Project Management	10,000.00	2,000.00	0.00	0.00	12,000.00
Services - Code Writing	1,350.00	0.00	0.00	0.00	1,350.00
Services - Sheriff, Security, Animal	38,000.00	0.00	0.00	0.00	38,000.00
Services - Grant Writing	0.00	3,000.00	0.00	3,000.00	6,000.00
Services - Snow Removal	0.00	0.00	0.00	6,350.00	6,350.00
Utilities/Phone	20,000.00	10,000.00	0.00	3,000.00	33,000.00
Repairs & Maintenance	20,000.00	18,000.00	0.00	30,000.00	68,000.00
Gardening/Tree Removal	0.00	20,000.00	0.00	0.00	20,000.00
Computer Expenses	25,000.00	0.00	0.00	0.00	25,000.00
Town Waste Collection - non wages	16,500.00	0.00	0.00	0.00	16,500.00
Postage	2,600.00	0.00	0.00	0.00	2,600.00
Office Expenses	17,000.00	0.00	0.00	0.00	17,000.00
Insurance	14,000.00	0.00	0.00	0.00	14,000.00
Donations/Sponsorships	1,000.00	0.00	0.00	0.00	1,000.00
Election Expenses	1,500.00	0.00	0.00	0.00	1,500.00
Fire Mitigation Services	3,000.00	0.00	0.00	0.00	3,000.00
Education, Travel & Dues	8,000.00	0.00	0.00	0.00	8,000.00
Trustee Fees	15,000.00	0.00	0.00	0.00	15,000.00
Taxes and Refunds	1,000.00	0.00	0.00	0.00	1,000.00
Development Incentives	26,000.00	0.00	0.00	0.00	26,000.00
Park Event Expenses	0.00	6,000.00	0.00	0.00	6,000.00
Fees Paid					
Fees - P/R Processing & Bank Paid	5,000.00	0.00	0.00	0.00	5,000.00
Fees - Property Tax (DC Trsr)	0.00	0.00	0.00	0.00	0.00
Interfund Appropriations	67,000.00	0.00	0.00	0.00	67,000.00
Debt Payments					
Lease Payments	38,066.00	12,000.00	0.00	6,350.00	56,416.00
Interest Payments	0.00	0.00	0.00	0.00	0.00
Principal Payments	0.00	0.00	0.00	0.00	0.00
Debt Reserve Funding	0.00	0.00	0.00	0.00	0.00
Capital Outlay - Not Grant Related	5,000.00	35,000.00	0.00	50,000.00	90,000.00
Capital Outlay/Grants - Town Respons	0.00	0.00	0.00	0.00	0.00
Capital Outlay - Grant Reimbursed	0.00	0.00	0.00	300,000.00	300,000.00
Transfer to Reserve Accounts	135,000.00	0.00	0.00	0.00	135,000.00
TOTAL ALL EXPENDITURES	877,516.00	130,500.00	0.00	410,700.00	1,418,716.00
NET REVENUE OVER/(UNDER)EXPENDITURES	(32,916.00)	(113,500.00)	2,002.00	(38,050.00)	(182,464.00)

Projected 2019 Year-End Fund Balance- All Governmental Funds & Reserves	525,756.62
Reserves & Internal Designations	
Conservation Trust Fund	2,005.75
Equipment Reserve	10,051.35
Legal Reserve	20,090.78
Technology Reserve	1,515.67
Road & Bridge Capital Reserve	100,547.07
Sidewalk Reserve (General Fund Savings)	165,362.00
Total Reserves & Internal Designations	299,572.62
2020 Beginning Governmental Fund Balance	226,184.00
2020 Budgeted Net Revenue Over/(Under)Expenditures	(182,464.00)
2020 Ending Governmental Fund Balance	43,720.00
2020 Budgeted Additions to Reserves	
Sidewalk Reserve (General Fund Savings)	135,000.00

2020 Adopted Budget - Enterprise Funds

	Water Dept	Sewer Dept	Total Enterprise Fund
REVENUE			
OPERATING REVENUE			
Water Revenue	110,000.00	0.00	110,000.00
Bad debt - Water	-300.00	0.00	-300.00
Sewer Revenue	0.00	45,400.00	45,400.00
Interest Revenue	1,400.00	2,000.00	3,400.00
Property Tax Revenue	118,758.00	0.00	118,758.00
Grant Proceeds	0.00	0.00	0.00
Loan Proceeds	0.00	0.00	0.00
Tap Fee/Infrastructure Revenue	168,000.00	0.00	168,000.00
Interfund Appropriations	60,000.00	20,000.00	80,000.00
TOTAL ALL REVENUE	457,858.00	67,400.00	525,258.00
EXPENDITURES			
Payroll and Taxes - W/S			
Wages - W/S	1,000.00	700.00	1,700.00
Payroll Taxes - W/S	80.00	60.00	140.00
Outside Services W/S			
Services - Water Contract	56,000.00	0.00	56,000.00
Services - Sewer Contract	0.00	42,000.00	42,000.00
Engineering - Water/Sewer	3,000.00	0.00	3,000.00
Utilities - W/S	33,500.00	12,000.00	45,500.00
Testing - W/S	5,000.00	4,000.00	9,000.00
Permits	0.00	3,000.00	3,000.00
Chemicals	12,500.00	7,000.00	19,500.00
Sewer Jetting	0.00	10,000.00	10,000.00
GIS Mapping	30,000.00	0.00	30,000.00
Repairs & Maintenance - W/S	15,000.00	30,000.00	45,000.00
Memberships	2,200.00	0.00	2,200.00
Office Expenses	500.00	0.00	500.00
Fees Paid			
Fees - P/R Processing & Bank Paid	100.00	0.00	100.00
Fees - Property Tax (DC Trsr)	2,000.00	0.00	2,000.00
Debt Payments			
Lease Payments	0.00	0.00	0.00
Interest Payments	43,083.00	0.00	43,083.00
Principal Payments	119,117.00	0.00	119,117.00
Debt Reserve Funding	0.00	0.00	0.00
Capital Outlay - Grant Reimbursed			
Capital Outlay - Grants/Loans	10,000.00	0.00	10,000.00
Capital Outlay - Not Grant Reimbursed	0.00	0.00	0.00
Capital Outlay - Not Grant Related	0.00	0.00	0.00
Transfer to Reserve Accounts	33,601.00	0.00	33,601.00
TOTAL EXPENDITURES	366,681.00	108,760.00	475,441.00
NET REVENUE OVER/(UNDER) EXPENDITURES	91,177.00	(41,360.00)	49,817.00

Projected 2019 Year-End Fund Balance- All Enterprise Funds & Reserves	186,890.65
Reserves & Internal Designations	
Operating Reserve (Water & Sewer Operating)	5,000.00
Capital Reserve	114,842.11
WTP Construction	5,091.67
WTP Lease Reserve	531.85
Emergency Reserve	0.00
Debt Reserve	0.00
Total Reserves & Internal Designations	125,465.63
2020 Beginning Enterprise Fund Balance	61,425.02
2020 Budgeted Net Revenue Over/(Under)Expenditures	49,817.00
2020 Ending Enterprise Fund Balance	111,242.02
2020 Budgeted Additions to Reserves	
Emergency Reserve	25,000.00
Debt Reserve	8,601.00
	33,601.00