



Town of
Parker | COLORADO

A full-service community with a hometown feel

2012 Annual Budget







2012 Annual Budget





**2012 Annual Budget
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Introduction



Elected Officials



David Casiano

Mayor David Casiano was re-elected to a second four-year term as mayor in November 2008. Prior to being elected as mayor in 2004, he was elected as a councilmember in 2002.



Scott Jackson



Gary Lasater



Lisa Coe



Mike Waid



Amy Holland



Josh Martin

Councilmember Scott Jackson was re-elected to a second four-year term in November 2010. He was also elected into office in April 2005 in a special election to fill a council vacancy.

Councilmember Gary Lasater was re-elected to a second four-year term in November 2008. Prior to being elected to Town Council in 2004, he served as Mayor from 1996 through 2004.

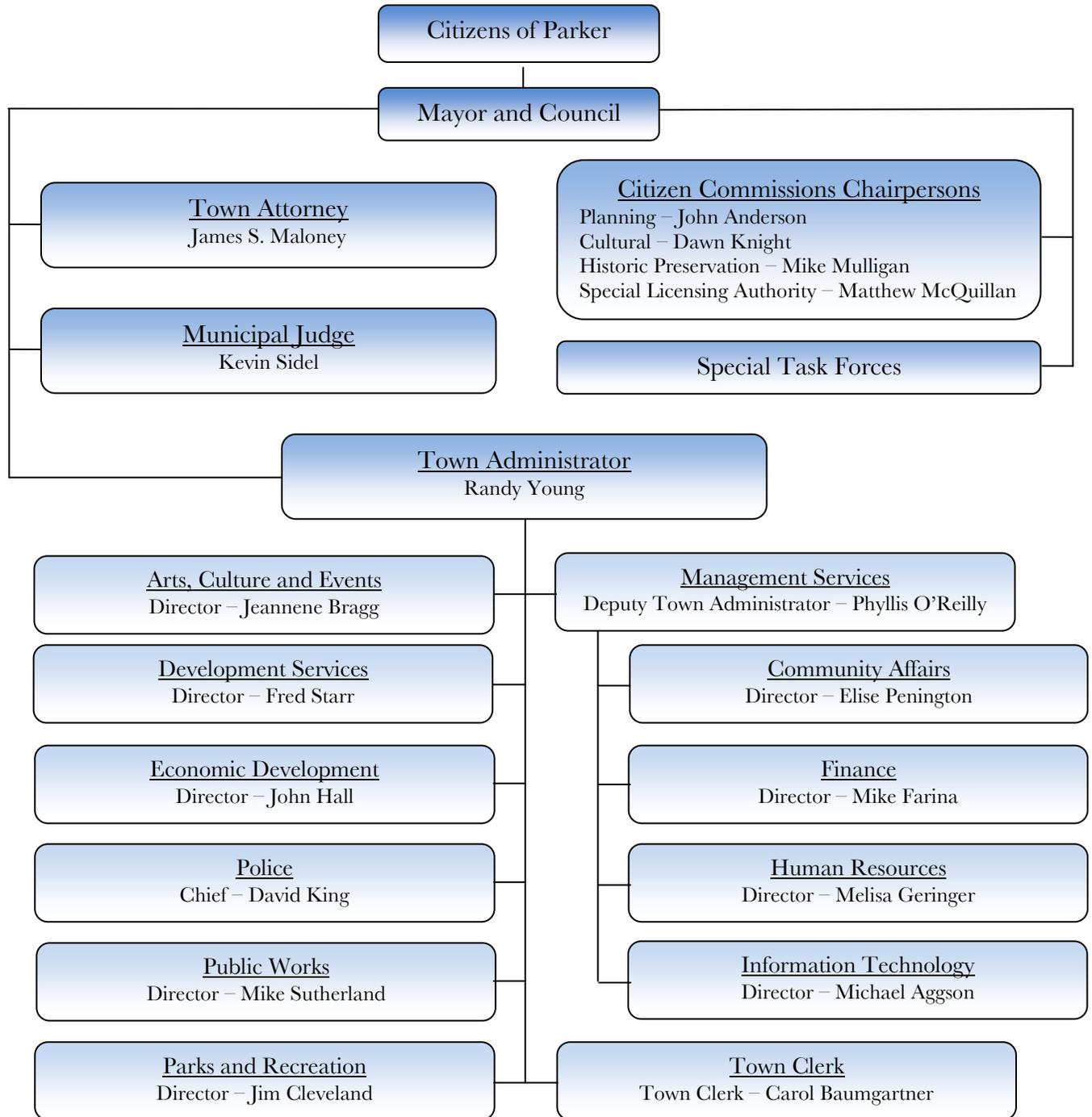
Councilmember Lisa Coe was elected to a four-year term in November 2008.

Councilmember Mike Waid was elected to a four-year term in November 2008.

Councilmember Amy Holland was elected to a four-year term in November 2010.

Councilmember Josh Martin was elected to a four-year term in November 2010.

Organizational Chart





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Parker
Colorado**

For the Fiscal Year Beginning

January 1, 2011

Linda C. Davidson Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **Town of Parker, Colorado** for its annual budget for the fiscal year beginning **January 1, 2011**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only.

Reader's Guide to the Budget Document

The primary purpose of this document is to provide citizens with a comprehensive overview of the Town's adopted budget, the budget process, Town services and operations and the resources that fund those services. This document first outlines the process, policies, goals and issues involved in developing the budget. It then provides a discussion on the financial structure of the Town with an overview of the Town's various funds, where the money comes from and how it is spent. Details about the budget, forecasted revenue and appropriated expenditures follow, along with an in-depth look at Town departments and programs. In addition to this document, Town staff receives a detailed line item budget document to assist them throughout the year.

This document is divided into the following sections:

Introduction

The purpose of this section is to provide the reader with general information about the Town's history, demographics and economy. The Town's vision, mission, goals and strategic initiatives, organizational structure, budget message, budget process and general financial policies are also included in this section.

Budget Overview

Information in this section gives the reader an understanding about the services the Town provides to our citizens and the costs incurred in the provision of those services. It also includes the sources of funding, including long-term debt financing, that support the Town's operations and capital needs. This section also contains summaries of the 2012 budget, a fund structure matrix, a description of major fund types and a discussion by revenue and expenditures and how they are forecasted.

Budget Detail

Presented in this section are summaries of the overall 2012 budget by fund, sources of revenue, types of expenditures and costs by departments, along with the authorized staffing levels by department or division. For comparison, the 2011 projected amount and 2010 actual amounts are presented alongside the 2012 figures. There is also a fund balance summary for all funds.

Following the fund summaries is information at the department and division level, including a list of the services provided by the department or division, prior year accomplishments and 2012 goals, authorized positions and significant changes within the department or division. This section also details capital outlay and capital projects that are included in this budget.

Appendix

This section contains a copy of the signed budget ordinance, staffing totals and a glossary.



To the Honorable Mayor, Members of Town Council and Citizens of the Town of Parker, Colorado:

We are pleased to present the 2012 Annual Budget. Following a lengthy budget development process, public inspection and two public hearings, the Town Council adopted the proposed annual budget on November 21, 2011.

Budget Message

As we prepared the budget for 2012, there were encouraging signs that the economy was continuing to move in a positive direction; however, ongoing uncertainty and mixed messages regarding the economy led us to believe that we must continue with our cautious approach in preparing next year's budget.

On the positive side, sales tax revenue has fared well in 2010 and 2011, continuing to increase more rapidly than in 2009 when the recession first started to impact Town revenues. Additionally, new residential home construction has also been on the upswing. On the down side, high unemployment and concerns regarding the possibility of a double-dip recession still exist; consumer spending has slowed in recent months and consumer confidence has trended downward.

Keeping those things in mind, this budget was formulated with input from both staff and the Town Council and represents our best plan for the provision of even higher levels of service to our citizens. The budget is balanced in all funds, maintains appropriate reserves and continues to position the Town for continued long-term financial health. Additionally, the Town's economic development, community enhancement, core values and government transparency and accountability goals are all achieved with this budget.

The 2012 budget includes the first full year of operations of the new Parker Arts, Culture and Events (PACE) Center. We are excited for the upcoming year, which marks the inaugural season of performing arts in our very own state-of-the-art PACE Center, which opened its doors in October 2011. Deemed the Season of Illumination, the calendar is already full with must-see performances including musical, dance, theatrical and comedy events like Parker Symphony Orchestra, Vienna Boys Choir, Country Is: The Music of Mainstreet – a world premier show created specifically for the PACE Center, Nutcracker of Parker and Defending the Caveman. The PACE Center will also provide a variety of family-oriented cultural, arts, scientific and educational programming to the region and serve as a rental venue for community, business and social events.

The Town will also be widening Hess Road from Motsenbocker Road to Great Plain Way. With Douglas County completing the Mainstreet connection to I-25 in 2010 and the Hess Road connection to I-25 scheduled for completion in late 2011, the widening of Hess Road is necessary to handle the increased traffic load as residents begin to use this as an alternate route to I-25.

Design work for this project started in 2011 and \$5.2 million in construction costs are included in this budget. Another \$600,000 is planned for 2013 to finish the construction and median landscaping.

Additionally, although much of the budget remains status quo, we felt that it was imperative that we begin to return to proper levels of infrastructure maintenance and replacement of aging equipment, both of which had been deferred and delayed over the previous three years. Earlier in 2011, the Town specifically made budget reductions to allow for these improvements to Town services and this budget reflects significant increases in these areas.

Budget Development

As we planned for 2012, we looked at the current financial and economic conditions. With revenues exceeding projections and expenditures coming well within budget in 2010, we entered 2011 with strong fund balances. In 2011, revenues continue to exceed projections. Through the first three quarters of the year, sales tax was 6 percent ahead of projections and total revenue in the General Fund was ahead of projections by over 8 percent. Use tax and excise tax revenues combined were more than double the projection due to the number of building permits issued for single family homes far exceeding expectations.

In March, the Town eliminated 16 positions in an organizational right-sizing effort, providing an annual savings of approximately \$835,000. A soft hiring freeze implemented in 2009 is still in place and saving the Town approximately \$870,000 annually. Additionally, departments continue to closely monitor their budgets looking for ways to save.

Also considered in the budget development process was the economy. News reports and predictions continue to create uncertainty regarding the economy. As we listened to these reports, the same question we had as we developed 2011's budget remains: are we in a sustained recovery or will we see another dip in the economy or for that matter, a "double-dip" recession? As indicated in the table below, unemployment is forecasted to remain high through at least 2014 and nationally GDP may start to increase, but not significantly until 2013. Inflation is forecasted to be 2.2 percent. Given the current downturn in the housing market, we continue to forecast low population growth.

We considered these financial and economic factors and conditions as we developed our revenue projections. We conservatively based our revenue projections on no growth occurring. For some revenues that are affected by inflation, like sales tax, we projected an increase of 2.4 percent in line with the forecasted inflation increase. A 7.5 percent decrease is projected for property tax because of the decline in property values. We are projecting 100 building permits being issued for single family homes, doubling our projection from the 2011 original budget. Therefore, our projections for revenues related to construction are significantly more than the original 2011 budget projections.

					forecast				
	2007	2008	2009	2010	original 2011	revised 2011	2012	2013	2014
National:									
unemployment rate	4.6%	5.8%	9.3%	9.6%		9.1%	9.0%	7.8%	7.2%
inflation-adjusted gross domestic product - % change	1.9%	-0.3%	-3.5%	3.0%		1.5%	2.2%	3.6%	4.4%
Colorado:									
population - % change	1.9%	1.9%	1.8%	0.1%		1.5%	1.6%	1.8%	1.8%
unemployment rate	3.7%	4.8%	8.3%	8.9%		8.7%	8.3%	7.8%	7.1%
housing permits - % change	-23%	-36%	-51%	24%		40%	25%	11%	7%
retail trade sales - % change	6.9%	-0.8%	-11.3%	6.6%		5.2%	5.0%	5.2%	5.9%
Town of Parker:									
population	45,211	45,244	45,259	45,297		45,800	46,100	46,400	46,700
% change	2.2%	0.1%	0.0%	0.1%		1.1%	0.7%	0.7%	0.6%
sales tax revenue - thousands	\$ 23,045	\$ 24,096	\$ 24,362	\$ 24,915	\$ 24,723	\$ 25,483	\$ 26,094	\$ 26,720	\$ 27,495
% change	8.8%	4.6%	1.1%	2.3%		2.3%	2.4%	2.4%	2.9%
single-family residential building permits	232	142	43	112	50	164	100	100	100
% change ⁽¹⁾	-61%	-39%	-70%	160%		46%	-39%	0%	0%
use tax revenue - thousands	\$ 2,219	\$ 1,289	\$ 1,220	\$ 1,112	\$ 528	\$ 1,025	\$ 767	\$ 784	\$ 803
% change	-36%	-42%	-5%	-9%		-8%	-25%	2%	2%
excise tax revenue - thousands	\$ 1,122	\$ 652	\$ 245	\$ 493	\$ 237	\$ 739	\$ 458	\$ 472	\$ 487
% change	-53%	-42%	-62%	101%		50%	-38%	3%	3%
building permit fee revenue - thousands	\$ 1,111	\$ 774	\$ 976	\$ 701	\$ 285	\$ 625	\$ 460	\$ 471	\$ 482
% change	-36%	-30%	26%	-28%		-11%	-26%	2%	2%
Denver-Boulder inflation rate	2.2%	3.9%	-0.6%	1.9%		3.2%	2.2%	2.6%	3.0%

sources: Town and State of Colorado

With revenue projections set and budget reductions in place, we still developed a status quo budget, holding many expenditure levels flat or reduced because of the economic uncertainty. However, having improved revenues and decreased expenditure levels, we felt that now was the time to return infrastructure maintenance and replacement of aging equipment to appropriate levels. We felt that the longer we delayed these items, the more expensive it would be to “catch-up,” safety concerns would grow and service levels to our citizens will decline. Therefore, this budget includes an 11 percent increase or about \$370,000 in infrastructure repair and maintenance. A new fleet policy was developed and \$863,000 was added so that we can begin replacing a significantly aged and deteriorating fleet. Funding for technology replacement is also increased over \$100,000 to return the Town’s replacement schedule back to normal after having been cut in half for the past several years.

The budget also provides for the continuation of the Town’s market-based compensation plan, with a 2.3 percent average merit increase for regular employees and the step plan for police officers. Costs beyond Town control, like utilities and insurance, were increased based on known figures or estimates.

FINANCIAL HIGHLIGHTS

Overall budget summary

The total 2012 budget, which covers all Town funds, is \$55,410,800. Comparatively, the original budget for 2011 was \$47,216,400. The \$8.2 million increase is primarily the result of a \$4.8 million increase in the Public Improvements Fund, a \$1.4 million increase in the General Fund, \$860,000 increase in the Fleet Internal Services Fund and \$700,000 increase in the PACE Fund. The increase in the Public Improvement Fund is due to the \$5.2 million Hess Road

widening project. The Fleet Internal Services Fund increased to establish a funding level that will ensure that the Town’s continually-aging fleet is properly maintained so that users have the tools they need to effectively and safely provide services to our citizens. The PACE Fund increased due to 2012 being the first full year of the new PACE Center operations. The General Fund increased primarily because of the charges from the Fleet Internal Service Fund to the General Fund for fleet replacements, an increase in infrastructure repair and maintenance and increased personnel costs.

Expenditure and Budget Summary		2011		2012
All Funds	2010	Original	2011	Original
	Actual	Budget	Projection	Budget
General Fund	\$ 32,717,385	\$ 34,531,500	\$ 34,799,600	\$ 35,930,400
Parks and Recreation Fund	1,428,835	943,100	1,432,100	997,300
Law Enforcement Assistance Fund	103,058	121,400	181,500	117,600
PACE Fund	331,981	897,900	940,800	1,588,700
Recreation Fund	4,497,775	4,782,200	4,853,400	5,036,700
Mainstreet Center Fund	241,485	279,000	308,800	273,000
Public Improvements Fund	4,409,249	1,010,000	4,010,500	5,800,000
Police Station and PACE Center Const Fund	22,825,421	-	13,661,100 *	-
Recreation Debt Service Fund	1,482,775	1,484,100	1,484,100	1,246,200
Stormwater Utility Enterprise Fund	1,404,978	1,329,200	1,698,700	1,642,600
Fleet Services Internal Service Fund	471,252	525,000	579,300	1,385,100
Technology Mgmt Internal Service Fund	220,020	529,900	529,900	652,300
Facility Services Internal Service Fund	561,478	783,100	738,100	740,900
Total Expenditures	\$ 70,695,692	\$ 47,216,400	\$ 65,217,900	\$ 55,410,800

Note: Interfund transfers have been eliminated.
**The original budget for the Police Station/PACE Center Construction fund was in 2009. The 2011 projection reflects the amended 2011 budget, which was revised to carry over funds from 2010. Remaining funds in 2011 will be carried forward to wrap up any remaining items.*

General Fund

The General Fund is the main operating fund of the Town. Revenues and expenditures for Town operations are made up of public safety, public works – including streets and parks maintenance, building inspection, community development, municipal court and Town administration are accounted for in this fund.

The total amount of expenditures budgeted in the General Fund is \$36,530,400. Projected revenues of \$32,724,500 and revenue from prior years (fund balance) of \$3,805,900 balance the budget. The \$3.8 million

use of fund balance is planned as the fund balance has increased in prior years in anticipation of debt service payments associated with the new Police Station and PACE Center. This drawdown of fund balance will continue for several

Summary of	2010	2011	2012
General Fund	actual	projection	original budget
Beginning fund balance (FB)	23,537,106	22,376,392	19,048,592
Revenues	32,055,671	32,633,800	32,724,500
Expenditures	33,216,385	35,961,600	36,530,400
Ending fund balance	22,376,392	19,048,592	15,242,692
fund balance as % of expenditures	67%	53%	42%

more years; however, economic incentive payments, \$2.3 million in 2012, will begin to decrease

significantly in 2013 and will be completely paid or expired by 2018. Also included in the expenditure amount is \$400,000 for contingency spending, which has rarely been needed in the past. The decrease in revenues due to the downturn in the economy has also caused some of this imbalance. Expenditures exceed revenues and will for several more years; however, the Town will continue to manage the difference as future budgets are developed in the ensuing years.

General Fund revenue

As illustrated in the table below, excluding transfers, General Fund revenue is projected to stay roughly the same as the projected amount in 2011. Although the Town is projecting a 2 percent increase in tax collections, which make up 80 percent of the General Fund revenue, licenses and permits and charges for services revenues are anticipated to decline from 2011 projected results. The decline in these two areas is due to the Town’s conservative projection for building-related revenues. The 2011 building-related revenue projection is based on finishing the year with having issued 164 building permits for single-family homes, while the 2012 original budget is based on issuing 100 permits. Additional information regarding revenues can be found in the major revenues and expenditures section of the budget document.

General Fund Summary						2012	
	2010	% inc/	2011	% inc/	Original	% of	
	Actual	(dec)	Projection	(dec)	Budget	total	
Revenues:							
Taxes	\$ 24,349,357	2%	\$ 24,818,300	2%	\$ 25,304,000	80%	
Licenses and Permits	799,627	(3%)	771,700	(30%)	544,000	2%	
Intergovernmental	3,990,100	(12%)	3,511,800	0%	3,523,500	11%	
Charges for Services	1,166,304	37%	1,600,600	(17%)	1,335,400	4%	
Fines & Forfeitures	180,244	10%	198,100	2%	201,100	1%	
Other	207,639	(22%)	162,000	(6%)	152,500	0%	
sub-total	30,693,271	1%	31,062,500	(0%)	31,060,500		
Transfers In	1,362,400	15%	1,571,300	6%	1,664,000		
Total revenues	\$ 32,055,671	2%	\$ 32,633,800	0%	\$ 32,724,500		

General Fund expenditures

Total General Fund expenditures are budgeted to increase 4 percent or \$1,398,900. The increase is attributed to a 15 percent or \$1.4 million increase in purchased services, which is the result of the Town’s initiative to begin recovering from deferring expenses for infrastructure repair and maintenance and replacement of aging equipment. Purchased services include charges from the Fleet Internal Services Fund. The cost for personal services remains the same as 2011 as budget reductions resulting from the right-sizing of the organization that occurred in March offset compensation and health insurance increases.

General Fund expenditures	2011 original budget	2012 original budget	increase (decrease)
salaries and benefits	\$17,339,000	\$17,304,400	(0.2%)
supplies	836,700	837,200	0.1%
purchased services	9,362,500	10,790,100	15.2%
debt service	3,783,900	3,785,600	0%
capital outlay	362,100	244,600	(32.4%)
econ incentive pmts	2,264,400	2,343,300	3.5%
other	582,900	625,200	7.3%
transfers	600,000	600,000	0%
total	\$35,131,500	\$36,530,400	4.0%

Looking through the General Fund Summary chart to the right, it's noticeable that several department's budgets are lower than 2011. Again, this is because of the organizational right-sizing that occurred in March 2011.

Other highlights of the General Fund budget are as follows:

- \$11 million is included for public works, which includes maintenance of streets, parks and open space, snow removal and street sweeping.
- \$11 million is for public safety including police protection and building inspections.
- \$3.8 million for repayment of debt issued to fund the construction of the Police Station and PACE Center.
- \$600,000 investment in PACE Center operations.
- \$400,000 contingency funds to cover unforeseen expenditures.
- \$80,000 for the Town's small business assistance program.

General Fund Summary	2011 Original Budget	2012 Original Budget	increase/ (decrease)
Expenditures:			
Elected Officials	\$ 110,200	\$ 126,300	14.6%
Town Clerk	286,500	256,000	(10.6%)
Municipal Court	261,500	279,000	6.7%
Town Administrator	585,800	563,300	(3.8%)
Elections	13,000	13,000	0.0%
Finance	1,166,500	1,000,100	(14.3%)
Legal Services	481,700	490,500	1.8%
Human Resources	388,200	474,600	22.3%
Risk Management	212,200	223,900	5.5%
Community Development	1,381,100	1,229,500	(11.0%)
Information Technology	1,036,800	1,092,500	5.4%
Community Affairs	561,500	553,200	(1.5%)
General Government Buildings	517,000	578,800	12.0%
Customer Service	165,600	135,400	(18.2%)
Interdepartmental	768,400	754,400	(1.8%)
PACE/Police Station debt service	3,783,900	3,785,600	0.0%
Police	9,364,600	10,059,100	7.4%
Building Inspection	949,800	849,500	(10.6%)
Public Works	9,995,000	10,922,500	9.3%
Economic Development	287,800	279,900	(2.7%)
Economic Incentives	2,214,400	2,263,300	2.2%
Interfund Transfers	600,000	600,000	0.0%
Total Expenditures	\$ 35,131,500	\$ 36,530,400	4.0%

The 2012 annual budget maintains a healthy fund balance in the General Fund. The resulting fund balance is 42 percent of expenditures, well ahead of the Town policy amount of 16.7 percent.

Highlights of other funds

Conservation Trust Fund

A transfer to the General Fund from the Conservation Trust Fund is budgeted in 2012 to offset some of the parks maintenance costs. The transfer will be covered using \$300,000 of the \$350,000 expected 2012 revenues, leaving the \$2.7 million fund balance intact.

Parks and Recreation Fund

Revenue in this fund consists mainly of sales tax, which is projected to increase 2.4 percent or \$101,000 over the projected 2011 amount. A total of \$4.3 million in expenditures includes the following.

- \$1.18 million payment on the debt issued to construct the Parker Fieldhouse
- \$1.25 million to support the Parker Recreation Center
- \$839,000 for part of the total budget for parks maintenance
- \$96,000 to support the Mainstreet Center
- \$72,500 to construct an adaptive playground at Salisbury Park
- \$125,000 for engineering and construction drawings for an east/west regional trail connection between Jordan Road and Chambers Road, eventually completing a link from Parker to Chatfield State Park.
- \$12,000 trailhead visitor area at Norton Farms Open Space/Preservation Park.

Cultural Fund

2012 will mark the first full year of programming and operations of the new PACE Center, a family entertainment venue that hosts a variety of local, regional and national arts performances and expands the Town's successful educational programs in the arts and sciences. With 2012 being the first full year, revenues from tickets, class registrations, rental income, concession income and catering are expected to increase nearly 300 percent or \$541,500 to \$725,900. A transfer of \$600,000 from the General Fund will also support expenditures of \$1.6 million. Ending fund balance of \$419,000 is maintained at a level sufficient to provide necessary working capital and contingency reserves of at least two months and would be available for unexpected occurrences, such as an event cancellation or poor performance attendance due to weather or unforeseen circumstances.

Mainstreet Center

The Mainstreet Center provides rental space for artistic performances and recitals in the 200-seat auditorium, classroom experiences and youth sports programming in the center's gymnasium. A total of \$46,800 is budgeted for building improvements, including replacing the front doors, replacing the roof over the gym and an energy-conserving lighting system upgrade.

Public Improvements Fund

Projected revenues and beginning fund balance will provide total resources of \$8.9 million to the fund in 2012. The total \$6.1 million budget for expenditures includes the following:

- \$5.2 million to widen Hess Road between Motsenbocker Road and Great Plain Way.
- \$300,000 for median landscaping on the three medians on Jordan Road between Lincoln Avenue and E-470.
- \$200,000 for sidewalk gap closures and roadway safety enhancements.

Stormwater Utility Fund

A total of \$1.6 million is budgeted to provide for stormwater management, drainage repair and maintenance and capital projects. Capital projects include the following.

- Cherry Creek stabilization at Country Meadows open space - \$450,000. The total cost of this project is \$1.4 million, with the additional \$950,000 coming from Urban Drainage Flood Control District (UDFCD), Cherry Creek Basin Water Quality Authority (CCBWQA) and Douglas County.
- Cherry Creek stabilization at Norton Farms open space - \$40,000. This is design work for a total \$1 million stabilization project. The Town will contribute \$300,000 in 2013 for construction and the rest of the funding will be provided by UDFCD and CCBWQA.

Staffing

The chart below illustrates the change in FTE from the 2011 original budget to the 2012 original budget. The decreases are the result of the organizational right-sizing that occurred in March. The Police Department 0.8 FTE increase includes the elimination of 0.2 FTE and the addition of a full-time evidence technician, which was added due to the Town taking on property and evidence services for the City of Lone Tree. The new position is funded entirely by the City of Lone Tree. The Recreation Department 0.2 FTE increase is the result of changing the part-time Day Camp Coordinator to a full-time position to meet the demands of the Day Camp program. A total of 15.6 FTE remain unfilled as part of a soft-hiring freeze.

Fund/Department	2011 FTE	Added (Reduced)	2012 FTE	Vacant (SHF)
General Fund:				
Town Clerk	3.00	(0.50)	2.50	
Municipal Court	2.80		2.80	
Town Administrator	4.00	(1.00)	3.00	
Finance	13.00	(2.00)	11.00	1.00
Town Attorney	2.00		2.00	
Human Resources	5.00		5.00	
Risk Management	1.00		1.00	
Community Development	14.80	(2.80)	12.00	1.00
Information Technology	9.00		9.00	
Community Affairs	3.50		3.50	
Customer Service	3.60	(1.00)	2.60	
Police	90.20	0.80	91.00	1.80
Building Inspection	11.00	(2.00)	9.00	1.00
Public Works	52.20	(1.00)	51.20	5.00
Economic Development	1.00		1.00	
General Fund total	216.10	(9.50)	206.60	9.80
Parks and Recreation Fund	1.75		1.75	
Law Enforcement Assistance Fund	2.00	(0.50)	1.50	
Cultural Fund	5.00		5.00	
Recreation Fund	18.95	0.20	19.15	1.80
Mainstreet Center Fund	2.00		2.00	1.00
Stormwater Utility Fund	8.00		8.00	
Fleet Services Fund	3.40		3.40	
Facility Services Fund	12.40	(5.00)	7.40	3.00
Total FTE	269.60	(14.80)	254.80	15.60
SHF - soft-hiring freeze				

The net decrease of 14.8 FTE reduces the total FTE count to 254.8, a 5.5 percent decrease. The Town also employs between 200 and 250 part-time employees throughout the year, which are primarily for recreation services.

Fund/Department	2007	2008	2009	2010	2011	2012
General Fund:						
Town Clerk	3.00	3.00	3.00	3.00	3.00	2.50
Municipal Court	2.80	2.80	2.80	2.80	2.80	2.80
Town Administrator	5.00	5.00	5.00	5.00	5.00	3.00
Finance	13.00	13.00	14.00	14.00	13.00	11.00
Town Attorney	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	2.80	4.00	4.00	4.00	4.00	5.00
Risk Management	1.00	1.00	1.00	1.00	1.00	1.00
Community Development	15.80	14.80	14.80	14.80	14.80	12.00
Information Technology	8.00	9.00	9.00	9.00	9.00	9.00
Community Affairs	3.00	3.00	3.00	3.50	3.50	3.50
Customer Service	5.60	5.60	5.60	3.60	3.60	2.60
Police	86.00	90.00	90.20	90.20	90.20	91.00
Building Inspection	11.00	11.00	11.00	11.00	11.00	9.00
Public Works	45.20	49.20	50.20	52.20	52.20	51.20
Economic Development	-	-	1.00	1.00	1.00	1.00
total General Fund	204.20	213.40	216.60	217.10	216.10	206.60
Parks and Recreation Fund	1.76	1.76	1.83	1.75	1.75	1.75
Law Enforcement Assistance Fund	2.00	2.00	2.00	2.00	2.00	1.50
Cultural Fund	0.90	0.90	0.90	3.00	5.00	5.00
Recreation Fund	18.54	19.54	19.47	18.95	18.95	19.15
Mainstreet Center Fund	2.00	2.00	2.00	2.00	2.00	2.00
Stormwater Utility Fund	7.00	8.00	8.00	8.00	8.00	8.00
Fleet Services Fund	3.40	3.40	3.40	3.40	3.40	3.40
Facility Services Fund	9.20	10.20	10.20	12.20	12.40	7.40
Total FTE	249.00	261.20	264.40	268.40	269.60	254.80
% increase	4.7%	4.9%	1.2%	1.5%	0.4%	-5.5%

Acknowledgements

Again, we are pleased to provide you this year's budget. The annual budget was adopted by Town Council on November 21, 2011. Council and staff worked hard over the course of several months in 2011 to develop this financial plan for 2012 and we would like to extend our sincere thanks and appreciation to the entire Town Council, department directors and staff for their valuable assistance and input. The Town welcomes citizen comments and questions about this budget.

Respectfully submitted,


 Randy Young
 Town Administrator


 Mike Farina
 Finance Director



2012 Vision, Mission, Goals and Strategic Initiatives

Each year, as a part of the budget process, the Town develops new or updates existing goals that seek to achieve our long-term vision and mission statements. Shorter term strategic initiatives are also updated or added to guide the Town towards achieving the long-term goals.

Vision

Parker will be a full-service community with a hometown feel.

Mission

The mission of the Town of Parker is to serve our citizens, businesses and visitors by enhancing the health, safety and welfare of our community. We promote a strong, diverse economy and provide a wide range of services while maintaining our hometown feel.

Goals and Strategic Initiatives

Economic Development

We will create a community with a broad-based economy by encouraging and supporting development that will allow residents to live, work, shop and play in Parker.

- Attract new businesses to enhance the Town, emphasizing creation of primary jobs and reducing vacancy rates in existing office, industrial and retail spaces.
- Provide a healthy, sustainable and diverse retail tax base to increase Town sales tax.
- Retain and expand current businesses in the Town.
- Create a strategy and tools to revitalize aging commercial, office and industrial developments to improve the image of the Town.

Community Enhancement

We will create a community where residents always feel at home by providing needed facilities, infrastructure, services and maintenance while enhancing the image and identity of our town.

- Work to maintain current level of service to citizens in an environment of constrained resources.
- Explore options for partnerships with public and private agencies to maximize resources and create community value.

Core Values

We are committed to maintaining a friendly, home town atmosphere through emphasis on our core values: teamwork, quality service, integrity and innovation.

- Promote and reinforce the Town's Core Values through training, employee events and recognition.

Government Transparency/Accountability

To increase public participation and the level of transparency and accountability to our citizens.

- Engage in strategic planning for the future of our community and organization through the development and implementation of accreditation processes and master plans.
- Use all available tools to make information more easily available and encourage community participation on major issues and decisions.



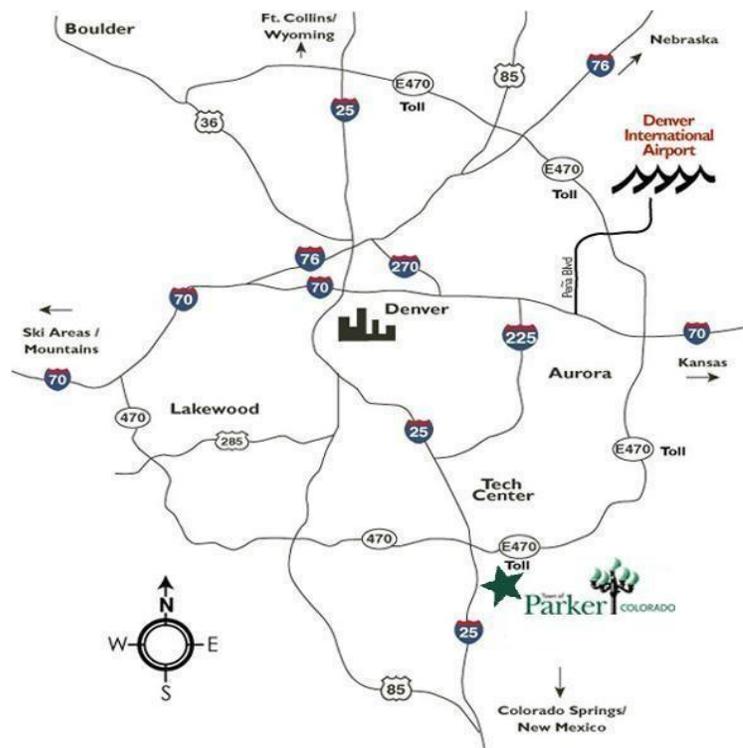
Town Profile

The Town is located in southeast Metro Denver and northern Douglas County. With more than 46,000 residents, the Town boasts a highly-educated population with average household incomes that exceed most of the Denver metropolitan area.

Parker is a well-planned community that offers excellent opportunities for investors, retailers and developers to relocate or expand. Both businesses and residents enjoy the open space and trails, recreational amenities, opportunities for community involvement and great schools. They also enjoy a wide range of shopping venues, access to many modes of transportation and quality services.

History

Parker's very modest beginning came in 1860, when a one-room shack was moved from Pine Grove to Cherry Creek to serve as a stage stop called the Twenty Mile House. The humble little shack grew into a 10-room inn and eventually became a major stopping point for the railroad in 1882 under the ownership of James S. Parker.



When the Town incorporated in 1981, it was one square mile and had a population of 285. Since then, Parker has transformed from the rural equestrian capital of Colorado to an exciting town with beautiful open spaces and well-planned residential and commercial developments. Today, Parker is a little over 20 square miles and has a population of approximately 45,000. At 5,900 feet above sea level, our climate is known to be one of the best in the nation with more than 300 days of sunshine, clear blue skies and less than 15 inches of precipitation each year. The municipalities of Lone Tree and Aurora are directly adjacent to Parker while Castle Rock is located just to the south.

Governance

The Town is a home rule municipality that is governed by a Council-Administrator form of government. The community at large elects six Councilmembers and the Mayor to staggered four-year terms such that no more than three Councilmember terms expire every two years. Councilmembers and the Mayor are limited to two consecutive four-year terms.

Town Council is given the power by the Town Charter to enact and provide for the enforcement of ordinances, make policy decisions and approve the Town budget. They also hire, supervise and direct the Town Administrator, Town Attorney and Municipal Court Judge. The Town Administrator carries out the Council's directives and is responsible for all other Town staff and day-to-day activities.

Parker Amenities

Healthcare

State-of-the-art Parker Adventist Hospital is located in Parker and offers a wide array of specialists and services, including a branch of The Children's Hospital. New medical offices and practices continue to locate near this facility and the surrounding area. In addition, Skyridge Hospital in Lone Tree is 10 miles west of Parker and continues to attract a high quality workforce to the community. Since their opening, both hospitals have added new facilities to accommodate the growth that Parker and Douglas County have experienced in recent years.

Parker is also home to the Rocky Vista University College of Osteopathic Medicine. The Rocky Vista campus includes state-of-the-art technology, AV capabilities and educational support which are evident throughout the approximately 145,000 square feet of campus and buildings of the University.

Water

Three special districts serve the greater Parker area's water needs: Parker Water and Sanitation District, Cottonwood Water and Sanitation District and Stonegate Village Metropolitan District. Currently, most of the Town's water comes from ground water; however, long-range projections by Parker Water point to a water shortage. To resolve this issue, Parker Water is constructing a reservoir to meet expected future demand from Parker and other neighboring communities in Douglas County. The Reuter-Hess Reservoir will serve Parker's ongoing water needs and will solve the projected water shortage problem. It is anticipated that completion and filling of the reservoir will be in the spring of 2012.

Roadways and Travel

Parker is located in northeast Douglas County approximately five miles east of I-25. The E-470 toll way runs through the northern area of town and the 15 to 20 minute commute to the Meridian, Inverness and Denver Tech Center business parks is easily made via the expressway.

Minutes away from downtown Parker, Centennial Airport is the third busiest general aviation facility in the country, handling corporate and charter air traffic.

Denver International Airport is approximately 30 miles northeast of Parker and can easily be reached in 30 minutes via E-470.



South Parker Road (Highway 83) provides connectivity and convenient access for commuters. The Regional Transportation District (RTD) also serves the Parker community by providing rapid transit services, including the Light Rail on Lincoln Avenue and a Call-N-Ride system to various businesses and residents.

Housing

Parker's residential communities include a variety of well-planned housing opportunities, ranging from entry level homes to luxury executive housing to multi-family townhomes, condos and apartments. Mixed-use neighborhoods are being developed in Parker, as well as a variety of homes along golf courses, parks and open space. The median home value is in the low \$300,000's.

Recreation

Parker residents enjoy a wide variety of recreational activities. There is one library, a senior center and 12 public parks. The public parks contain a variety of facilities including soccer, baseball and softball fields, basketball courts, tennis courts, a skate park, walking trails, picnic pavilions and playgrounds.

The Town's Railbender Skate and Tennis Park opened in 2009 and quickly became a favorite for many local in-line skaters and skateboarders. The Town also has two recreation centers which are fully utilized by the citizens.



The Parker Fieldhouse, which opened its doors in 2007, is a 100,000-square-foot structure that features two regulation or four youth-sized basketball courts, a 25-foot indoor climbing wall, a 185 x 85-foot inline hockey rink, a 170 x 85-foot turf field, a fitness center, a running track, batting cages and a play structure for children. Since it opened, program participation has exceeded expectations.

The Recreation Center is home to an Olympic-size indoor swimming pool that is used by the high school swim teams, as well as for swimming lessons, exercise classes and year-round recreational swimming. There are basketball courts, a work-out area with state-of-the-art equipment, a cycling area and classrooms for various activities.

The H2O'Brien Pool is an outdoor swimming pool that features slides, a zero-depth entry, water cannons and a fort in the pool that allows kids and adults to play and relax.

Of course, Parker recreation is much more than facilities. Our community enjoys a full range of adult and youth programming choices. Offerings include year-round swimming lessons, youth and adult special interest classes, arts and crafts classes and cultural events. Recreational sport leagues are available year-round for nearly all age groups.

Many residents take advantage of Parker’s close proximity to the Rocky Mountains and enjoy skiing at world-class ski resorts, hiking, fishing and just being outdoors. All of the major professional sports are close by including football, basketball, hockey, baseball, soccer and lacrosse.

Arts, Culture and Events

From festivals and events to public arts and performances, Parker is an exceptionally artistic and creative community.

The brand new Parker Arts, Culture and Events (PACE) Center opened in the fall of 2011 and is home to a 500-seat theater, 250-seat amphitheater, art gallery, event room, dance studio, culinary teaching kitchen, visual arts studios, media room and several classrooms. The PACE Center provides a wide variety of family-oriented cultural, arts, scientific and educational programming to the region and serve as a rental venue for community, business and social events.

The Mainstreet Center, located in the heart of downtown Parker will continue to house fantastic events, shows, classes and art. Originally opened in 1915 as the Parker School House, the building operated as a school until 1967. It was acquired by the Town in 1995 and renamed the Mainstreet Center. The center’s auditorium seats 200 and hosts cultural events including plays, concerts, children’s performances, recitals and large classes. The gymnasium is home to numerous youth sports and other recreation activities. It is also the site for year-round events including tot classes, music, theater, languages and art.

Education

Parker is served by the Douglas County School District Re. 1(DCSD). The third largest school district in the state, DCSD serves more than 61,000 students and is one of the highest performing districts in Colorado. There are four high schools, three middle schools, 10 elementary schools and three charter schools that serve the Parker area.

In addition to the Rocky Vista University College of Osteopathic Medicine, Parker is also home to the Arapahoe Community College Parker Campus, which provides a convenient location for educational opportunities for higher education to those living or working in and around Douglas County.

Parker Tax Rates

The Town’s sales tax rate is three percent and is the largest revenue source for the Town. The total sales tax rate in Parker is 8 percent and includes the state, county and RTD. Of the Town’s 3 percent sales tax, 2.5 percent is directed to the General Fund to support the majority of the Town’s operations including public safety and public works. The other 0.5 percent is dedicated to meeting parks, recreation and open space needs.

The Town’s property tax rate is 2.602 mills, which is one of the lowest property tax rates in the state.

The total sales tax rate within the Town is 8 percent, which is made up of the combined tax rates of the following jurisdictions.

Town	3.0%
County	1.0%
State	2.9%
<u>RTD/SCFD</u>	<u>1.1%</u>
Total	8.0%

Economy and Demographics

In addition to the excellent recreation, education, health care, transportation access and water amenities currently available, strong demographics in Parker and nearby Douglas County communities support the Town's economic activity and growth. The following set of data and graphical information illustrates various demographic and economic indicators of the Town and the surrounding area.

Building Permits - Parker						
Year	New Single Family		New Multi-Family		Commercial	
	Permits	Value	Permits	Value	Permits	Value
2006	590	\$ 163,775,837	9	\$ 3,124,105	628	\$ 37,527,688
2007	232	\$ 67,334,924	3	\$ 618,078	582	\$ 75,476,426
2008	142	\$ 45,050,250	0	\$ -	615	\$ 45,345,961
2009	43	\$ 16,005,637	0	\$ -	631	\$ 41,666,769
2010	112	\$ 32,509,630	0	\$ -	466	\$ 36,123,583
2011	183	\$ 55,076,498	7	\$ 1,338,620	416	\$ 25,251,892
2012 proj	100	\$ 30,390,000	0	\$ -	560	\$ 15,630,000

Assessed Valuation - Real Property (by year tax is collected)				
Year	Commercial/ Industrial	Residential	Other non-exempt	Total
2006	\$ 129,147,000	\$ 253,602,000	\$ 44,771,000	\$ 427,520,000
2007	\$ 138,392,000	\$ 276,215,000	\$ 51,425,000	\$ 466,032,000
2008	\$ 154,483,000	\$ 314,795,000	\$ 57,822,000	\$ 527,100,000
2009	\$ 170,354,000	\$ 323,750,000	\$ 57,543,000	\$ 551,647,000
2010	\$ 191,563,000	\$ 321,775,000	\$ 48,508,000	\$ 561,846,000
2011	\$ 200,349,000	\$ 323,341,000	\$ 47,098,000	\$ 570,788,000
2012	\$ 184,847,000	\$ 303,025,000	\$ 38,857,000	\$ 526,729,000

Largest Employers in the Town of Parker		
Name of Employer	Product or Service	# Employees
Parker Adventist Hospital	Health care	685
Town of Parker	Local government	492
Walmart	Retail	375
King Soopers (two stores)	Retail grocery	355
Lifetime Fitness	Fitness and health	294
Costco Wholesale	Wholesale retail	200
Super Target	Retail	175
Oralabs, Inc.	Manufacturing health/beauty	170
Kohl's	Retail	165
Lowe's	Service care	156

	2006	2007	2008	2009	2010	2011
Douglas County	2.6%	2.2%	3.0%	5.1%	5.2%	4.8%
Denver	4.5%	4.0%	5.0%	7.9%	8.7%	8.0%
Colorado	4.3%	3.9%	4.9%	7.7%	8.9%	7.9%
U.S.	4.4%	5.0%	7.3%	9.9%	9.4%	8.5%

Sources: Town of Parker, Douglas County, www.bls.gov

Budget Process

The Finance Department is responsible for the budget preparation process and organizing the data submitted by each department. The budget and budget document are prepared using the requirements and guidelines of the Town Charter, State budget law and the Government Finance Officers Association. The Town prepares an annual budget for each calendar year.

Budget Calendar

The steps that occur during the annual budget cycle are as follows:

- Town goals are developed or reaffirmed by the Town Council. Budget requests must state how they meet some or all of the goals.
- Specific budget requests are completed by the departments for the purpose of identifying and justifying additional funding for new staff or equipment. Requests are also received for special projects and changes to other line items.
- The executive management team reviews each budget request and proposed compensation increases and makes recommendation to the Town Council. Study sessions throughout the process are held to inform and seek the input of the Town Council and adjustments are made as necessary.
- A proposed budget must be submitted to the Town Council by Oct. 15. The Town Council must then hold a public hearing on the proposed budget by Nov. 15 and adopt the budget and the annual appropriations by Dec. 15.

Citizen Involvement in the Budget Process

Citizen involvement is a way of making decisions that ensures the participation of the people affected by those decisions. The proposed budget and detailed justifications for capital outlay and staffing additions are made available on the Town's Web site prior to adoption. Through the Talk of the Town newsletter and an email blast, interested citizens are made aware that the proposed budget is available online for their review and they are invited to provide feedback regarding the proposed budget. Two public hearings are held as Council considers the annual budget adoption. Prior to adoption of the budget, the Town holds several study sessions which are open to the public. At these meetings, Council and staff openly discuss budget requests, including proposed major capital projects and new staff positions, capital outlay and special project items.

General Financial Policies

The Town of Parker has an important responsibility to its citizens to account for public funds and manage municipal finances wisely. This section provides a summary of the significant elements of the adopted 2012 Annual Budget and major financial policies in place to ensure that the funding for the Town's services is managed in a responsible manner.

The Town of Parker prepares the operating and capital budgets simultaneously on an annual basis. All funds are included in the operating budget.

Balancing the Budget

- Proposed expenditures must be equal to or less than forecasted revenues and fund balance for any budgeted year in all funds contained in the budget.
- The budget must be balanced when it is formally presented to the Town Council by the Town Administrator and when it is passed by the Town Council.
- Sales and excise taxes are the primary revenues used by the Town to offset expenditures and balance the budget. Property taxes, charges for services and other revenues are also used to balance the budget.
- Alternative forms of revenue may be used to balance the budget, such as bonds, grants, and lease and purchase agreements.
- Revenues remaining from the previous year will be placed in the fund balance and can be used for the purpose of balancing the budget, as long as the Council-mandated contingency amount is maintained.

Budget Reserves

- Non-appropriated General Fund balance will be maintained at levels sufficient to provide necessary working capital and contingency reserves at the level of at least two months (16.7 percent) of expenditures for the budget year. In addition, reserves for future major capital expenditures may be accrued in the fund balance.
- Non-appropriated emergency reserves will be maintained at three percent of budgeted expenditures, in accordance with Amendment One (TABOR).
- Use of the budget reserves must be recommended by the Town Administrator and be approved by a majority vote of the Town Council.

Revenues

Revenue Limitation

In 1992, voters approved an amendment to the Colorado Constitution that places limits on revenue and expenditures of the state and local governments. Even though the limit is placed on both revenue and expenditures, the constitutional amendment in reality applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder Consumer Price Index plus local growth (new construction and annexation). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded to the citizens. Federal grants or gifts to the Town are not included in the revenue limit.

In April 1996, the Town of Parker's voters approved a ballot measure that allows the Town to retain revenues that exceed the growth limit imposed by Article X, Section 20. The measure was effective for 1996 and ensuing years.

One-time Revenues

One-time revenues are federal, state or private grants and tax windfalls that may occur in any given year.

- Grants must be shown as revenue in the appropriate fund and approved for expenditure by the Town Council. Also, the funds may only be used for the intended purpose as outlined by the contributing party.
- One-time revenues, such as tax windfalls, will be placed into the fund balance of the appropriate fund. The funds can be utilized only after the Town Council has approved the expenditure.

Service Charges and Fees

Service charges and fees should be reviewed annually. This review process should coincide with the annual budget process.

Temporary Loans between Funds

The transfer of revenues between funds to cover temporary short-falls in cash revenue is at the discretion of the Finance Director, but is only permissible under the following circumstances:

- A temporary loan can be made to funds that may experience a revenue lag due to collections.
- A temporary loan can be used to satisfy a shortfall in a transfer to a subsidized fund until the budget can be revised to the required transfer amount.

Expenditures

Expenditure Types

The expenditure types that are used throughout all Town's funds include personal services, supplies, purchased services, capital outlay, debt service, contributions, interfund transfers and other.

Personal Services

Only positions approved by Council may be filled. New positions may not be created during the year without Council approval.

Budget Reallocation

Budget reallocations may be made between line items by completing a budget reallocation form and obtaining the approval of the Town Administrator and Finance Director. Reallocations must be approved before goods or services are ordered. Budget reallocations to or from personal services line items will not be approved.

Capital Outlay

Capital outlay funds are to be appropriated for specific capital assets. Purchasing, acquiring or constructing a capital asset must be verified by the Finance Department prior to the purchase or contract to ensure that the expenditure of capital outlay funds has been specifically approved by

Council during the budget process. Expenditure of capital outlay funds that are not on the approved list must be approved by the Town Administrator before making the purchase.

Enterprise Funds

Enterprise funds act like a private sector enterprise and revenues must cover 100 percent of the expenditures.

Authority over Expenditures

All expenditures for a department must be authorized by the Department Director. The ultimate responsibility of a departmental budget lies with that Department's Director. Directors must approve all disbursements by signing the source document to be paid or in a manner that signifies their approval.

There are certain instances in which an additional signature or delegated approval signature may be desirable for the Director.

- The Department Director may delegate their approval to a direct report when the director will be away from the office for a period longer than one (1) week.
- The Department Director may delegate their approval on invoices or other cash disbursements under \$1,000 to a direct report.
- The Department Director may delegate their approval to another director for purchases that are routinely made by the other department on behalf of their department.
- In all of these instances, written authorization delegating the Department Director's approval must be submitted to the Finance Department.

Executive Termination of Approved Spending

The Town Administrator may stop a department from spending appropriated funds in the event there is evidence that funds are being misused. The Town Administrator must present the reasons for the action to the Town Council within 30 days of the expenditure stoppage.

Debt Management

Short-term Debt/Lease-purchase Agreements

Short-term borrowing or lease-purchase contracts should be considered for financing major operating capital equipment when the Finance Director, along with the Town Administrator, determine that this is in the Town's best financial interest and the Town Council concurs. Lease-purchase decisions should have the approval of the appropriate operating manager.

Long-term Debt

Long-term debt will not be used to finance current operating expenses. When long-term debt is warranted for a project, the payback period for bonds used for the project must not exceed the useful life of the project.

Bond Rating

The Town will attempt to obtain the best possible bond rating and to maintain a favorable rating through prudent financial management and adherence to a policy of full disclosure on financial reports.

Voter Approval of Debt

As required by the Town Charter and State Statute, appropriate elections will be held to obtain voter approval for debt issuance.

Budget Amendments

The Town Council may make additional appropriations by ordinance during the fiscal year for unanticipated expenditures of the Town. Such appropriations shall not exceed the amount by which actual and anticipated revenues of the year exceed the revenues estimated in the budget, unless the appropriations are necessary to relieve an emergency endangering public peace, health, safety or property.

Budget Overview





Budget Overview

The 2012 budget is balanced and was developed to ensure that all services to our citizens, businesses and visitors are maintained, while preserving the long-term financial health the Town has come to enjoy over the years.

Budgetary Accounting Basis

The 2012 budget conforms to the generally accepted accounting principles as established by the Governmental Accounting Standards Board. The Town's accounts are organized by fund, which is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. The Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. Within the annual budget, all of the various funds are grouped into the following fund types:

- Governmental funds – includes the General Fund, special revenue funds, capital project funds and debt service funds
- Proprietary funds – includes enterprise funds and internal service funds

The Town uses a modified accrual basis of accounting for both budgeting and accounting. Under the modified accrual basis, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the period in which the fund liability is incurred, if measurable, except for interest on general long-term debt that has not yet matured, which is recognized when due.

Major Funds

The Town reports the following major governmental funds:

General Fund – This is the Town's primary operating fund. It accounts for all financial resources of the Town except those required to be accounted for in another fund.

Parks and Recreation Fund – Accounts for the resources accumulated and expenditures made for the acquisition, development and maintenance of parks, open space and recreational facilities.

Public Improvements Fund – Accounts for the financing and construction of street and street-related improvements.

The Town reports the following major proprietary fund:

Stormwater Utility Fund – Accounts for the collection of stormwater fees from residential and commercial property owners in the Town. These fees are used to fund the planning and construction of drainage improvements, maintenance of storm sewers and detention facilities, and monitoring and safeguarding water quality.

Other (Non-Major) Governmental Funds

Special Revenue Funds

Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) that are restricted to expenditures for specific purposes. The Parks and Recreation Fund, discussed in the Major Funds section above, is a special revenue fund.

Conservation Trust Fund – Accounts for lottery proceeds from the State of Colorado and the subsequent transfer of those monies for expenditures for parks and recreation purposes.

Law Enforcement Assistance Fund – Accounts for Victim Assistance Law Enforcement (VALE) grant funds and court surcharge revenues that are used to fund the victim/witness program and other Police-related expenditures.

PACE Fund – Accounts for grant revenues and expenditures related to bringing arts and cultural activities to Parker as well as the new PACE (Parker Arts, Culture and Events) Center that opened 2011.

Recreation Fund – Accounts for the revenue and expenditures of all recreation programs and the operations of the Recreation Center, Parker Fieldhouse and H2O'Brien.

Mainstreet Center Fund – Accounts for the revenues and expenditures of the Mainstreet Center, which is used for cultural, recreational and community events.

Capital Facilities Reserve Fund – Accounts for funds transferred from the General Fund for the purpose of saving for future capital facility needs.

Capital Projects Funds

Capital projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and infrastructure other than those financed by other funds including the General Fund, Parks and Recreation Fund and the Stormwater Utility Fund. The Public Improvements Fund, discussed in the Major Funds section above, is a capital projects fund.

Excise Tax Fund – Accounts for the collection of excise tax on new development for the purpose of building streets, parks and recreation facilities, and police and municipal facilities. At Town Council's discretion, accumulated funds are transferred to the fund where the expenditures will take place.

Police Station and PACE Center Construction Fund – This fund was created in 2009 and accounted for the construction of the new Police Station and the new PACE Center.

Parkglenn Construction Fund – Funds are being held in this fund for a traffic signal to be installed at the Parker Road and Parkglenn Way intersection when federal warrants are met.

Debt Service Funds

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs.

Recreation Debt Service Fund – Accounts for payments of principal and interest on the 2006 sales and use tax issued to construct the Fieldhouse and the refunding of the 1993 sales and use tax refunding bonds issued to build the Recreation Center.

Enterprise Funds

Enterprise funds account for activities that are operated in a manner similar to private business, where costs are predominantly supported by user charges or where management has decided periodic determination of revenues, expenses and changes in net assets are appropriate. The Stormwater Utility Fund, discussed above in the Major Fund section, is the Town's only enterprise fund.

Internal Service Funds

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units on a cost reimbursement basis.

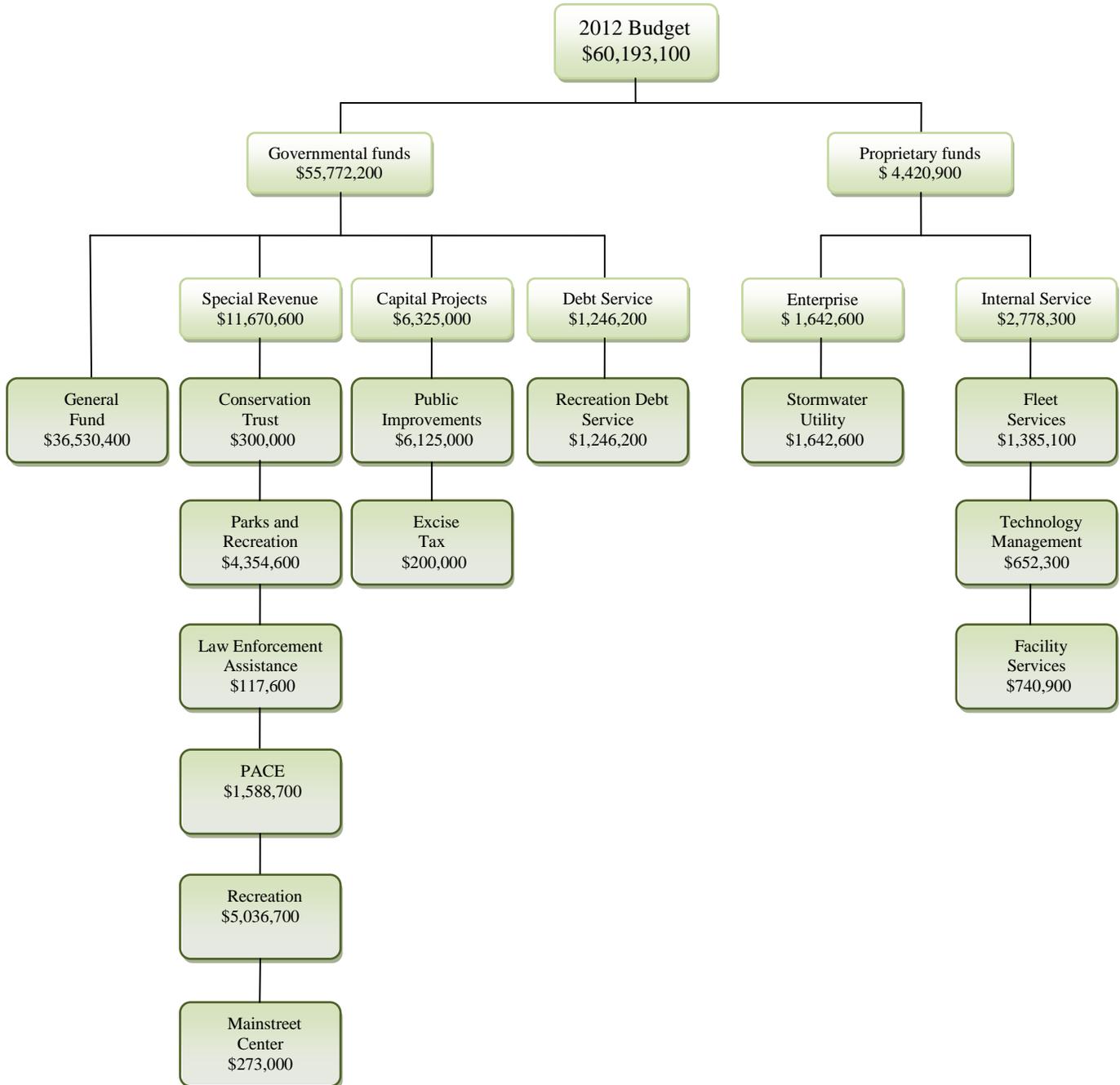
Fleet Services Internal Service Fund – Accounts for repairs and preventative maintenance of Town vehicles and vehicle-related equipment. Revenue is derived from participating departments based upon services rendered.

Technology Management Internal Service Fund – Accounts for the purchasing of computer equipment, software, licenses, copiers, and computer repair and maintenance for all departments of the Town. Revenue is derived from all departments based on their estimated share of these costs.

Facility Services Internal Service Fund – Accounts for the cleaning and maintenance of Town facilities. Funding is charged to applicable departments based on the square footage and amount of usage of each building.

Fund Structure

The following chart illustrates the fund structure and the various funds the Town uses. Also shown is the total budget, the total budget for each fund type and the budget for each fund. The total appropriation amount for all funds, including interfund transfers, is \$60,193,100.



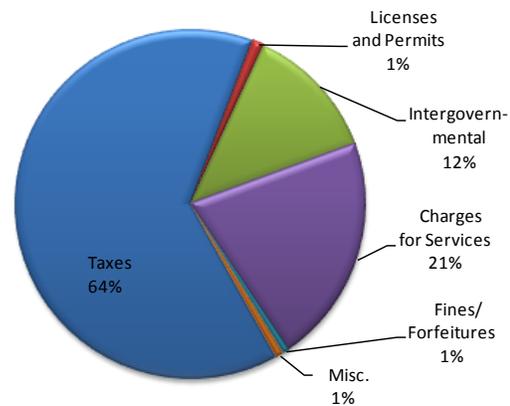
Major Revenues and Expenditures

The following is an overview of the major revenues and expenditures that can be found in the 2012 budget, including an explanation of how the revenue is forecasted.

Revenues

The largest source of revenue for the Town comes from taxes at 64 percent for 2012. This provides the majority of funding for Town services including public safety, public works, community development and administration. Capital projects also receive some of their funding from taxes. Tax revenue is received in the General Fund, Parks and Recreation Fund, Public Improvements Fund and the Excise Tax Fund.

2012 Revenue Sources - All Funds



Property Taxes

Property taxes are paid based on the assessed value of the property, as determined by the County Assessor. Statute provides that the actual value of property is not the taxable value. Rather, the taxable value is a percentage of the actual value. The percentage is called an “assessment rate,” and the resulting value is called the “assessed value.” The current assessment rates are 7.96 percent for residential properties and 29 percent for all other properties. Taxes are levied in the current year and are due in the following year, thus the 2012 property tax that the Town will receive is from taxes levied in 2011.

The 2012 mill levy rate for the Town of Parker is 2.602 mills. The rate is the same as 2011 and is one of the lowest rates in the metro area. One mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 in assessed property value. To calculate the property tax, the mill levy is multiplied by the property’s assessed valuation and that result is divided by 1,000.

Property Tax Revenue			
Year collected:	2010	2011	2012
Mill Levy	2.602	2.602	2.602
Assessed Valuation	\$ 597,008,960	\$ 603,607,820	\$ 556,939,889
Property Tax Revenue	\$ 1,553,417	\$ 1,570,588	\$ 1,449,158

All property taxes are collected by the Douglas County Treasurer and go to support the governmental agencies that service the particular property parcel. The Town is only one of several taxing entities for which the County collects property tax. The total mill levy for real property in the Town can be between 80 and 150 mills.

Forecasting:

A “Certification of Valuation” form is received from Douglas County that provides the Town’s total assessed valuation. Property tax revenue is then calculated for the upcoming year and is included in the General Fund.

Specific Ownership Tax

Douglas County collects specific ownership tax on a vehicle when it is licensed. The ownership tax portion of a vehicle registration is based on the original taxable value (sticker price) of the vehicle. This tax is a personal property tax, which is distributed to the various taxing entities in

accordance with the mill levies that are established in the county. Although the taxable value will always remain the same, the percentage of tax charged reduces as the vehicle ages.

Forecasting:

The specific ownership tax helps fund the General Fund. The 2012 revenue is projected to increase 2 percent. Historical trends are used for forecasting this revenue stream.

However, in the recent economy, declining automobile prices and the number of sales over the past year has factored into our recent forecasts.

Sales Tax

Sales tax is the largest revenue source for the Town. The Town's sales tax rate is 3 percent. Sales tax is collected on all goods sold at retail within Town limits and on goods delivered into the Town. Of the 3 percent sales tax, 2.5 percent supports General Fund operations and 0.5 percent is dedicated to the Parks and Recreation Fund.

Sales Tax Rate in Parker		
Town of Parker	3.0 percent	Paid to the Town of Parker
State of Colorado	2.9 percent	Paid to the State of Colorado
Douglas County	1.0 percent	Paid to the State of Colorado
RTD/SCFD	1.1 percent	Paid to the State of Colorado
Total	8.0 percent	

The total sales tax rate in Parker is 8 percent and is the combination of tax rates for the Town, Douglas County, the State and RTD/SCFD. Total sales tax collected for 2012 is projected to be \$26.1 million, which is 85 percent of the total taxes collected by the Town.

Forecasting:

Sales tax is typically projected based on the prior year's sales tax plus a factor for population growth, inflation and an estimate based on known new retailers. The Town also uses forecasts for future retail sales made by the State's economists. Considering each of these factors, a conservative estimate is made for Town sales tax. Sales tax revenue is expected to increase approximately 2.4 percent in 2012.

Use Tax

The Town collects use tax on construction materials and motor vehicles. Use tax on construction materials is collected when a building permit is issued. Use tax on motor vehicles is collected by Douglas County for all vehicles purchased by Parker residents and businesses. The County forwards the use tax to the Town. The Town's use tax rate is 3 percent, of which 2.5 percent is allocated to the Public Improvements Fund and 0.5 percent is allocated to the Parks and Recreation Fund.

Forecasting:

Use tax is based on an estimate of residential and commercial construction activity for the upcoming year. Construction activity is based on historical trends in prior years and current year activity. Construction activity for the past few years has fallen sharply and our estimates have reflected that in the past several years. Construction activity has picked up since the latter part of 2010 and the trend has continued through 2011. Based on the current activity, our use tax estimates are based on issuing 100 building permits in 2012 and conservatively projecting commercial and other construction activity lower than current projections for 2011.

Building permits and valuation projections						
	2007	2008	2009	2010	2011 proj.	2012 proj.
SFR - # permits	232	142	43	112	164	100
SFR - valuation	67,335,000	45,050,000	16,005,637	32,509,630	48,380,000	30,390,000
commercial new - valuation	65,562,000	36,044,000	33,383,717	36,123,583	10,000,000	8,755,000
commercial new - square footage	511,303	358,651	499,406	169,691	100,000	85,000
other permits - valuation	15,607,000	13,582,000	35,994,993	11,017,249	9,100,000	11,975,000
SFR = single family residential						

Excise Tax

Excise tax is paid by the builder at the time a building permit is issued for a new residential or commercial project. The purpose of this development-related tax is to provide revenue to meet the increasing costs of providing services necessitated by the Town's growing population and is mostly dependent on single-family home construction. Revenue from this tax is allocated to the Excise Tax Fund and at Council's discretion may be used for streets capital projects, parks and recreation purposes, expansion of administrative facilities and for law enforcement purposes.

The amount of tax collected on a per unit basis is as follows and may be adjusted annually for inflation:

- \$4,190 for each new single-family dwelling
- \$3,351 for each new attached dwelling (townhomes and condominiums)
- \$3,037 for each new apartment dwelling
- \$0.31 per square foot for non-residential commercial space

Forecasting:

The projected amount is largely based on the estimated number of homes. A component of the projection also includes an estimate of new commercial square footage based on historical trends and discussions with the Community Development department. We believe the dramatic decrease in construction activity beginning in 2006, particularly in the residential market, has reached the bottom. Although we expect to see \$740,000 in revenue in 2011, up from our original forecast of \$238,000, we remain conservative with our 2012 forecast of \$458,300.

Building Permit Revenue

Developers and builders must obtain building permits prior to starting construction on any residential or commercial project. The building permit fee pays for the direct and indirect costs of plan review and building inspections that ensure safety and is included in the General Fund.

Forecasting:

Similar to use tax and excise tax, building permit revenue is projected based on the expected level of building activity for the year.

Highway User Tax

The State of Colorado collects this tax on sales of gasoline and remits it to jurisdictions based on the number of road miles and on the number of vehicle registrations. The Highway User Tax revenue helps fund road and bridge maintenance and is accounted for in the General Fund.

Forecasting:

An estimate is provided by the State.

Road and Bridge Shareback Revenue

Douglas County remits one-half of the county property taxes collected from Parker residents from the Road and Bridge mill levy. This revenue supports the maintenance of roads and bridges and is accounted for in the General Fund.

Forecasting:

An estimate is provided by the County based on assessed value and the mill levy.

Roads Sales and Use Tax Shareback

Douglas County collects a 0.4 percent roads sales and use tax county-wide and then remits 75 percent of the amount collected within Parker town-limits to the Town. This revenue helps fund the construction of new road projects and is accounted for in the Public Improvements Fund.

Forecasting:

Although the county's sales tax has a different base than the Town's sales tax (it excludes tax on groceries and utilities), the shareback amount is estimated the same way as the Town's sales tax. The use tax shareback is also estimated the same way as the Town's use tax and is exactly 16 percent of the Town's use tax estimate.

Charges for Services

Included in this category are user fees paid by citizens participating in recreation programs (Recreation Fund); developers or builders for plan checks or zoning requests on their projects (General Fund); and residential or commercial property owners for stormwater management (Stormwater Utility Fund). The revenue received is used to pay for the cost of service being provided.

Forecasting:

Projections are based on growth, current and historical trends and changes in fee rates, if any.

Expenditures

The Town divides expenditures into account groups that describe how funds are being spent. The account groups are listed below and the total expenditures for each of these categories are displayed in the table below, along with the percentage of the budget they make up.

- | | |
|----------------------|-----------------------------------|
| - Personal services | - Contributions and contingencies |
| - Supplies | - Economic development |
| - Purchased services | - Capital outlay |
| - Debt service | - Interfund transfers |

Personal Services

Personal services make up the largest component, 41 percent, of the Town's 2012 budget. Personal services are the salary and benefits for all regular, part-time and seasonal employees. Of these costs, salary makes up 81 percent of total personal services. Health insurance and retirement benefits are the next highest components at 8 and 7 percent, respectively.

Supplies

Supplies make up four percent of the 2012 budget. Included in this category are general supplies, small tools and equipment, furniture and fixtures, computers and software, books and periodicals and meeting and meal expenses.

Purchased Services

This category is for non-employee services provided to the Town and makes up 26 percent of the 2012 budget. This category includes professional services, repair and maintenance of equipment, buildings and infrastructure, utilities, telephone, radio, travel, training, memberships, dues, and property and general liability insurance.

Capital Outlay

Capital outlay makes up 14 percent of the 2012 budget. A capital outlay item is an acquisition of a fixed asset greater than \$5,000 with a useful life of one year or more and includes land, buildings and building improvements, machinery and equipment, furniture and vehicles. It also includes infrastructure. Capital outlay expenditures are detailed in the budget detail section by department and in the appendix to this document.

Debt Service

This category is for the repayment of all long-term financial obligations of the Town and is 9 percent of the total expenditures. Debt service is recorded in the General Fund for the repayment of the Certificates of Participation that were issued in 2009 to finance the construction of the Police Station and the PACE Center and in the Recreation Debt Service Fund for the repayment of the bonds issued in 2006 to finance the construction of the Parker Fieldhouse. Detailed information on Town debt service immediately follows this section.

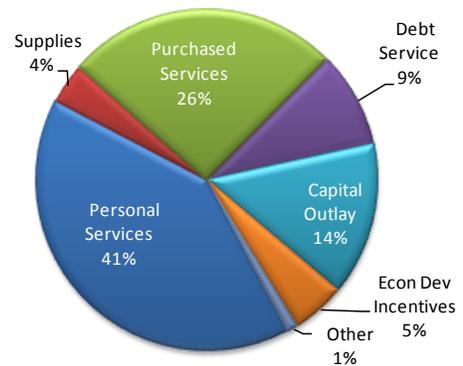
Economic Development Incentives

Included in this category are expenditures for small business assistance and economic incentive revenue shareback agreements. These expenditures make up 5 percent of the 2012 budget.

Interfund Transfers

At Council's discretion, revenue collected in one fund may be transferred to another fund for an appropriate purpose. For example, in the 2012 budget, the 0.5 percent sales tax that is dedicated to parks and recreation purposes and accounted for in the Parks and Recreation Fund is transferred to the Recreation Debt Service Fund to repay the 2006 COPs and to the General Fund to pay for park maintenance.

2012 Expenditures by type - All Funds



Debt Service and Financial Obligations

Occasionally, the Town has issued debt as a means of providing the necessary funding to construct major capital projects. When advantageous, the Town has also used long-term financing to fund land and major equipment purchases.

The Town has outstanding long-term financial obligations in the form of sales and use tax revenue bonds and certificates of participation. There are currently no plans to increase the amount of debt.

2006 Sales and Use Tax Revenue Bonds

In May 2006, revenue bonds were issued in the amount of \$17,025,000 to provide funds for the acquisition and construction of the Parker Fieldhouse and related improvements and the refunding of outstanding revenue bonds that were issued in 1993 for the Recreation Center. The annual debt service payments are accounted for in the Recreation Debt Service Fund, which receives a transfer from the Parks and Recreation Fund. These bonds will be fully satisfied in 2025. The debt service payment schedule for the outstanding debt is shown in the following table.

Sales and Use Tax Revenue Bonds			
Year	Fieldhouse*		
	Principal	Interest	Total
2012	\$ 700,000	\$ 544,150	\$ 1,244,150
2013	725,000	513,869	1,238,869
2014	745,000	481,700	1,226,700
2015	775,000	449,438	1,224,438
2016	805,000	417,838	1,222,838
2017	840,000	383,888	1,223,888
2018	880,000	347,338	1,227,338
2019	915,000	308,622	1,223,622
2020	955,000	267,716	1,222,716
2021	1,000,000	224,325	1,224,325
2022	1,045,000	178,313	1,223,313
2023	1,095,000	130,163	1,225,163
2024	1,145,000	79,763	1,224,763
2025	1,200,000	27,000	1,227,000

2009 Certificates of Participation

In 2009, the Town issued \$44,250,000 in certificates of participation to finance the cost of constructing a Police station and the PACE Center. To obtain favorable interest rates, the Town issued most of the COPs (\$40,720,000) using the federal government's Build America Bond program under the American Recovery and Reinvestment Act of 2009. With the Build America Bonds, the Town will receive a credit of 35 percent of the interest payment from the federal government. The remaining COPs (\$3,530,000) were issued using traditional municipal tax-exempt bonds. The debt service payment schedule for the outstanding debt is shown in the following table.

Certificates of Participation					
Year	Police Station and PACE Center				
	Principal	Interest	Total	Build America Bonds Credit	Net Debt Service
2012	\$ 1,180,000	\$ 2,604,572	\$ 3,784,572	\$ (892,819)	\$ 2,891,753
2013	1,205,000	2,578,023	\$ 3,783,023	(892,819)	2,890,204
2014	1,230,000	2,550,910	\$ 3,780,910	(892,819)	2,888,091
2015	1,265,000	2,499,250	\$ 3,764,250	(874,738)	2,889,512
2016	1,300,000	2,441,693	\$ 3,741,693	(854,593)	2,887,100
2017	1,345,000	2,378,643	\$ 3,723,643	(832,525)	2,891,118
2018	1,390,000	2,309,375	\$ 3,699,375	(808,281)	2,891,094
2019	1,435,000	2,235,705	\$ 3,670,705	(782,497)	2,888,208
2020	1,485,000	2,158,215	\$ 3,643,215	(755,375)	2,887,840
2021	1,540,000	2,075,798	\$ 3,615,798	(726,529)	2,889,269
2022	1,595,000	1,988,788	\$ 3,583,788	(696,076)	2,887,712
2023	1,655,000	1,896,278	\$ 3,551,278	(663,697)	2,887,581
2024	1,730,000	1,786,220	\$ 3,516,220	(625,177)	2,891,043
2025	1,805,000	1,671,175	\$ 3,476,175	(584,911)	2,891,264
2026	1,880,000	1,551,142	\$ 3,431,142	(542,900)	2,888,242
2027	1,960,000	1,426,122	\$ 3,386,122	(499,143)	2,886,979
2028	2,045,000	1,295,782	\$ 3,340,782	(453,524)	2,887,258
2029	2,135,000	1,159,790	\$ 3,294,790	(405,927)	2,888,863
2030	2,225,000	1,017,812	\$ 3,242,812	(356,234)	2,886,578
2031	2,325,000	867,625	\$ 3,192,625	(303,669)	2,888,956
2032	2,425,000	710,688	\$ 3,135,688	(248,741)	2,886,947
2033	2,535,000	544,575	\$ 3,079,575	(190,601)	2,888,974
2034	2,650,000	370,928	\$ 3,020,928	(129,825)	2,891,103
2035	2,765,000	189,402	\$ 2,954,402	(66,291)	2,888,111

Note: 2011-2013 includes both taxable and tax-exempt interest. The 35 percent credit is on the taxable interest amount only.

Town Credit Ratings

Credit ratings can affect the interest rate (i.e. cost of borrowing). In order to reduce the cost of borrowing, the Town strives to achieve the highest credit rating possible. The Town’s current credit ratings are as follows.

- 2006 Sales and Use Tax Revenue Bonds – AA (Standard and Poor’s, Fitch)
- 2009 Certificates of Participation – AA (Standard and Poor’s)

Tax, Spending and Debt Limitations

Colorado voters passed an amendment to the State Constitution, Article X, Section 20, which has several limitations applicable to the State of Colorado and all local governments, including revenue growth limitations, spending abilities, creation of multiple-fiscal year debt or other financial obligations, tax rate increases, imposing new taxes and other specific requirements.

In April 1996, voters in Parker approved an amendment to the Home Rule Charter which authorizes the Town to collect, retain and expend all revenue of the Town for 1996 and each subsequent fiscal year, notwithstanding any limitation contained in Article X, Section 20 of the State Constitution. The Amendment is complex and subject to judicial interpretation. The Town believes it is in compliance with the requirements of the amendment. However, the Town

has made certain interpretations in the amendment's language in order to determine its compliance.

The Town has no legal debt limit other than voters must approve the creation of multiple-fiscal year debt as required by the Amendment. Certificates of participation are a lease-purchase financing method and the annual lease payment must be appropriated by Town Council and does not create multiple-fiscal year debt. Therefore, voter approval is not required for COPs.

The Amendment requires that emergency reserves be established. These reserves must be at least three percent of fiscal year spending (excluding bonded debt service). The Town is not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls or salary or benefit increases.

Budget Detail



Budget Detail

This section presents the summaries of the overall 2012 budget by fund, sources of revenue, types of expenditures and costs by department. The six fund types used by the Town are the General Fund, special revenue funds, capital projects funds, debt service funds, enterprise fund and internal service funds.

The first two summaries in this section provide a different view of the Town's finances across all funds as follows:

1. The first summary is of the total 2012 budget with total revenues and expenditures by fund. Total fund revenues and expenditures for 2012, along with the grand total of all fund balances, are compared to the 2011 original budget and projected amounts and the actual results of 2010.
2. The second summary shows the 2012 budget with beginning fund balance, total revenues by source and total expenditures by category, change in fund balance and ending fund balance by major fund and non-major funds in the aggregate.

The next part of this section provides detailed budget information for each fund, department and division including the purpose of the department/division, 2011 accomplishments, 2012 goals, 2012 budget, sources of funding, authorized FTEs by position, and significant budget and staffing changes. For comparative purposes, the 2011 original budget and projected amount and the 2010 actual amounts are presented alongside the 2012 budget.



All Town Funds

Summary of All Funds

	2011		2011 Projection	2012		% inc/(dec) from 2011 Original Budget
	2010 Actual	Original Budget		Original Budget	Original Budget	
Beginning Fund Balances	\$ 75,501,633	\$ 29,544,364	\$ 52,216,245	\$ 35,542,845	20.3%	
Revenues						
General Fund	30,693,271	29,612,000	31,062,500	31,060,500	4.9%	
Special Revenue Funds						
Conservation Trust	328,722	318,600	318,600	356,600	11.9%	
Parks and Recreation	4,463,559	4,283,800	4,497,700	4,527,300	5.7%	
Law Enforcement Assistance	138,949	122,000	146,000	137,000	12.3%	
PACE	183,669	304,600	446,600	926,200	204.1%	
Recreation	3,675,526	3,647,500	3,669,600	3,633,100	(0.4%)	
Mainstreet Center	110,835	89,500	103,000	89,500	0.0%	
Capital Renewal & Replacement	8	-	-	-		
Capital Projects Funds						
Public Improvements	4,330,300	2,725,300	4,163,500	2,777,500	1.9%	
Excise Tax	495,977	242,800	745,300	461,300	90.0%	
Police Station/PACE Center	94,116	-	-	-		
Parkglenn Construction	697	-	-	-		
Debt Service Funds						
General Debt Service	9	-	-	-		
Enterprise and Internal Service Funds						
Stormwater Utility	1,587,074	1,594,000	1,594,000	1,611,400	1.1%	
Fleet Services Internal Service	472,263	524,900	579,200	1,484,900	182.9%	
Technology Management Internal Service	274,049	480,300	480,300	652,400	35.8%	
Facility Services Internal Service	561,280	783,200	738,200	741,000	(5.4%)	
Total Revenues	47,410,304	44,728,500	48,544,500	48,458,700	8.3%	
Expenditures						
General Fund	32,717,385	34,531,500	34,799,600	35,930,400	4.1%	
Special Revenue Funds						
Parks and Recreation	1,428,835	943,100	1,432,100	997,300	5.7%	
Law Enforcement Assistance	103,058	121,400	181,500	117,600	(3.1%)	
PACE	331,981	897,900	940,800	1,588,700	76.9%	
Recreation	4,497,775	4,782,200	4,853,400	5,036,700	5.3%	
Mainstreet Center	241,485	279,000	308,800	273,000	(2.2%)	
Capital Projects Funds						
Public Improvements	4,409,249	1,010,000	4,010,500	5,800,000	474.3%	
Police Station/PACE Center Construction	22,825,421	-	13,661,100	-		
Debt Service Funds						
Recreation Debt Service	1,482,775	1,484,100	1,484,100	1,246,200	(16.0%)	
Enterprise and Internal Service Funds						
Stormwater Utility	1,404,978	1,329,200	1,698,700	1,642,600	23.6%	
Fleet Services Internal Service	471,252	525,000	579,300	1,385,100	163.8%	
Technology Management Internal Service	220,020	529,900	529,900	652,300	23.1%	
Facility Services Internal Service	561,478	783,100	738,100	740,900	(5.4%)	
Total Expenditures	70,695,692	47,216,400	65,217,900	55,410,800	17.4%	
Ending Fund Balances	\$ 52,216,245	\$ 27,056,464	\$ 35,542,845	\$ 28,590,745	5.7%	

Note: Interfund transfers have been eliminated

Summary of All Funds

	General Fund	Parks and Recreation Fund	Public Improvements Fund	Stormwater Utility Fund	Non-major Funds	Total All Funds
Revenues						
Taxes	\$ 25,304,000	\$ 4,513,700	\$ 639,000	\$ -	\$ 458,300	\$ 30,915,000
Licenses and Permits	544,000	-	-	-	-	544,000
Intergovernmental	3,523,500	-	2,103,600	-	466,500	6,093,600
Charges for Services	1,335,400	-	-	1,605,000	7,327,200	10,267,600
Fines and Forfeitures	201,100	-	-	-	90,000	291,100
Miscellaneous	152,500	13,600	34,900	6,400	140,000	347,400
Transfers In	1,664,000	-	-	-	3,118,300	4,782,300
Total Revenues	32,724,500	4,527,300	2,777,500	1,611,400	11,600,300	53,241,000
Expenditures						
Personal Services	17,304,400	176,600	-	657,300	4,274,900	22,413,200
Supplies	837,200	2,000	-	14,100	1,277,400	2,130,700
Purchased Services	10,790,100	56,500	-	446,200	3,118,400	14,411,200
Debt Service	3,785,600	-	-	-	1,246,200	5,031,800
Capital Outlay	244,600	309,500	5,800,000	525,000	1,123,600	8,002,700
Econ Dev Incentives/Assistance	2,343,300	452,700	-	-	-	2,796,000
Other	625,200	-	-	-	-	625,200
Transfers Out	600,000	3,357,300	325,000	-	500,000	4,782,300
Total Expenditures	36,530,400	4,354,600	6,125,000	1,642,600	11,540,500	60,193,100
Net Increase (Decrease) in Fund Balances	(3,805,900)	172,700	(3,347,500)	(31,200)	59,800	(6,952,100)
Beginning Fund Balances	19,048,592	1,816,161	6,123,008	1,119,967	7,435,117	35,542,845
Ending Fund Balances	\$ 15,242,692	\$ 1,988,861	\$ 2,775,508	\$ 1,088,767	\$ 7,494,917	\$ 28,590,745

Significant Changes to Fund Balance

General Fund – Expenditures outpace revenues by \$3.8 million. This drawdown of fund balance is planned as the fund balance was increased in prior years in anticipation of debt service payments associated with the new Police Station and PACE Center. This drawdown will continue for several more years; however, economic incentive payments, which total \$2.3 million in 2012, will begin to decrease significantly in 2013 and will be completely paid off or expired by 2018. Also included in the expenditure amount is \$400,000 for contingency spending, which has rarely been needed in the past. The decrease in revenue due to the downturn in the economy has also caused some of this imbalance and as future budgets are developed the Town will manage the expenditure side until revenues can catch up to the expenditure level. Even so, the ending fund balance is 42 percent of total expenditures, which is nearly three times the required amount.

Public Improvements Fund – Fund balance will be used to fund a large project capital project in 2012.

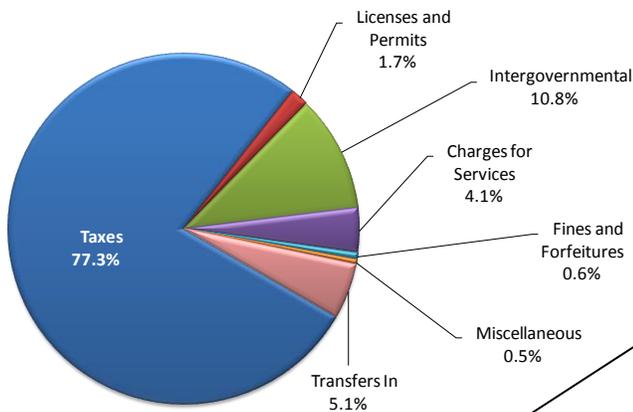


General Fund

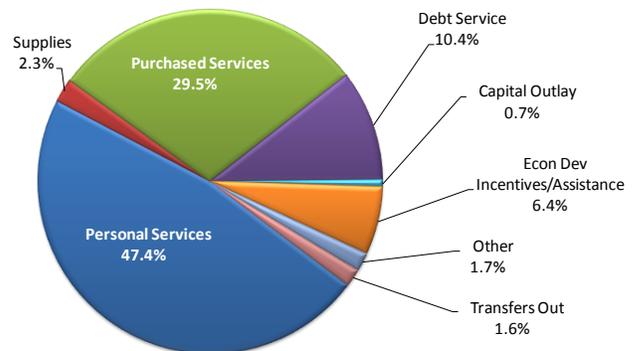
General Fund Summary

	2010 Actual	2011 Original Budget	2011 Projection	2012 Original Budget	% inc/(dec) from 2011 Original Budget
Beginning Fund Balance	\$ 23,537,106	\$ 18,836,306	\$ 22,376,392	\$ 19,048,592	1.1%
Revenues					
Taxes	24,349,357	24,172,200	24,818,300	25,304,000	4.7%
Licenses and Permits	799,627	431,300	771,700	544,000	26.1%
Intergovernmental	3,990,100	3,537,100	3,511,800	3,523,500	(0.4%)
Charges for Services	1,166,304	1,095,400	1,600,600	1,335,400	21.9%
Fines and Forfeitures	180,244	180,500	198,100	201,100	11.4%
Miscellaneous	190,203	185,500	152,000	152,500	(17.8%)
Other Financial Sources	17,436	10,000	10,000	-	(100.0%)
Transfers In	1,362,400	1,571,300	1,571,300	1,664,000	5.9%
Total Revenues	32,055,671	31,183,300	32,633,800	32,724,500	4.9%
Expenditures					
Personal Services	15,659,604	17,339,000	16,085,100	17,304,400	(0.2%)
Supplies	670,820	836,700	860,500	837,200	0.1%
Purchased Services	8,970,899	9,362,500	9,684,500	10,790,100	15.2%
Debt Service	4,527,990	3,783,900	3,783,900	3,785,600	0.0%
Capital Outlay	464,476	362,100	1,251,900	244,600	(32.4%)
Econ Dev Incentives/Assistance	2,379,112	2,264,400	2,543,300	2,343,300	3.5%
Other	44,484	582,900	590,400	625,200	7.3%
Transfers Out	499,000	600,000	1,162,000	600,000	0.0%
Total Expenditures	33,216,385	35,131,500	35,961,600	36,530,400	4.0%
Ending Fund Balance	\$ 22,376,392	\$ 14,888,106	\$ 19,048,592	\$ 15,242,692	2.4%

2012 Revenue

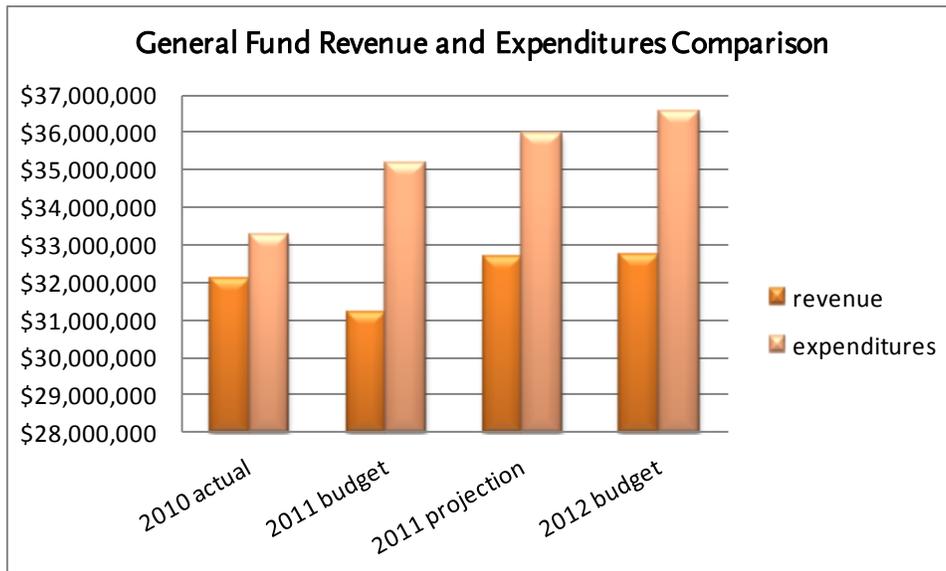


2012 Expenditures



General Fund Summary

	2010 Actual	2011 Original Budget	2011 Projection	2012 Original Budget	% inc/(dec) from 2011 Original Budget
Expenditures by Department					
Elected Officials	98,063	110,200	110,200	126,300	14.6%
Town Clerk	219,380	286,500	257,300	256,000	(10.6%)
Municipal Court	225,582	261,500	247,500	279,000	6.7%
Town Administrator	559,149	585,800	548,700	563,300	(3.8%)
Elections	13,265	13,000	13,000	13,000	0.0%
Finance	884,912	1,166,500	973,600	1,000,100	(14.3%)
Legal Services	468,590	481,700	481,700	490,500	1.8%
Human Resources	370,593	388,200	445,900	474,600	22.3%
Risk Management	210,402	212,200	212,200	223,900	5.5%
Community Development	1,112,007	1,376,100	1,199,700	1,224,500	(11.0%)
Information Technology	1,140,010	1,036,800	1,036,800	1,092,500	5.4%
Community Affairs	467,930	561,500	542,800	553,200	(1.5%)
General Government Buildings	2,267,832	517,000	584,900	578,800	12.0%
Customer Service	197,722	165,600	148,300	135,400	(18.2%)
Historic Preservation	64,804	5,000	14,200	5,000	0.0%
Interdepartmental	292,904	768,400	736,900	754,400	(1.8%)
PACE/Police Station debt service	2,643,393	3,783,900	3,783,900	3,785,600	0.0%
Police	8,472,466	9,364,600	9,237,000	10,059,100	7.4%
Building Inspection	799,451	949,800	834,200	849,500	(10.6%)
Public Works	9,682,525	9,995,000	10,669,300	10,922,500	9.3%
Economic Development	195,397	287,800	243,200	279,900	(2.7%)
Economic Incentives	2,331,008	2,214,400	2,478,300	2,263,300	2.2%
Transfers Out	499,000	600,000	1,162,000	600,000	0.0%
Total Expenditures by Department	\$ 33,216,385	\$ 35,131,500	\$ 35,961,600	\$ 36,530,400	4.0%



General Fund Revenue Detail

	2010 Actual	2011 Original Budget	2011 Projection	2012 Proposed Budget	% inc/(dec) from 2011 Original Budget
Beginning Fund Balance	\$ 23,537,106	\$ 18,836,306	\$ 22,376,392	\$ 19,048,592	1.1%
Revenue					
Taxes					
Real Property Taxes	1,447,440	1,490,700	1,490,700	1,378,900	(7.5%)
Personal Property Taxes	89,430	84,900	84,900	85,200	0.4%
Specific Ownership Taxes	105,954	104,300	102,800	104,900	0.6%
Sales Taxes	20,763,213	20,602,700	21,235,500	21,745,100	5.5%
Sales Tax Penalty and Interest	36,275	41,100	40,200	41,100	0.0%
Sales Tax Audit Revenue	155,551	117,000	140,000	143,400	22.6%
Lodging Tax	99,684	87,700	100,200	103,100	17.6%
Franchise Taxes - Cable	432,672	434,300	426,600	439,000	1.1%
Franchise Taxes - Fiber Optics	500	500	500	500	0.0%
Franchise Taxes - Gas	377,576	412,100	354,200	396,100	(3.9%)
Excise Taxes - Electric	837,415	793,500	839,300	863,600	8.8%
Interest - Property Taxes	3,647	3,400	3,400	3,100	(8.8%)
Total Taxes	24,349,357	24,172,200	24,818,300	25,304,000	4.7%
Licenses and Permits					
Business Licenses and Permits	16,300	70,200	68,800	6,000	(91.5%)
Liquor Licenses and Permits	24,617	33,200	24,600	24,600	(25.9%)
Arcade Licenses and Permits	5,494	6,300	6,300	6,300	0.0%
Building Permits	700,959	285,000	625,000	460,100	61.4%
Sign Permits	11,125	12,000	12,000	12,000	0.0%
Street Cut Permits	41,132	24,600	35,000	35,000	42.3%
Total Licenses and Permits	799,627	431,300	771,700	544,000	26.1%

Significant Budget Changes

- Real Property Taxes – decreased 7.5% (\$111,800) due to the decline in property values caused by the downturn in the economy and housing market, which has impacted the entire nation.
- Business Licenses – decreased 91.5% (\$64,200) due to a change to a biennial license fee from an annual license fee.
- Building Permits – increased 61.4% (\$175,100) due to projected improvement in new home construction. One hundred permits for single-family homes are projected for 2012 compared to 50 in 2011.

General Fund Revenue Detail (continued)

	2010 Actual	2011 Original Budget	2011 Projection	2012 Proposed Budget	% inc/(dec) from 2011 Original Budget
<i>Intergovernmental</i>					
Grants	314,493	24,000	61,500	105,000	337.5%
Motor Vehicle Regis Fees	134,235	131,000	135,200	137,200	4.7%
Highway User Taxes	946,431	1,040,400	974,000	1,040,000	(0.0%)
FASTER Distribution	251,909	-	-	-	n/a
Cigarette Taxes	117,259	116,500	113,700	113,700	(2.4%)
Severance Taxes	5,132	4,000	4,000	4,000	0.0%
Road and Bridge Shareback Funds	1,327,822	1,328,400	1,330,600	1,230,800	(7.3%)
<i>Total Intergovernmental</i>	3,990,100	3,537,100	3,511,800	3,523,500	(0.4%)
<i>Charges for Services</i>					
Court Costs, Fees and Charges	110,903	113,600	111,700	116,600	2.6%
Open Records Fees	1,117	-	800	-	n/a
Zoning and Subdivision Fees	26,654	31,900	47,900	47,900	50.2%
Service Plan Fees	14,000	15,000	15,000	15,000	0.0%
Deficit Reduction Fees	265,255	74,900	492,000	200,000	167.0%
Plan Checking Fees	130,305	141,200	174,500	176,300	24.9%
Rental of Kiosk Signs	18,760	10,000	10,000	10,000	0.0%
Sales of Maps and Publications	1,146	1,200	1,200	1,200	0.0%
Advertising Commissions	9,015	12,000	7,000	7,000	(41.7%)
Engineering Review Fees	127,418	113,600	83,400	84,700	(25.4%)
Administrative Fees	61,851	41,200	34,000	34,500	(16.3%)
Misc Charges/Fees	2,183	2,200	2,200	2,200	0.0%
Impound Fees	6,635	3,800	3,800	3,900	2.6%
Police Reports	29,797	27,800	27,800	28,200	1.4%
Drug Testing	21,861	10,300	18,000	18,300	77.7%
Lone Tree Building Services	16,851	4,700	4,700	4,700	0.0%
Lone Tree Dispatch Services	215,043	375,200	375,200	391,200	4.3%
School Resource Officer	29,482	41,300	41,300	42,500	2.9%
Lone Tree Crime/Evidence Services	-	-	74,600	75,700	n/a
C-DOT Signal Operations	46,800	47,700	47,700	47,700	0.0%
Event Sponsorship	31,228	27,800	27,800	27,800	0.0%
<i>Total Charges for Services</i>	1,166,304	1,095,400	1,600,600	1,335,400	21.9%

Significant Budget Changes

- Deficit Reduction Fees – increased 167% (\$125,100) due to projected increase in new home construction coupled with a conservatively low estimate in 2011.
- Lone Tree Crime/Evidence Services – added \$75,700. Another cost sharing opportunity between the Town and the City of Lone Tree.

General Fund Revenue Detail (continued)

	2010 Actual	2011 Original Budget	2011 Projection	2012 Proposed Budget	% inc/(dec) from 2011 Original Budget
<i>Fines and Forfeitures</i>					
Court Fines	150,891	153,600	165,500	168,000	9.4%
DUI Fines	29,153	26,900	32,600	33,100	23.0%
Miscellaneous Fines	200	-	-	-	n/a
<i>Total Fines and Forfeitures</i>	180,244	180,500	198,100	201,100	11.4%
<i>Miscellaneous</i>					
Interest Earnings and Invest	67,425	60,500	60,500	62,300	3.0%
Interest Earnings - 2009 COPS	10,063	40,000	5,000	5,200	(87.0%)
Contributions	6,680	-	1,500	-	n/a
Other Miscellaneous Revenue	106,035	85,000	85,000	85,000	0.0%
<i>Total Miscellaneous</i>	190,203	185,500	152,000	152,500	(17.8%)
<i>Other Financial Sources</i>					
Sales of General Fixed Assets	17,436	10,000	10,000	-	(100.0%)
<i>Total Other Financial Sources</i>	17,436	10,000	10,000	-	(100.0%)
<i>Transfers In</i>					
From Conservation Trust Fund	300,000	300,000	300,000	300,000	0.0%
From Parks and Recreation Fund	762,400	771,300	771,300	839,000	8.8%
From Public Improvements Fund	300,000	300,000	300,000	325,000	8.3%
From Excise Tax Fund	-	200,000	200,000	200,000	0.0%
<i>Total Transfers In</i>	1,362,400	1,571,300	1,571,300	1,664,000	5.9%
<i>Total Revenue</i>	32,055,671	31,183,300	32,633,800	32,724,500	4.9%
<i>Total Funds Available</i>	\$ 55,592,777	\$ 50,019,606	\$ 55,010,192	\$ 51,773,092	3.5%

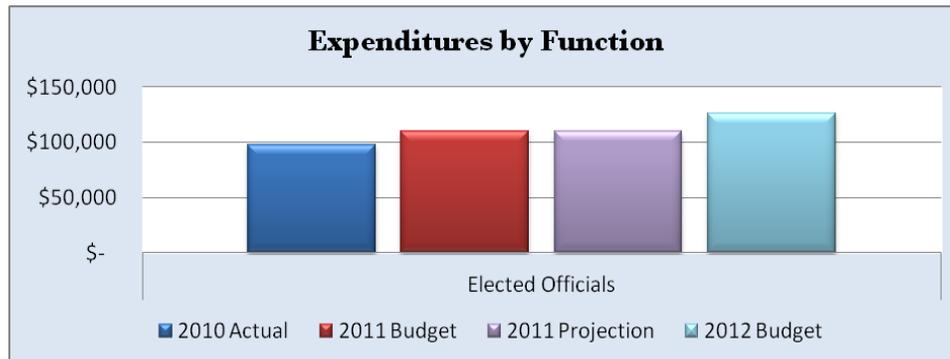
General Fund Expenditure Detail

Department: Elected Officials

Mayor and Councilmembers

Town Council is the legislative and policy-making body of Town government and represents the citizens of Parker. The Council establishes Town policy through the enactment of ordinances and resolutions, determines the Town's budget, establishes Town goals, appoints advisory committees and commissions and participates in various county-wide intergovernmental relationships.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Elected Officials	\$ 98,063	\$ 110,200	\$ 110,200	\$ 126,300	14.6%
Expenditures by Category					
Personal Services	\$ 85,964	\$ 86,200	\$ 86,200	\$ 87,000	0.9%
Supplies	1,006	2,100	2,100	9,600	357.1%
Purchased Services	7,591	14,900	14,900	23,200	55.7%
Internal Services	3,502	7,000	7,000	6,500	(7.1%)
Total	\$ 98,063	\$ 110,200	\$ 110,200	\$ 126,300	14.6%
Source of Funding					
General Fund	\$ 98,063	\$ 110,200	\$ 110,200	\$ 126,300	14.6%

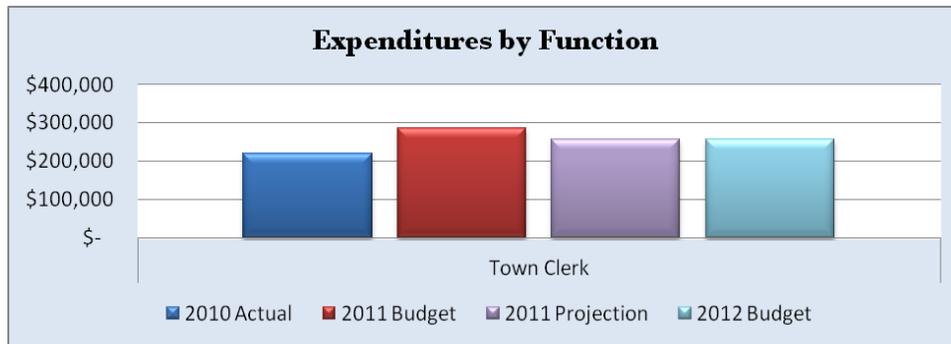


The Town Clerk is the custodian of all Town legal documents, including the Municipal Code and Home Rule Charter. The Clerk also prepares Council meeting agendas and minutes, administers municipal elections, manages the Town's record-keeping system, administers liquor licenses, registers voters, handles open records requests, oversees the Special Licensing Authority and issues peddlers and solicitors licenses and permits.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Town Clerk	\$ 219,380	\$ 286,500	\$ 257,300	\$ 256,000	(10.6%)
Elections	13,265	13,000	13,000	13,000	0.0%
	<u>\$ 232,645</u>	<u>\$ 299,500</u>	<u>\$ 270,300</u>	<u>\$ 269,000</u>	<u>(10.2%)</u>
Expenditures by Category					
Personal Services	\$ 177,697	\$ 216,000	\$ 185,300	\$ 189,500	(12.3%)
Supplies	1,886	10,000	10,000	1,400	(86.0%)
Purchased Services	39,598	59,800	61,300	59,800	0.0%
Internal Services	13,464	13,700	13,700	18,300	33.6%
Total	<u>\$ 232,645</u>	<u>\$ 299,500</u>	<u>\$ 270,300</u>	<u>\$ 269,000</u>	<u>(10.2%)</u>
Source of Funding					
Liquor Licenses	\$ 24,617	\$ 33,200	\$ 24,600	\$ 24,600	(25.9%)
Arcade Licenses	5,494	6,300	6,300	6,300	0.0%
General Fund	202,534	260,000	239,400	238,100	(8.4%)
Total	<u>\$ 232,645</u>	<u>\$ 299,500</u>	<u>\$ 270,300</u>	<u>\$ 269,000</u>	<u>(10.2%)</u>
Authorized FTE positions					
Town Clerk	1.0	1.0	1.0	1.0	
Deputy Town Clerk	1.0	1.0	1.0	1.0	
Administrative Clerk	1.0	1.0	0.5	0.5	
Total	<u>3.0</u>	<u>3.0</u>	<u>2.5</u>	<u>2.5</u>	

Staffing and Significant Budget Changes

- Personal Services decreased due to the Town's right-sizing initiative, which occurred in March 2011 and resulted in the reduction of the Administrative Clerk position from 1.0 FTE to 0.5 FTE.
- Internal Services increased because the Town's technology replacement cycle was restored to its normal rate after having been cut as part of the Town's cost saving measures during the economic downturn.



2011 Highlighted Accomplishments

- Records management manual still a work in progress.
- Started records management audit for each department.
- Provided annual shredding day for all departments.
- Provided access to and trained on Laserfiche via Weblink for most departments.
- Quarterly codification of ordinances.
- Quarterly updates of the Municipal Code on the internet.
- Maintained current level of service to citizens.

2012 Goals

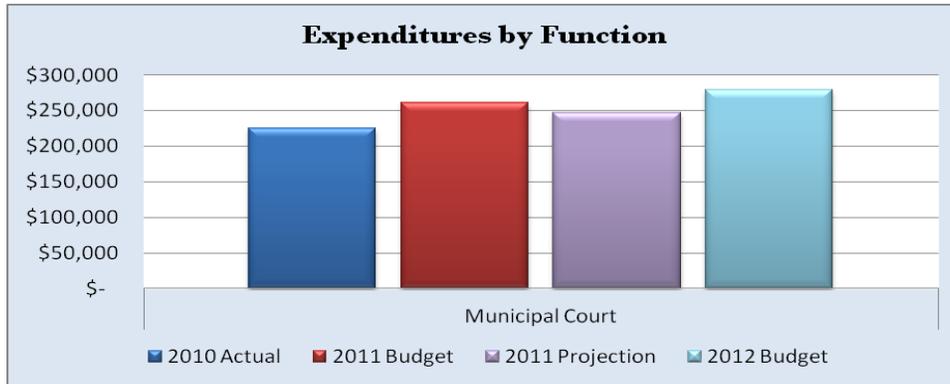
- Complete business plan.
- Continue to work towards completing a records management manual.
- Annual shredding day for all departments.
- Administer Town’s regular November election.
- Complete records management audit for every department.
- Continue to assist departments in the access and training of Laserfiche.
- Codification of ordinances scheduled quarterly.
- Continue to place supplemental updates of the Municipal Code on the internet.

The Municipal Court functions include collection of fines, court fees and restitution, as well as conducting trials on these cases as needed. The court processes all summons issued by the Parker Police Department. The Town also provides court services to the Town of Foxfield and oversees the highly successful Parker Teen Court.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Municipal Court	\$ 225,582	\$ 261,500	\$ 247,500	\$ 279,000	6.7%
Expenditures by Category					
Personal Services	\$ 171,857	\$ 197,400	\$ 181,400	\$ 204,300	3.5%
Supplies	6,010	8,300	10,300	15,300	84.3%
Purchased Services	43,746	48,400	48,400	49,900	3.1%
Internal Services	3,969	7,400	7,400	9,500	28.4%
Total	\$ 225,582	\$ 261,500	\$ 247,500	\$ 279,000	6.7%
Source of Funding					
Court Costs	\$ 110,903	\$ 113,600	\$ 111,700	\$ 116,600	2.6%
General Fund	114,679	147,900	135,800	162,400	9.8%
Total	\$ 225,582	\$ 261,500	\$ 247,500	\$ 279,000	6.7%
Authorized FTE positions					
Court Administrator	1.0	1.0	1.0	1.0	
Court Clerk	1.8	1.8	1.8	1.8	
Total	2.8	2.8	2.8	2.8	

Significant Budget Changes

- Supplies increased due to the purchase of laptop computers.
- Internal Services increased because the Town’s technology replacement cycle was restored to its normal rate after having been cut as part of the Town’s cost saving measures during the economic downturn.



2011 Highlighted Accomplishments

- Developed a department business plan.
- Continued training and further education of court staff.
- Continued to explore and implemented procedures to become more paperless in court operations.
- Created an attorney survey to explore their perspective of doing business in the court and to analyze the level of customer service provided.
- Updated Court software package to increase accuracy.

2012 Goals

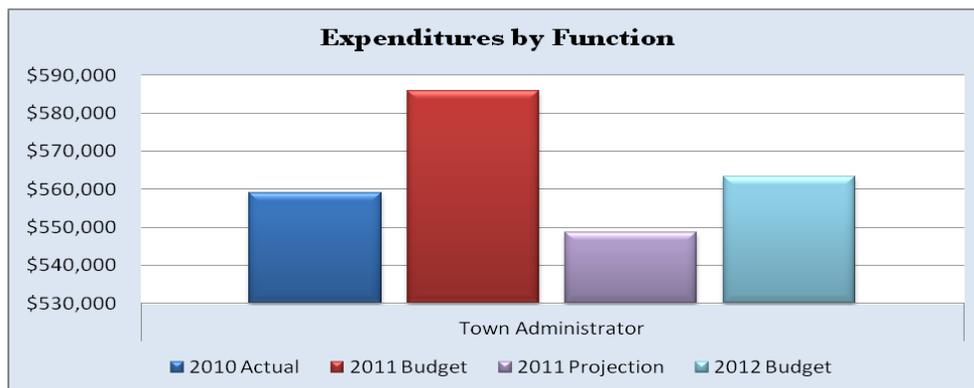
- Continue to explore and implement paperless options for court operations.
- Implement the use of laptops for attorneys and judge during court session to help eliminate unnecessary paper.
- Assist the Police Department with the research and selection of an electronic ticketing program.
- Continue exploring training options for court staff.
- Review court operations in different jurisdictions to seek out best practices for process improvement purposes.

The Town Administrator is appointed by the Council and serves as the chief administrative officer of the organization. The Town Administrator’s office is responsible for providing direction on day-to-day operations, for overseeing and implementing organizational policies, laws and Town ordinances, providing Council support, implementing Council and organizational goals, appointing department heads and the development and submission of the annual budget to Town Council.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Town Administrator	\$ 559,149	\$ 585,800	\$ 548,700	\$ 563,300	(3.8%)
Expenditures by Category					
Personal Services	\$ 540,377	\$ 549,800	\$ 512,700	\$ 525,100	(4.5%)
Supplies	6,991	7,700	7,700	8,700	13.0%
Purchased Services	7,578	20,500	20,500	21,000	2.4%
Internal Services	4,203	7,800	7,800	8,500	9.0%
Total	\$ 559,149	\$ 585,800	\$ 548,700	\$ 563,300	(3.8%)
Source of Funding					
General Fund	\$ 559,149	\$ 585,800	\$ 548,700	\$ 563,300	(3.8%)
Authorized FTE positions					
Town Administrator	1.0	1.0	1.0	1.0	
Deputy Town Administrator	1.0	1.0	1.0	1.0	
Org Dev/Customer Svcs Mgr	1.0	1.0	1.0	1.0	
Executive Assistant	1.0	1.0	1.0	1.0	
Special Projects Coordinator	1.0	1.0	0.0	0.0	
Total	5.0	5.0	4.0	4.0	

Staffing and Significant Budget Changes

- Personal Services decreased due to the Town’s right-sizing initiative, which occurred in March 2011 and resulted in the elimination of the Special Projects Coordinator position.



2011 Highlighted Accomplishments

- Oversaw final construction and grand opening of the PACE Center.
- Conducted an RFP process for Town-owned land.
- Completed the development and delivery of Department Business Plans to Council as a part of the budgeting process.
- Launched a new “Transparency Portal” on the Town Web site to make important Town information more accessible by housing it in a central, easy to find location.
- Expanded the Town’s social media reach and greatly increased the number of Facebook “fans” on the Town, Recreation and PACE Facebook pages.
- Completed several new “Parker Works for You” videos to educate the community about Town programs and services.
- Encouraged community participation in the fight to keep the Parker Call-n-Ride, which was successful.
- Completed a town-wide telephone survey as part of the Master Plan Update.
- Hosted community workshops to glean feedback for the Master Plan Update.
- Ran articles in Talk of the Town about all of the ways people can get involved in the community (Town Commissions, Council meetings, email blasts, community events, how to contact Council, etc.).
- To encourage emergency preparedness in the community, the Police Department offered Community Emergency Response Team (CERT) training.
- The Police Department held the 6th annual Citizen Police Academy, with 32 people attending the 10-week program.

2012 Goals

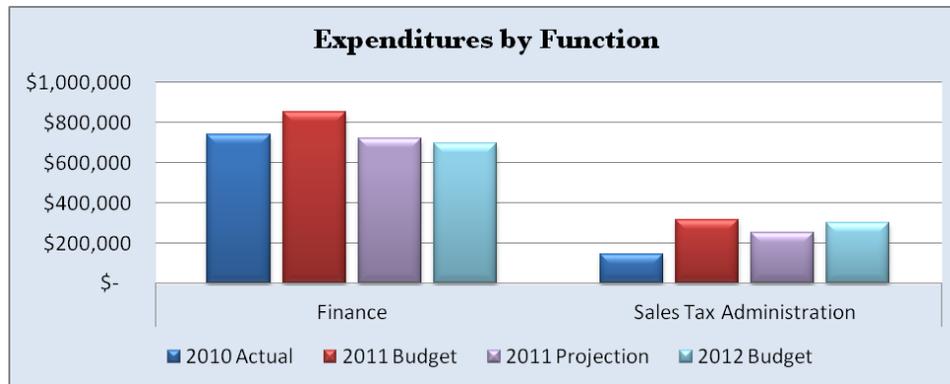
- Strategic Visioning with Council.
- Long term financial projection and planning.
- Improve communication and employee engagement.
- Create a Government 101 Class for Citizens.
- Continued engagement with the Business Community.
- Continue to develop and maintain positive partnerships with local community leaders/organizations as well as county-wide agencies.
- Develop a fiscal strategy that will ensure that the Town’s infrastructure and facilities are properly maintained to promote their long-term viability as Town assets.
- Work with the ED Director to:
 - Create a strategy and tools to revitalize aging commercial, office and industrial developments to improve the image of the Town.
 - Continue business retention program.
 - Plan for the development of Town-owned properties.
 - Attract new businesses to enhance the Town, emphasizing the creation of primary jobs and reducing vacancy rates in existing office, industrial and retail spaces.
 - Continue to work on the retention and expansion of current businesses in the Town.
 - Pursue partnership with other public and private agencies to maximize resources and create value for the community.

The Finance Department is responsible for development of the annual budget, long-range financial plans, assisting Town leadership with policy decisions that may impact Town finances and developing and implementing policies and procedures that serve to protect all Town assets. Other department responsibilities include accounting, financial reporting, sales tax administration, debt management, cash management, central purchasing and payroll.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Finance	\$ 738,787	\$ 852,200	\$ 722,800	\$ 697,100	(18.2%)
Sales Tax Administration	146,125	314,300	250,800	303,000	(3.6%)
	<u>\$ 884,912</u>	<u>\$ 1,166,500</u>	<u>\$ 973,600</u>	<u>\$ 1,000,100</u>	<u>(14.3%)</u>
Expenditures by Category					
Personal Services	\$ 871,161	\$ 1,022,600	\$ 818,900	\$ 853,000	(16.6%)
Supplies	30,061	36,000	39,500	35,000	(2.8%)
Purchased Services	74,146	83,300	83,300	84,600	1.6%
Internal Services	16,733	24,600	24,600	27,500	11.8%
Capital Outlay	28,050	-	7,300	-	n/a
Shared services reimbursement	(135,239)	-	-	-	n/a
Total	<u>\$ 884,912</u>	<u>\$ 1,166,500</u>	<u>\$ 973,600</u>	<u>\$ 1,000,100</u>	<u>(14.3%)</u>
Source of Funding					
Business Licenses	\$ 16,300	\$ 70,200	\$ 68,800	\$ 6,000	(91.5%)
General Fund	868,612	1,096,300	904,800	994,100	(9.3%)
Total	<u>\$ 884,912</u>	<u>\$ 1,166,500</u>	<u>\$ 973,600</u>	<u>\$ 1,000,100</u>	<u>(14.3%)</u>
Authorized FTE positions					
Finance Director	1.0	1.0	1.0	1.0	
Accounting Manager	1.0	1.0	1.0	1.0	
Sales Tax Administrator	1.0	1.0	1.0	1.0	
Purchasing Agent	1.0	1.0	1.0	1.0	
Accountant	1.0	1.0	1.0	1.0	
Accounting/Sales Tax Technician	5.0	5.0	4.0	4.0	
Sales Tax Auditor	2.0	2.0	2.0	2.0	
Accounting/Sales Tax Clerk	1.0	0.0	0.0	0.0	
Budget Manager	1.0	1.0	0.0	0.0	
Total	<u>14.0</u>	<u>13.0</u>	<u>11.0</u>	<u>11.0</u>	

Staffing and Significant Budget Changes

- Personal Services decreased due to the Town’s right-sizing initiative, which occurred in March 2011 and resulted in the elimination of the Budget Manager position and an Accounting Technician position.



2011 Highlighted Accomplishments

- Provided increased attention to finances, budget and economic contingency planning during this period of economic uncertainty.
- Issued solicitations and award contracts for furniture, fixtures and equipment for the new PACE Center.
- Provided review and analysis for various economic development project.
- Received the Distinguished Budget Presentation Award for the 3rd consecutive year.
- Produced 2012 Budget and 2011 Comprehensive Annual Finance Report.
- Hired new staff and reorganized department.
- Reviewed and updated finance and budget policies as part of the Town’s operations manual update.
- Worked with PACE staff to develop various financial related procedures.
- Implemented change to credit card merchant services provider, which will result in \$20,000 in annual savings.
- Installed new sales tax software that directly integrates with our financial software.
- Assisted Human Resources with installation of HRIS software that directly integrates with our payroll software.

2012 Goals

- Continue increased attention to finances, budget and economic contingency planning.
- Complete business plan for Finance department.
- Develop and implement taxpayer education program.
- Develop rules and regulations for sales tax administration and collection.
- Perform review of Finance procedures for process improvement and gain business efficiencies.

The Town Attorney is legal advisor and counsel for the Mayor and Town Council. The Town Attorney is also legal advisor to any Town department or department head relating to his/her official duties.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
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Expenditures by Function

Town Attorney	\$ 468,590	\$ 481,700	\$ 481,700	\$ 490,500	1.8%
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Expenditures by Category

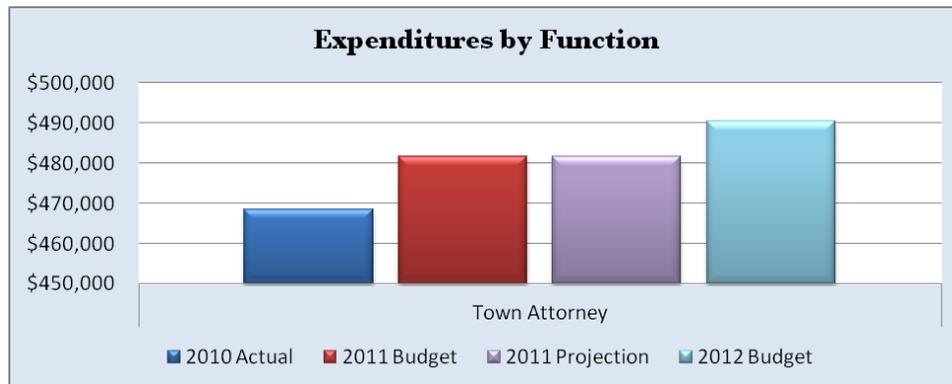
Personal Services	\$ 269,468	\$ 274,100	\$ 274,100	\$ 282,300	3.0%
Supplies	9,825	31,000	31,000	31,000	0.0%
Purchased Services	186,262	171,500	171,500	171,500	0.0%
Internal Services	3,035	5,100	5,100	5,700	11.8%
Total	\$ 468,590	\$ 481,700	\$ 481,700	\$ 490,500	1.8%

Source of Funding

Service Plan Fees	\$ 14,000	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
General Fund	454,590	466,700	466,700	475,500	1.9%
Total	\$ 468,590	\$ 481,700	\$ 481,700	\$ 490,500	1.8%

Authorized FTE positions

Town Attorney	1.0	1.0	1.0	1.0
Legal Assistant	1.0	1.0	1.0	1.0
Total	2.0	2.0	2.0	2.0



2011 Highlighted Accomplishments

- Acted as legal advisor concerning significant development issues, including the annexation of residential and commercial projects.
- Acted as legal advisor in preparing ordinances and codifying Town ordinances.
- Acted as legal advisor for Town contracts, including several intergovernmental agreements with Douglas County and Douglas County cities and towns.
- Responsible for prosecution of Town Code violations.
- Assisted in updating the Town Personnel Manual, Operations Manual and Police Manual.
- Assisted in the preparation of use by special review regulations for oil and gas.

2012 Goals

- The Town Attorney will prepare or review all ordinances, resolutions, contracts and other written instruments.
- Prosecute ordinance violations.
- Represent the Town in court and other legally constituted tribunals in which the Town is a party.
- Advise Council of all matters of law and changes or development in law.
- Act as legal advisor for election(s).

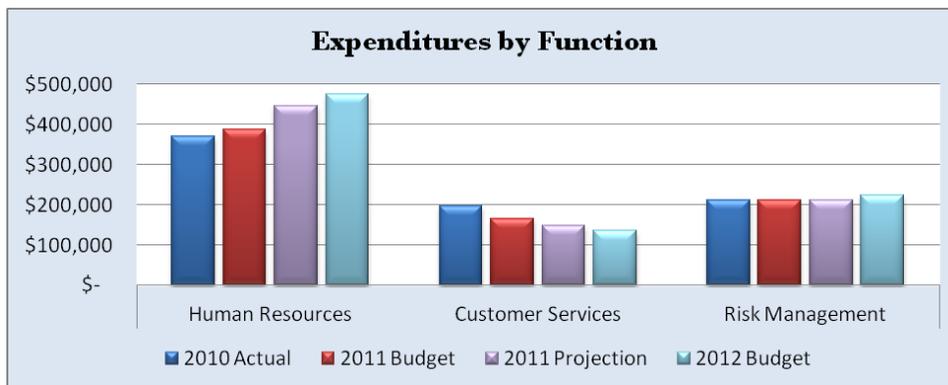
The Human Resources Department manages a variety of services including employee compensation and benefits administration; recruitment, hiring and new employee orientation processes; employee relations, training and development of staff; personnel policy development and interpretation; and personnel records tracking and retention. The Risk Management Division is responsible for managing the various risks of running a municipality to minimize the adverse effects of accidents and business losses so that the Town may successfully provide the essential public services to our citizens. This division oversees workers' compensation, provides medical and injury management, implements the Town's safety program, provides safety training and is responsible maintaining proper insurance levels for general liability, property, auto and workers' compensation. The Customer Service Division plays a key role within the organization as customer service staff is often the first point of contact for citizens entering Town Hall and other facilities or for those making phone contact with the Town. The division provides general clerical duties, scheduling and monitoring of Town Hall conference rooms, managing the community event permit process and providing project support to all departments.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Human Resources	\$ 370,593	\$ 388,200	\$ 445,900	\$ 474,600	22.3%
Customer Services	197,722	165,600	148,300	135,400	(18.2%)
Risk Management	210,402	212,200	212,200	223,900	5.5%
	<u>\$ 778,717</u>	<u>\$ 766,000</u>	<u>\$ 806,400</u>	<u>\$ 833,900</u>	<u>8.9%</u>
Expenditures by Category					
Personal Services	\$ 587,505	\$ 564,600	\$ 547,300	\$ 528,200	(6.4%)
Supplies	13,656	17,400	17,400	29,300	68.4%
Purchased Services	59,622	64,400	122,100	143,800	123.3%
Internal Services	14,476	17,000	17,000	21,800	28.2%
Insurance	103,458	102,600	102,600	110,800	8.0%
Total	<u>\$ 778,717</u>	<u>\$ 766,000</u>	<u>\$ 806,400</u>	<u>\$ 833,900</u>	<u>8.9%</u>
Source of Funding					
General Fund	<u>\$ 778,717</u>	<u>\$ 766,000</u>	<u>\$ 806,400</u>	<u>\$ 833,900</u>	<u>8.9%</u>

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Authorized FTE positions					
Human Resources Director	1.0	1.0	1.0	1.0	
Human Resources Analyst	2.0	2.0	2.0	2.0	
Human Resources Technician	1.0	1.0	1.0	1.0	
Customer Service Supervisor	1.0	1.0	0.0	0.0	
Customer Service Specialist	2.6	2.6	2.6	2.6	
Risk Manager	1.0	1.0	1.0	1.0	
Total	8.6	8.6	7.6	7.6	

Staffing and Significant Budget Changes

- Personal Services decreased due to the Town’s right-sizing initiative, which occurred in March 2011 and resulted in the elimination of the Customer Service Supervisor position.
- Supplies increased due to purchase of performance evaluation software.
- Purchased services increased due to reallocation of expenditures to Human Resources from other departments.
- Internal Services increased because the Town’s technology replacement cycle was restored to its normal rate after having been cut as part of the Town’s cost saving measures during the economic downturn.



2011 Highlighted Accomplishments

- Successful rightsizing process.
- Continued audit of all personnel files.
- Developed the business plan for the Human Resources department.
- Completed Conversion to Caselle Clarity HRIS.
- Continued with Town wide prevention training.
- Implemented a comprehensive background process for all employee groups.
- Brought Organizational Development, Training, Customer Service, and Risk Management under the Human Resources umbrella.
- Workers’ Compensation claims held steady from 29 claims in 2010 to 27 claims in 2011.
- Police Department was added to the Town’s AED Concierge Program.

- Thirteen aging AEDS were replaced to match the rest of the Town's AEDs.
- Implemented the TULIP (Tenent Users Liability Insurance Program) to help citizens and for performers at PACE with their insurance requirements for community events and performances.
- Provided individual department training on workers' compensation procedures and drivers' training – what to do if you have an accident.
- Implemented the Town Hall Security Plan and provided training for all Town Hall employees.
- Wrote and implemented the ADA grievance procedures to keep the Town in compliance with federal law.
- Working with the District Attorney's office, the Town has more than doubled its recovery rate on restitution for damages each year since 2007.

2012 Goals

- Implementation of the NeoGov evaluation system.
- Implement an electronic Personnel Action Notice (PAN).
- Personnel Manual Policy and Procedure employee education classes.
- Complete audit of all personnel files.
- Develop and implement the 2012 business plan for the Human Resources department.
- Increase security measures for Town Hall.
- Implement an improved physical for police applicants as well as rewriting physical requirements in the job descriptions.
- Reduce the number and severity of KRAV MAGA training injuries in the police department by encouraging the instructors to work more closely with the participants.
- Promote the Town's new wellness program to increase involvement by employees which should reduce injuries and other health problems.
- Implement better tracking controls for CDL drivers' records.

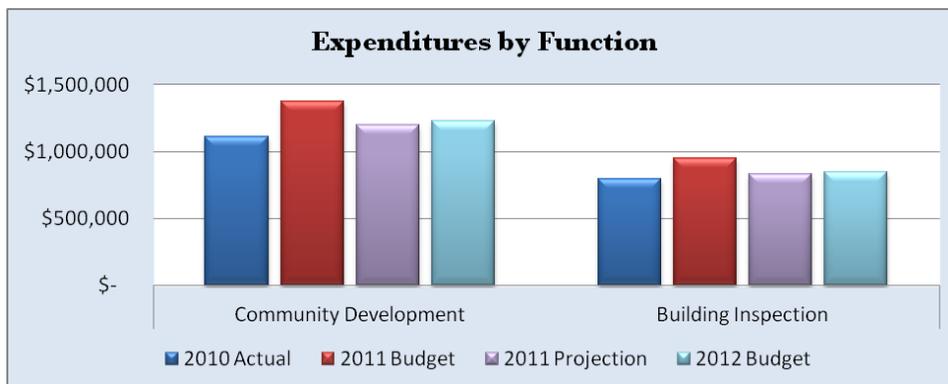
The Community Development Department is responsible for development and implementation of the Town’s Master Plan and other long-term plans, processing land use applications, reviewing sign permits, vendor and temporary use permits, home-based occupation applications and requests for variances from the Land Development Ordinance. It is also responsible for enforcement of Parker's Land Use Codes and Ordinances and works closely with Parker's Neighborhood and Homeowners' Associations. The Building division enforces the adopted building codes, handles the building permit and plan review process and staffs the Board of Appeals. Staff also works with the Historic Preservation Commission which is responsible for preserving Parker’s history through efforts that safeguard and promote the Town’s historic heritage. The Commission strives to foster civic pride through education and creating awareness of the Town’s unique legacy.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Community Development	\$ 1,112,007	\$ 1,376,100	\$ 1,199,700	\$ 1,224,500	(11.0%)
Building Inspection	799,451	949,800	834,200	849,500	(10.6%)
Historic Preservation	64,804	5,000	14,200	5,000	0.0%
	<u>\$ 1,976,262</u>	<u>\$ 2,330,900</u>	<u>\$ 2,048,100</u>	<u>\$ 2,079,000</u>	<u>(10.8%)</u>
Expenditures by Category					
Personal Services	\$ 1,737,454	\$ 1,976,900	\$ 1,677,900	\$ 1,773,500	(10.3%)
Supplies	15,242	22,200	35,000	17,700	(20.3%)
Purchased Services	115,771	264,000	263,500	201,800	(23.6%)
Internal Services	44,371	58,900	58,900	81,800	38.9%
Insurance	3,829	3,900	3,900	4,200	7.7%
Capital Outlay	59,595	5,000	8,900	-	(100.0%)
Total	<u>\$ 1,976,262</u>	<u>\$ 2,330,900</u>	<u>\$ 2,048,100</u>	<u>\$ 2,079,000</u>	<u>(10.8%)</u>
Source of Funding					
Building Permits	\$ 700,959	\$ 285,000	\$ 625,000	\$ 460,100	61.4%
Sign Permits	11,125	12,000	12,000	12,000	0.0%
Zoning and Subdivision Fees	26,654	31,900	47,900	47,900	50.2%
Plan Checking Fees	130,305	141,200	174,500	176,300	24.9%
Rental of Kiosk Signs	18,760	10,000	10,000	10,000	0.0%
Lone Tree Building Services	16,851	4,700	4,700	4,700	0.0%
General Fund	1,071,608	1,846,100	1,174,000	1,368,000	(25.9%)
Total	<u>\$ 1,976,262</u>	<u>\$ 2,330,900</u>	<u>\$ 2,048,100</u>	<u>\$ 2,079,000</u>	<u>(10.8%)</u>

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Authorized FTE positions					
Community Development Director	1.0	1.0	1.0	1.0	
Executive Assistant	1.0	1.0	1.0	1.0	
Comprehensive Planning Manager	1.0	1.0	1.0	1.0	
Development Review Manager	1.0	1.0	1.0	1.0	
Senior Planner	2.0	2.0	2.0	2.0	
Planner/Associate Planner	3.0	3.0	3.0	3.0	
Planning Technician	2.8	2.8	0.0	0.0	
Code Enforcement Officer	2.0	2.0	2.0	2.0	
Neighborhood Services Supervisor	1.0	1.0	1.0	1.0	
Chief Building Official	1.0	1.0	1.0	1.0	
Plans Examiner	2.0	2.0	2.0	2.0	
Senior Inspector	1.0	1.0	1.0	1.0	
Building/Electrical Inspector	5.0	5.0	4.0	4.0	
Permit Technician	2.0	2.0	1.0	1.0	
Total	25.8	25.8	21.0	21.0	

Staffing and Significant Budget Changes

- Personal services decreased due to the Town’s right-sizing initiative, which occurred in March 2011 and resulted in the elimination of the Planning Technician positions, an Electrical Inspector position and a Building Permit Technician position.
- Internal Services increased because the Town’s technology replacement cycle was restored to its normal rate after having been cut as part of the Town’s cost saving measures during the economic downturn.



2011 Highlighted Accomplishments

- Completed Community Development Department Business Plan.
- Conducted two neighborhood clean-up programs for the Cottonwood and Country Meadows neighborhoods.
- Completed processing involuntary annexation of various properties located within an enclave adjacent to Progress Lane and west of Parker Road.
- Completed numerous code updates as part of the Development Liaison Committee.
- Continued to prepare historic files for archiving and implemented standards for scanning files to Laserfiche.
- Implemented a Planner on Duty rotation at the front counter to provide professional expertise for our walk-in customers and one call service to our planning line.
- Re-designed and installed new work stations at the front counter to provide an improved customer service image and user friendly floor plan.
- Completed exterior renovations of Hood House based upon HSA (Historic Structure Assessment) recommendations.
- Completed exterior renovations of the railcar based upon the Railcar report.
- Coordinated planning for the future of Preservation Park and improved the appearance of the historic structures on the site.
- Completed Town-wide Sign Program 2011 signs project including the PACE sign package.
- Completed three new historic interpretive signs.
- Completed the Open Space, Trails and Greenways Master Plan update.
- Hosted the annual Historic Downtown Walking Tour.

2012 Goals

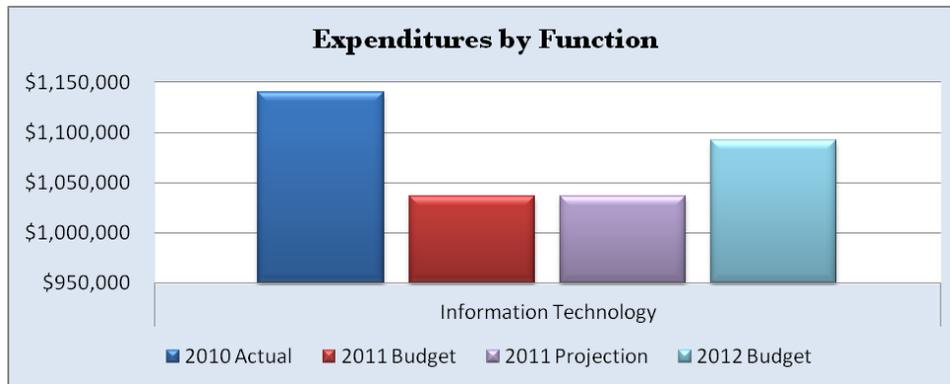
- Continue working with the Development Liaison Committee (DLC) to evaluate and determine improvements to our processes.
- Develop a consolidated resource area and file storage system near the front counter to increase productivity and provide ease of access to our files.
- Review procedures and costs associated with the land development process to assure that Parker is competitive in the market.
- Start downloading the scanned land use case files into Laserfiche in accordance with state regulated retention schedules and permanently eliminate the historic paper files.
- Create and update numerous mapping resources in conjunction.
- Complete Master Plan Update and E-470 Corridor Development Master Plan.
- Coordinate with stakeholders regarding the future of Town-owned properties.
- Create a strategy and tools to revitalize aging commercial, office and industrial developments to improve the image of the Town.
- Explore Land Use Code revisions to improve and expedite the Development Review process.
- Coordinate with Economic Development Director to continue implementing Small Business Assistance Programs.
- Improve Commercial Plan review time to meet business plan objectives.
- Continue commercial builder information working meetings to review code requirements and departmental procedures and identify opportunities for improvement.

The Information Technology Department is responsible for computer maintenance, network administration, data backup and recovery, software management, GIS mapping, and technical support for all Town departments.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Information Technology	\$ 1,140,010	\$ 1,036,800	\$ 1,036,800	\$ 1,092,500	5.4%
Expenditures by Category					
Personal Services	\$ 755,219	\$ 773,800	\$ 773,800	\$ 802,400	3.7%
Supplies	14,799	25,500	25,500	25,300	(0.8%)
Purchased Services	189,508	191,600	191,600	201,600	5.2%
Internal Services	23,815	45,900	45,900	63,200	37.7%
Capital Outlay	156,669	-	-	-	n/a
Total	\$ 1,140,010	\$ 1,036,800	\$ 1,036,800	\$ 1,092,500	5.4%
Source of Funding					
General Fund	\$ 1,140,010	\$ 1,036,800	\$ 1,036,800	\$ 1,092,500	5.4%
Authorized FTE positions					
Information Technology Director	1.0	1.0	1.0	1.0	
Systems Analyst	1.0	1.0	1.0	1.0	
Systems Administrator	1.0	1.0	1.0	1.0	
Programmer Analyst	1.0	1.0	1.0	1.0	
System Support Technician	2.0	2.0	2.0	2.0	
GIS Coordinator	1.0	1.0	1.0	1.0	
GIS Administrator	1.0	1.0	1.0	1.0	
Network Administrator	1.0	1.0	1.0	1.0	
Total	9.0	9.0	9.0	9.0	

Significant Budget Changes

- Internal Services increased because the Town’s technology replacement cycle was restored to its normal rate after having been cut as part of the Town’s cost saving measures during the economic downturn.



2011 Highlighted Accomplishments

- Developed 2012 business plan for the Information Technology department.
- Began the rollout of Windows 7 operating system to the desktops.
- Installed a new Bridgewave wireless link for the Recreation Center to eliminate the cost of a Qwest T-1.
- Install a new Bridgewave wireless link at the Police Department to provide redundancy to the Town’s fiber loop.
- Implemented a second storage area network at the backup datacenter to replicate with the storage area network (SAN) at the Police datacenter to create redundancy and improved disaster recovery capabilities.
- Upgraded the Town’s email server to Microsoft Exchange 2010 in conjunction with the server virtualization project.
- Completed multiple surveillance camera projects including the Recreation Center and Town Hall.
- Upgraded all desktop software, servers and database structures to ArcGIS 10 format.
- Created a detailed tree and weed database that will provide valuable statistical analysis.

2012 Goals

- Continue rollout of Windows 7 operating system to the desktops.
- Develop 2013 department business plan.
- Develop a long-term plan to shift the IT model to be more efficient and cost effective.
- Develop an email archiving system and policy for the Town to reduce storage needs and improve recovery and retrieval.
- Implement an electronic ticketing system with Police Department and Municipal Court.
- Map and analyze cell tower sites in order to identify sites to be directed to Parker PD instead of Douglas County Sheriff.
- Enable access to real-time data on hardware with GPS and photographic capabilities with and for stormwater field crew.

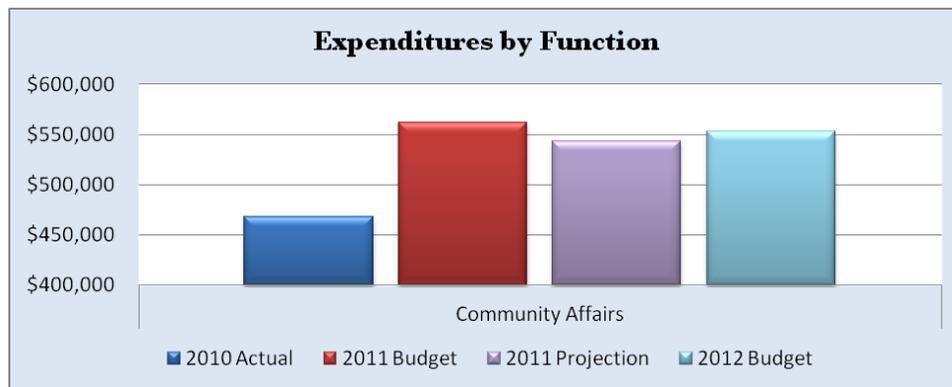
The Community Affairs Department works to enhance communication between various Town departments and Parker residents, the media and other interested parties. Town-wide public relations are handled by the department, including issuing news releases, responding to media inquiries and providing awareness of and opportunities for citizen involvement in the Town’s decision-making processes. The department also oversees marketing efforts for the Town’s Recreation Department and serves as the Public Information Office for the Police Department.

Staff maintains the Town's Web site, including the online community calendar, produces the monthly “Talk of the Town” newsletter, the Parker Recreation Brochure and a variety of other publications and brochures about Town services and procedures. This department plans a variety of community events at low or no cost to our residents. Fundraising efforts for community and Recreation events, as well as other marketing opportunities for area businesses, are also handled through Community Affairs.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Community Affairs	\$ 467,930	\$ 561,500	\$ 542,800	\$ 553,200	(1.5%)
Expenditures by Category					
Personal Services	\$ 248,060	\$ 269,900	\$ 269,900	\$ 284,000	5.2%
Supplies	1,690	4,600	10,100	3,900	(15.2%)
Purchased Services	212,732	278,100	253,900	254,100	(8.6%)
Internal Services	5,448	8,900	8,900	11,200	25.8%
Total	\$ 467,930	\$ 561,500	\$ 542,800	\$ 553,200	(1.5%)
Source of Funding					
Event Sponsorship	\$ 31,228	\$ 27,800	\$ 27,800	\$ 27,800	0.0%
General Fund	436,702	533,700	515,000	525,400	(1.6%)
Total	\$ 467,930	\$ 561,500	\$ 542,800	\$ 553,200	(1.5%)
Authorized FTE positions					
Community Affairs Director	1.0	1.0	1.0	1.0	
Community Affairs Supervisor	1.0	1.0	1.0	1.0	
Marketing Coordinator	0.5	0.5	0.5	0.5	
Special Events Coordinator	1.0	1.0	1.0	1.0	
Total	3.5	3.5	3.5	3.5	

Significant Budget Changes

- Purchased services increased due to reallocation of expenditures to other departments.
- Internal Services increased because the Town’s technology replacement cycle was restored to its normal rate after having been cut as part of the Town’s cost saving measures during the economic downturn.



2011 Highlighted Accomplishments

- Enhanced the Town Web site through in-depth search engine optimization, as well as the development of additional photo banners, information and links.
- Revised the digital sign policy to allow for additional daily messages; resulted in the inclusion of more community events.
- Launched a new “Transparency Portal” on the Town Web site to make important Town information more easily accessible by housing it in a central location.
- Expanded the Town’s social media reach and greatly increased the number of Facebook “fans” on the Town, Recreation and PACE Facebook pages.
- Planned and staffed several high profile community events and marketing campaigns.
- Completed several new “Parker Works for You” videos to educate the community about Town programs and services.

2012 Goals

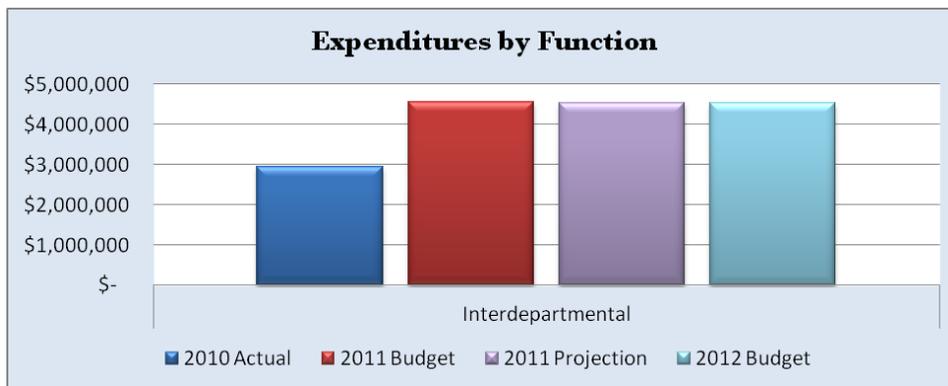
- Write and implement a thorough social media marketing plan.
- Continue to look for ways to make Parker more “business friendly”.
- Enhance the Town Web site through expanded content, fillable forms, the addition of video clips and other interactive measures.
- Refine media policies and procedures, as well as media tracking and distribution.
- Expand Recreation Department marketing tools and web presence.
- Assist with the creation and implementation of an Economic Development marketing plan.

The Interdepartmental budget accounts for expenditures that benefit multiple departments or ones that are not specifically assigned to a Town department. Town contributions to various community organizations that serve Parker residents are included in the Interdepartmental budget. It also includes expenditures for postage, memberships and dues, in-house training, meals for Council meetings, paper and other general supplies. Debt service for the Certificates of Participation issued for the new Police station and PACE Center and contingency funds for unforeseen expenditures are also budgeted here.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Interdepartmental	\$ 2,936,297	\$ 4,552,300	\$ 4,520,800	\$ 4,540,000	(0.3%)
Expenditures by Category					
Supplies	\$ 33,750	\$ 49,300	\$ 49,300	\$ 51,400	4.3%
Purchased Services	102,154	160,200	121,200	101,200	(36.8%)
Debt Service	2,643,393	3,783,900	3,783,900	3,785,600	0.0%
Other	157,000	558,900	566,400	601,800	7.7%
Total	\$ 2,936,297	\$ 4,552,300	\$ 4,520,800	\$ 4,540,000	(0.3%)
Source of Funding					
COP BABS Credit	\$ 892,819	\$ 892,800	\$ 892,800	\$ 892,800	0.0%
Interest on debt service reserve	10,063	40,000	5,000	5,200	(87.0%)
Excise Tax Fund	-	200,000	200,000	200,000	0.0%
General Fund	2,033,415	3,419,500	3,423,000	3,442,000	0.7%
Total	\$ 2,936,297	\$ 4,552,300	\$ 4,520,800	\$ 4,540,000	(0.3%)

Significant Budget Changes

- Purchased services decreased due to reallocation of expenditures to Human Resources.



The Parker Police Department provides year-round, 24-hour service to citizens of the Town of Parker and adheres to the highest standards of ethical behavior. The Department's primary objective is to provide a safe community environment in Parker with the highest level of service possible. The organization is committed to safeguarding the community that makes Parker a great place to live, work and play. Public safety services the Police Department provides are patrol, investigations, community policing, 911 communications, animal services, property and evidence, records and victim services. The Parker Police Department also handles 911 communications, victim, crime scene investigation, crime analysis and property and evidence services for the City of Lone Tree. Victim services are accounted for in its own fund.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Administration	\$ 1,113,206	\$ 1,211,000	\$ 1,295,300	\$ 1,814,200	49.8%
Investigations	1,432,680	1,404,100	1,485,000	1,695,700	20.8%
Patrol	4,325,574	4,705,800	4,589,600	4,303,100	(8.6%)
Records	392,559	402,600	365,500	384,300	(4.5%)
Communication	906,977	1,057,100	984,200	1,104,700	4.5%
Police Station	220,651	455,200	435,100	471,700	3.6%
Emergency Management	-	-	-	152,600	
Animal Welfare	80,819	128,800	82,300	132,800	3.1%
	\$ 8,472,466	\$ 9,364,600	\$ 9,237,000	\$ 10,059,100	7.4%
Expenditures by Category					
Personal Services	\$ 6,932,839	\$ 7,503,800	\$ 7,327,700	\$ 7,858,700	4.7%
Supplies	154,973	245,500	245,500	211,000	(14.1%)
Purchased Services	675,037	705,200	680,900	685,900	(2.7%)
Internal Services	316,387	504,600	538,800	962,400	90.7%
Insurance	172,751	275,400	275,400	287,700	4.5%
Other	22,723	24,000	24,000	23,400	(2.5%)
Capital Outlay	197,756	106,100	144,700	30,000	(71.7%)
Total	\$ 8,472,466	\$ 9,364,600	\$ 9,237,000	\$ 10,059,100	7.4%
Source of Funding					
Charges for Services	\$ 58,293	\$ 41,900	\$ 49,600	\$ 50,400	20.3%
Grants	142,093	24,000	61,500	105,000	337.5%
City of Lone Tree	215,043	375,200	449,800	466,900	24.4%
Douglas County School District	29,482	41,300	41,300	42,500	2.9%
General Fund	8,027,555	8,882,200	8,634,800	9,394,300	5.8%
Total	\$ 8,472,466	\$ 9,364,600	\$ 9,237,000	\$ 10,059,100	7.4%

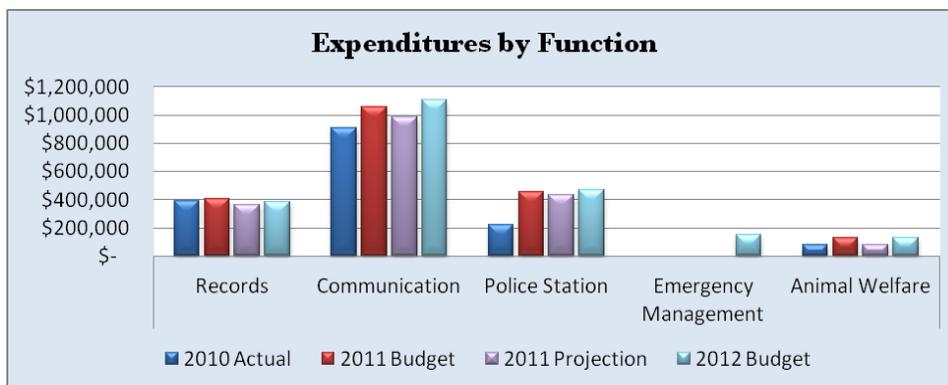
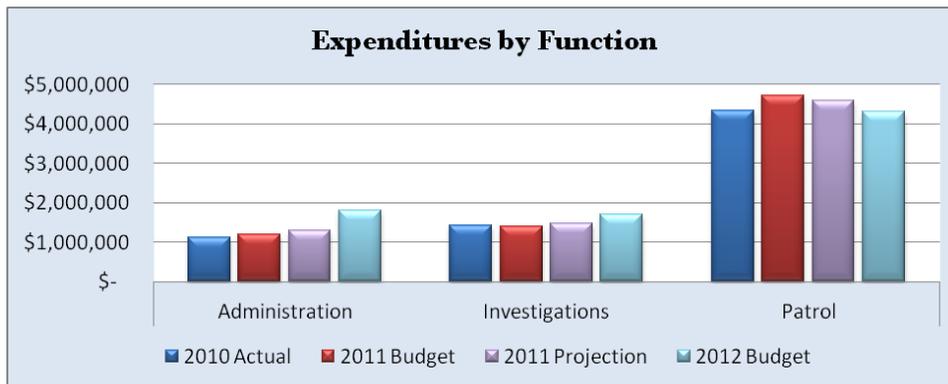
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Authorized FTE positions					
Police Chief	1.0	1.0	1.0	1.0	
Captain	2.0	2.0	2.0	2.0	
Lieutenant	3.0	3.0	3.0	3.0	
Sergeant	9.0	9.0	9.0	9.0	
Police Officer/Detective	45.0	45.0	45.0	45.0	
Communications/Records Supervisor	2.0	2.0	2.0	2.0	
Communications Technician	13.0	13.0	13.0	13.0	
Records Clerk	2.0	2.0	2.0	2.0	
Report Technician	3.4	3.4	3.2	3.2	
Administrative Technician	5.0	5.0	5.0	5.0	
Crime Analyst	1.0	1.0	1.0	1.0	
Crime Scene Technician	1.0	1.0	1.0	1.0	
Property and Evidence Technican	1.0	1.0	2.0	2.0	
Animal Welfare Officer	1.8	1.8	1.8	1.8	
Operations Service Technician	0.0	0.0	0.0	0.8	
Total	90.2	90.2	91.0	91.8	
Administration	8.0	8.0	8.0	10.8	
Investigations	14.0	14.0	15.0	17.0	
Patrol	46.0	46.0	46.0	42.0	
Records	5.8	5.8	5.6	5.6	
Communications	14.6	14.6	14.6	14.6	
Animal Welfare	1.8	1.8	1.8	1.8	
	90.2	90.2	91.0	91.8	

Capital Outlay

- Mobile computer training/testing system - \$15,000 – Mobile data computers are “mission-critical tools used to receive calls for service, track resources and produce reports and incident notes. This system will allow staff to test and train on software updates prior to those updates going live. The cost is shared with the City of Lone Tree.
- Dispatch radio console upgrades - \$15,000 – This will replace three of the six consoles that are used on a daily basis in the communications center. These three consoles are five years old and replacing them ensures that communication with the police officers in the field will continue properly.

Staffing and Significant Budget Changes

- A Property and Evidence Technician position was added during 2011. This position was added to accommodate the provision of property and evidence storage services to the City of Lone Tree through a joint effort to save taxpayers money in both cities.
- Internal Services increased partly because the Town’s technology replacement cycle was restored to its normal rate after having been cut as part of the Town’s cost saving measures during the economic downturn. Internal Services also increased because of the Town’s effort to catch up on and establish funding for future replacement of aging equipment. Equipment replacement was delayed several years due to the downturn in the economy.
- One full-time Report Technician position was reduced to a part-time (0.8 FTE) as part of the Town’s right-sizing initiative, which occurred in March 2011.
- The 0.8 FTE for the Operations Service Technician position was added to the FTE count. Funds have been budgeted for this position for a number of years but it was never counted as an FTE.
- Administration increased in part because two positions previously accounted for in Patrol were shifted to Administration. Administration also increased because of the increase in Internal Services, which is explained below. Charges for fleet and technology management internal services, with the exception of those that are charged to Communications, are recorded in Administration.
- Investigations increased because two positions previously accounted for in Patrol were shifted to Investigations and because of the added Property and Evidence Technician position.



2011 Highlighted Accomplishments

- Completed a staffing and deployment study on the Patrol Division to ensure adequate staffing levels given time of day and calls for service.
- The Department held a 40-person Citizen Emergency Response Team training to assist in emergency preparedness.
- Developed a business plan for the Department.
- Executed and implemented an intergovernmental agreement with Lone Tree Police Department to provide crime analysis, crime scene and evidence management services.
- All evidence held by the Lone Tree Police Department was successfully inventoried and bar coded into the evidence management software. This was the first full-item inventory ever completed by the Parker Police Department using a bar-code evidence management system.
- A protocol was established for the proper disposal of all types of property held by the evidence section. Research into this protocol ensures that our disposal methods are fiduciary, efficient and environmentally sound.
- Evidence section rolled out the ability for officers to import pictures of evidence. automatically into the evidence management system. This allows for quick detective and attorney review of evidence without having to check items out of the warehouse.
- A mini-mock utilizing outside agency personnel was performed to ensure we are on the right track for the accreditation process. This process is completed by CALEA assessors who review a sampling of our working files to give us input on our progress. The result was positive and encouraging.
- The Department organizational chart was completely revamped to ensure efficient operations were met given the new technology and building.

2012 Goals

- Conduct a mock assessment and final assessment performed by CALEA assessors to become fully accredited in 2012.
- Provide ongoing training to citizens regarding emergency preparedness; identify opportunities for citizens to become more involved in emergency preparedness efforts; provide training opportunities to staff to include tabletop exercises.
- Expand the citizen volunteer program to assist with day-to-day front desk operations in the new police building.
- Actively adapt our delivery of core business/operational responsibilities to meet the challenge dynamics of crime and disorder by continually evaluating and redesigning delivery of police services to ensure safety of the community.
- Utilize effective communication tools to provide timely, accurate and accessible information.
- Purchase and equip 12 new Ford Crown Victoria police cars for deployment into the patrol car fleet. These new patrol cars will replace 12 old patrol vehicles.
- Implement software and hardware upgrades to the Computer-Aided Dispatch System and dispatch radio system.

The Public Works Department is responsible for the installation, maintenance and repair of Town streets, traffic signals, traffic signs, flashing school zone signs, sidewalks, curb and gutter, development engineering, inspection and review services, stormwater management, traffic management, snow plowing and street sweeping. Capital improvement projects, including new construction or replacement of roads, bridges, trails and Town facilities, are managed by Public Works. The department also performs fleet maintenance for Town vehicles and provides custodial and maintenance services for Town facilities. Stormwater management is accounted for in its own enterprise fund. Fleet services and facility services are accounted for in internal service funds and the cost for these services is allocated back to the appropriate departments.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Administration/Engineering	\$ 1,034,243	\$ 1,319,900	\$ 1,124,000	\$ 1,286,400	(2.5%)
Streets	5,333,342	4,872,900	5,267,100	5,460,600	12.1%
Traffic Services	1,117,398	1,032,500	1,042,500	1,115,900	8.1%
Public Works Buildings	164,837	207,100	810,500	263,000	27.0%
General Government Buildings	2,267,832	517,000	584,900	578,800	12.0%
	<u>\$ 9,917,652</u>	<u>\$ 7,949,400</u>	<u>\$ 8,829,000</u>	<u>\$ 8,704,700</u>	<u>9.5%</u>
Expenditures by Category					
Personal Services	\$ 1,973,100	\$ 2,426,500	\$ 2,080,900	\$ 2,368,600	(2.4%)
Supplies	319,376	300,600	300,600	321,900	7.1%
Purchased Services	4,811,041	3,997,700	4,421,700	4,485,800	12.2%
Internal Services	502,913	619,400	596,100	807,400	30.4%
Utilities/Insurance	426,625	455,200	455,200	518,500	13.9%
Debt Service	1,884,597	-	-	-	
Capital Outlay	-	150,000	974,500	202,500	35.0%
Total	<u>\$ 9,917,652</u>	<u>\$ 7,949,400</u>	<u>\$ 8,829,000</u>	<u>\$ 8,704,700</u>	<u>9.5%</u>
Source of Funding					
Street Cut Permits	\$ 41,132	\$ 24,600	\$ 35,000	\$ 35,000	42.3%
Grants	172,400	-	-	-	
Highway User Tax Fund	1,198,340	1,040,400	974,000	1,040,000	(0.0%)
Douglas County Road and Bridge Property Tax Shareback	1,327,822	1,328,400	1,330,600	1,230,800	(7.3%)
CDOT - Parker Road traffic signal maintenance and operations	46,800	47,700	47,700	47,700	0.0%
Engineer Review Fees	127,418	113,600	83,400	84,700	(25.4%)
Bus Shelter Advertising Commissions	9,015	12,000	7,000	7,000	(41.7%)
Public Improvements Fund	300,000	300,000	300,000	325,000	8.3%
General Fund	6,694,725	5,082,700	6,051,300	5,934,500	16.8%
Total	<u>\$ 9,917,652</u>	<u>\$ 7,949,400</u>	<u>\$ 8,829,000</u>	<u>\$ 8,704,700</u>	<u>9.5%</u>

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
<i>Authorized FTE positions</i>					
<u>Administration/Engineering</u>					
Public Works Director	1.0	1.0	1.0	1.0	
Executive Assistant	1.0	1.0	1.0	1.0	
Customer Service Specialist	1.0	1.0	1.0	1.0	
Streets, Traffic Services, CIP Manager	1.0	1.0	1.0	1.0	
Project Manager	1.0	1.0	1.0	1.0	
Associate Project Manager	1.0	1.0	1.0	1.0	
Engineering Development Review Mg	1.0	1.0	1.0	1.0	
Development Review Engineer	3.0	3.0	2.0	2.0	
Resident Engineer	1.0	1.0	1.0	1.0	
Engineering Technician	1.0	1.0	1.0	1.0	
Fleet/Facilities Manager	0.2	0.2	0.2	0.2	
<u>Streets</u>					
Customer Service Specialist	0.5	0.5	0.5	0.5	
Streets Supervisor	1.0	1.0	1.0	1.0	
Streets Crew Leader	2.0	2.0	2.0	2.0	
Streets Maintenance Worker III	5.0	5.0	5.0	5.0	
Streets Maintenance Worker I/II	5.0	5.0	5.0	5.0	
<u>Traffic Services</u>					
Traffic Engineer	1.0	1.0	1.0	1.0	
Traffic Engineering Aide	1.0	1.0	1.0	1.0	
Traffic Signal Technician I/II	2.0	2.0	2.0	2.0	
Streets Maintenance Worker I/II	1.0	1.0	1.0	1.0	
Streets Maintenance Worker III	1.0	1.0	1.0	1.0	
Total	31.7	31.7	30.7	30.7	

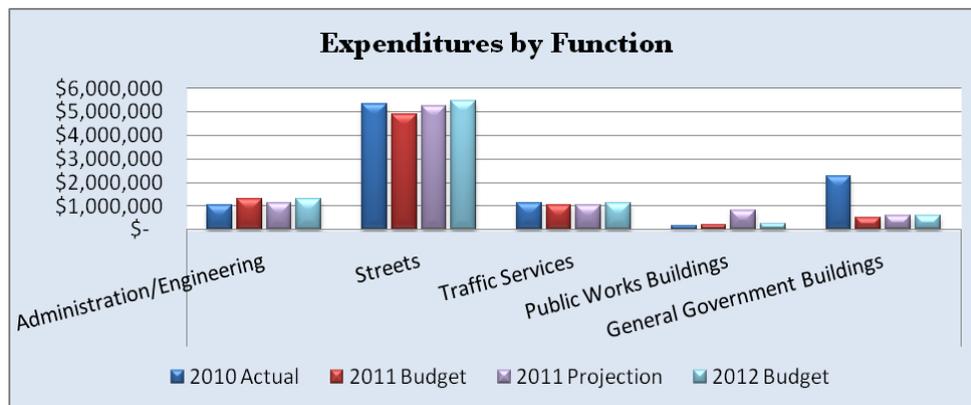
Capital Outlay

- Replace the A/V system in the Council Chambers - \$37,500 – this system is nearly 10 years old, is becoming very difficult to maintain and will predictably completely fail in the near future. Most of the components are obsolete and irreplaceable.
- Replace crack seal machine - \$45,000 – the current machine is about 10 years old and is continually out of service for long periods of time and will be replaced to improve productivity.
- Pickup mounted snow plows - \$12,000 – adding two plows will continue to maximize use of existing Town equipment and personnel during snow events, as well as reduce the need for more expensive contracted services.

- Side-kick broom skid steer attachment - \$8,000 – this piece of equipment will further improve the asphalt replacement efforts by speeding up the clean-up process following asphalt operations.
- Tilt-bed trailer - \$10,000 – this trailer is needed to move the equipment for asphalt operations.
- Pavement marking enclosed trailer - \$8,000 – an enclosed trailer will consolidate the storage of all pavement marking supplies and equipment, eliminating the time needed to stock and restock each day and serve to protect the supplies from the weather.
- Striping machine driver - \$6,000 – this will make repainting stripes more efficient.
- Lighting system upgrades - \$69,000 – an energy audit was performed on Town buildings and found that lighting should be upgraded, which would conserve energy and reduce electricity costs. The savings is estimated to cover the investment in three to four years.
- Increase office space - \$7,000 – an office will be added near the Council Chambers to provide office space for the Municipal Judge.

Staffing and Significant Budget Changes

- One Development Review Engineer was eliminated as part of the Town’s right-sizing initiative, which occurred in March 2011.
- Streets and similarly Purchased Services increase is primarily the result of a decision to return infrastructure repair and maintenance, which was reduced due to the decrease in revenue caused by the downturn in the economy, to proper levels.
- Internal Services increased because of the Town’s effort to catch up on and establish funding for future replacement of aging equipment. Equipment replacement was delayed several years due to the downturn in the economy.



2011 Highlighted Accomplishments

- Engineering and CIP Managers coordinated in creation of the Development Liaison Committee to further the objective of improving cooperation and review with the development community.
- Substantially completed the update to the Public Works Roadway Criteria Manual.
- Cooperatively worked with Douglas County regarding the construction of the Hess Road extension to I-25. The roadway was opened to the traveling public in December.
- Resurfaced approximately 230,000 square yards of asphalt roadway and parking lots.
- Over 1,000 tons of asphalt removed and replaced by Town forces.
- Over 21 tons of crack-seal material applied to roadways by Town forces.
- Over 900 cubic yards of debris recovered during street sweeping operations.
- Maintained over 36-acres of road shoulders and undeveloped medians.
- Over 42,000 miles driven and 1,400 tons of solid, plus 80,000 gallons of liquid deicing chemicals applied to the Town's roadway system during snow and ice control operations.
- Undergrounded IREA power-lines adjacent to the Crown Point development adjacent to Parker Road.
- Completed improvements at Chambers/Grasslands, Stroh/J. Morgan and on Crowfoot Valley Road for improved traffic flow and safety.
- Continued the work of the energy efficiency program for lighting and traffic signals.
- Completed speed limit studies on Hilltop/Hess Roads and Pine Lane.
- Commenced the conversion process for the school zone safety flashers from pager communication to Town-based wireless communication.
- Completed the construction of the PACE Center in October. The project was completed on schedule and budget.

2012 Goals

- Resurface approximately 250,000 square yards of asphalt roadway and parking lots.
- Continue to maintain and improve our infrastructure with available resources.
- Continue to increase our in-house productivity while improving our quality of work.
- Complete a Town wide traffic system study.
- Finalize the update to the Public Works Roadway Criteria Manual and have it approved by Town Council.
- Conclude the acquisition agreement for approximately ten (10) net acres from Douglas County for a Public Works facility expansion. Commence the programming effort for the proposed site.
- Continue the work of the energy efficiency program for lighting and traffic signals.
- Continue the conversion process for the school zone safety flashers from pager communication to Town-based wireless communication.
- Continue to develop and train staff for emergency response and disaster relief.
- Continue to maintain and improve public perception of the Streets Division staff while demonstrating professional, ethical and dedicated conduct.
- Complete the contract closeout for the PACE Center.

The Parks and Forestry/Open Space divisions of the Parks, Recreation and Open Space Department maintain the Town's parks, open spaces, trails and Town-owned trees. The division also prepares parks and trails for sports activities, special events and a variety of community activities; provide citizen outreach and education with tree, lawn and horticulture care; and assist in the development and design of new park and open space areas.

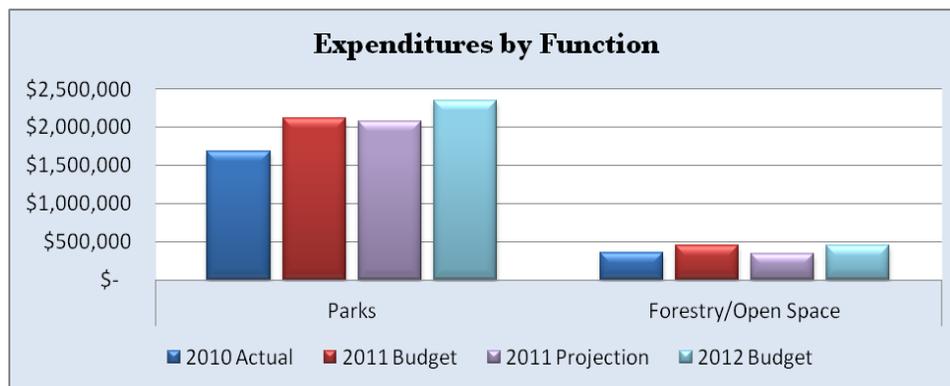
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Parks	\$ 1,679,298	\$ 2,117,700	\$ 2,075,900	\$ 2,341,700	10.6%
Forestry/Open Space	353,407	444,900	349,300	454,900	2.2%
	<u>\$ 2,032,705</u>	<u>\$ 2,562,600</u>	<u>\$ 2,425,200</u>	<u>\$ 2,796,600</u>	<u>9.1%</u>
Expenditures by Category					
Personal Services	\$ 1,182,355	\$ 1,345,700	\$ 1,246,900	\$ 1,426,300	6.0%
Supplies	59,741	72,500	72,500	73,200	1.0%
Purchased Services	381,630	624,500	572,000	594,600	(4.8%)
Internal Services	135,950	143,100	141,500	393,000	174.6%
Utilities	250,623	275,800	275,800	297,400	7.8%
Capital Outlay	22,406	101,000	116,500	12,100	(88.0%)
Total	<u>\$ 2,032,705</u>	<u>\$ 2,562,600</u>	<u>\$ 2,425,200</u>	<u>\$ 2,796,600</u>	<u>9.1%</u>
Source of Funding					
Conservation Trust Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	0.0%
Parks and Recreation Fund	762,400	771,300	771,300	839,000	8.8%
General Fund	970,305	1,491,300	1,353,900	1,657,600	11.2%
Total	<u>\$ 2,032,705</u>	<u>\$ 2,562,600</u>	<u>\$ 2,425,200</u>	<u>\$ 2,796,600</u>	<u>9.1%</u>
Authorized FTE positions					
Parks and Recreation Director	0.0	0.0	0.4	0.4	
Customer Service Specialist	0.5	0.5	0.5	0.5	
Parks and Open Space Manager	1.0	1.0	1.0	1.0	
Parks Supervisor	1.0	1.0	1.0	1.0	
Parks Crew Leader	2.0	2.0	2.0	2.0	
Parks Maintenance Worker III	3.0	3.0	3.0	3.0	
Parks Maintenance Worker I/II	10.0	10.0	10.0	10.0	
Forestry/Open Space Supervisor	1.0	1.0	1.0	1.0	
Open Space Technician III	1.0	1.0	1.0	1.0	
Open Space Technician II	1.0	1.0	1.0	1.0	
Total	<u>20.5</u>	<u>20.5</u>	<u>20.9</u>	<u>20.9</u>	

Capital Outlay

- V-plow for a pickup truck - \$6,100 – This plow will be added primarily because of the increased plowing needs created by the addition of the new PACE Center; however, it will be used at other facilities.
- Tree space - \$6,000 – A tree space will allow staff to efficiently and cost effectively remove and relocate trees within the Town.

Staffing and Significant Budget Changes

- Parks increased because 40 percent of the Parks and Recreation Director will now be accounted for in the Parks budget. Responsibility for the Parks and Forestry/Open Space divisions was assumed by the Parks and Recreation Director. These divisions formerly reported to the Public Works Director.
- Internal Services increased because of the Town’s effort to catch up on and establish funding for future replacement of aging equipment. Equipment replacement was delayed several years due to the downturn in the economy.



2011 Highlighted Accomplishments

- Completed improvements to Bar CCC ballfield to include installing an outfield fence and warning track, laser leveling the infield and extending the infield to accommodate 80’ base paths.
- Completed landscape renovations at Iron Horse Park; removed hazardous trees in east border beds, installed drip irrigation, and installed new landscaping.
- Renovated Salisbury #1 ballfield to include laser grading and additional infield material to improve playability and reduce rain-outs.
- Performed landscape bed renovations at the Motsenbocker facility, Railbender Park, the Recreation Center, O’Brien Park and the Mainstreet Center.
- Replaced all dead plant material in half of the Town’s medians.
- Propagated over 500 annual plants in the Town’s greenhouse and planted them throughout Town properties.
- Working with an Eagle Scout, installed a new memorial bed at the Children’s Memorial at McCabe Meadows Park.
- Renovated both the Rose-Taylor equestrian arena and white equestrian arena to improve drainage and reduce cancelled events due to storm events.

- Painted yellow lane-divider lines for safety on all blind corners throughout the entire Town trail system.
- Implemented new winterization process for irrigation backflows to eliminate off-season backflow device theft.
- Sprayed over 300 acres of Town open space for noxious weeds.
- Took vertebrae control (burrowing rodents) in-house, improving control and reducing costs by 65% over contracted work.
- Designed data collection software for tree inventory and weed mapping.
- Successful Arbor Day celebration at the Town Arboretum at McCabe Meadows Park.
- Maintained Tree City USA designation, 18 years Tree City USA.
- Completed first full year of landscape maintenance and snow removal duties at the new Police Department facility.
- Oversaw landscape and irrigation install at the PACE Center.
- Installed benches, Harmony Garden and Plant Select bed at the PACE Center.

2012 Goals

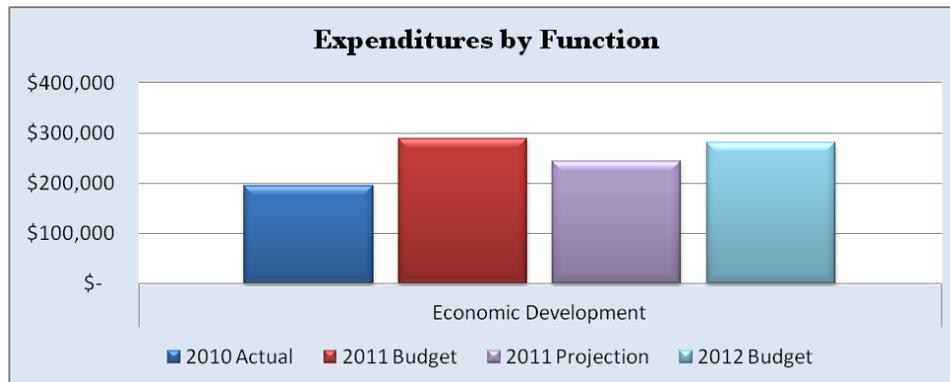
- Begin collecting data for tree inventory, starting with park and facility trees.
- Assess failing Cottonwoods along Cherry Creek from Stroh to Bar CCC and develop strategy to minimize lost trees.
- Develop an Adopt-a-Bed program for annual flower beds and develop a stronger volunteer program.
- Renovate xeric garden by Old Town Hall to include new plant material and updated signage.
- Inventory concrete in Railbender skatepark and make necessary repairs.
- Install drainage in the north-east section of Tallman soccer field.
- Finish Plant Select bed at PACE to include signage and become a designated Plant Select bed by the Plant Select board and work with PACE staff to incorporate the bed as an educational tool.
- Laser grade and renovate two ball fields.
- Improve infield playing surface at Iron Horse Park.
- Replace all dead plant material in remaining Town medians.
- Develop and utilize Facebook and other social media as a tool to reach park users and develop advocates.

The Economic Development Department provides full-service economic development assistance to meet the needs of existing, expanding and relocating businesses and development. Services include providing demographic information, site and building inventory, a community profile and business assistance information necessary to make a site or building location decision. This department also serves as the in-house advocate for businesses seeking to expand or relocate.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Economic Development	\$ 195,397	\$ 287,800	\$ 243,200	\$ 279,900	(2.7%)
Expenditures by Category					
Personal Services	\$ 126,548	\$ 131,700	\$ 102,100	\$ 121,500	(7.7%)
Supplies	1,814	4,000	4,000	2,500	(37.5%)
Purchased Services	17,841	100,300	70,300	72,300	(27.9%)
Internal Services	1,090	1,800	1,800	3,600	100.0%
Other	48,104	50,000	65,000	80,000	60.0%
Total	\$ 195,397	\$ 287,800	\$ 243,200	\$ 279,900	(2.7%)
Source of Funding					
General Fund	\$ 195,397	\$ 287,800	\$ 243,200	\$ 279,900	(2.7%)
Authorized FTE positions					
Economic Development Director	1.0	1.0	1.0	1.0	
Total	1.0	1.0	1.0	1.0	

Significant Budget Changes

- Increased small business incentive (categorized in “Other”) from \$50,000 to \$80,000.



2011 Highlighted Accomplishments

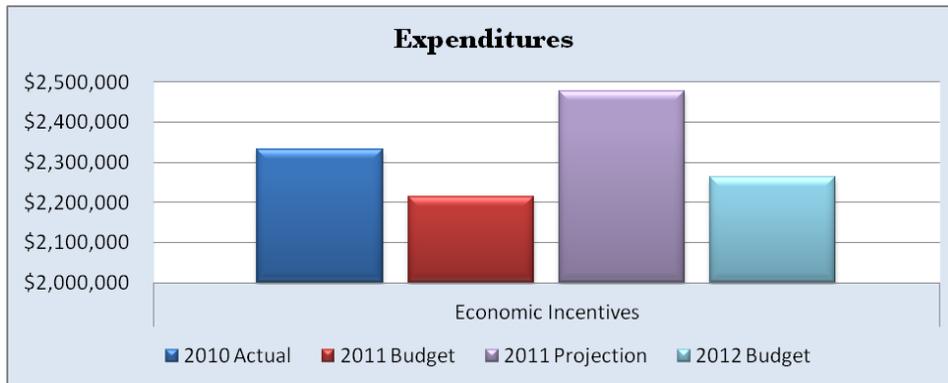
- Developed Town of Parker Economic Development Strategic Plan for 2012.
- Participation in the 2011 Metro Denver EDC Site Selection Conference.
- Participation in the Douglas County Governments Economic Development Broker Showcase event.
- Participation in Town Master Plan Update.
- Participation in the Economic Development Council of Colorado fall conference.
- Worked with prospects considering vacant space and properties in Parker.
- Membership in the Douglas County Business Alliance.
- Administered the Small Business Scholarship and Parker Improvement programs with assistance from Long Range Planning.
- Supported Parker Authority for Reinvestment (PAR) efforts in evaluation of first PAR assistance package and revision of assistance guidelines.
- Participated in interviews for new members of the Parker Authority for Reinvestment Advisory Committee (PARAC)

2012 Goals

- Implement 2012 Strategic Plan.
- Work with existing and new developers to improve a mix of primary jobs to the Town.
- Provide opportunity for a healthy, sustainable and diverse retail tax base.
- Provide opportunity for increased sales tax receipts to the Town.
- Showcase Parker in attracting new business that will enhance the Town.
- Work with property owners/developers to fill existing vacant office, industrial and retail space, thus reducing vacancy rates in Parker.
- Use Town tools to retain and expand current businesses in the Town, thus providing quality business services for existing business in Parker.
- Create tools to revitalize aging commercial/office and industrial development, thus improving the overall image of the Town along major corridors.
- Promote and participate in regional recruitment efforts to showcase Parker.

The Town has entered into various economic incentive agreements that involve sharing a percentage of sales tax generated by new retail businesses. There are currently six active agreements. The agreements are subject to a maximum amount and a maximum period (typically 10 years), whichever comes first. They are also subject to appropriation. Most of the agreements are subject to a negotiated base amount, which is put in place to protect existing revenues. The shareback rates of the active agreements range from 50 percent to 87 percent.

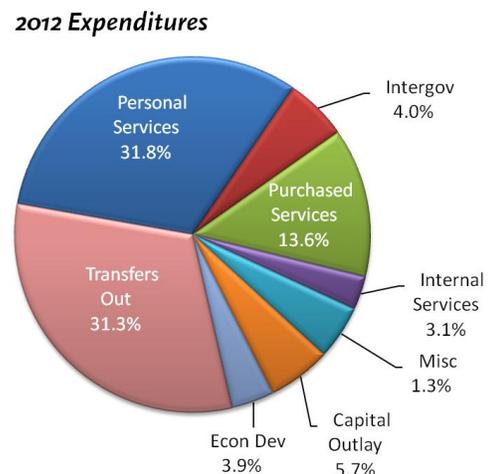
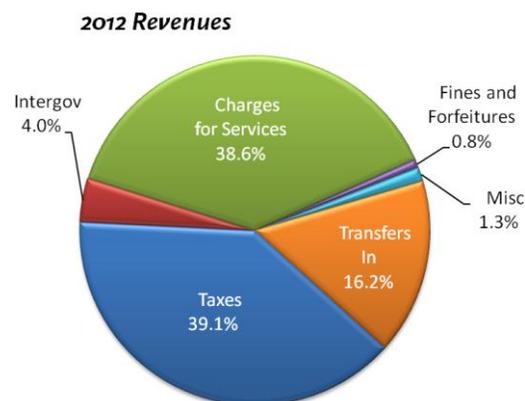
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Economic Incentives	\$ 2,331,008	\$ 2,214,400	\$ 2,478,300	\$ 2,263,300	2.2%
Transfer to...					
PACE Fund	389,000	600,000	600,000	600,000	0.0%
Capital Replacement Fund	-	-	387,000	-	
Public Improvements Fund	110,000	-	175,000	-	
	<u>\$ 2,830,008</u>	<u>\$ 2,814,400</u>	<u>\$ 3,640,300</u>	<u>\$ 2,863,300</u>	<u>1.7%</u>
Source of Funding					
Sales Tax	\$ 2,331,008	\$ 2,214,400	\$ 2,478,300	\$ 2,263,300	2.2%
General Fund	499,000	600,000	1,162,000	600,000	0.0%
	<u>\$ 2,830,008</u>	<u>\$ 2,814,400</u>	<u>\$ 3,640,300</u>	<u>\$ 2,863,300</u>	<u>1.7%</u>



Special Revenue Funds

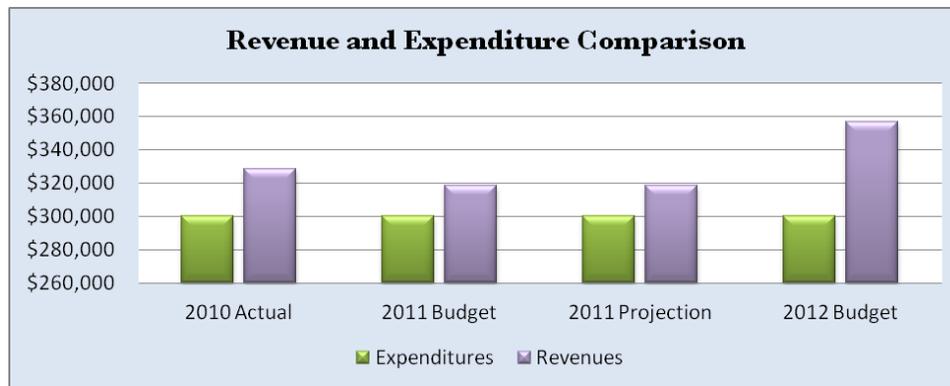
Special Revenue Funds Summary

	2010 Actual	2011 Original Budget	2011 Projection	2012 Original Budget	% inc/(dec) from 2011 Original Budget
Beginning Fund Balances	\$ 6,011,015	\$ 4,896,415	\$ 6,203,344	\$ 6,099,844	24.6%
Revenues					
Taxes	\$ 4,376,362	\$ 4,240,200	\$ 4,454,100	\$ 4,513,700	6.5%
Intergovernmental	449,950	423,700	443,700	466,500	10.1%
Charges for Services	3,873,939	3,907,600	4,029,600	4,449,400	13.9%
Fines and Forfeitures	87,223	75,000	99,000	90,000	20.0%
Miscellaneous	113,787	119,500	155,100	150,100	25.6%
Transfers In	1,418,820	1,682,400	2,069,400	1,872,100	11.3%
Total Revenues	10,320,081	10,448,400	11,250,900	11,541,800	10.5%
Expenditures					
Personal Services	3,074,001	3,556,100	3,616,700	3,710,500	4.3%
Supplies	394,153	554,300	561,600	658,200	18.7%
Purchased Services	1,168,772	1,465,800	1,497,000	1,589,000	8.4%
Internal Services	185,401	243,200	243,200	358,700	47.5%
Utilities/Insurance	438,220	505,300	507,200	574,100	13.6%
Capital Outlay	876,385	256,000	695,200	670,100	161.8%
Economic Development	466,202	442,900	595,700	452,700	2.2%
Transfers Out	3,524,625	3,637,800	3,637,800	3,657,300	0.5%
Total Expenditures	10,127,759	10,661,400	11,354,400	11,670,600	9.5%
Ending Fund Balances	\$ 6,203,337	\$ 4,683,415	\$ 6,099,844	\$ 5,971,044	27.5%
Expenditures by Fund					
Conservation Trust	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	0.0%
Parks and Recreation	4,653,460	4,280,900	4,769,900	4,354,600	1.7%
Law Enforcement Assistance	103,058	121,400	181,500	117,600	(3.1%)
PACE	331,981	897,900	940,800	1,588,700	76.9%
Recreation	4,497,775	4,782,200	4,853,400	5,036,700	5.3%
Mainstreet Center	241,485	279,000	308,800	273,000	(2.2%)
Total Expenditures	\$ 10,127,759	\$ 10,661,400	\$ 11,354,400	\$ 11,670,600	9.5%



This fund accounts for lottery funds from the State of Colorado, based on a formula tied to population. These funds are restricted and can only be used for parks, recreation and open space purposes. When Council identifies a particular use, the funds are appropriated as a transfer to the fund in which they will be used.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Category					
Transfer to General Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	0.0%
Revenue					
<u>Intergovernmental</u>					
State Conservation Trust Fund	\$ 323,325	\$ 312,000	\$ 312,000	\$ 350,000	12.2%
<u>Miscellaneous</u>					
Interest Earnings and Investments	5,397	6,600	6,600	6,600	0.0%
Total revenue	\$ 328,722	\$ 318,600	\$ 318,600	\$ 356,600	11.9%
Beginning Fund Balance	\$ 2,630,959	\$ 2,649,659	\$ 2,659,681	\$ 2,678,281	
Revenue over (under) expenditures	28,722	18,600	18,600	56,600	
Ending Fund Balance	\$ 2,659,681	\$ 2,668,259	\$ 2,678,281	\$ 2,734,881	2.5%

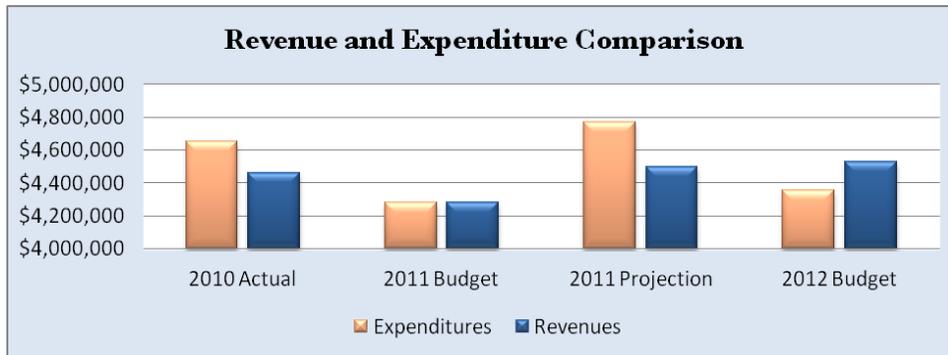


The Parks and Recreation Fund is primarily supported by the Town's 0.5 percent sales and use tax which are to be used for parks, trails, open space and recreation purposes. Major activities that are funded through this revenue stream include planning, design and construction of parks, trails and recreation facilities. Other uses include land acquisition for parks and open space, repayment of debt issued for parks and recreation purposes and special studies and analysis related to the overall operation, functionality and implementation of park and recreational facilities. Intergovernmental coordination and cooperation also occurs with various agencies and adjacent jurisdictions regarding regional parks, trail and open space planning.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Category					
Personal Services	\$ 194,381	\$ 197,100	\$ 197,100	\$ 176,600	(10.4%)
Supplies	5,167	26,600	42,900	2,000	(92.5%)
Purchased Services	39,750	56,500	52,700	56,500	0.0%
Capital Outlay	723,335	220,000	543,700	309,500	40.7%
Economic Incentives	466,202	442,900	595,700	452,700	2.2%
Transfer to...					
General Fund	762,400	771,300	771,300	839,000	8.8%
Recreation Fund	853,600	956,400	956,400	1,176,100	23.0%
Mainstreet Center Fund	126,000	126,000	126,000	96,000	(23.8%)
Recreation Debt Service Fund	1,482,625	1,484,100	1,484,100	1,246,200	
Total Expenditures	4,653,460	4,280,900	4,769,900	4,354,600	1.7%
Revenue					
<u>Taxes</u>					
Sales Tax	4,152,606	4,120,500	4,247,100	4,349,000	5.5%
Sales Tax Penalty and Interest	7,255	8,200	8,200	8,200	0.0%
Use Taxes	185,391	88,100	170,800	127,800	45.1%
Audit Revenue	31,110	23,400	28,000	28,700	22.6%
Total Taxes	4,376,362	4,240,200	4,454,100	4,513,700	6.5%
<u>Miscellaneous</u>					
Interest Earnings and Investments	6,868	9,600	9,600	9,600	0.0%
Rent from Park Facilities	7,122	4,000	4,000	4,000	0.0%
Contributions	73,200	30,000	30,000	-	(100.0%)
Total Miscellaneous	87,190	43,600	43,600	13,600	(68.8%)
Total Revenue	4,463,552	4,283,800	4,497,700	4,527,300	5.7%
Beginning Fund Balance	2,278,262	1,279,562	2,088,361	1,816,161	
Revenue over (under) expenditures	(189,908)	2,900	(272,200)	172,700	
Ending Fund Balance	\$ 2,088,354	\$ 1,282,462	\$ 1,816,161	\$ 1,988,861	55.1%
Authorized FTE positions					
Parks and Recreation Director	0.50	0.50	0.35	0.35	
Rec and Community Marketing Coord.	0.25	0.25	0.25	0.25	
Parks Projects Manager	1.00	1.00	1.00	1.00	
Total	1.75	1.75	1.60	1.60	

Staffing and Significant Budget Changes

- Personal services decreased because part of the Parks and Recreation Director salary and benefits is now accounted for in the Parks budget. Oversight of the Parks and Forestry/Open Space Divisions was assumed by the Parks and Recreation Director in 2011. These divisions formerly reported to the Public Works Director.
- Supplies decreased because 2011 included a \$20,000 purchase for dugout covers.
- Use tax is projected to increase based on trends that indicate that the new home construction market is improving.



2011 Highlighted Accomplishments

- Input and oversight on various PACE Center construction related items.
- Completion of all items related to securing PACE Center Liquor License.
- Demolition of the old skate park and construction of replacement batting cages at the Parker Recreation Center.
- Constructed new batting cages at Salisbury Sports Park.
- Completion of preliminary design and alignment study for proposed East/West Regional Trail including coordination with Douglas County and Lone Tree.
- Construction of baseball outfield fences at Bar CCC Park.
- Construction of baseball dugout covers at O’Brien Park and Tallman Meadow Park.
- Construction of Norton Farms Trail connection.
- Completed departmental Business Plan.
- Research and preparation of pool expansion feasibility study for the Recreation Center.
- 2011 National Gold Medal award.

2012 Goals

- Implement “Branching Out Parker” tree mitigation program.
- Complete Departmental Internship Policy Manual.
- Complete construction documents for the East/West Regional Trail.
- Complete study analyzing potential operation and management of various recreational amenities at Rueter-Hess Reservoir.
- Complete Recreation Center pool expansion study.
- Analyze potential dog park locations.
- Complete design and construction plans for Norton Farms Trailhead Visitor Area.
- Design and construct accessible playground at Salisbury Sports Park.
- Implement new mile markers along the Cherry Creek Regional Trail.

Parks and Recreation Fund (continued)

Capital project: Completion of design and construction plans for Norton Farms Trailhead Visitor Area

Project cost: \$12,000 (future construction cost will be determined following this phase of project)

Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

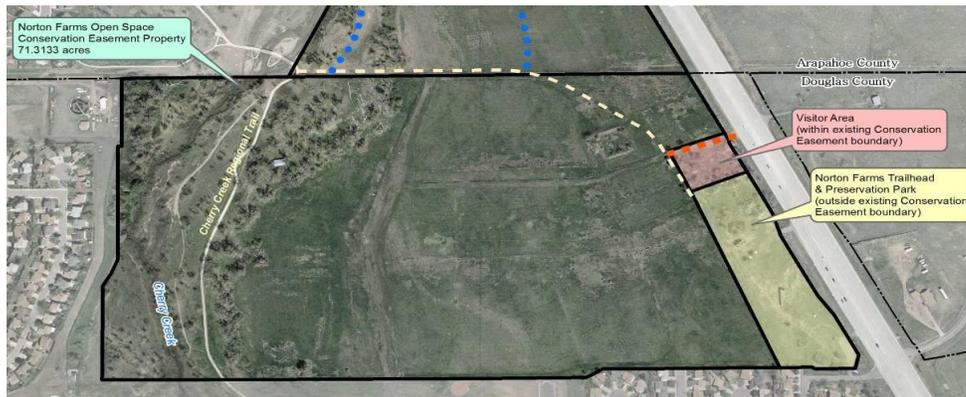
Community Enhancement/Customer Service: One of the goals of the Parker open space program is to increase and enhance resident's exposure to various natural areas throughout the Town. Completion of the Norton Farms Trailhead in 2010 along with the refurbishing of the first two historic structures located within Parker Preservation Park helped achieve this goal. To complement these uses and further enhance public access to the Town's open space areas, this small visitor area would include a shade structure, picnic area, seating, educational signage, interpretive displays and a seasonal restroom facility.

Description/Discussion:

The proposed Norton Farms Visitor Area will be located just north of the existing trailhead and Preservation Park directly adjacent to Parker Road (see map). The property is approximately one acre (200' x 250') with a number of existing trees, and included the homestead of the prior owner. When the Town purchased this area in 1999, all the existing structures on-site, including the homestead, were removed and the grounds were cleaned up. There is an existing maintenance access road that borders the northern boundary of this property and provides access from Parker Road for various Town maintenance vehicles. This road will remain.



Conceptual Visitor Center Example



Proposed Norton Farms Visitor Area highlighted in red

Parks and Recreation Fund (continued)

Capital project: Adaptive Playground at Salisbury Equestrian Park and Sports Complex

Project cost: \$72,500

Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

Community Enhancement/ Customer Service: The Town recognizes the importance of ensuring that all of our facilities and programs are fully accessible for individuals with disabilities and special needs populations. To meet this goal, the Town conducted a Needs Assessment and Strategic Plan for Therapeutic Recreation Services in 2007 and hired a part-time Therapeutic Recreation Specialist in 2010. Because of these efforts, we've been able to develop and implement inclusion guidelines, new classes, special events, and facility improvements. As a result, we are now serving over 500 individuals with special needs. With this increase in participation, we've identified the need for a fully adaptive playground to serve the needs of our residents with disabilities and special needs.

Description/Discussion:

This fully ADA accessible playground at Salisbury Equestrian Park and Sports Complex will be accomplished by converting the existing playground area located just west of the soccer/lacrosse field. The proposed playground area is approximately 70' x 70' and includes a small (20' x 20') shade shelter with picnic tables and barbecues. Conversion of this playground would include removal and relocation of existing play equipment, demolition of existing concrete curbing, removal of sod and irrigation system, purchase and installation of new handicapped accessible play equipment including ADA friendly picnic tables, installation of a "rubberized" (poured-in-place) surface material and minor restriping of the adjacent parking lot area to add several additional handicapped parking stalls.



Example of handicapped accessible playground



Existing playground at Salisbury Equestrian Park and Sports Complex

Parks and Recreation Fund (continued)

Capital project: Completion of Engineering and Construction Documents for East/West Regional Trail

Project cost: \$125,000 (construction is estimated to be \$800,000)

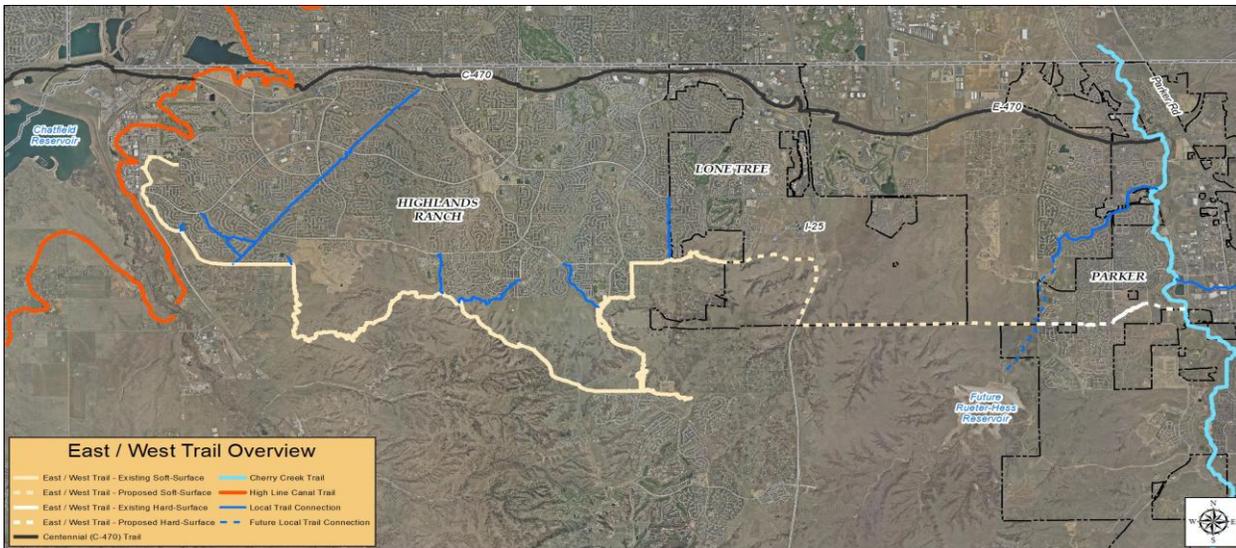
Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Council goals achieved:

Community Enhancement/Customer Service: Citizen Surveys conducted by the Town over the last several years have indicated that residents place a high priority on trails and new trail construction. As the Town has grown over the last decade, the need for trails for both recreational and commuter purposes, has also increased. The proposed East/West Regional Trail, which will run from Chatfield State Park on the west to the Cherry Creek Regional Trail in Parker on the east, is a multi-jurisdictional effort that will increase trail access and use for the communities located along this trail alignment as well as providing additional recreational and commuter opportunities for residents throughout the region.

Description/Discussion:

The East/West Regional Trail, which is planned to be approximately 20 miles in total length, will connect Chatfield State Park with the Cherry Creek Regional Trail in Parker (see map). This trail will pass through Highlands Ranch, Douglas County, Lone Tree and Parker. All of these jurisdictions have been working together over the last several years to coordinate planning and design of this connection. The western portion of this trail has been completed from Chatfield State Park to Bluffs Regional Park, located just west of Sky Ridge Medical Center. This completed portion of the trail is soft-surface. The eastern portion of the trail is in final design stage with Douglas County and Lone Tree currently preparing alignment studies to determine the best location to cross under I-25 before connecting into the Parker segment. The Parker portion of this trail will run from the Cherry Creek Regional Trail on the east to the existing undercrossing of Chambers Road on the west. Conceptual plans for this alignment were completed in 2010 and initial approval from PSCo has been granted to allow use of their ROW for this trail. The Parker portion of the East/West Regional Trail will be 10' wide concrete. This project is to complete the engineering and construction drawings for the portion of this trail from Jordan Road to the Chambers Road undercrossing (*approximately one mile*) in 2012 with construction tentatively scheduled for 2013. It is important to note that the Town has already collected approximately \$280,000 in in-lieu fees for construction of this trail.



East/West Regional Trail: Cherry Creek Trail to Chatfield Reservoir

This fund accounts for crisis intervention, Police training and equipment and victim services and support. The Victim Services Program is an integral part of the Parker Police Department and assists victims of crime and surviving families in cases of death, domestic violence, sexual assault and other crimes. Emotional support is provided, as well as information regarding available long-term support services.

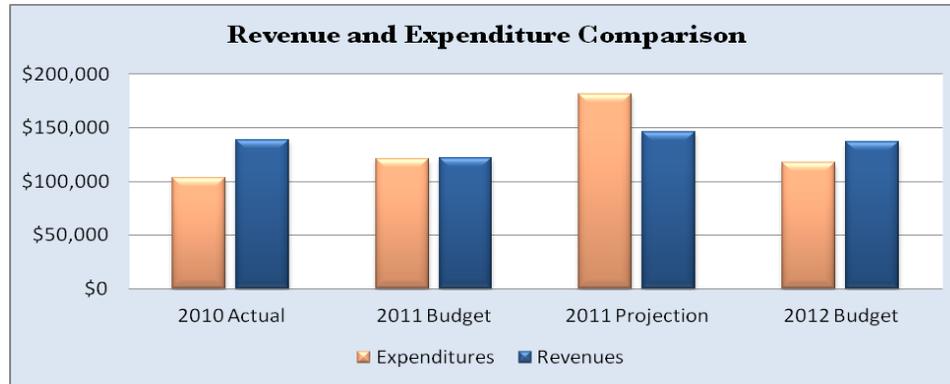
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Category					
Personal Services	\$ 92,697	\$ 109,100	\$ 109,100	\$ 92,900	(14.8%)
Supplies	2,744	3,700	3,700	3,700	0.0%
Purchased Services	7,234	8,200	8,200	8,600	4.9%
Insurance	383	400	400	400	0.0%
Capital Outlay	-	-	60,100	12,000	
Total Expenditures	103,058	121,400	181,500	117,600	(3.1%)
Revenue					
<u>Intergovernmental</u>					
Grants	46,808	42,000	42,000	42,000	0.0%
<u>Charges for Services</u>					
Lone Tree Victim Services	4,142	4,100	4,100	4,100	0.0%
<u>Fines and Forfeitures</u>					
Court Surcharges	87,223	75,000	99,000	90,000	20.0%
<u>Miscellaneous</u>					
Interest Earnings and Investments	776	900	900	900	0.0%
Total Revenue	138,949	122,000	146,000	137,000	12.3%
Beginning Fund Balance	172,911	119,211	208,802	173,302	
Revenue over (under) expenditure:	35,891	600	(35,500)	19,400	
Ending Fund Balance	\$ 208,802	\$ 119,811	\$ 173,302	\$ 192,702	60.8%
Authorized FTE positions					
Victim Witness Coordinator	1.00	1.00	1.00	1.00	
Victim Advocate	1.00	1.00	0.50	0.50	
Total	2.00	2.00	1.50	1.50	

Capital Outlay

- Intoxylizer - \$12,000 – This is primarily being driven by a state-wide initiative to replace the current Evidential Breath Alcohol Testing system, which is used uniformly state-wide by laws enforcement agencies for DUI purposes. Additionally, the existing intoxylizer has been in use since 1998 and has far exceeded its useful life.

Staffing and Significant Budget Changes

- Personal Services decreased due to the Town’s right-sizing initiative, which occurred in March 2011 and resulted in the elimination of a part-time (0.5 FTE) Victim Advocate position.
- Court surcharges projections were adjusted to reflect prior year trends.



2011 Highlighted Accomplishments

- Participated in National Night Out.
- Continued training for officers, advocates and the community on victim rights and issues.
- Taught at in-service trainings, Citizen’s Academy and Lone Tree Police Department’s Volunteers in Policing; provided training to advocates at monthly volunteer meetings.
- Ensured that victims were aware of services and resources available to them by ongoing networking with other service provider agencies and remaining current on victim issues.
- Wrote and obtained scholarships for advocates and officers to attend COVA (Colorado Organization for Victim Assistance) and CASCI (Colorado Association of Sex Crime Investigators) conferences.
- Served on steering committee for annual COVA conference.
- Conducted CERT (Community Emergency Response Team) training to the community.

2012 Goals

- Continue optimum level of service to victims.
- Provide another Victim Assistance Academy.
- Utilize the new police station by hosting statewide meetings and trainings.
- Continue to participate in community outreach activities and explore new avenues to educate the community.
- Update resources.

The mission of the PACE Department is to build a sense of community and enhance our hometown feel through education, performances, events and programs in the arts, culture and sciences. This Department is responsible for the administration and programming of the new PACE Center which opened in Oct. 2011. The Department works closely with the Parker Cultural and Scientific Commission, whose mission is to foster, implement and participate in providing opportunities for cultural and scientific experiences for the community of Parker.

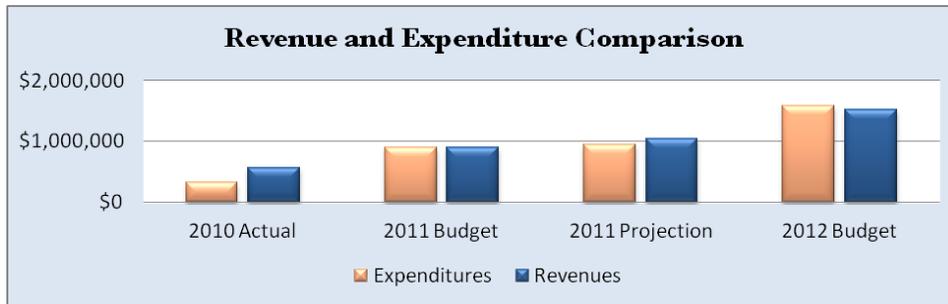
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Category					
Personal Services	\$ 149,555	\$ 452,300	\$ 455,700	\$ 623,400	37.8%
Supplies	42,555	72,000	64,500	138,500	92.4%
Purchased Services	139,871	326,600	371,700	653,300	100.0%
Internal Services	-	14,000	14,000	55,000	292.9%
Utilities/Insurance	-	33,000	34,900	118,500	259.1%
Total Expenditures	331,981	897,900	940,800	1,588,700	76.9%
Revenue					
<u>Intergovernmental</u>					
Grants	56,242	55,000	55,000	74,500	35.5%
<u>Charges for Services</u>					
Concession Income	-	2,500	22,500	53,200	2,028.0%
Ticket Handling Fee	-	4,800	15,400	51,600	975.0%
Tickets Revenue	15,228	36,000	143,400	362,000	905.6%
Promotional Sales	-	500	500	2,000	300.0%
Memberships	-	1,000	-	-	(100.0%)
Advertising Revenue	-	-	3,000	10,000	
Rental Income	-	52,500	10,000	80,000	52.4%
Catering Fee	-	2,300	1,000	10,000	334.8%
Fundraising Event	-	-	-	15,000	
Facility Fee	-	4,800	-	32,100	568.8%
Class Registrations	109,494	80,000	95,000	110,000	37.5%
Total Charges for Services	124,722	184,400	290,800	725,900	293.7%
<u>Miscellaneous</u>					
Interest Earnings and Investments	765	200	800	800	300.0%
Contributions	1,900	65,000	100,000	125,000	92.3%
Other Miscellaneous Revenue	40	-	-	-	
Total Miscellaneous	2,705	65,200	100,800	125,800	92.9%
<u>Transfer In</u>					
From General Fund	389,000	600,000	600,000	600,000	0.0%
Total Revenue	572,669	904,600	1,046,600	1,526,200	68.7%
Beginning Fund Balance					
Revenue over (under) expenditures	240,688	6,700	105,800	(62,500)	
Ending Fund Balance	\$ 375,827	\$ 304,039	\$ 481,627	\$ 419,127	37.9%

Parker Arts, Culture and Events Fund (continued)

	2010 Actual	2011 Budget	2011 Projection	2012 Budget
Authorized FTE positions				
Arts, Culture and History Director	1.00	1.00	1.00	1.00
Culture/Leisure Programs Coordinator	1.00	1.00	1.00	1.00
Technical Production Coordinator	-	1.00	1.00	1.00
Marketing Coordinator	1.00	1.00	1.00	1.00
Business Coordinator	-	1.00	1.00	1.00
Culture Facilities Rental Coordinator	-	-	0.50	0.50
Total	3.00	5.00	5.50	5.50

Staffing and Significant Budget Changes

- 50% of the Cultural Facilities Rental Coordinator position (0.5 FTE) is now recorded in the PACE Fund and the other 0.5 FTE remains in the Mainstreet Center Fund.
- Revenues and expenditures all increased significantly due to the opening of the PACE Center in October of 2011.



2011 Highlighted Accomplishments

- Opening of the PACE Center with more than 70 performances in the first season and a wide variety of classes and community events.
- Putting all operations in place for the PACE Center including programming, staffing, systems and procedures.
- The Parker Cultural and Scientific Commission completed an update of their five year Cultural and Scientific Plan.
- Selection of two major public art pieces for the PACE Center. Harmony Park was installed in Fall 2011 and Nucleus will be placed in March of 2012.
- Hosting the 2011 Art Encounters reception and program.

2012 Goals

- Successfully complete first year of operations at PACE. Assess business plan and make necessary adjustments.
- Increase attendance and awareness of our cultural classes and programs.
- Work to create partnerships with business community and other new sectors.
- Continue to increase our scientific programs.
- Create programs in new areas including culinary, daytime field trips, technology and others.

The Recreation Fund includes the administrative functions for all recreation and park design/development activities. In addition, the Recreation Fund includes facility operations for the Parker Recreation Center, the Parker Fieldhouse and H2O'Brien Pool, as well as, programming for adult and youth sports, aquatics, fitness, special interest, senior citizen, therapeutic and preschool activities are also included within the Recreation Fund.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Function					
Administration	\$ 725,895	\$ 805,700	\$ 805,700	\$ 784,600	(2.6%)
Sports and Leisure Programs	755,668	861,500	853,700	864,100	0.3%
Special Interest Programs	79,766	74,900	67,900	27,800	(62.9%)
Recreation Center Building	493,974	515,200	529,200	487,900	(5.3%)
Aquatics	483,457	591,800	591,800	560,600	(5.3%)
H2O'Brien Outdoor Pool	329,793	341,200	341,200	408,400	19.7%
Fieldhouse	1,136,465	1,119,600	1,144,500	1,404,200	25.4%
Fitness Programs	429,667	378,700	378,700	385,000	1.7%
Therapeutic Programs	-	-	47,100	24,000	
Youth Programs	63,090	93,600	93,600	90,100	(3.7%)
	<u>\$ 4,497,775</u>	<u>\$ 4,782,200</u>	<u>\$ 4,853,400</u>	<u>\$ 5,036,700</u>	<u>5.3%</u>
Expenditures by Category					
Personal Services	\$ 2,548,812	\$ 2,672,500	\$ 2,729,700	\$ 2,705,700	1.2%
Supplies	339,779	445,500	444,000	503,200	13.0%
Purchased Services	938,018	989,700	996,200	826,700	(16.5%)
Internal Services	163,091	201,600	201,600	280,300	39.0%
Utilities/Insurance	405,245	436,900	436,900	419,000	(4.1%)
Capital Outlay	102,830	36,000	45,000	301,800	738.3%
Total Expenditures	<u>4,497,775</u>	<u>4,782,200</u>	<u>4,853,400</u>	<u>5,036,700</u>	<u>5.3%</u>
Revenue					
<u>Intergovernmental</u>					
Grants	23,575	14,700	34,700	-	(100.0%)
<u>Charges for Services</u>					
Swimming Lesson Fees	190,386	190,000	190,000	190,000	0.0%
Memberships	652,071	770,000	770,000	760,000	(1.3%)
Daily User Fees	163,007	183,000	183,000	183,000	0.0%
Locker and Towel Rental	928	1,700	1,700	1,200	(29.4%)
Merchandise Sales	5,573	9,100	9,100	7,500	(17.6%)
Photo I.D. Cards	1,705	2,700	2,700	2,000	(25.9%)
Babysitting Charges	12,602	14,000	14,000	14,000	0.0%
Facility Rentals	26,147	28,000	28,000	28,000	0.0%
Clothing and Uniform Charges	144	500	500	500	0.0%
Vending Machine Concessions	21,725	32,000	32,000	50,000	56.3%

Recreation Fund (continued)

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Revenue (continued)					
Specialty Fitness	137,593	100,000	100,000	130,000	30.0%
Aqua Aerobics	3,019	3,500	3,500	3,500	0.0%
Advertising Revenue	19,684	23,000	23,000	23,000	0.0%
Fieldhouse - Admissions	72,723	72,000	72,000	72,000	0.0%
Fieldhouse - Facility Rentals	180,755	194,000	194,000	172,000	(11.3%)
Fieldhouse - Equipment Rentals	3,357	3,000	3,000	3,000	0.0%
Fieldhouse - Merchandise Sales	2,341	2,500	2,500	2,000	(20.0%)
FH - Advertising/Sponsorship	30,645	25,000	25,000	25,000	0.0%
Fieldhouse - Hosted Special Events	32,249	35,000	35,000	35,000	0.0%
Fieldhouse - Day Camp Program	302,956	260,000	260,000	270,000	3.8%
Fieldhouse - Sports Instruction	157,671	120,000	120,000	132,000	10.0%
H2O - Pool Admission Fees	175,232	150,000	150,000	150,000	0.0%
H2O - Pool Rental Fees	21,300	18,000	18,000	18,000	0.0%
H2O - Concession Income	68,860	62,000	62,000	75,000	21.0%
H2O - Season Passes	13,000	13,000	13,000	13,000	0.0%
H2O - Merchandise Sales	2,733	3,000	3,000	3,000	0.0%
Personal Training	190,398	175,000	175,000	168,000	(4.0%)
Tot Program	63,573	62,000	62,000	62,000	0.0%
Special Interest Program	52,930	73,100	73,100	32,000	(56.2%)
Adult Sports Programs	313,716	330,000	330,000	330,700	0.2%
Youth Sports Programs	715,952	675,000	675,000	675,000	0.0%
Therapeutic Recreation Program	-	-	2,100	-	
Total Charges for Services	3,634,975	3,630,100	3,632,200	3,630,400	0.0%
<u>Miscellaneous</u>					
Interest Earnings and Investments	3,372	2,700	2,700	2,700	0.0%
Other Miscellaneous Revenue	13,604	-	-	-	
Total Miscellaneous	16,976	2,700	2,700	2,700	0.0%
<u>Transfer In</u>					
From Parks and Recreation Fund	853,600	956,400	956,400	1,176,100	23.0%
Total Revenue	4,529,126	4,603,900	4,626,000	4,809,200	4.5%
Beginning Fund Balance					
	662,776	444,876	694,127	466,727	
Revenue over (under) expenditures	31,351	(178,300)	(227,400)	(227,500)	
Ending Fund Balance	\$ 694,127	\$ 266,576	\$ 466,727	\$ 239,227	(10.3%)

Recreation Fund (continued)

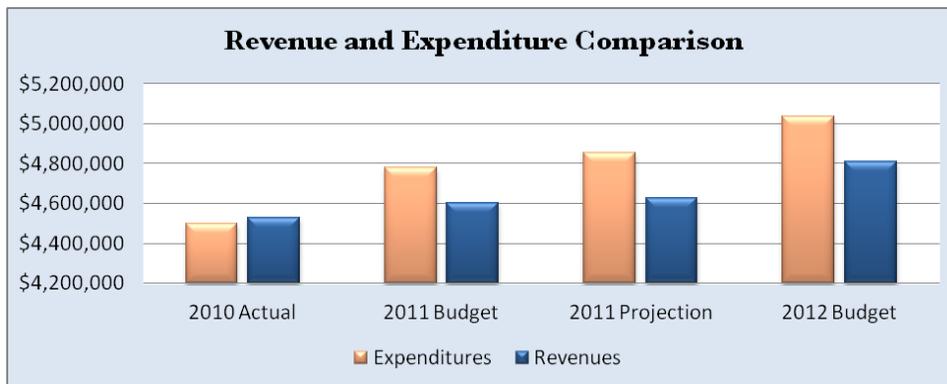
	2010 Actual	2011 Budget	2011 Projection	2012 Budget
<i>Authorized FTE positions</i>				
<u>Administration</u>				
Parks and Recreation Director	0.50	0.50	0.25	0.25
Assistant Recreation Director - Facilities	1.00	1.00	1.00	1.00
Facility Coordinator	1.00	1.00	1.00	1.00
Administrative and Retail Coordinator	1.00	1.00	1.00	1.00
Program Registration Coordinator	1.00	1.00	1.00	1.00
Recreation/Community Marketing Coord.	0.25	0.25	0.25	0.25
Childcare Coordinator	0.80	0.80	0.80	0.80
Guest Services Representative	0.80	0.80	0.80	0.80
Administrative Clerk	0.80	0.80	0.80	-
<u>Sports and Leisure Programs</u>				
Assistant Recreation Director - Programs	1.00	1.00	1.00	0.90
Sports Manager	1.00	1.00	1.00	1.00
Adult Athletic Coordinator	1.00	1.00	1.00	1.00
Sports Coordinator	1.00	1.00	1.00	1.00
Assistant Sports Coordinator	1.00	1.00	1.00	1.00
<u>Special Interest Programs</u>				
Assistant Recreation Director - Programs	-	-	-	0.10
<u>Aquatics</u>				
Aquatics Coordinator	1.00	1.00	1.00	1.00
Assistant Aquatics Coordinator	1.00	1.00	1.00	1.00
<u>Fieldhouse</u>				
Facility Coordinator	1.00	1.00	1.00	1.00
Assistant Facility Coordinator	1.00	1.00	1.00	1.00
Marketing and Information Coordinator	1.00	1.00	1.00	1.00
Day Camp Coordinator	-	-	-	1.00
<u>Fitness</u>				
Fitness/Wellness Coordinator	1.00	1.00	1.00	1.00
<u>Youth</u>				
Youth Coordinator	0.80	0.80	0.80	0.80
Total	18.95	18.95	18.70	18.90

Capital Outlay

- Recreation Center rooftop air handler (HVAC) - \$25,000 – The current unit has exceeded its useful life and has required constant maintenance and repairs.
- Recreation Center adapted motion trainers - \$20,000 – Three AMTs will replace three aged elliptical trainers. The new equipment will reduce downtime and repair costs. The existing elliptical trainers are being used less because of their age and new up-to-date equipment is essential to keep members engaged.
- H2O'Brien Outdoor Pool pool boiler - \$23,800 – The current boiler is severely fatigued and becoming dangerous to use.
- Fieldhouse lighting system upgrades - \$187,000 – an energy audit was performed on Town buildings and found that lighting should be upgraded, which would conserve energy and reduce electricity costs. The savings is estimated to cover the investment in three to four years.
- Fieldhouse concession stand - \$24,000 – Changing the current vending area to a concession stand will allow us to provide better service to our customers and provide an opportunity to enhance revenue.
- Fieldhouse treadmills - \$22,000 – Three aged treadmills will be replaced with new treadmills that have newer technology, which provides an enhancement in services and continues to maintain the interest of our customers. Additionally, replacing the old treadmills will improve customer safety and reduce maintenance costs.

Staffing and Significant Budget Changes

- The 0.8 FTE Administrative Clerk position was upgraded to a full-time (1 FTE) Day Camp Coordinator position. The Day Camp program is a very successful program with great demand that a part-time position could no longer support.
- H2O'Brien Outdoor Pool expenditures increased 19.7 percent primarily due to the Recreation department bringing concession and vending in-house and because of the capital outlay expenditures mentioned above.
- Fieldhouse expenditures increased 25.4 percent primarily because of the capital outlay expenditures.



2011 Highlighted Accomplishments

- Named the 2011 National Gold Medal award winner by the National Recreation and Park Association.
- Increased participation levels and revenue with the Fieldhouse Day Camp and implemented a before and after school program.
- Realized significant increase in participation in daytime drop-in activities such as senior softball, pickleball and drop in volleyball.
- Improved the swim lesson program by adding new levels and adjustment of skills.
- Implemented youth conditioning class swimming program.
- Improved condition and physical appearance of the Parker Recreation Center pool walls, and trellis, as well as the slide tower at H2O'Brien.
- Creation of Aqua Therapy program.
- Improved safety and water efficiency by installation of new drains around the spray garden at H2O'Brien.
- Implementation of new Turkey Day race and added partnership with Parker Food Bank.
- Streamlined facility scheduling software with park rentals and special events to allow access for improved communication and preparation.
- Partner with local preschools and day care facilities to expand program participation.
- Increase marketing of H2O'Brien pool fieldtrips to groups, parties and businesses, as well as increase marketing of season passes.

2012 Goals

- Replace interior signage at the PRC to provide our patrons clear locators for the different areas of the building.
- Continue to show growth in numbers of participants for our Day Camp program.
- Increase number of participants on school break and snow days and with the before and after school program.
- Operate and manage successfully vending operations and upgraded concessions at Fieldhouse.
- Implementation of diving program and increase programming in Aquatics area.
- Increased 5K participation levels by partnering with online registration agency.
- Continue to develop pool expansion plans.
- Development and implementation of a new swimming lesson program.
- Replacement of lobby and pool furniture at the Parker Recreation Center to improve facility to a more family oriented destination.
- Add Adaptive Motion Trainers to meet the growing demand of this equipment trend.
- Streamline Group Fitness and Personal Training areas by implementation of scheduling and instructor software program.
- Continue to develop therapeutic recreation to include more programming for youth with developmental disabilities.
- Pursue developing more intergenerational/family activities (clubs and outings).
- Implement a more comprehensive marketing plan for tennis programs and evaluate potential improvements to the Railbender tennis courts.
- Continue to work closely with the Parker Senior Center by regularly meeting with them and planning more cooperative programs.

The Mainstreet Center Fund includes daily operations of the Mainstreet Center, the Ruth Memorial Chapel and the surrounding site. Included within this fund are staffing, maintenance and operations to include rentals, cultural events and classes, sports programs, community activities, historic and cultural displays, and the art gallery.

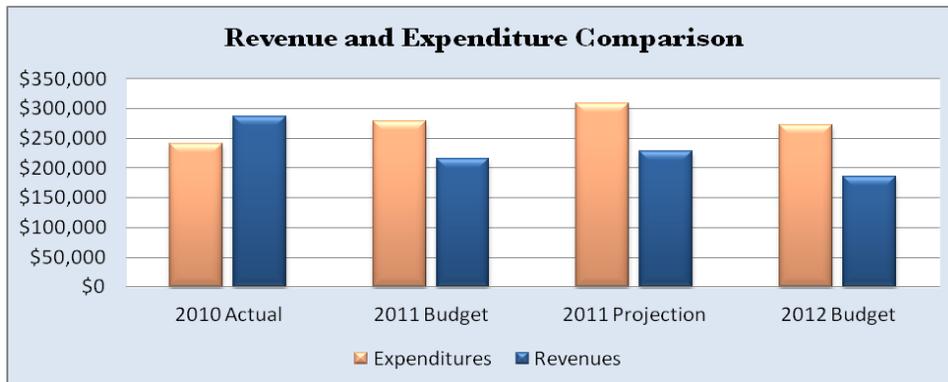
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures by Category					
Personal Services	\$ 88,556	\$ 125,100	\$ 125,100	\$ 111,900	(10.6%)
Supplies	3,908	6,500	6,500	10,800	66.2%
Purchased Services	43,899	84,800	68,200	43,900	(48.2%)
Internal Services	22,310	27,600	27,600	23,400	(15.2%)
Utilities/Insurance	32,592	35,000	35,000	36,200	3.4%
Capital Outlay	50,220	-	46,400	46,800	
Total Expenditures	241,485	279,000	308,800	273,000	(2.2%)
Revenue					
<u>Charges for Services</u>					
Facility Rentals	110,100	89,000	102,500	89,000	0.0%
<u>Miscellaneous</u>					
Interest Earnings and Investments	610	500	500	500	0.0%
Other Miscellaneous Revenue	125	-	-	-	
Total Miscellaneous	735	500	500	500	0.0%
<u>Transfer In</u>					
From Parks and Recreation Fund	126,000	126,000	126,000	96,000	(23.8%)
From Excise Tax Fund	50,220	-	-	-	
Total Transfers In	176,220	126,000	126,000	96,000	(23.8%)
Total Revenue	287,055	215,500	229,000	185,500	(13.9%)
Beginning Fund Balance	128,440	103,240	174,010	94,210	
Revenue over (under) expenditures	45,570	(63,500)	(79,800)	(87,500)	
Ending Fund Balance	\$ 174,010	\$ 39,740	\$ 94,210	\$ 6,710	(83.1%)
Authorized FTE positions					
Culture Facilities Rental Coordinator	1.0	1.0	0.5	0.5	
Custodian	1.0	1.0	1.0	1.0	
Total	1.0	1.0	1.0	1.0	

Capital Outlay

- Replace front doors - \$9,300 – The existing front doors are worn beyond repair and allow moisture to get inside the entrance hallway, which is causing damage to the flooring and raising health concerns. Replacing the doors will reduce repair and maintenance costs associated with the main hallway.
- Replace roof over gym - \$18,000 – The 2011 budget included \$46,400 to replace the roof over the Mainstreet Center. Unknown roof issues and increased petroleum and other roofing product costs consumed more of the budget than anticipated and the flat roof system over the gym did not get completed. These funds will complete the roof replacement project.
- Lighting system upgrades - \$19,500 – an energy audit was performed on Town buildings and found that lighting should be upgraded, which would conserve energy and reduce electricity costs. The savings is estimated to cover the investment in three to four years.

Staffing and Significant Budget Changes

- One-half (0.5 FTE) of the full-time Cultural Facilities Rental Coordinator position is now accounted for in the PACE Fund.
- Purchased services decreased 48.2 percent because 2011 included \$46,400 for roof replacement.
- Ending fund balance decreased significantly due to a reduced transfer in from the Parks and Recreation Fund. In the future, the ending fund balance will be targeted to be at 10 percent of expenditures and the transfer in will be adjusted accordingly.



2011 Highlighted Accomplishments

- Met rental revenue goals by November, which represented a significant increase over previous year budget.
- Significantly increased programming in the building with fitness, tot classes and cultural classes.
- Replaced the roof, resurfaced the parking lot and completed several other repairs.

2012 Goals

- Continue to develop programs at the Mainstreet Center in conjunction with the PACE Center.
- Maintain facility rental income while continuing to minimize expenses.
- Continue to explore possibilities for continued rental income growth.
- Increase marketing of the facility.
- Explore opportunities to improve Mainstreet Center interior and exterior spaces.

The Capital Renewal and Replacement Reserve Fund accounts for funds that are transferred in from other funds, which can be used to fill budgetary gaps related to the renewal and/or replacement of aging equipment, facilities and other types of assets or other similar type future needs.

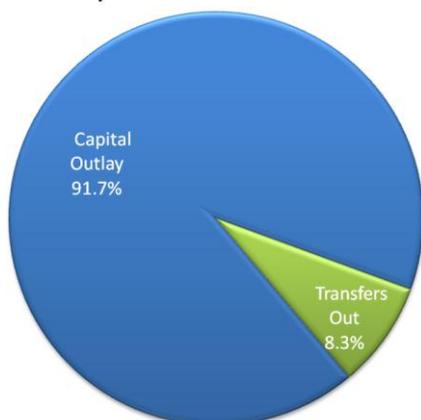
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Revenue					
<u>Miscellaneous</u>					
Interest Earnings and Investments	8	-	-	-	
<u>Transfer In</u>					
From General Fund	-	-	387,000	-	
Total Revenue	8	-	387,000	-	
Beginning Fund Balance	2,528	2,528	2,536	389,536	
Revenue over (under) expenditures	8	-	387,000	-	
Ending Fund Balance	\$ 2,536	\$ 2,528	\$ 389,536	\$ 389,536	

Capital Projects Funds

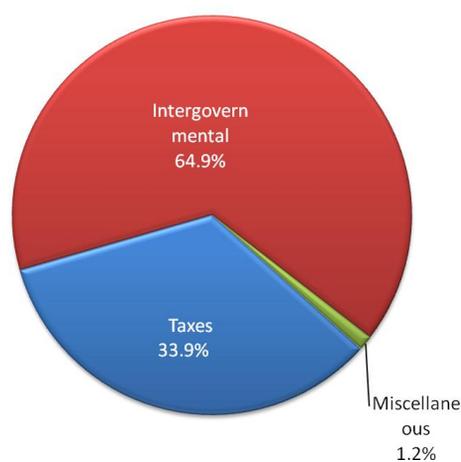
Capital Projects Funds Summary

	2010 Actual	2011 Original Budget	2011 Projection	2012 Original Budget	% inc/(dec) from 2011 Original Budget
Beginning Fund Balances	\$ 44,815,212	\$ 4,940,822	\$ 22,264,400	\$ 9,176,600	85.7%
Revenues					
Taxes	\$ 1,419,597	\$ 677,200	\$ 1,593,400	\$ 1,097,300	62.0%
Intergovernmental	2,414,311	2,000,100	2,960,100	2,103,600	
Miscellaneous	1,087,182	290,800	355,300	37,900	(87.0%)
Transfers In	259,339	-	175,000	-	#DIV/0!
Total Revenues	5,180,429	2,968,100	5,083,800	3,238,800	9.1%
Expenditures					
Capital Outlay	27,234,670	1,010,000	17,171,400	5,800,000	474.3%
Economic Development	-	-	500,200	-	#DIV/0!
Transfers Out	496,571	500,000	500,000	525,000	5.0%
Total Expenditures	27,731,241	1,510,000	18,171,600	6,325,000	318.9%
Ending Fund Balances	\$ 22,264,400	\$ 6,398,922	\$ 9,176,600	\$ 6,090,400	(4.8%)
Expenditures by Fund					
Public Improvements	\$ 4,855,600	\$ 1,310,000	\$ 4,310,500	\$ 6,125,000	367.6%
Excise Tax	50,220	200,000	200,000	200,000	0.0%
Police Station/PACE Center Construction	22,825,421	-	13,661,100	-	#DIV/0!
Total Expenditures	\$ 27,731,241	\$ 1,510,000	\$ 18,171,600	\$ 6,325,000	318.9%

2012 Expenditures



2012 Revenues

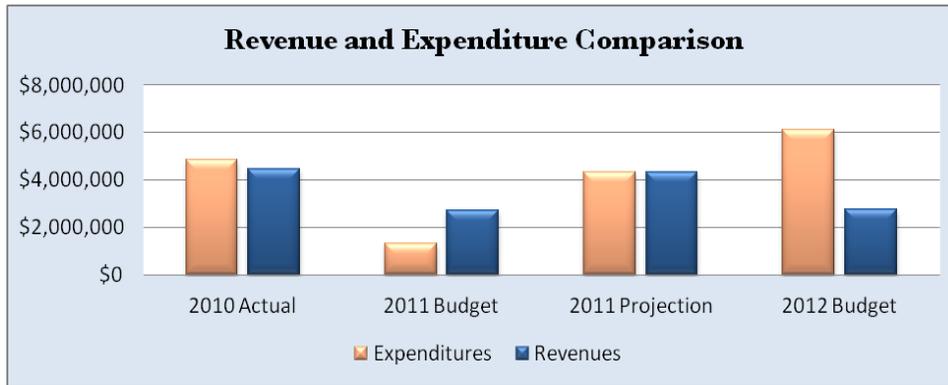


The Public Improvements Fund is for streets capital projects and is primarily funded by 75 percent of the 0.4 percent county sales and use tax that is collected within the Town and shared back to the Town, as well as a 2.5 percent Town use tax on building construction materials. Streets capital projects include Town-constructed road and bridge additions, extensions and expansions, traffic signal installations and median landscaping.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Traffic Control Projects	\$ 371,893	\$ 50,000	\$ 50,000	\$ -	(100.0%)
Street and Related Improvement Projects	4,037,356	960,000	3,460,300	5,800,000	504.2%
Economic Development	-	-	500,200	-	
Transfer to...					
General Fund	300,000	300,000	300,000	325,000	8.3%
Police Station/PACE Center Construction Fund	146,351	-	-	-	
Total Expenditures	4,855,600	1,310,000	4,310,500	6,125,000	367.6%
Revenue					
<u>Taxes</u>					
Use Taxes	926,956	440,300	854,000	639,000	45.1%
<u>Intergovernmental</u>					
Roads Sales Tax Shareback	2,266,080	1,707,500	1,707,500	1,766,400	3.4%
Roads Use Tax Shareback	148,231	52,800	52,800	76,700	45.3%
HUTF - FASTER	-	239,800	239,800	260,500	8.6%
Intergovernmental - Other	-	-	960,000	-	
Total Intergovernmental	2,414,311	2,000,100	2,960,100	2,103,600	5.2%
<u>Miscellaneous</u>					
Interest Earnings and Investments	44,548	34,900	34,900	34,900	0.0%
Contributions	944,485	250,000	314,500	-	(100.0%)
Total Miscellaneous	989,033	284,900	349,400	34,900	(87.8%)
<u>Transfer In</u>					
From General Fund	110,000	-	175,000	-	
From Debt Service Fund	2,988	-	-	-	
Total Transfers In	112,988	-	175,000	-	
Total Revenue	4,443,288	2,725,300	4,338,500	2,777,500	1.9%
Beginning Fund Balance	6,507,320	3,940,430	6,095,008	6,123,008	
Revenue over (under) expenditures	(412,312)	1,415,300	28,000	(3,347,500)	
Ending Fund Balance	\$ 6,095,008	\$ 5,355,730	\$ 6,123,008	\$ 2,775,508	(48.2%)

Significant Budget Changes

- Expenditures and Fund Balance can vary significantly depending on the size of the capital projects and the amount of funds accumulated for such projects. Some years may be “saving up” years and other years may be the year large capital projects are completed.
- Use tax (Town and Douglas County shareback) is projected to increase based on trends that indicate that the new home construction market is improving.



2011 Highlighted Accomplishments

- Completed vehicle and pedestrian circulation improvements at Cimarron Middle School and Sierra Middle School.
- Continued the annual sidewalk gap elimination and safety enhancement program with the completion of a missing section of sidewalk on Pine Lane between Parker Road and Crown Crest Blvd.
- Continued the design of the Parker Road sidewalk project and commenced contract negotiations with CDOT for Federal funding.
- Completed design of the Parker Road/Lincoln Avenue deceleration lane project.
- Completed the design of the Hess Road widening between Motsenbocker Road and Chambers Road.
- Construct median landscaping on Jordan Road between Lincoln Avenue and E-470.

2012 Goals

- Continue the sidewalk gap elimination and roadway safety enhancement programs.
- Complete negotiations with CDOT for Federal funding for the Parker Road sidewalk project, with construction to begin in 2012.
- Complete the construction for the Hess Road widening project between Motsenbocker Road and Chambers Road.
- Complete the construction of Jordan Road median landscaping project (Lincoln Avenue to E-470).
- Complete design of Parker Road/Lincoln Avenue deceleration lane project and finalize contract negotiations with CDOT for Federal funding; construction is tentatively set to begin in the second half of 2012.
- Continuation of the Town-wide sign program design and construction.

Public Improvement Fund (continued)

Capital project: Sidewalk gap closures

Project cost: \$100,000

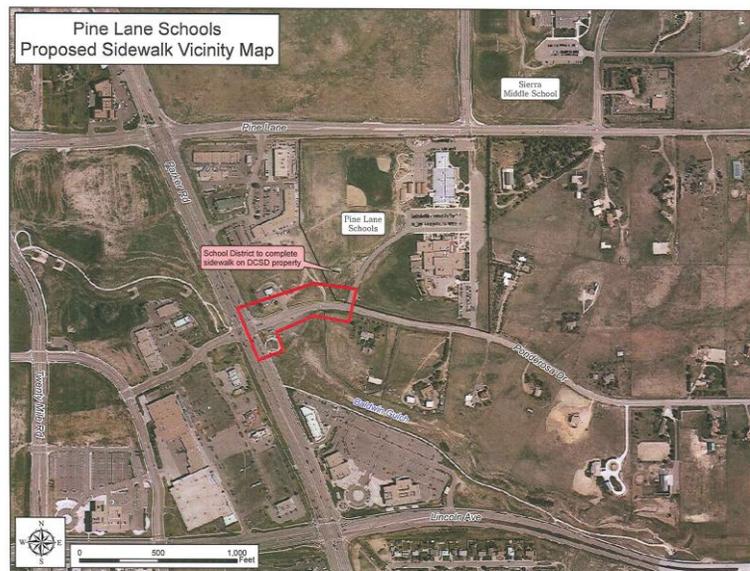
Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

Community Enhancement/Customer Service: Eliminating missing sidewalk gaps increases pedestrian connectivity and improves safety.

Description/Discussion:

The annual sidewalk gap closure program is reviewed on a semi-annual basis with the goal of improving pedestrian connectivity and providing safe routes for children to get to school. The 2012 project is anticipated to be at two locations. The first location will be the gap on the north side of Mainstreet, west of Bradbury Ranch subdivision to the Newlin Gulch Boulevard intersection. Over the past several years, the Town has received complaints about the current dead-end sidewalk. This extension would connect to a signalized intersection to allow for crossing of Mainstreet where a sidewalk continues to the west (ultimately Chambers Road). The second location will be extending the sidewalk on the north side of Ponderosa Drive from the Parker Road and Ponderosa Drive intersection to the Pine Lane Elementary/Intermediate School's driveway. Douglas County School District plans on extending the sidewalk adjacent to their driveway to the existing sidewalk in their parking lot.



Public Improvement Fund (continued)

Capital project: Roadway safety enhancements

Project cost: \$100,000

Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

Community Enhancement/Customer Service: Increasing safety of the Town's roadways.

Description/Discussion:

The Town has been addressing roadway safety concerns over a number of years with annual funding of this project. The focus for the last couple of years has been intersection sight-triangle improvements and intersection lighting installations. The intersection sight-triangle concerns are typically related to relocation/replacement of landscaping at or near intersections. The plan for 2012 is to address the lack of intersection lighting on Jordan Road. Several of these intersections, such as the one at Acer Drive, lack lighting which increases the potential for accidents.

Capital project: Medians and Entryways

Project cost: \$300,000

Operational impact: Water and maintenance costs are anticipated to be \$11,500 per year.

Town goal achieved:

Community Enhancement/Customer Service: Enhancing the beauty of the Town by improving the landscaping of medians and entryways and installing the distinctive 5-globe lights to let people know that they are in Parker.

Description/Discussion:

In 2002, Town Council directed that when new roads are constructed, funding for median landscaping be included in the project to rid the Town of "ugly" roads. In addition, Council started appropriating funds annually to catch up the landscaping of roads that were already constructed. In addition, Town entryways are to be enhanced and lighting (distinctive 5-globe lights) is to be installed throughout Town to let people know that they've arrived and are in the Town of Parker. The 2012 project will complete the median landscaping on the three medians on Jordan Road between Lincoln Avenue and E-470. The Jordan Road/E-470 intersection is an entryway into the Town should also be landscaped.



Public Improvement Fund (continued)

Capital project: Hess Road Widening – Molsenbocker Road to Great Plain Way

Project cost: \$5,200,000 (2011 - \$300,000 design costs, 2013 - \$600,000)

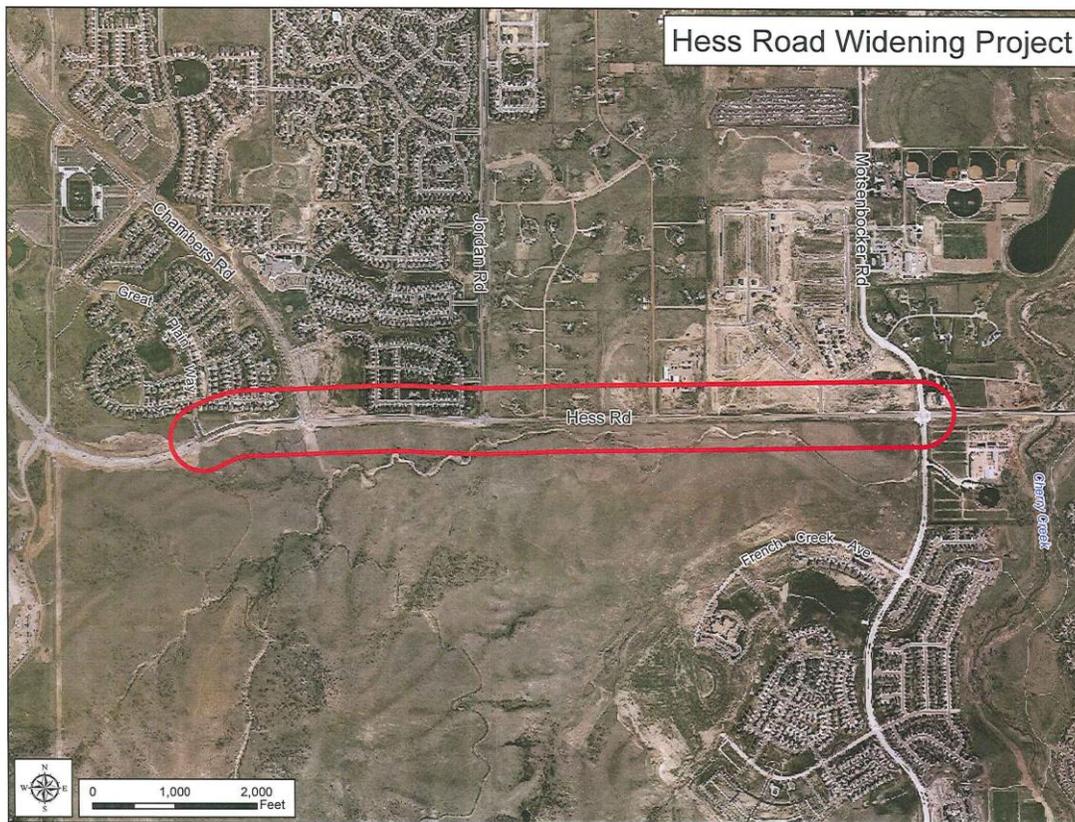
Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

Community Enhancement/Customer Service: Reducing congestion on Lincoln Avenue by offering another east-west route to/from I-25.

Description/Discussion:

With the planned opening of Hess Road to I-25 connection in late 2011, the east-west traffic patterns in the Town are expected to shift south to Hess Road from other east-west routes: Lincoln Avenue and Mainstreet. Additionally, commercial and residential developments adjacent to the Hess Road corridor have been waiting on the I-25 extension to begin actual development. Their development will also add traffic to Hess Road within Parker town limits. The Town has already funded \$300,000 for design of this project in 2011.



The Excise Tax Fund accounts for the accumulation of new development excise taxes and the transfer of funds to other funds for the purpose of financing roads, parks or municipal facilities.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Transfer to...					
General Fund	-	200,000	200,000	200,000	-
Mainstreet Center Fund	50,220	-	-	-	
Total Expenditures	50,220	200,000	200,000	200,000	-
Revenue					
<u>Taxes</u>					
Development Excise Tax	492,641	236,900	739,400	458,300	93.5%
<u>Miscellaneous</u>					
Interest Earnings and Investments	3,336	5,900	5,900	3,000	(49.2%)
Total Revenue	495,977	242,800	745,300	461,300	90.0%
Beginning Fund Balance	472,587	770,587	918,344	1,463,644	
Revenue over (under) expenditure:	445,757	42,800	545,300	261,300	
Ending Fund Balance	\$ 918,344	\$ 813,387	\$ 1,463,644	\$ 1,724,944	112.1%

Significant Budget Changes

- Development excise tax is projected to increase based on trends that indicate that the new home construction market is improving.

The Police Station and PACE Center Construction Fund accounts for the design and construction of a new Police station and the Parker Arts, Culture and Events (PACE) Center. The Police Station was completed in October 2010 and the PACE Center was completed in September 2011. Certificates of Participation proceeds provided the majority of the funding for these two projects. The General Fund provided a portion of funding for the new Police station and the Parks and Recreation Fund provided some funding for the PACE Center. Final equipping and minor construction, including warranty period work continues for both facilities.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget
<i>Expenditures</i>				
Police Station	\$ 15,760,210	\$ -	\$ 406,800	\$ -
PACE Center	7,065,211	-	13,254,300	-
Total Expenditures	22,825,421	-	13,661,100	-
<i>Revenue</i>				
<u>Miscellaneous</u>				
Interest Earnings and Investments	94,116	-	-	-
<u>Transfer in</u>				
Public Improvements Fund	146,351	-	-	-
Total Revenue	240,467	-	-	-
<i>Beginning Fund Balance</i>	37,638,739	33,239	15,053,785	1,392,685
Revenue over (under) expenditure:	(22,584,954)	-	(13,661,100)	-
<i>Ending Fund Balance</i>	\$ 15,053,785	\$ 33,239	\$ 1,392,685	\$ 1,392,685

The funds in the Parkglenn Construction Fund are held in escrow for a future traffic signal at Parker Road and Parkglenn Way.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Revenue					
<u>Miscellaneous</u>					
Interest Earnings and Investments	697	-	-	-	
Total Revenue	697	-	-	-	
Beginning Fund Balance	196,566	196,566	197,263	197,263	
Revenue over (under) expenditures:	697	-	-	-	
Ending Fund Balance	\$ 197,263	\$ 196,566	\$ 197,263	\$ 197,263	0.4%

Debt Service Funds

The Recreation Debt Service Fund accounts for payments of principal and interest on the sales and use tax bonds issued to finance construction of recreation capital projects. The Town issued revenue bonds in 2006 to finance the construction of the Parker Fieldhouse and to refund the outstanding revenue bonds issued in 1993 to construct the Parker Recreation Center.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Principal	\$ 870,000	\$ 905,000	\$ 905,000	\$ 700,000	
Interest	612,625	577,100	577,100	544,200	
Other Debt Costs	150	2,000	2,000	2,000	
Total Expenditures	1,482,775	1,484,100	1,484,100	1,246,200	(16.0%)
Revenue					
<u>Transfer In</u>					
From Parks and Recreation Fund	1,482,625	1,484,100	1,484,100	1,246,200	(16.0%)
Total Revenue	1,482,625	1,484,100	1,484,100	1,246,200	(16.0%)
Beginning Fund Balance	273	273	123	123	
Revenue over (under) expenditure:	(150)	-	-	-	
Ending Fund Balance	\$ 123	\$ 273	\$ 123	\$ 123	(54.9%)

Significant Budget Changes

- Debt service decreased because the final payment for the refunding portion of the revenue bonds issued in 2006 was made in 2011.

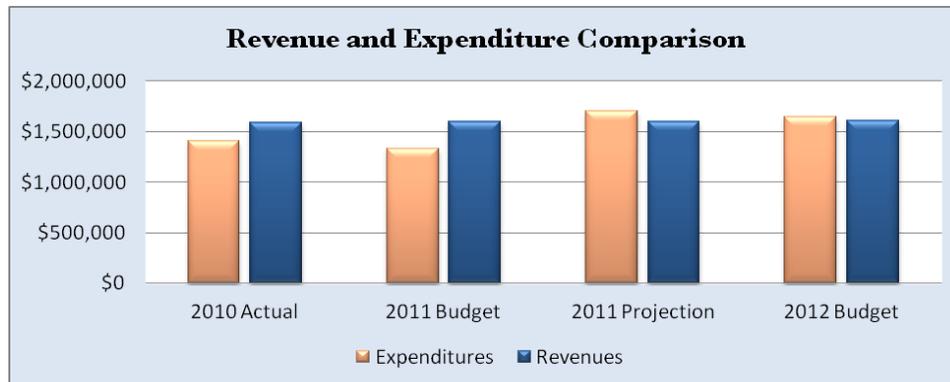
Enterprise Fund

This fund was established and accounts for fees collected from residential and commercial properties to ensure that stormwater systems are properly planned, constructed and maintained within the Town. The utility provides overall stormwater management to prevent flooding, protect water quality and to preserve the natural creeks and gulches throughout the Town.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Personal Services	\$ 587,960	\$ 622,300	\$ 622,300	\$ 657,300	5.6%
Supplies	10,356	17,600	17,600	14,100	(19.9%)
Purchased Services	269,949	419,300	419,300	378,000	(9.8%)
Internal Services	29,963	33,100	33,100	66,100	99.7%
Insurance	1,914	1,900	1,900	2,100	10.5%
Capital Outlay	504,836	235,000	604,500	525,000	123.4%
Total Expenditures	1,404,978	1,329,200	1,698,700	1,642,600	23.6%
Revenue					
<u>Charges for Services</u>					
Grading Permit Fees	\$ 52,305	\$ 50,000	\$ 50,000	\$ 52,000	4.0%
Commercial Stormwater Fees	637,468	628,500	628,500	634,800	1.0%
Less: Discounts Taken	(9,014)	(10,100)	(10,100)	(10,200)	1.0%
Residential Stormwater Fees	900,882	919,200	919,200	928,400	1.0%
Total Charges for Services	1,581,641	1,587,600	1,587,600	1,605,000	1.1%
<u>Miscellaneous</u>					
Interest Earnings and Investments	5,314	6,400	6,400	6,400	0.0%
Other Miscellaneous Revenue	119	-	-	-	
Total Miscellaneous	5,433	6,400	6,400	6,400	0.0%
Total Revenue	1,587,074	1,594,000	1,594,000	1,611,400	1.1%
Beginning Fund Balance	1,042,571	722,671	1,224,667	1,119,967	
Revenue over (under) expenditures	182,096	264,800	(104,700)	(31,200)	
Ending Fund Balance	\$ 1,224,667	\$ 987,471	\$ 1,119,967	\$ 1,088,767	10.3%
Authorized FTE positions					
Manager of Engineering and Stormwater	1.0	1.0	1.0	1.0	
Stormwater Engineer	1.0	1.0	1.0	1.0	
Stormwater Engineering Technician	1.0	1.0	2.0	2.0	
Stormwater Crew Leader	1.0	1.0	1.0	1.0	
Stormwater Equipment Operator	1.0	1.0	1.0	1.0	
Maintenance Worker 1/2	2.0	2.0	1.0	1.0	
Maintenance Worker 3	1.0	1.0	1.0	1.0	
Total	8.0	8.0	8.0	8.0	

Significant Budget Changes

- Internal Services increased because of the Town’s effort to catch up on and establish funding for future replacement of aging equipment. Equipment replacement was delayed several years due to the downturn in the economy.



2011 Highlighted Accomplishments

- Completed the construction of the Sulphur Gulch stabilization project between Town Hall and Parker Road.
- Completed design for the Cherry Creek Restoration at Country Meadows project.
- Completed the Pine Gulch Dam Outfall Systems Planning Study and Emergency Response Plan for dam breach.
- Initiated the Storm Drainage and Environmental Criteria Manual revision.
- Completed audit for the Stormwater Phase II Permit of Town’s programs.
- Implemented and satisfied all the measurable goals included in the Town’s NPDES Phase II Stormwater Program with State Health Department.
- Enhanced the Stormwater operations and maintenance program by inspecting over 3,000 drainage facilities.

2012 Goals

- Start construction on the Cherry Creek Restoration at Country Meadows project.
- Complete Storm Drainage and Environmental Criteria Manual revision.
- Complete the design of the Cherry Creek at Norton Open Space property.
- Complete the Drainage Improvements at Mainstreet construction project.
- Initiate the Newlin and Baldwin Gulch Master Plan update with Urban Drainage and other sponsors.
- Initiate the Happy Canyon Creek Master Plan update with Urban Drainage and other sponsors.
- Implement and satisfy all the measurable goals included in the Town’s NPDES Phase II Stormwater Program with State Health Department.
- Enhance operations and maintenance program for stormwater facilities by inspecting at least 30 percent of the total facilities Town-wide.
- Complete Stormwater business plan.

Stormwater Utility Fund (continued)

Capital project: Cherry Creek Stabilization at Country Meadows Open Space

Project cost: \$450,000 (this supplements \$950,000 total contribution from Cherry Creek Basin Water Quality Authority, Urban Drainage and Flood Control District and Douglas County)

Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

Community Enhancement/Customer Service: These improvements are focused on maintaining the lush riparian corridor of Cherry Creek throughout the Town. Without these improvements, much of the aesthetic, ecological, wildlife and water quality benefits provided by Cherry Creek will be impacted in the near future by erosion. This will also allow the Town to maintain existing trails, bridges, and prevent the damaging effects of erosion on adjacent property.

Description/Discussion:

This project is located on a reach of Cherry Creek from the Hess Road Bridge north and adjacent to the Country Meadows Subdivision (see attached project map). The project includes a number of stream and bank stabilization improvements on Cherry Creek.

This project is necessary to ensure the stability of Cherry Creek. With increased development in the Cherry Creek Watershed, the creek has eroded 3-5 feet in this area (see attached photos). As this erosion continues, it could impact adjacent private property, trails, utilities, bridges, and other existing improvements. The erosion also threatens the sensitive riparian areas and wildlife habitat that currently exists throughout the corridor. The project will include grade control/drop structures that will mitigate the existing erosion and prevent future erosion on Cherry Creek. These improvements have been identified within the Cherry Creek Master Plan completed and adopted by the Urban Drainage and Flood Control District in 2004.

Staff has been monitoring this reach for several years now. Over the past two years, this reach of Cherry Creek has significantly eroded, creating vertical banks and exposing tree roots and previously buried debris (including a car). Without the necessary stabilization improvements, this reach of Cherry Creek will continue to degrade.

The design will be completed in 2011 and the total estimated cost for construction is \$1.2 million dollars with project sponsor contributions as follows.

Town of Parker	\$450,000
UDFCD	450,000
Douglas County	50,000
CCWQBA	<u>450,000</u>
Total cost of construction	\$1,400,000

Capital project: Cherry Creek Stabilization at Country Meadows Open Space

Project cost: \$450,000 (this supplements \$950,000 total contribution from Cherry Creek Basin Water Quality Authority, Urban Drainage and Flood Control District and Douglas County)

Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

Community Enhancement/Customer Service: These improvements are focused on maintaining the lush riparian corridor of Cherry Creek throughout the Town. Without these improvements, much of the aesthetic, ecological, wildlife and water quality benefits provided by Cherry Creek will be impacted in the near future by erosion. This will also allow the Town to maintain existing trails, bridges, and prevent the damaging effects of erosion on adjacent property.

Description/Discussion:

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Staff has been monitoring this reach for several years now. Over the past two years, this reach of Cherry Creek has significantly eroded, creating vertical banks and exposing tree roots and previously buried debris (including a car). Without the necessary stabilization improvements, this reach of Cherry Creek will continue to degrade.

The design will be completed in 2011 and the total estimated cost for construction is \$1.2 million dollars with project sponsor contributions as follows.



Erosion on Cherry Creek exposing a previously buried car



Channel Erosion impacting riparian vegetation and habitat

Stormwater Utility Fund (continued)

Capital project: Cherry Creek Stabilization at Norton Open Space

Project cost: \$40,000 for design (the total project is \$1,020,000. \$300,000 will be budgeted in 2013. Town partners will also contribute \$680,000)

Operational impact: When construction is completed, there would be an increase in maintenance costs; however the impact would be minimal.

Town goal achieved:

Community Enhancement/Customer Service: These improvements are focused on maintaining the lush riparian corridor of Cherry Creek throughout the Town. Without these improvements, much of the aesthetic, ecological, wildlife and water quality benefits provided by Cherry Creek will be impacted in the near future by erosion. This will also allow the Town to maintain existing trails, bridges, and prevent the damaging effects of erosion on adjacent property.

Description/Discussion:

This project is located on a reach of Cherry Creek from the Douglas County/Arapahoe County Line to the south approximately 2,000 feet, adjacent to the Norton Open Space. This project will tie into the Cherry Creek Improvements completed in 2008 in the Cottonwood subdivision.

The project will include a number of stream and bank stabilization improvements on Cherry Creek. This project is necessary to ensure the stability of Cherry Creek. With increased development in the Cherry Creek Watershed, the Creek has eroded between 4 and 6 feet in this area. As this erosion continues, it could impact adjacent private property, trails, utilities and other existing improvements. The erosion also threatens the sensitive riparian areas and wildlife habitat that currently exists throughout the corridor. The project will include grade control/drop structures that will mitigate the existing erosion and prevent future erosion on Cherry Creek. These improvements have been identified as a high priority within the Cherry Creek Master Plan completed and adopted by the Urban Drainage and Flood Control District in 2004.

The anticipated financial participation from the project sponsors is as follows.

	<u>2012 - Design</u>	<u>2013 - Construction</u>
Town of Parker	\$40,000	\$300,000
CCBWQA	40,000	300,000
UDFCD	<u>40,000</u>	<u>300,000</u>
Total cost of design:	\$120,000	\$900,000



Bank erosion exposing tree roots



Over 6 feet of channel erosion

Capital project: Mainstreet Drainage Improvements at Clarke Farms

Project cost: \$35,000

Operational impact: None.

Town goal achieved:

Customer Service: The Public Works Department has received several complaints from residents regarding street flooding that occurs on a segment of Mainstreet west of the Cherry Creek Bridge and adjacent to Clarke Farms. The Police Department has informed Public Works that the street flooding in this area has created a traffic hazard during rain events. The drainage improvements associated with this request will significantly reduce the street flooding that currently exists on this segment of Mainstreet. These improvements will also address the existing traffic safety hazard created by the flooding.

Description/Discussion:

A segment of Mainstreet between Motsenbocker Road and the Cherry Creek Bridge has experienced flooding problems for a number of years. This segment of Mainstreet was constructed many years ago, and the original design did not incorporate the proper street drainage improvements according to current criteria. A segment of the west bound lanes abruptly transitions from a standard cross-slope (towards gutter) to center cross-slope (towards median), without a drain/inlet. This creates street cross flow, which can cause vehicles to unexpectedly hydro-plane. The hazard is exacerbated due to the curve in Mainstreet at this location. Police officers and Public Works staff has witnessed vehicles losing control in this location on a number of occasions during rain events. This budget request is to construct the necessary storm drains and pipe to reduce the excessive street cross flow on Mainstreet. The improvements will include the construction of a new storm sewer system to capture the street flows and properly convey to an adjacent drainage way in the Clarke Farms Subdivision.



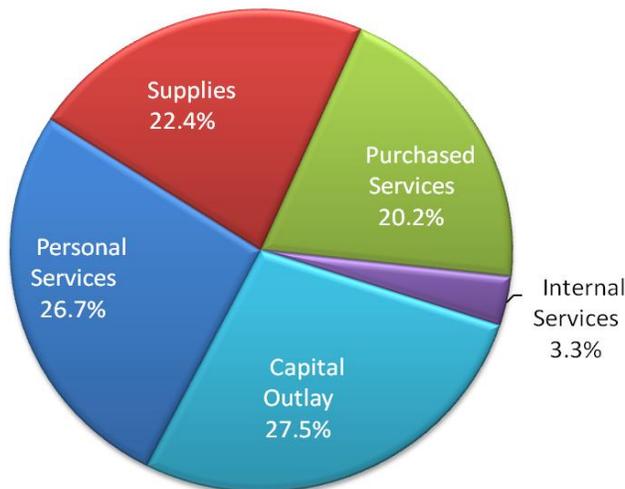
Segment of Mainstreet where flooding occurs

Internal Service Funds

Internal Service Funds Summary

	2010 Actual	2011 Original Budget	2011 Projection	2012 Original Budget	% inc/(dec) from 2011 Original Budget
Beginning Fund Balances	\$ 92,477	\$ 147,877	\$ 147,319	\$ 97,719	(33.9%)
Revenues					
Intergovernmental	-	36,100	36,100	-	(100.0%)
Charges for Services	1,307,208	1,751,500	1,760,800	2,877,800	64.3%
Miscellaneous	384	800	800	500	(37.5%)
Total Revenues	1,307,592	1,788,400	1,797,700	2,878,300	60.9%
Expenditures					
Personal Services	722,559	944,800	754,800	741,000	(21.6%)
Supplies	394,175	455,400	455,400	621,200	36.4%
Purchased Services	130,143	342,700	542,000	561,500	63.8%
Internal Services	5,873	10,000	10,000	91,600	816.0%
Capital Outlay	-	85,100	85,100	763,000	796.6%
Total Expenditures	1,252,750	1,838,000	1,847,300	2,778,300	51.2%
Ending Fund Balances	\$ 147,319	\$ 98,277	\$ 97,719	\$ 197,719	101.2%
Expenditures by Fund					
Fleet Services	\$ 471,252	\$ 525,000	\$ 579,300	\$ 1,385,100	163.8%
Technology Management	220,020	529,900	529,900	652,300	23.1%
Facility Services	561,478	783,100	738,100	740,900	(5.4%)
Total Expenditures	\$ 1,252,750	\$ 1,838,000	\$ 1,847,300	\$ 2,778,300	51.2%

2012 Expenditures



Fleet services is responsible for the acquisition, maintenance, record keeping and disposal of the Town of Parker’s fleet of cars, trucks, and heavy and light equipment. Fleet services works closely with its customers to meet their changing and growing needs, finding innovative ways to reduce costs, while keeping the service at the highest of standards.

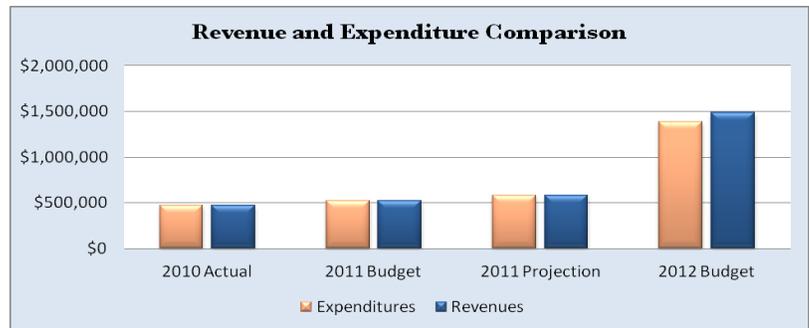
	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Personal Services	\$ 253,581	\$ 254,600	\$ 254,600	\$ 264,900	4.0%
Supplies	208,805	14,000	14,000	16,200	15.7%
Purchased Services	7,042	252,000	306,300	308,800	22.5%
Internal Services	1,824	4,400	4,400	32,200	631.8%
Capital Outlay	-	-	-	763,000	
Total Expenditures	471,252	525,000	579,300	1,385,100	163.8%
Revenue					
<u>Charges for Services</u>					
User Charges	472,000	524,400	578,700	1,484,400	183.1%
<u>Miscellaneous</u>					
Interest Earnings and Investments	263	500	500	500	0.0%
Total Revenue	472,263	524,900	579,200	1,484,900	182.9%
Beginning Fund Balance	65,126	65,026	66,137	66,037	
Revenue over (under) expenditures:	1,011	(100)	(100)	99,800	
Ending Fund Balance	\$ 66,137	\$ 64,926	\$ 66,037	\$ 165,837	155.4%
Authorized FTE positions					
Facilities/Fleet Manager	0.4	0.4	0.4	0.4	
Master Technician	1.0	1.0	1.0	1.0	
Fleet Crew Leader	1.0	1.0	1.0	1.0	
Fleet Maintenance Worker 3	1.0	1.0	1.0	1.0	
Total	3.4	3.4	3.4	3.4	

Capital Outlay

- Fleet replacement plan - \$763,000 – A new fleet replacement policy was put in place to help ensure that the Town's constantly aging fleet is properly and efficiently maintained so that users have the tools that they need to effectively and safely perform those services. Because actual replacement costs can vary significantly from one year to the next, an added purpose to this fund will be to stabilize (i.e. even out) this fluctuating impact to the General and other user Funds. The amount is based on a list of fleet units that have reached or far exceeded their recommended useful life. Under the new policy, units will be evaluated during the year and will only be replaced if they meet criteria established within the fleet replacement policy and approval is received by the Town Administrator. In addition to the \$763,500, user departments will be charged an additional \$125,500 for future fleet replacement. This additional amount will not be spent until appropriated and approved per the policy but will accumulate for future fleet replacement and serve to stabilize annual fleet replacement costs to the General and other user Funds. This total amount of \$889,000 approximates an average 7 year useful life of the entire \$6.2 million fleet.

Significant Budget Changes

- Purchased services increased based on historical information regarding repair and maintenance costs, which should decrease in future years as aging equipment is replaced under the new fleet replacement plan.
- Internal Services increased because of the Town's effort to catch up on and establish funding for future replacement of aging equipment. Equipment replacement was delayed several years due to the downturn in the economy.
- User charges (cost to other funds) increased due to the addition of the fleet replacement expenditures.



2011 Highlighted Accomplishments

- Completed 1156 work orders for 236 pieces of equipment.
- Worked with finance to develop a fully fund fleet program for 2012.
- Successfully maintained an “aging” police fleet with minimal downtime.
- Maximized resources as to minimize cost and downtime.
- Continued training on the fleet tracking software, giving the Town a more accurate record of costs associated with vehicle maintenance.

2012 Goals

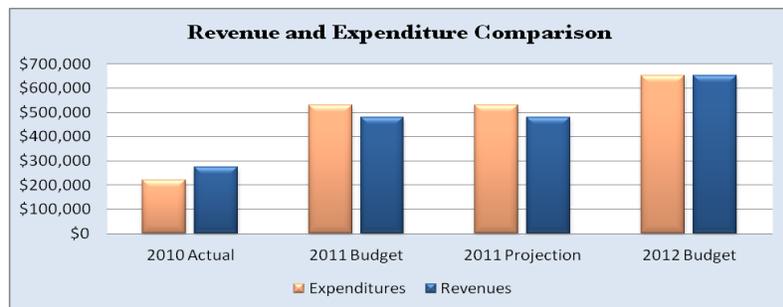
- Continue to work with Finance to refine processes for a “Funded” fleet.
- Complete the division Business plan.
- Continue levels of service in an aging fleet.
- Develop and train staff for emergency response.

The purpose of this fund is to provide for the replacement of aging and obsolete technology and software licensing costs.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Supplies	\$ 161,916	\$ 391,600	\$ 391,600	\$ 568,300	45.1%
Purchased Services	58,104	74,200	74,200	84,000	13.2%
Capital Outlay	-	64,100	64,100	-	(100.0%)
Total Expenditures	220,020	529,900	529,900	652,300	23.1%
Revenue					
<u>Intergovernmental</u>					
911 Authority	-	36,100	36,100	-	(100.0%)
<u>Charges for Services</u>					
User Charges	274,020	443,900	443,900	652,400	47.0%
<u>Miscellaneous</u>					
Interest Earnings and Investments	29	300	300	-	(100.0%)
Total Revenue	274,049	480,300	480,300	652,400	35.8%
Beginning Fund Balance	6,621	61,921	60,650	11,050	
Revenue over (under) expenditures	54,029	(49,600)	(49,600)	100	
Ending Fund Balance	\$ 60,650	\$ 12,321	\$ 11,050	\$ 11,150	(9.5%)

Significant Budget Changes

- Supplies, which consists of computer replacements increased because the Town’s technology replacement cycle was restored to its normal rate after having been cut as part of the Town’s cost saving measures during the economic downturn.



2011 Highlighted Accomplishments

- Leased and deployed 4 new multi-function printers/scanners/copiers.
- Repaired a variety of problems with computer equipment.
- Purchased email and virus protection for all mailboxes, servers and desktops.

2012 Goals

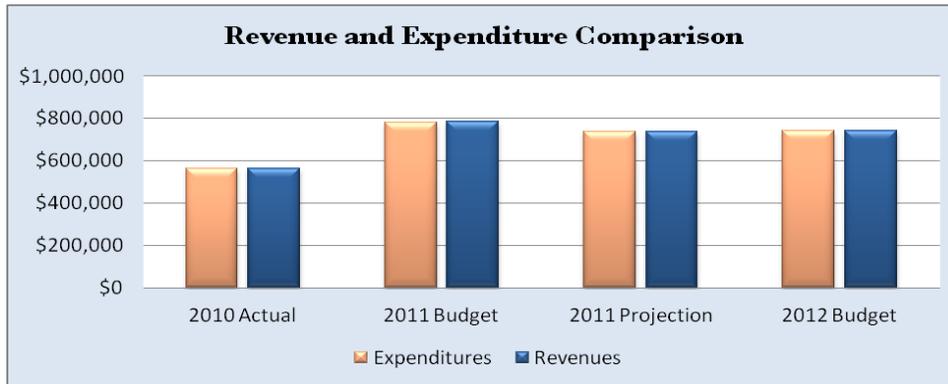
- Replace the Town’s desktop, laptop and monitor fleet only as necessary.
- Repair a variety of problems with computer equipment.
- Continue to fund email and virus protection for all mailboxes, servers and desktops.

The Public Works Department maintains all of the Town facilities, including building maintenance and janitorial services of approximately 27 sites. Two divisions, Custodial Services and Facility Maintenance, can be found in the Facility Services Internal Service Fund. It is the responsibility of both divisions to keep the Town’s facilities in prime condition. The staff provides an exceptional level of customer service to their coworkers located at the various Town facilities and to members of the community.

	2010 Actual	2011 Budget	2011 Projection	2012 Budget	% inc/(dec) from 2011 Budget
Expenditures					
Personal Services	\$ 468,978	\$ 690,200	\$ 500,200	\$ 476,100	(31.0%)
Supplies	23,454	49,800	49,800	36,700	(26.3%)
Purchased Services	64,997	16,500	161,500	168,700	922.4%
Internal Services	4,049	5,600	5,600	59,400	960.7%
Capital Outlay	-	21,000	21,000	-	(100.0%)
Total Expenditures	561,478	783,100	738,100	740,900	(5.4%)
Revenue					
<u>Charges for Services</u>					
User Charges	561,188	783,200	738,200	741,000	(5.4%)
<u>Miscellaneous</u>					
Interest Earnings and Investments	92	-	-	-	
Total Revenue	561,280	783,200	738,200	741,000	(5.4%)
Beginning Fund Balance	20,730	20,930	20,532	20,632	
Revenue over (under) expenditures	(198)	100	100	100	
Ending Fund Balance	\$ 20,532	\$ 21,030	\$ 20,632	\$ 20,732	(1.4%)
Authorized FTE positions					
Facilities/Fleet Manager	0.4	0.4	0.4	0.4	
Facilities Maintenance Coordinator	1.0	1.0	1.0	1.0	
Custodian	5.0	5.0	-	-	
Facility Supervisor	1.0	1.0	1.0	1.0	
Facilities Maintenance Tech 1/2	2.0	2.0	2.0	2.0	
Facilities Maintenance Tech 3	2.0	3.0	3.0	3.0	
Facilities Technician	0.8	-	-	-	
Total	12.2	12.4	7.4	7.4	

Significant Budget Changes

- Personal services decreased and purchased services increased due to the Town’s right-sizing initiative (March 2011) and resulted in the elimination of 5 custodian positions and a switch to contracted custodial services in a cost-cutting measure.
- Internal Services increased because of the Town’s effort to catch up on and establish funding for future replacement of aging equipment. Equipment replacement was delayed several years due to the downturn in the economy.



2011 Highlighted Accomplishments

- Completed draft of division Business plan.
- Finalized the structure for the new work order system.
- Successfully opened two new Town Facilities.
- Successful annual shut down of the Recreation Center and the Fieldhouse for a week of annual repairs performed by Facilities staff.
- Maximized resources as to minimize cost and downtime.

2012 Goals

- Continue to develop and train staff for emergency response.
- Complete the division business plan.
- Continue supporting other divisions with emergencies.
- Refine and roll out of the new facilities work order software.

Appendix



Personnel Levels

The table below represents a comparison of Town positions, full-time and part-time benefited, that have been authorized in all funds from 2007 through 2012. This summary does not include temporary or non-benefited part-time positions.

Fund/Department	2007	2008	2009	2010	2011	2012
General Fund:						
Town Clerk	3.00	3.00	3.00	3.00	3.00	2.50
Municipal Court	2.80	2.80	2.80	2.80	2.80	2.80
Town Administrator	5.00	5.00	5.00	5.00	5.00	3.00
Finance	13.00	13.00	14.00	14.00	13.00	11.00
Town Attorney	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	2.80	4.00	4.00	4.00	4.00	5.00
Risk Management	1.00	1.00	1.00	1.00	1.00	1.00
Community Development	15.80	14.80	14.80	14.80	14.80	12.00
Information Technology	8.00	9.00	9.00	9.00	9.00	9.00
Community Affairs	3.00	3.00	3.00	3.50	3.50	3.50
Customer Service	5.60	5.60	5.60	3.60	3.60	2.60
Police	86.00	90.00	90.20	90.20	90.20	91.00
Building Inspection	11.00	11.00	11.00	11.00	11.00	9.00
Public Works	45.20	49.20	50.20	52.20	52.20	51.20
Economic Development	-	-	1.00	1.00	1.00	1.00
total General Fund	204.20	213.40	216.60	217.10	216.10	206.60
Parks and Recreation Fund	1.76	1.76	1.83	1.75	1.75	1.75
Law Enforcement Assistance Fund	2.00	2.00	2.00	2.00	2.00	1.50
Cultural Fund	0.90	0.90	0.90	3.00	5.00	5.00
Recreation Fund	18.54	19.54	19.47	18.95	18.95	19.15
Mainstreet Center Fund	2.00	2.00	2.00	2.00	2.00	2.00
Stormwater Utility Fund	7.00	8.00	8.00	8.00	8.00	8.00
Fleet Services Fund	3.40	3.40	3.40	3.40	3.40	3.40
Facility Services Fund	9.20	10.20	10.20	12.20	12.40	7.40
Total FTE	249.00	261.20	264.40	268.40	269.60	254.80
% increase	4.7%	4.9%	1.2%	1.5%	0.4%	-5.5%

The changes from the original 2011 budget to the 2012 budget include:

- 16 FTE reduction due to right-sizing of the organization in March 2011.
- 1 FTE Property and Evidence Technician position added during 2011 to Police Department.
- 0.2 FTE increase to change a part-time Day Camp Coordinator position to full-time.

2012 Capital Outlay

The following two tables list the capital outlay items and the capital projects that are included in the 2012 budget.

Capital Outlay, Capital Projects and Personnel Detail

Department	Amount	Description
<u>CAPITAL OUTLAY</u>		
<u>Machinery and equipment</u>		
Information Technology	37,500	replace/update A/V system in the Council Chambers - The A/V system is in dire need of replacement. It is nearly 10 years old and is becoming very difficult to maintain. Most of the A/V system components are obsolete and irreplaceable and will predictably fail completely in the near future.
Police - Communications	15,000	mobile computer training/testing system - Mobile data computers are "mission-critical" tools used to receive calls for service, track resources and produce reports and incident notes. This training/testing system will allow staff to test software updates and provide training on those updates prior to being implemented into the "live" system. The cost will be shared with Lone Tree through the communication services IGA.
Police - Communications	15,000	dispatch radio console upgrades (3) - There are six consoles in the dispatch center that are used on a daily basis. Three of the consoles are 5 years old and should be replaced to ensure the ability to properly communicate with police officers in the field through the 800 MHz radio system. The radio system is a vital link between the dispatch center and emergency personnel. This project will be funded by the 911 Authority.
Police - Law Enforcement Assistance Fund	12,000	intoxilyzer - This request is primarily being driven by a state-wide initiative brought about by the Colorado Department of Public Health and Environment to replace the current Evidential Breath Alcohol Testing system, which is used uniformly state-wide by Colorado law enforcement agencies for DUI purposes. The current intoxilyzer was placed into service in 1998 and has far exceeded its useful life of 7 years.
Parks and Rec - Forestry/Open Space	6,000	tree spade - A tree spade will allow staff to efficiently and cost effectively remove and relocate trees within the Town.
Parks and Rec - Parks	6,100	v-plow package for a pickup truck - This plow is primarily needed because of increased plowing for the new PACE Center but will be used for other facilities, including the new Police Station.
Parks and Rec - Recreation Fund	20,000	adapted motion trainers (3) - The AMTs will replace aged elliptical trainers. New equipment will reduce downtime and repair costs. The existing elliptical trainers are being used less because of their age and having new up-to-date equipment is essential in keeping members engaged. Fitness enthusiasts continually search for the newest products that will help them enhance their workout routines.

Capital Outlay, Capital Projects and Personnel Detail (cont.)

Department	Amount	Description
Parks and Rec - Recreation Fund	22,000	treadmills (3) - Three of the six treadmills at the Fieldhouse will be replaced and replacement of the other three will be requested in 2013. The average lifespan of a commercial treadmill is 3 to 4 years and these will soon reach 5 years. New treadmills have newer technology, which provides an enhancement in services and continues to maintain the interest of our customers. Replacing the old treadmills will improve customer safety and reduce maintenance costs.
Public Works - Streets	45,000	replace crack seal machine - The current machine is about 10 years old and is continually out of service for long periods of time and must be replaced to improve productivity.
Public Works - Streets	12,000	pickup mounted snow plow (2) - Adding two plows will continue to maximize use of existing Town equipment and personnel during snow events, as well as reduce the potential need for more expensive contracted services.
Public Works - Streets	8,000	side-kick broom skid steer attachment - This piece of equipment will further improve the Town's asphalt replacement efforts by speeding up the clean up process after asphalt operations.
Public Works - Streets	10,000	tilt-bed trailer - An additional trailer is needed to move the equipment necessary for asphalt operations.
Public Works - Traffic Services	8,000	pavement marking enclosed trailer - An enclosed trailer will consolidate the storage of all pavement marking supplies and equipment, eliminate the time needed to stock and restock each day and protect the supplies from the weather.
Public Works - Traffic Services	6,000	striping machine driver - This is not a request for new personnel but is a request for a piece of equipment that will make repainting stripes a more efficient process by speeding it up and allowing for better control.
Public Works - Fleet Services Fund	763,500	fleet replacements - The fleet is one of the major tools that staff uses to provide services to our citizens. Staff will be recommending a fleet replacement policy for Council's consideration that will help ensure that the Town's constantly aging fleet is properly and efficiently maintained so that users have the tools that they need to effectively and safely perform those services. Because actual replacement costs can vary significantly from one year to the next, another goal of the policy will be to stabilize (i.e. even out) this fluctuating impact to the General and other user Funds. The Town's total investment in the current fleet is approximately \$6.2 million. The proposed amount is based on a list of fleet units that have reached or far exceeded their recommended useful life. However, the appropriated amount is not tied to specific units being replaced. Units will be evaluated during the year and will only be replaced if they meet criteria established within the fleet replacement policy and approval is received by the Town Administrator upon recommendation by the Fleet Services Manager, the Public Works Director and the user's Department Director. In any given year, it is likely that not all the appropriated funds will be spent and the unspent amount will remain in the Fleet Services fund balance for future replacements. In addition to the \$763,500, user departments will be charged an additional \$125,500 for future fleet replacement. This additional amount will not be

Capital Outlay, Capital Projects and Personnel Detail (cont.)

Department	Amount	Description
Public Works - Fleet Services Fund	763,500	spent until appropriated and approved per the policy but will accumulate for future fleet replacement and serve to stabilize annual fleet replacement costs to the General and other user Funds. This total amount of \$889,000 approximates an average 7 year useful life of the entire fleet.
TOTAL MACHINERY AND EQUIPMENT	\$ 986,100	

Building Improvements

Public Works - Facilities	25,000	replace roof on Old Town Hall - The roof on Old Town Hall is well beyond its useful life cycle and a roof study in 2009 recommended replacing the current wooden shingles with a 40-year asphalt product. The replacement would remove badly deteriorated wooden shingles and eliminate leaks.
Public Works - Facilities	20,600	lighting system upgrade - An energy audit was performed on Town buildings that found that lighting in four facilities could be upgraded, conserving energy and reducing electricity costs. This amount is for the Town Hall and projected annual savings of \$7,710 and payback within 33 months could be achieved.
Public Works - Facilities	48,400	lighting system upgrade - An energy audit was performed on Town buildings that found that lighting in four facilities could be upgraded, conserving energy and reducing electricity costs. This amount is for the Public Works Building and projected annual savings of \$13,160 and payback within 45 months could be achieved.
PACE - Mainstreet Center Fund	9,300	replace front doors - The existing doors of the Mainstreet Center are worn beyond repair and are allowing moisture to get inside the entrance hallway causing damage to the flooring and raising health concerns. Replacing the doors will reduce repair and maintenance costs associated with the main hallway.
PACE - Mainstreet Center Fund	18,000	replace roof over gym - Council appropriated \$46,400 in 2011 to replace the Mainstreet Center roof and improve the roof's drainage system because of leaks and damage to insulation and drywall. As this work was being completed in 2011, unknown issues and increased petroleum and roofing product costs consumed more of the budget than anticipated and we were not able to complete the "flat" roof system over the gym in 2011. These funds will complete the project.
PACE - Mainstreet Center Fund	19,500	lighting system upgrade - An energy audit was performed on Town buildings that found that lighting in four facilities could be upgraded, conserving energy and reducing electricity costs. This amount is for the Mainstreet Center and projected annual savings of \$6,195 and payback within 38 months could be achieved.
Parks and Rec - Recreation Fund	24,800	replace pool boiler - The current boiler at the H2O'Brien pool is severely fatigued and in our estimation will become too dangerous to use in 2012.
Parks and Rec - Recreation Fund	25,000	rooftop air handler (HVAC unit) - The current unit at the Recreation Center has exceeded its useful life-cycle and has required constant maintenance and repairs.

Capital Outlay, Capital Projects and Personnel Detail (cont.)

Department	Amount	Description
Parks and Rec - Recreation Fund (via transfer from Parks and Rec Fund)	187,000	lighting system upgrade - An energy audit was performed on Town buildings that found that lighting in four facilities could be upgraded, conserving energy and reducing electricity costs. This amount is for the Fieldhouse and projected annual savings of \$60,035 with payback within 38 months could be achieved. This requests proposes the induction lighting option. Another option (metal halide lighting) would cost \$105,000 but would only result in annual savings of \$30,500 with payback within 42 months.
Parks and Rec - Recreation Fund (via transfer from Parks and Rec Fund)	24,000	convert vending area to concession stand at the Parker Fieldhouse - With the current contract for vending machine services expiring in 2012, transitioning to a concession stand will allow us to provide better service to our customers and provide an opportunity to enhance revenues.
TOTAL BUILDING IMPROVEMENTS	\$ 401,600	

CAPITAL PROJECTS

Parks and Recreation Fund	125,000	east/west regional trail connection - This request is to complete the engineering and construction drawings for the portion of the trail from Jordan Road to the Chambers Road undercrossing. Conceptual plans were completed in 2010. Construction would be tentatively planned for 2013 and cost approximately \$800,000. The Town has already collected \$280,000 in in-lieu fees for construction of this trail and staff will seek grant funds to assist in the project. A proposed east/west regional trail will run approximately 20 miles from the Cherry Creek Regional trail in Parker to Chatfield State Park. The western portion of the trail has been completed from Chatfield State Park to just west of Sky Ridge Medical Center. The Parker portion of the trail will run from the Cherry Creek trail to the existing undercrossing of Chambers Road.
Parks and Recreation Fund	12,000	Norton Farms trailhead visitor area - This request is to complete the design and construction plans for the trailhead visitor area. Cost of construction will be determined during the design phase. The visitor area will complement the improvements already in place at the Norton Farms Open Space and Preservation Park.
Parks and Recreation Fund	72,500	adaptive playground at Salisbury Equestrian Park and Sports Complex - This will be a fully ADA accessible playground that will enhance recreation opportunities for our residents with disabilities and special needs. Staff will seek grant revenue assistance will be sought for this project.
Public Improvements Fund	5,200,000	Hess Road widening from Motsenbocker Road to Great Plain Way - Design for this project will be completed in 2011 and this request is for construction. An additional \$600,000 will be requested for 2013 to complete the project including median landscaping. The Town should anticipate 100% reimbursement from the Stroh/Hess Ranch developer per the annexation agreement; however, the development of the property has stalled because of the economy.

Capital Outlay, Capital Projects and Personnel Detail (cont.)

Department	Amount	Description
Public Improvements Fund	300,000	median lighting and landscaping - Annual funding for this project was established by Town Council in 2002 to improve the look of medians already built. The 2012 project would complete the median landscaping on the three medians on Jordan Road between Lincoln Avenue and E-470.
Public Improvements Fund	100,000	roadway safety enhancement - Annual funding for this project was established by Town Council in 2007 to address roadway safety concerns. The plan for this funding is to address the lack of intersection lighting on Jordan Road. The annual funding amount was increased from \$50,000 to \$100,000 in 2011 to make use of the new FASTER funding, which is directed at transportation safety and bridge repairs.
Public Improvements Fund	100,000	sidewalk gap closures - Annual funding for this project was established by Town Council in 2006 to eliminate gaps in sidewalks, which in turn will increase pedestrian connectivity and safety. The 2012 project will close the gap on the north side of Mainstreet between the Bradbury Ranch subdivision and Newlin Gulch Boulevard and to extend the sidewalk on the north side of Ponderosa Drive from Parker Road to the Pine Lane Elementary/Intermediate Schools driveway. The annual funding amount was increased from \$50,000 to \$100,000 in 2011 to make use of the new FASTER funding, which is directed at transportation safety and bridge repairs.
Public Improvements Fund	25,000	Town-wide roadway system evaluation - The Town last updated the roadway system evaluation in 2006. Significant capital improvement projects reflected in that plan have been completed. The Town has also been faced with a much slower pace of development than projected in that evaluation due to the economic downturn. For these reasons, the plan should be updated and allow for better planning and prioritizing for future capital improvement projects.
Stormwater Utility Fund	450,000	Cherry Creek stabilization at Country Meadows Open Space - This project includes a number of stream and bank stabilization improvements. The total cost of the project is \$1.4 million with the remainder of the funds coming from UDFCD, CCBWQA and Douglas County.
Stormwater Utility Fund	40,000	Cherry Creek stabiliation at Norton Farms Open Space - This project includes a number of stream and bank stabilization improvements. The amount in 2012 is for design and \$300,000 will be requested in 2013 for construction. The total cost of the project is \$1,020,000 with the remainder of the funds coming from UDFCD and CCBWQA.
Stormwater Utility Fund	35,000	Mainstreet drainage improvements at Clarke Farms - This request will eliminate drainage problems at this section of Mainstreet that have posed a traffic safety hazard during rain events.
TOTAL CAPITAL PROJECTS	<u>\$ 6,459,500</u>	

Capital Outlay, Capital Projects and Personnel Detail (cont.)

Department	Amount	Description
<u>PERSONNEL</u> Parks and Recreation - Recreation Fund	-	Day Camp Coordinator - This is not a request for a new position but rather a request to increase a PT position to a FT position, an increase of 0.2 FTE . The Day Camp Program is a very successful program with great demand and a part-time coordinator position does not adequately meet the demands of the program. If this request is not granted, this successful program will have to be scaled back. This is more of a request to increase the PT position to a FT position and the amount in the justification is reflective of the increase in salary and benefit costs of the current coordinator. In actuality, the budget will decrease because of a larger reduction in the part-time budget.

ORDINANCE NO. 1.396, Series of 2011

TITLE: A BILL FOR AN ORDINANCE TO ADOPT THE 2012 BUDGET AND THE 2011 REVISED BUDGET FOR THE TOWN OF PARKER AND TO MAKE APPROPRIATIONS FOR THE SAME

WHEREAS, the Home Rule Charter of the Town of Parker specifies that a proposed budget be presented to the Town Council on or before the fifteenth day of October of each year;

WHEREAS, the proposed budget for 2012 was presented by the Town Administrator on October 10, 2011; and

WHEREAS, upon due and proper notice published and posted in accordance with the Town of Parker Home Rule Charter, said proposed budget was open for inspection by the public at the Town Hall, and a Public Hearing was held on November 7, 2011 and November 21, 2011, and interested taxpayers were given the opportunity to file or register any objections to said proposed budget.

NOW, THEREFORE, THE TOWN COUNCIL OF THE TOWN OF PARKER, COLORADO, ORDAINS:

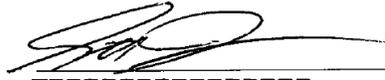
Section 1. The 2012 budget and the 2011 revised budget for the Town of Parker, Colorado, which is attached hereto as **Exhibit A** and incorporated by this reference, is hereby adopted and the monies are appropriated to the various funds as the same are budgeted.

Section 2. Safety Clause. The Town Council hereby finds, determines and declares that this Ordinance is promulgated under the general police power of the Town of Parker, that it is promulgated for the health, safety and welfare of the public, and that this Ordinance is necessary for the preservation of health and safety and for the protection of public convenience and welfare. The Town Council further determines that the Ordinance bears a rational relation to the proper legislative object sought to be obtained. The Town Council further finds that the publication of an agenda that contains the title to this Ordinance in a newspaper of local circulation prior to first and second reading of this Ordinance creates a financial burden on the Town and that the title to this Ordinance was posted in two public places two days before the Town Council meeting as provided by Section 7.5e. of the Town of Parker Home Rule Charter.

Section 3. Severability. If any clause, sentence, paragraph or part of this Ordinance or the application thereof to any person or circumstances shall for any reason be adjudged by a court of competent jurisdiction invalid, such judgment shall not affect application to other persons or circumstances.

Section 4. This Ordinance shall become effective ten (10) days after final publication.

INTRODUCED AND PASSED ON FIRST READING this 7th day of November
2011.



~~Scott Jackson, Mayor~~

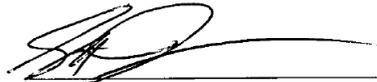
Scott Jackson, Mayor Pro Tem

ATTEST:



Carol Baumgartner, Town Clerk

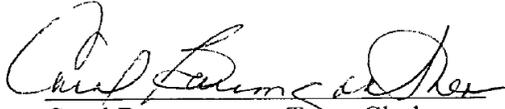
ADOPTED ON SECOND AND FINAL READING this 21st day of November
2011.



~~Scott Jackson, Mayor~~

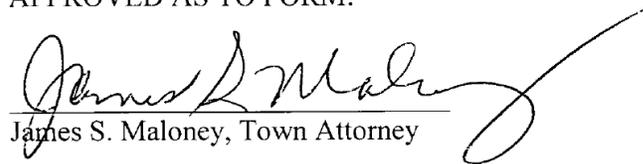
Scott Jackson, Mayor Pro Tem

ATTEST:



Carol Baumgartner, Town Clerk

APPROVED AS TO FORM:



James S. Maloney, Town Attorney

ORDINANCE NO. 1.399, Series of 2011

TITLE: A BILL FOR AN ORDINANCE TO LEVY GENERAL PROPERTY TAXES FOR THE YEAR 2011 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF PARKER, COLORADO, FOR THE 2012 BUDGET YEAR

WHEREAS, the Town Council of the Town of Parker has adopted the annual budget in accordance with the Local Government Budget Law, on November 21, 2011;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is **\$1,449,158**; and

WHEREAS, the 2011 valuation for assessment for the Town of Parker, as certified by the County Assessor, is \$556,939,889.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF PARKER, COLORADO, THAT:

Section 1. For the purpose of meeting all general operating expenses of the Town of Parker during the 2012 budget year, there is hereby levied a tax of **2.602 mills** upon each dollar of the total valuation for assessment of all taxable property within the Town for the year 2011.

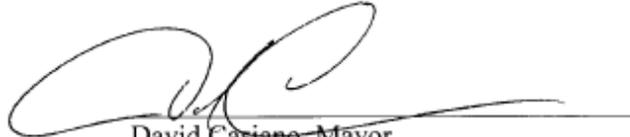
Section 2. The Finance Director is hereby authorized and directed to immediately certify to the County Commissioners of Douglas County, Colorado, the mill levies for the Town of Parker as hereinabove determined and set.

Section 3. Safety Clause. The Town Council hereby finds, determines and declares that this Ordinance is promulgated under the general police power of the Town of Parker, that it is promulgated for the health, safety and welfare of the public, and that this Ordinance is necessary for the preservation of health and safety and for the protection of public convenience and welfare. The Town Council further determines that the Ordinance bears a rational relation to the proper legislative object sought to be obtained. The Town Council further finds that the publication of an agenda that contains the title to this Ordinance in a newspaper of local circulation prior to first and second reading of this Ordinance creates a financial burden on the Town and that the title to this Ordinance was posted in two public places two days before the Town Council meeting as provided by Section 7.5e. of the Town of Parker Home Rule Charter.

Section 4. Severability. If any clause, sentence, paragraph or part of this Ordinance or the application thereof to any person or circumstances shall for any reason be adjudged by a court of competent jurisdiction invalid, such judgment shall not affect application to other persons or circumstances.

Section 5. This Ordinance shall become effective ten (10) days after final publication.

INTRODUCED AND PASSED ON FIRST READING this 21st day of November
2011.


David Casiano, Mayor

ATTEST:


Carol Baumgartner, Town Clerk

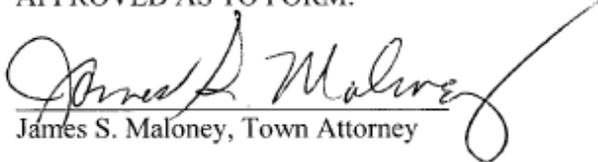
ADOPTED ON SECOND AND FINAL READING this 5th day of December
2011.


David Casiano, Mayor

ATTEST:


Carol Baumgartner, Town Clerk

APPROVED AS TO FORM:


James S. Maloney, Town Attorney

Glossary

Accrual Accounting – A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned in December but not collected until January is recorded as revenue of December rather than January.

Adopted Budget – Budget amounts approved by the Town Council and the budget document which consolidates all operating and capital appropriations.

Amendment One – Also known as “TABOR” or Taxpayers Bill of Rights. This is an amendment of the constitution of the State of Colorado which basically limits annual increases in revenues and expenditures and requires voter approval for any tax rate increase or multi-year debt of financial obligation. The increase in spending and revenue is limited to an index based on the Denver-Boulder Consumer Price Index plus a local growth factor determined by percentage change in actual value of all real property.

Appropriation – The legal authorization of a specific amount of money made by the Town Council which permits the Town to incur obligations and to make expenditures of resources in the various funds.

Assessed Valuation – The value that is established for real or personal property by the County Assessor for the purpose of levying property taxes

Bond – An interest bearing note issued to borrow monies on a long term basis.

Budget – A financial plan for a specified period of time (the fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

Capital Asset or Fixed Asset – An asset that is acquired, purchased or constructed with a cost or fair market value (at the time of acquisition) greater than or equal to \$5,000 and a useful life of more than one year. Equipment, furniture, fixtures, artwork, buildings, land and infrastructure that have a useful life of more than one year and cost greater than \$5,000 are all examples of capital assets. The cost of a capital asset includes all amounts incurred to acquire the asset and any amounts that can be directly attributable to bringing the asset into working condition. Directly attributable costs include costs for delivery, site preparation, installation and professional services such as legal, architectural, engineering and project management.

Capital Expenditure or Outlay – Expenditure for the acquisition or addition of a capital asset.

Capital Improvement Project, Capital Project, Public Improvement Project – A permanent addition to the Town's assets, which includes design, construction and purchase of land, buildings and facilities.

CCBWQA – Cherry Creek Water Quality Basin Authority

Charges for Services – The amount the Town receives for the provision of services and commodities or the performance of specific services benefiting the person charged. This is also known as user charges.

Conservation Trust – State of Colorado lottery funds remitted to the Town for Parks and Recreation expenditures.

Contingency – An appropriation of funds to cover unforeseen events that occur during the fiscal year.

Debt Service – Principal and interest due on long-term debt such as loans, notes and bonds incurred by the Town.

Expenditure – Payment for goods or services, including operating expenses that require the current or future net current assets, debt and capital outlay.

Fiscal Year – The 12-month period to which the annual budget applies. This is January 1 to December 31 for the Town of Parker.

Fixed Charges – Expenditures which are constant from one period to another, i.e. annual lease payments.

Fringe Benefits – Costs associated with Town employee labor. These include Social Security and Medicare; Retirement; and Health, Life and Disability insurance.

Full-Time Equivalent (FTE) – The conversion of staff time into the decimal equivalent. One full-time position (1.0 FTE) is defined as containing 2,080 hours; a half-time position (.5 FTE) requires 1,040 work hours.

Fund – An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. The funds used by the Town are General fund, Special Revenue funds, Capital Projects funds, Debt Service funds, and Trust and Agency funds.

Fund Balance – Generally, fund balance is the difference between a fund's assets and liabilities. For a given year, on a budgetary basis, the beginning fund balance plus estimated revenue less budgeted expenditures equals ending fund balance. Maintaining an adequate fund balance is an important for reasons that include having funds available for emergencies, unexpected events, and to maintain a strong financial position.

General Fund – The General Fund is the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in other funds. General Fund revenues include sales and use taxes, property taxes, licenses and permits, intergovernmental and other types of revenue. This fund includes most of the basic operation services including police, public works, finance and general administration.

Great Outdoors Colorado (GOCO) – a state-wide lottery program approved by Colorado voters in 1992 to provide increased funding for parks and open space throughout the State. These funds are allocated through a competitive grant program administered by GOCO staff.

Gross Domestic Product (GDP) – the market value of all goods and services produced within a country.

Intergovernmental Agreement (IGA) – an agreement between two or more governments to cooperate in some specific way, i.e. working together on a streets project

Infrastructure – Public domain fixed assets such as roads, bridges, streets, drainage systems and similar immovable assets.

Intergovernmental Revenues – Revenue from other governments, such as federal, state and county grants.

Levy – To impose taxes, special assessments or service charges for the support of Town services

Objective – The planned attainment of a certain condition or specific accomplishment which is an integral part or phase of a strategy that contributes to accomplishing a goal. An objective should be stated in terms of results, not processes or activities, and should reflect a reasonable estimate of what is practical.

Operating Expense – Those costs, other than capital improvements and debt service, necessary to support the primary services of the organization.

PACE Center – Parker Arts, Cultural and Events Center

Parker Authority for Reinvestment (PAR) – An urban renewal authority in the Town

Personal Services – The cost of wages and benefits for elected officials and Town employees.

Program – A specific set of activities directed at attaining specific objectives.

Proposed Budget – The recommended Town budget annually submitted by the Town Administrator to the Town Council by October 15.

Purchased Services – The cost to obtain the efforts of individuals or businesses who are not on the Town payroll and who can provide a service not available through the Town's own resources.

Revenue – Income received by the Town government in support of the government's program of services to the community. It includes such items as sales tax, property taxes, fees, user charges, grants and fines.

Request for Proposal (RFP) – An early stage in a procurement process, issuing an invitation for suppliers, often through a bidding process, to submit a proposal on a specific commodity or service.

Supplies – The cost of goods acquired for consumption or resale.

Transfers – The movement of monies from one fund to finance activities in another fund. The monies are considered a financing source for the receiving fund and a financing use for the originating fund. Transfers are at Council's discretion and for an appropriate purpose, such as to support other funds and legal debt service agreements.

UDFCD – Urban Drainage and Flood Control District