2024 Operating Budget Overview

Revenue = $77,149,298
Transfers In (Out) = $0
Use of Fund Balance = $7,201,364
Expenses = $84,350,662

Key Takeaways

- Proposed budget is structurally balanced
  - Used conservative revenue projections for 2024
  - Proposed expenditures do not exceed revenues and available fund balance
  - Proposed ongoing expenditures do not exceed ongoing revenues
  - Meets the General Fund targeted 25% fund balance
- Demonstrates connection between Town Board Strategic Plan and Budget
- Focused on use of base budget and discretionary resources to implement Town Board Strategic Objectives
Strategic Plan - Resourced

- Items funded:
  - New items that require additional funding
  - Most of the requested Decision Packages for one-time expenditures were funded this year

- Items resourced within base budget:
  - New items where time/money comes from existing resources
  - These do not require significant additional appropriations
  - Staff will attempt to complete these in between regular day-to-day activities and tasks

Strategic Plan - Not Resourced

- Items not resourced:
  - 2024 Strategic Plan Objectives / Decision Packages not included in the proposed budget
  - Staff time will not be allocated to the objective
  - No additional funding provided
  - Many of the items not funded were usually due to lack of available ongoing funding
2024 Budget Process

• Budget development is a 7 to 8 month process
• March / April 2023 - Town Board Strategic Planning Meeting
• May 2023 – Begin CIP project development
• June 2023 – Departments complete budget requests
• July-Aug 2023 – Executive Leadership Team reviews draft requests
• Sept 2023 – Proposed budget due to Town Administrator

2024 Budget Process (continued)

• Sept 2023 – Recommended budget to Town Board
  • Oct 15 Statutory Deadline
• Sept 28 & Oct 5, 2023 – Town Board budget workshops
• Oct 24, 2023 – Public hearing on the proposed budget at regular Town Board meeting
• Nov 14, 2023 – Public hearing and resolution approval at regular Town Board meeting
2024 Budget Process (continued)

- Dec 15, 2023 – Deadline to certify property tax levy to County Commissioners
- Jan 31, 2024 – Deadline to submit adopted budget to the State
- Jan 2024 – Distribute bound budget documents

2024 Budget Comments & Objectives

- Projected budget is balanced by Fund
- General Fund projected ending fund balance is 26.4%
  - After other increases to reserves have been set aside
    - Parking Garage Maintenance Reserve - $26,000
    - Facility and Employee Housing Reserve - $750,000
- Major Accounting Changes
  - 2023 – Two new significant accounting changes made
    - Set up Fund # 505 for the Workforce Housing short term rental fee
    - Set up Fund # 270 for the Housing / Childcare lodging tax component
  - 2024 – No new significant accounting changes
2024 Budget Presentation

ORDER OF PRESENTATION
• Budget Overview
• Compensation and Benefits
• Capital Improvement Plan
• Governmental Functions by Department, including:
  • General Fund
  • Internal Service Funds
  • Special Revenue Funds
• Utility Funds
• Budget Wrap-up Summary

2024 Sales Tax Allocation

8.7% Sales Tax

- Town 5%
- State 2.9%
- Larimer County .8%

• 57 cents of every dollar of sales tax goes to the Town.
• The Town’s “1A (1%) sales tax” sunsets June 2024.
• The remaining 4 cent per $1 sales tax does not have an expiration.
2024 Sales Tax Allocation

Town Funds Receiving Sales Tax:

- #101 – General Fund – 4 cent per $1
  - 73% of total General Fund Revenues

- “1A (1%) Sales Tax” Funds – sunsets June 2024
  - #236 – Emergency Response Fund – 2.5% of 1A rate
  - #238 – Community Center Fund – 25% of 1A rate
  - #244 – Trails Fund – 12.5% of 1A rate
  - #260 – Streets Improvement Fund – 60% of 1A rate

- The proposed use of these revenues will be reviewed in more detail by the appropriate department

2024 Sales Tax Projections

Projected increase of 2.39% from current revised projection for 2023 – General Fund Only

- 2022 Actuals - $18,109,049
- 2023 Estimate - $17,809,485
- 2024 Budget – $18,235,054

- Used a conservative projection of 2.39% from 2023 estimate at time of draft budget projection
- Collections of sales tax have gotten slightly stronger since projection was made
- Projection is based on taxable sales for 2022 and first part of 2023, not the monthly cash collections which included timing differences
- Conservative approach provides additional security
2024 Reserves & Restrictions

- Policy 660 creates town-wide operating reserves
  - General Fund reserve is set at 25% of non-capital expenditures
  - Provides guidance for other funds as well
  - Policy 660 reserves can generally be used at Town Board discretion
- Discretionary Equipment Replacement Reserves
  - $2,364,243 Power and Communications Fund
  - $ 463,340 Water Fund
  - $1,423,798 Vehicle Replacement Fund

<table>
<thead>
<tr>
<th>Fund Description</th>
<th>12/31/23 Beg Bal</th>
<th>2024 Additions</th>
<th>2024 Usage</th>
<th>12/31/2024 End Bal</th>
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<td>1,556,298</td>
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<td>150,000</td>
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</table>
2024 Ongoing Vs. One-Time

Budget Guiding Principal

- One-time money should only be used for one-time expenses, not for ongoing expenses
- Fund Balance is considered one-time money
- This was considered during development of the proposed General Fund budget for 2024

Consider General Fund and Community Reinvestment Fund together

- Community Reinvestment Fund gets majority of revenues as a transfer from the General Fund
- Transfer varies depending on the budgeted expenditures in CRF
- Must eliminate transfers between these two funds in net ongoing calculation

2024 Ongoing Vs. One-Time

Combined General Fund and Community Reinvestment Fund

- Ongoing Revenues $25,071,952
- Ongoing Expenditures $25,010,104
- Net Ongoing Revenues (Deficit) $ 61,848

- Net Ongoing Revenues are projected to be positive at 12-31-2024
2024 Proposed Position Changes

- 1.25 FTE – Two fixed term FT positions were added in the proposed 2024 budget
- General Fund – 1 FTE – $181,554 – 2 Year Fixed Term Public Works Project Manager
- Water Fund - .25 FTE - $17,187 – 1 Year Fixed Term Lead Service Line Inventory Project

2024 Transfers Between Funds

<table>
<thead>
<tr>
<th>2024 Transfers In (Revenue)</th>
<th>2024 Transfers Out (Expense)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>Power &amp; Communications</td>
<td>1,384,157</td>
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<tr>
<td>General Fund</td>
<td>Water Fund</td>
<td>127,000</td>
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<tr>
<td>Community Reinvestment</td>
<td>General Fund</td>
<td>1,860,440</td>
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</tbody>
</table>

- Fixed amount is set during budget process
- Intent is to maintain transfers within the target rate
  - Power and Communications Target – 7 to 8% of revenues – Met
  - Water Target – 2 to 3 % of revenues – Met
Revenue = $77,149,298
Transfers In (Out) = $0
Use of Fund Balance = $7,201,364
Expenses = $84,350,662
Compensation and Benefits - 2024

Compensation

Conducted annual compensation survey – completed by consultant Graves Consulting LLC

- Town uses market based job evaluation method (Revised 2022).
- 5 market pay families: Lineworker, LTSC, T&P, MGMT & PS
- Market Range Adjustments.
  - LTSC increase by 3.0%
  - T & P increase by 3.0%
  - PS increases by 3.0%
  - Lineworker 3.0%
  - MGMT increase by 3.0%

  Recommend moving ranges and providing a market adjustment equal to the market shift.

- Included a 2% Merit Pool to move Employees through the Pay Range.
Benefits

• Brown & Brown has been working closely with staff to review all benefits for the Town.
   Moved to an unbundled partially self-insured medical plan in 2017 – UMR.
   Maintaining Stop Loss Coverage with a $60,000.
     Budgeted 15% increase for medical insurance (still in negotiations).
     Spousal coverage to remain the same in 2024.
       Spouses with no access to other employer coverage.

Benefits

   UMR/Symetra (Medical) – 15%
     Due to claims history & medical fund balance.
     Standard (Dental) – 5%.
   VSP (Vision) – No increase.
   Lincoln Life (Life & AD&D) – Nominal change.
   Mines (Employee Assistance Plan) - No increase.
   MASA (Air & Ground) – No change.
   Teladoc – No change.
Capital Improvement Plan
2024-2028

2024 Projects
CRF Projects = $1,919,943
Utility Projects = $6,491,000
OF Projects = $3,083,400

CIP Function

The CIP is a companion to the actual annual budget. The actual annual budget has the power of law and authorizes actual operations through appropriating funding.

A CIP is simply a formal planning tool to help identify upcoming financial needs. It does not authorize any spending.

A CIP facilitates a longer term planning perspective than year to year annual budgets.
CIP Function

CIP projects are prioritized based on current circumstances and financial feasibility.

It is not just a “wish list”.

As with all budgets and planning documents, the CIP remains flexible and project prioritization may change in the future.

CIP Function

Operational budget constraints considered for future years:

- General Fund is limited to $1,500,000 per year, net of any grants or external financing.
- Based on historical trends for “one-time funding” available from carryover fund balances.

CIP process highlights the most significant projects and the future funding needs for these projects as currently estimated.
## CIP Process

- March 2023 – Town Board set Strategic Plan
- May 2023 – Project development by Dept’s begun
- June – August 2023 – Projects are coordinated with operating budget development
- Sept 2023 – Final project prioritization completed
- Nov 14, 2023 – Final CIP adopted by Town Board

## CIP Annual Summary

<table>
<thead>
<tr>
<th>FUND</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>5 Yr Total</th>
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<td>$0</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$831,400</td>
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<td>Power &amp; Comm</td>
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<td>$179,000</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
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<td><strong>Total</strong></td>
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<td><strong>$7,565,426</strong></td>
<td><strong>$16,286,200</strong></td>
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CIP Annual Summary

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<thead>
<tr>
<th>FUND</th>
<th>5 Yr Total</th>
<th>Out Years</th>
<th>Total CIP</th>
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<td>$6,270,000</td>
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<tr>
<td>Trails</td>
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<td>$0</td>
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<tr>
<td>Parking</td>
<td>$2,142,000</td>
<td>$43,842,500</td>
<td>$45,984,500</td>
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<td>Street Improve</td>
<td>$831,400</td>
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<tr>
<td>Power &amp; Comm</td>
<td>$1,156,000</td>
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<td>$1,395,000</td>
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<td>$177,000,000</td>
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<tr>
<td>Total</td>
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<td>$431,958,460</td>
<td>$493,036,411</td>
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Community Reinvestment Fund – 204

- Community Reinvestment Fund monies primarily come from a General Fund transfer.

- Must consider both funds together when evaluating budget considerations.
Community Reinvestment Fund - 204 2024 Projects

6 Projects totaling $1,919,943

- $600,000 - Museum Annex Addition
- $20,000 - Visitor Center Main Door Replacement
  additional funds needed
- $479,943 – Events Complex Storage Building
- $300,000 – Downtown Wayfinding Phase 3
- $250,000 – Fall River Trail – Final Segment 2024
- $270,000 – Remodel Finance Department for
  Centralized Reception Desk

Community Reinvestment Fund - 204 2024 Projects

- Remaining balances on uncompleted 2023 projects will roll forward.
Open Space Fund - 220
2024 Projects

1 Project totaling $250,000

- $250,000 – Trail Reconstruction (US 34 & CO 7) Phase 1

- Remaining balances on uncompleted 2023 projects will roll forward.

Parking Fund - 256
2024 Projects

1 Project totaling $2,002,000

- $2,002,000 – Big Horn Parking Structure (Construction)
Street Improvement Fund - 260
2024 Projects

3 Projects totaling $831,400

- $405,000 - Major Street Rehabilitation 2024
  West Elkhorn
- $312,000 - Overlay Program 2024
- $114,400 - Parking Lot Rehabilitation 2024
- Remaining balances on uncompleted 2023 projects will roll forward.

Reduced by approximately 50% to account for expiration of 1A (1%) sales tax June 30, 2024.

Power and Communications Fund - 502
2024 Projects

3 Projects totaling $121,000

- $34,000 - CR 90 Line Rebuild to Tree Cable
- $64,000 - Ski Rd Line Rebuild to Tree Cable
- $23,000 - Taylor Rd Line Rebuild to Tree Cable

- Remaining balances on uncompleted 2023 projects will roll forward.
Water Fund - 503
2024 Projects

12 Projects totaling $6,370,000

- $100,000 - Communications at Glacier Creek Water Treatment Plant and Distribution System
- $325,000 - Crystal Storage Site Rehabilitation
- $330,000 – Electrical Upgrades and Grounding
- $3,800,000 – Glacier Creek Filter Rehabilitation/Replacement
- $15,000 – Halogen Shutoff Valve
- $30,000 – Install additional iHydrants

- Remaining balances on uncompleted 2023 projects will roll forward.
CIP Summary

In summary, the 2024 CIP includes

- $11,494,343 – in new projects for 2024
  Included in the proposed annual operating budget

- $61,077,951 – in projects for 2025 to 2028
  Does not include 2024 projects

- $431,958,460 – in total projects identified in outlying years (beyond 5 year horizon)

Capital Improvement Plan 2024-2028

2024 Projects
CRF Projects = $1,919,943
Utility Projects = $6,491,000
OF Projects = $3,083,400
General Fund 2024 – General Govt

Revenue = $349,250
Transfers In (Out) = $0
Expenses = $2,931,021

Scope of Services

General Government Services include:

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<tr>
<th>FUND / DEPARTMENT</th>
<th>NAME</th>
<th>REVENUES</th>
<th>EXPENDITURES</th>
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<td>TOTAL</td>
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<td>349,250</td>
<td>2,931,021</td>
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</table>
Decision Packages (Service Proposals)

Included:
- Town Board Room Chair Replacement - Legislative: $12,000 *(Governmental Services and Internal Support)*
- Document Management – Town Clerk’s Office: $50,000 *(Governmental Services and Internal Support)*
- Town Clerk Office Work Room Remodel – Town Clerk’s Office: $15,000 *(Governmental Services and Internal Support)*

Revenue = $349,250

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<th>Year</th>
<th>Licenses and Permits</th>
<th>Fines and Forfeitures</th>
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<th>Miscellaneous</th>
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General Government
Expenses = $2,931,021

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<th>Capital</th>
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<td>2023 REVISED EST</td>
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<td>2024 PROPOSED</td>
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</table>

Strategic Plan – Resourced Items

Items funded:
- **Document Management:** $50,000 (Governmental Services and Internal Support Goal 7.C)
- **Implement new Enterprise Resource Planning (accounting) system (Town Financial Health Objective 1.A.1)**

Items resourced within base budget:
- **Implement supervisor training for all Town employees with direct reports (Governmental Services and Internal Support Objective 1.A.1).**
Strategic Plan – Resourced Items

Items resourced within base budget (continued):

• Complete 2024 Organizational Culture Survey and develop an action plan based on the findings (*Governmental Services and Internal Support Objective 1.A.2*).

• Refresh the Human Resources Strategic Plan and share next steps with the Town Board (*Governmental Services and Internal Support Objective 1.A.3*).

• Complete a benchmark study of employee benefit packages (*Governmental Services and Internal Support Objective 2.A.1*).

Strategic Plan – Resourced Items

Items resourced within base budget (continued):

• Create a public-facing dashboard to share performance measurement data (*Governmental Services and Internal Support Objective 7.A.1*).

• Hire consultants (or fixed term project manager) to assist in land acquisition and design to relocate the Police Department out of Town Hall (*Infrastructure Objective 4.D.1*).

• Work with the Estes Chamber of Commerce and Downtown Businesses to evaluate implementation options for the Downtown Plan (*Robust Economy Objective 4.A.1*).
Strategic Plan – Not Resourced

Items not funded

- Strongly consider funding to hire a full-time Environmental Sustainability Manager at the administrative level (Public Safety, Health and Environment Objective 1.A.1).

General Fund 2024 – General Govt

Revenue = $349,250
Transfers In (Out) = $0
Expenses = $2,931,021
2024 Community Reinvestment Fund

Revenue = $0
Transfers In (Out) = $1,860,440
Expenses = $2,868,791

Scope of Services

The Community Reinvestment Fund provides funds for specifically targeted capital projects. Funding primarily comes from transfers from the General Fund as periodically supplemented by grants.

Past project examples include the Events Center debt service, the Transit Facility Parking Garage debt service, museum improvements, downtown wayfinding signage project, Cleave Street major rehabilitation, etc.
Decision Packages (Service Proposals)

Included:
- CIP - Visitor Center Main Door Replacement: $20,000 (Exceptional Guest Services)
- Plate Compactor Attachment for the Mini Excavator: $10,000 (Infrastructure)
- CIP – Remodel Finance Dept for Centralized Reception: $270,000 (Infrastructure)
- CIP – Fall River Trail Additional Funding: $250,000 (Infrastructure)
- Hybrid Dump Utility Trailer: $18,500 (Exceptional Guest Services)

Decision Packages

Included:
- CIP - Phase 3 of Downtown Wayfinding Signage Program: $300,000 (Exceptional Guest Services)
- CIP – Museum Annex Add-on: $600,000 (Outstanding Community Services)
- CIP – Events Complex Storage Building: $479,973 (Infrastructure)
Revenue = $1,860,440

Expenses = $2,868,791
Strategic Plan – Resourced Items

Items funded
- Complete the Fall River Trail: $250,000
  *(Transportation Objective 7.B.1)*

Items resourced within base budget:
- Implement New ERP System: *(Town Financial Health Objective 1.A.1)*

Strategic Plan – Not Resourced

Items not funded
- Complete the street rehabilitation of 1st, 2nd, 3rd Streets, etc: $1,930,000 *(Transportation 1.A.2)*
2024 Community Reinvestment Fund

Revenue = $0
Transfers In (Out) = $1,860,440
Expenses = $2,868,791
Revenue = $459,171
Transfers In (Out) = $0
Expenses = $459,171

Scope of Services

Services include:

- Accumulation of the 1A (1%) sales tax for construction of the Community Center by the Estes Valley Recreation and Park District (EVRPD)

- Remittance of the 1A (1%) sales tax revenues collected for this purpose on a monthly basis to EVRPD

- 1A (1%) sales tax expires June 2024
Decision Packages (Service Proposals)

Included:
- No additions

Revenue = $459,171
Expenses = $459,171

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Strategic Plan – Resourced Items

Items funded
- No additions

Items resourced within base budget:
- No additions
Strategic Plan – Not Resourced

Items not funded
- No additions

Community Center Fund 2024
238-3800

Revenue = $459,171
Transfers In (Out) = $
Expenses = $459,171
Vehicle Replacement Fund 2024
635-3500

Revenue = $627,508
Transfers In (Out) = $0
Expenses = $889,000

Scope of Services

The Vehicle Replacement Fund (VRF) serves as the Town’s mechanism to accumulate monies for systematic replacement of General Fund vehicles and equipment.

Services include:
- Approximately 83 units in the replacement fund
- Replacement costs vary from $6,200 to $525,000
- Depreciation tables between 6-20 years
- $889,000 13 units up for purchase in 2024
Decision Packages (Service Proposals)

Included:

- Replace Events Unit # G115C - 2011 Bobcat 3400: $16,000 (Exceptional Guest Services)
- Replace Events Unit # G123B – 2017 Bobcat 3400: $16,000 (Exceptional Guest Services)
- Replace Events Unit # G137A – 2011 EZ Club Golf Cart: $16,000 (Exceptional Guest Services)
- Replace Events Unit #G127A - F350 Truck: $70,000 (Exceptional Guest Services)
- Replace Streets Unit #G81A – 2005 International Single Axel Dump Truck: $240,000 (Exceptional Guest Services)

Decision Packages

Included:

- Replace Streets Unit #G87A – 2006 International Single Axel Dump Truck: $240,000 (Exceptional Guest Services)
- Replace Parks Unit #G42A – 2014 John Deere Gator: $16,000 (Exceptional Guest Services)
- Replace Parks Unit #56 – 2011 Bobcat 3400: $16,000 (Exceptional Guest Services)
- Replace Parks Unit #G93A – 2005 John Deere Small Tractor: $25,000 (Exceptional Guest Services)
- Replace Parks Unit #G94C – 2012 Walker Mower: $24,000 (Exceptional Guest Services)
### Decision Packages

Included:

- Replace Police Unit G147 – 2015 Police Interceptor: $70,000 (*Public Safety, Health and Environment*)
- Replace Police Unit G143 – 2015 Unmarked Police Interceptor: $70,000 (*Public Safety, Health and Environment*)
- Replace Police Unit G144 – 2015 Police Interceptor: $70,000 (*Public Safety, Health and Environment*)
- Transfer Parks Unit G45B to be shared by three new Depts
  - Facilities – 50%
  - Parking – 25%
  - Transit – 25%

### Revenue = $627,508

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<td>$646,558</td>
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<td>Miscellaneous</td>
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</table>
Expenses = $889,000

Strategic Plan – Resourced Items

Items funded
- No additions

Items resourced within base budget:
- No additions
Strategic Plan – Not Resourced

Items not funded
- No additions

Vehicle Replacement Fund 2024

635-3500

Revenue = $627,508
Transfers In (Out) = $0
Expenses = $889,000
General Fund 2024 – Outside Entity Funding 101-1900

Revenue = $0
Transfers In (Out) = $0
Expenses = $1,699,176

Scope of Services

Services include:
- Town assistance to various community organizations
  - Base Funding
  - Community Initiative Funding
- Event Sponsorship funds
- Town contribution to Fire District General Fund
- Food tax refund
- Sister Cities dues
- Fixed term grant writer
Decision Packages (Service Proposals)

Included:
- No additions

Outside Entity Funding

- Base Funding
  - Identify organizations to support
  - Process request as a Departmental budget request
- Community Initiative Funding
  - Determine allocation
  - Call for projects
  - Projects rated and ranked by full Board (we will be going through this exercise in a moment!)
- Event Sponsorship Funding
  - Discretionary line-item (with a per-event $ cap)
  - Leadership team decision with criteria in place
Outside Entity Funding

### Outside Entity Funding Over Time - Policy 671 Items

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<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
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<td>Total</td>
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<td>$283,700</td>
<td>$277,875</td>
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### Base Funding Summary

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<tr>
<th>Utility</th>
<th>2023 Funding</th>
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<td>Colorado Ministry of Estes Park</td>
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<td>Estes Park EDC</td>
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<td>Estes Park Nonprofit Resource Center</td>
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<td>Estes Valley Crisis Advocates</td>
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<td>Estes Valley Investment in Childhood Success</td>
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<td>Estes Valley Watershed Coalition</td>
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<td>Estes Park Housing Authority</td>
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<tr>
<td>Estes Park Salud Foundation</td>
<td>$24,000</td>
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<tr>
<td>Via Mobility Services</td>
<td>$36,000</td>
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<td>Estes Arts District</td>
<td>$21,000</td>
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<td>Total</td>
<td>$237,000</td>
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Expenses = $1,699,176

Intergovernmental Support

Outside Entity Funding
Outside Entity Funding

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<th>Year</th>
<th>2022 Actual</th>
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<td>Funding</td>
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Strategic Plan – Resourced Items

- Items funded
  - No additions

- Items resourced within base budget:
  - None
Strategic Plan – Not Resourced

Items not funded

- None

General Fund 2024 – Outside Entity Funding 101-1900

Expenses = $1,699,176
Internal Service Fund 2024-
Information Systems Technology 625-2500

Revenue = $973,608
Transfers In (Out) = $0
Expenses = $1,134,443

Scope of Services

Services include:
- PC and server administration and support
- Network management
- Phone system management
- Licenses, external connectivity, network security, maintenance contracts
- Cyber security
- Inventory management
- Staff training and development
Decision Packages (Service Proposals)

Included:

- Backup Appliance $30,000  
  (Government Services and Internal Support)
- Increased Security Footprint $50,000  
  (Government Services and Internal Support)
- Network Upgrades $15,000  
  (Government Services and Internal Support)
- Phone System Upgrades $15,000  
  (Government Services and Internal Support)
- Server Upgrades $25,000  
  (Government Services and Internal Support)

Revenue = $973,608
Expenses = $1,134,443

Strategic Plan – Resourced Items

Items funded

▪ Backup Appliance $30,000

(Government Services and Internal Support Goal 9.A)

▪ Increased Security Footprint $50,000

(Government Services and Internal Support Goal 9.A)

Items resourced within base budget:

▪ No additions
Strategic Plan – Not Resourced

Items not funded
- None

Internal Service Fund 2024 - Information Systems Technology 625-2500

Revenue = $973,608
Transfers In (Out) = $0
Expenses = $1,134,443
Revenue = $530,518  
Transfers In (Out) = $0  
Expenses = $550,108

Scope of Services

Services include:

- The Risk Management Fund is an internal service fund created in 2019 to accumulate funds to pay for property and liability coverages, including building a reserve to help cover unanticipated claims and deductibles.
- Currently, the fund includes estimated CIRSA renewal premiums and $30,000 amount for small claims and deductibles.
Decision Packages (Service Proposals)

Included:
- No additions

Revenue = $530,518

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<tr>
<th>Year</th>
<th>Actual</th>
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<td>2022</td>
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Risk Management Charges
Expenses = $550,108

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<th>Year</th>
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Strategic Plan – Resourced Items

- Items funded
  - No additions

- Items resourced within base budget:
  - No additions
Strategic Plan – Not Resourced

Items not funded
- N/A

Risk Management 2024 – 645-4100

Revenue = $530,518  
Transfers In (Out) = $0  
Expenses = $550,108
General Fund 2024 – Museum 101-5700

Revenue = $29,200
Transfers In (Out) = $0
Expenses = $514,308

Scope of Services

Services include:
- Collections management and research assistance
- Permanent, temporary, and off-site exhibits
- Education programs, tours, and website management
- 20 volunteers (includes Museum Friends & Foundation Board)

Museum includes:
- Main Museum with Cobb-Macdonald Cabin and Historic Boyd Building
- Museum Annex
- Historic Fall River Hydroplant (Seasonal Museum)
- Birch Ruins and Birch Cabin located on the Centennial Open Space at Knoll-Willows
Decision Packages (Service Proposals)

- CIP (204) – Museum Annex Add On: $600,000 (Infrastructure)

Revenue = $29,200
Expenses = $514,308

![Expense Chart]

Strategic Plan – Resourced Items

Items funded
- No additions

Items resourced within base budget:
- No additions
Strategic Plan – Not Resourced

Items not funded

- No Additions

General Fund 2024 – Museum

101-5700

Revenue = $29,200
Transfers In (Out) = $0
Expenses = $514,308
General Fund 2024 – Visitor Services
101-2600

Revenue = $16,000
Transfers In (Out) = $0
Expenses = $563,830

Scope of Services

Services include:

- Provide visitors with information about the Estes Park area, local businesses, & Rocky Mountain National Park
- Distribute local business directories & display promotional materials
- Promote local area events & activities
- Cross promote Town events through themed displays
- Collect & Organize Visitor Center Statistics
- Manage approximately 30 Volunteers
Decision Packages (Service Proposals)

- CIP (204) – Visitor Center Main Door Replacement
  additional funds: $20,000  *(Infrastructure)*

Revenue = $16,000
Expenses = $563,830

<table>
<thead>
<tr>
<th>Year</th>
<th>Operations &amp; Maintenance</th>
<th>Personnel</th>
<th>Capital</th>
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<td>$179,833</td>
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<td>$383,997</td>
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Strategic Plan – Resourced Items

- Items resourced within base budget:
- Implement a plan to cross promote Town signature events. *(Exceptional Guest Services Objective 4.A.3)*
- Enhance the visitor experience in the Visitor Center through Estes Park imagery and artifacts. *(Exceptional Guest Service Objective 6.B.1)*
Strategic Plan – Not Resourced

Items not funded
- None

General Fund 2024 – Visitor Center 101-2600

Revenue = $16,000
Transfers In (Out) = $0
Expenses = $563,830
General Fund 2024 – Events
101-5500

Revenue = $880,000
Transfers In (Out) = $0
Expenses = $2,977,176

Scope of Services

Services include:
- Marketing and Sales of the Events Complex and other Town event facilities
- Maintain and coordinate the use of the Events Complex and other Town event facilities
- Plan and produce Town events (Wine & Chocolate, Big Foot Days, Wool Market, July 4th Fireworks, Rooftop Rodeo, Elk Fest, Rocky Mountain Craft Spirits Festival, Tree Lighting, Catch the Glow Parade)
Decision Packages (Service Proposals)

Included:
- Conceptual Design and Cost Estimates for the Stall Barns: $45,000 (Exceptional Guest Services)
- CIP (204) - Events Complex Storage Building: $479,973 (Exceptional Guest Services)

Revenue = $880,000
Expenses = $2,977,176

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**Strategic Plan – Resourced Items**

**Items funded**
- No additions

**Items resourced within base budget:**
- Produce a new event in January of 2024 *(Exceptional Guest Services Objective 2.A.1)*
- Implement a new user-friendly and robust ticketing system for events *(Exceptional Guest Services Objective 4.1)*
- Design a new user friendly Events Department website using a different website platform *(Exceptional Guest Services Objective 4.A.1)*
Strategic Plan – Resourced Items cont.

Items resourced within base budget:

- Develop and implement a more robust social media program (Exceptional Guest Services Objective 4.A.2)
- Continue to work with the Fine Arts Guild to evaluate the feasibility of a performing arts center in Stanley Park (Exceptional Guest Services Objective 5.A.1)

General Fund 2024 – Events

101-5500

Revenue = $880,000
Transfers In (Out) = $0
Expenses = $2,977,176