



Town of
Parker COLORADO™

A full-service community with a hometown feel

2013 Annual Budget







2013 Annual Budget





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Introduction



Elected Officials



Mike Waid

Mayor Mike Waid was elected to a four-year term as mayor in November 2012. Prior to being elected as mayor in 2012, he was elected and served as a councilmember in 2008.



Scott Jackson



Amy Holland



Josh Martin



John Diak



Debbie Lewis



Joshua Rivero

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

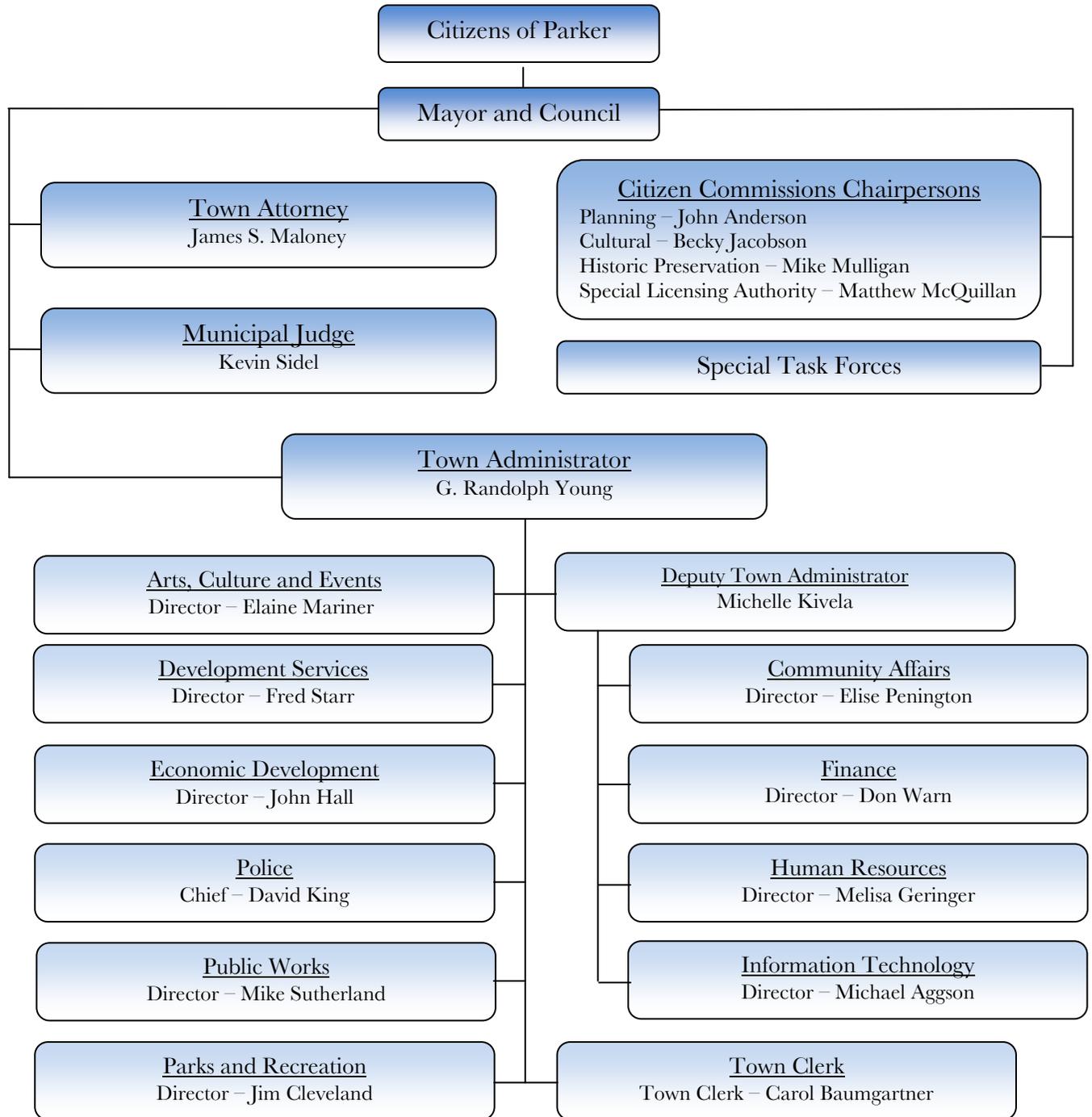
Councilmember Josh Martin was elected to a four-year term in November 2010.

Councilmember John Diak was elected to a four-year term in November 2012.

Councilmember Debbie Lewis was elected to a four-year term in November 2012.

Councilmember Joshua Rivero was elected to a four-year term in November 2012.

Organizational Chart



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 2013 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 2013 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 2012 projected amount and 2011 actual amounts are presented alongside the 2013 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 2013 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.

Budget Message

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

We are pleased to present the 2013 Annual Budget. Following a lengthy budget development process, public inspection and two public hearings, the Town Council adopted the proposed annual budget on October 1, 2012.

Beginning in 2009 and continuing through 2012, the economic downturn impacted all annual budgets: revenues declined and expenditures were reduced. In fact, prior to that, the capital projects budget for 2008 was significantly reduced because the downturn was apparent with the decline in the housing market, from which revenues for capital projects are derived.

However, the 2013 budget is developed under much better economic circumstances. With consumer spending and new home sales much improved, Town revenues, such as sales tax and use tax, have shown significant improvement in 2012. This is the first budget year since 2008 that we felt confident enough with the signs of recovery to return to developing a more comprehensive budget.

In fact, year-over-year financial results have improved in 2011 and 2012 and revenue projections for 2013 and beyond reflect a positive outlook. As of July 2012, revenue was exceeding both expectations and prior year results. Sales tax and General Fund revenues, as a whole, were both up 9 percent. As of August 2012, with 273 single-family residential building permits issued compared to 124 in 2011, building-related revenues use tax, excise tax, building permit fees and other related revenues were double what they were the prior year.

With the improved revenue picture, rather than holding budgets flat, expenditure increases were tied to projected inflation and population growth of 2.3 and 2.2 percent, respectively. We were also able to continue to provide significant increases in funding for maintenance of the Town's roadway infrastructure and for replacement of aging or outdated equipment. This budget also includes funding that will enhance levels of service in areas including streets, public safety, parks and recreation. Still, even with the improved outlook and as with any budget year, expenditures including capital outlay, new programs, new positions and other budget increases were not automatic; they had to be justified.

The 2013 budget is balanced in all funds, maintains appropriate reserves and continues to position the Town for continued long-term financial health. In addition, this budget includes funding to accomplish long-term strategic Town goals that are geared towards improving recreation, transportation, active adult population, economic development, community enhancement, core values and government transparency and accountability opportunities. Examples of funding for Town goals in the 2013 budget follow and many cross over into several other goals.

Town Strategic Goals

Recreation

- Conceptual design for expansion of the Recreation Center - \$70,000: The current Recreation Center was not designed to serve a community size of 50,000. Expansion will better serve the growing and new needs and demands for recreation and aquatic opportunities.
- Parks master planning will occur for Salisbury Park North, Reata West, the Fieldhouse site and O'Brien Park North.

Transportation

- Public Works facility design - \$300,000: This funding is to design a new Public Works (PW) facility that will be located on newly-acquired land at the northwest corner of Hess Road and Tammy Lane. A new PW facility will allow for future growth and alleviate crowded conditions for the parks and streets operations. The new facility will house streets, stormwater utility and traffic services personnel with parks, fleet services and facility services staff remaining at the current facility. Plus, as options for public transportation are explored further, it may become necessary to have the additional space for a new transportation program.
- Levels of service provided by Regional Transportation District (RTD) will be monitored throughout 2013 and the Town-subsidized Call-n-Ride toll payments may again be considered.

Active Adult Population

- Programming options will be expanded for active aging adults including enrichment, fitness and sports.
- Marketing options and centralized information will be enhanced to better reach active aging adults including the Town's Web site, Recreation brochure, specialized flyers, email blasts and Talk of the Town articles.
- Town representatives will continue to serve on the Douglas County Senior Advisory Panel and Council in order to position the Town to better anticipate the growing needs and desires of the senior population.

Economic Development

- Permitting and plan review software - \$475,000: The purchase of a web-based permitting software system will enable the Town to improve plan review and permitting capability, resulting in reduced response times by applicants and review agencies for all types of land development and building permit processes.
- Downtown Strategic Plan update - \$50,000: This will update the 2002 Plan to better envision future private and public development throughout the downtown and encourage and guide quality new development.
- Economic diversification, redevelopment and revitalization, retail recruitment, real estate development and general and targeted marketing efforts will be enhanced. A Business Development Officer position (\$78,900) was added in mid-2012 and this approved 2013 budget was amended shortly after adoption to add a Business Recruitment Manager position (\$87,200). The marketing budget was increased by \$30,000 to \$50,000.

Community Enhancement

- Design Hess Road widening from Motsenbocker Road to Leesburg Road/Natè Drive - \$400,000: Two east-west routes out of Parker connecting to I-25 (Mainstreet and Hess Road) recently opened, shifting traffic away from Lincoln Avenue. The increase in traffic on Hess Road makes this bridge widening over Cherry Creek necessary. The construction project is planned for 2014 and is estimated to be \$4.9 million.
- Hess Road widening from Motsenbocker Road to Great Plain Way - \$530,000: This funding is for the median landscaping portion of the construction widening project completed in 2012.
- East/West regional trail connection - \$800,000: This connection will be part of a regional trail that will run approximately 20 miles from the Cherry Creek regional trail in Parker to Chatfield State Park.
- Dog-park - \$250,000: The Town does not currently have a dog park and as a result our residents are required to travel to other locations throughout the metro area to participate in “dog-off-leash” activities. Development of our own dog park will meet an existing and growing demand within the community as demonstrated by the continued popularity of our annual “Barker Days” event at H2O’Brien Pool.
- PACE - \$1,952,200: The majority of this funding for Parker Arts Culture and Events is for the second full year of operations of the new PACE Center. Following a successful inaugural year of art, culture and events at the PACE Center, we are excited for an even better year of performances coupled with a variety of family-oriented cultural, arts, scientific and educational programming.

Core Values (Quality Service, Teamwork, Integrity, Innovation)

- Electronic ticketing software system - \$115,000: This software will replace the completely manual ticketing process, enhancing efficiency and reducing errors. This system will also interface with the Police Department’s records management system and the Municipal Court software, eliminating the manual process of uploading data from the ticket to those two systems.
- The budget provides for the continuation of the Town’s market-based compensation plan with a 2.9 percent average merit increase pool, police officer step-plan increases, market adjustments and discretionary pool funding - \$572,000.
- A new on-call “pay-for-pager” program to compensate non-exempt employees required to carry a pager and be on-call - \$122,000. Carrying a pager and being able to immediately respond places significant restrictions on an employee’s life outside of normal working hours. Of sixteen (16) organizations surveyed in the metro area, we found the Town to be the only agency that does not offer this compensation.
- User profile virtualization/desktop management software - \$66,000: Implementing virtual applications and desktops will improve efficiency for Information Technology (IT) staff and users. This will allow IT staff the ability to redirect folders, install printers and define user-specific application settings automatically. It will improve application mobility, meaning users will be able to choose any device from which to access their desktop.

Government Transparency and Accountability

- Citizen survey - \$23,400 (includes \$6,000 paid with 2012 funds): The citizen survey provides Parker residents with a direct link to Town Council and staff to vocalize concerns or issues. The survey results measure citizen satisfaction with Town services, are compared to other Front Range municipalities and help Town leaders make informed decisions and prioritization of future projects and goals.
- Timekeeping software - \$37,000: This new technology will minimize the Town’s compliance risk related to accurate recording, collection and reporting of time and will improve workforce productivity.
- Municipal Court software and interface - \$65,000: This will replace a system that is 15 years old. The system will allow for improved record keeping and retrieval. This system will interface with the Police Department e-ticketing software solution, enhancing data integrity and saving time.

FINANCIAL HIGHLIGHTS

Overall budget summary

The total 2013 budget, which covers all Town funds, is \$55,274,100 (excludes interfund transfers). The total budget remained flat compared to the original budget for 2012, which was \$55,410,800. However, the primary reason for the \$136,700 overall decrease is the reduced spending level in the Public Improvements Fund, which decreased \$4.21 million or 73 percent from \$5.8 million to \$1.6 million.

Other funds’ budgets increased a total of \$4.16 million including the General Fund, which increased \$2.4 million or 7 percent. Additionally, the Parks and Recreation Fund increased by \$867,700, the PACE Fund by \$363,500, the Law Enforcement Assistance Fund by \$111,300 and internal service funds by \$344,600.

Expenditure and Budget Summary	2011		2012		2013	
	Actual	Budget	Original Budget	Original Budget	\$ Change	% Change
General Fund	\$ 32,012,648	\$ 35,930,400	\$ 38,309,700	\$ 2,379,300	7%	
Parks and Recreation Fund	987,612	997,300	1,865,000	867,700	87%	
Law Enforcement Assistance Fund	161,495	117,600	228,900	111,300	95%	
PACE Fund	925,844	1,588,700	1,952,200	363,500	23%	
Recreation Fund	4,554,050	5,036,700	5,133,300	96,600	2%	
Mainstreet Center Fund	223,529	273,000	251,100	(21,900)	-8%	
Public Improvements Fund	1,833,718	5,800,000	1,590,000	(4,210,000)	-73%	
Police Station and PACE Center Construction Fund	12,612,485	-	-	-		
Recreation Debt Service Fund	1,482,275	1,246,200	1,240,900	(5,300)	0%	
Stormwater Utility Enterprise Fund	1,590,558	1,642,600	1,580,100	(62,500)	-4%	
Fleet Services Internal Service Fund	574,831	1,385,100	1,614,200	229,100	17%	
Technology Management Internal Services Fund	492,429	652,300	766,900	114,600	18%	
Facility Services Internal Services Fund	669,640	740,900	741,800	900	0%	
Total Expenditures	\$ 58,121,114	\$ 55,410,800	\$ 55,274,100	\$ (136,700)	0%	

Note: Interfund transfers are not included.

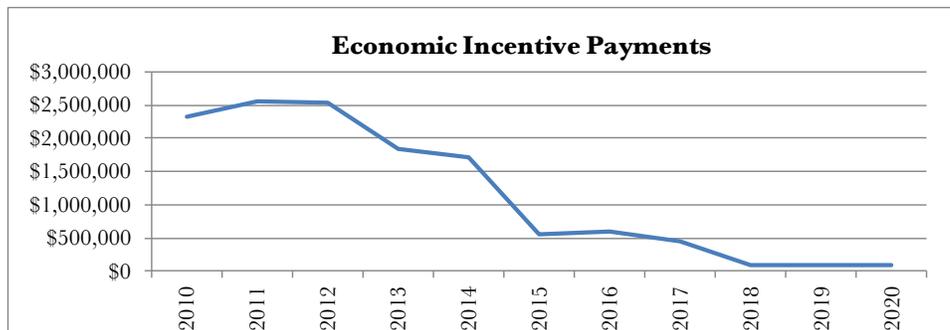
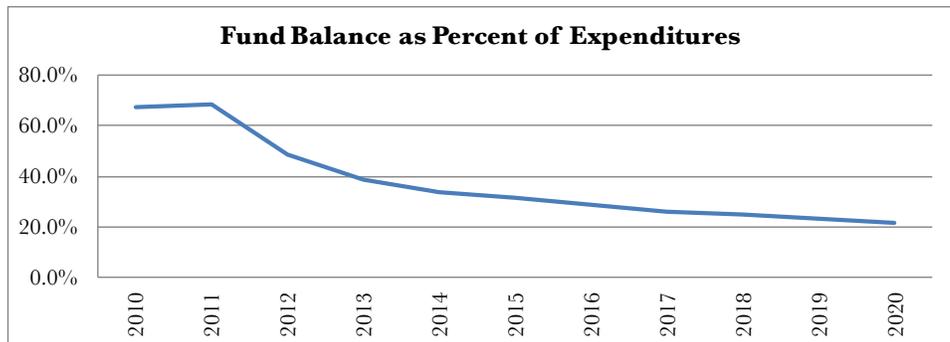
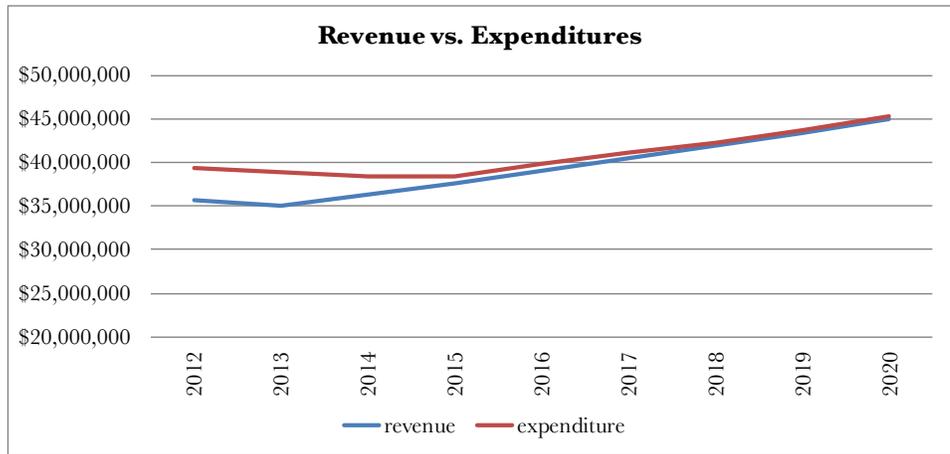
General Fund

The General Fund is the main operating fund of the Town. Town operations, which include public safety, public works (maintaining streets and parks), building inspection, community development, municipal court and administration, are accounted for in this fund. The majority of its support (92 percent) comes from taxes - local and intergovernmental.

Summary of General Fund	2011	2012		2013
	Actual	Original Budget	2012 Projection	Original Budget
Beginning Fund Balance	\$ 22,376,392	\$ 19,048,592	\$ 22,796,782	\$ 19,113,882
Revenue	33,595,038	32,724,500	35,758,100	35,007,100
Expenditures	33,174,648	36,530,400	39,441,000	38,923,500
Ending Fund Balance	\$ 22,796,782	\$ 15,242,692	\$ 19,113,882	\$ 15,197,482
Fund Balance as % of Expenditures	69%	42%	48%	39%

The total 2013 budget is \$38,923,500.

Projected revenues of \$35,007,100 and revenue from prior years (fund balance) of \$3,916,400 balance the budget. The General Fund has a very healthy fund balance, which the Town has planned to use to cover an increase in expenditures that arose from new debt service payments associated with the financing of the new Police Station and PACE Center. As the charts show below, there will be a negative gap between revenue and expenditures resulting in a drawdown of fund balance over the next several years; however, through proper management of the budget and expiration



of economic incentive obligations, revenues will catch up to expenditures and the fund balance will stabilize at a healthy level.

General Fund revenue

Revenue in 2013 is conservatively estimated to decrease 2 percent from re-projected 2012 revenues; however, the projection is 7 percent higher than the 2012 original budget. Projected 2012 revenues exceed the original budget by 9 percent.

Certain revenues are projected to increase 4.5 percent based on a combination of our estimated population growth (2.2%) and inflation (2.3%). These revenues include sales tax, which makes up 69 percent of the fund's revenue, and other taxes (cable/gas franchise and electric excise) and motor vehicle registration fees. Other revenues are estimated based on population growth alone. They include road and bridge shareback revenue and fines and forfeitures revenue. Property tax is expected to remain flat and is calculated using the assessed valuation of property within the Town provided by the Douglas County Assessor.

General Fund Summary	2012		2012 Projection	2013		% Change	
	Original Budget	% Change		Original Budget	2012 Orig. Budget	2012 Projection	
Revenue:							
<u>Taxes</u>							
Sales Tax	\$ 21,745,100	6%	\$ 23,034,300	\$ 24,078,800	10.7%	4.5%	
Property Tax	1,464,100	0%	1,464,100	1,463,200	-0.1%	-0.1%	
Other Taxes	2,094,800	1%	2,116,000	2,206,500	5.3%	4.3%	
Total Taxes	25,304,000	5%	26,614,400	27,748,500	9.7%	4.3%	
<u>Licenses and Permits</u>							
Building Permit Fee	460,100	191%	1,340,000	687,300	49.4%	-48.7%	
Other Licenses and Permits	83,900	31%	109,800	157,200	87.4%	43.2%	
Total Licenses and Permits	544,000	167%	1,449,800	844,500	55.2%	-41.8%	
<u>Intergovernmental</u>							
Highway User Tax Fund	1,040,000	-4%	998,600	1,013,300	-2.6%	1.5%	
Road/Bridge Shareback	1,230,800	0%	1,230,800	1,258,300	2.2%	2.2%	
Build America Bonds Credit	892,800	0%	892,800	892,800	0.0%	0.0%	
Motor Vehicle Registration	137,200	0%	137,200	143,400	4.5%	4.5%	
Other Intergovernmental	222,700	58%	352,600	120,300	-46.0%	-65.9%	
Total Intergovernmental	3,523,500	3%	3,612,000	3,428,100	-2.7%	-5.1%	
<u>Charges for Services</u>							
Deficit Reduction Fee	200,000	332%	864,000	488,600	144.3%	-43.4%	
Intergov. Agreement Services	561,800	2%	571,800	641,100	14.1%	12.1%	
Other Charges for Services	573,600	7%	612,400	639,200	11.4%	4.4%	
Total Charges for Services	1,335,400	53%	2,048,200	1,768,900	32.5%	-13.6%	
Fines and Forfeitures	201,100	8%	217,200	222,000	10.4%	2.2%	
Other Revenue	152,500	0%	152,500	126,800	-16.9%	-16.9%	
Transfers In	1,664,000	0%	1,664,000	868,300	-47.8%	-47.8%	
Total Revenue	\$ 32,724,500	9%	\$ 35,758,100	\$ 35,007,100	7.0%	-2.1%	

As mentioned above, building permit fee and deficit reduction fee revenues are projected to significantly decrease because of our conservative estimates for building-related activity. Our 2012 projection for the number of permits to be issued for single-family residential homes is 360, which is up from our original projection of 100 permits. This number far exceeds the number of permits issued annually in 2007 through 2011. Although the number of permits issued in 2012 will far exceed our original estimates and prior year figures, we felt it would be prudent to set our estimate at 200 permits for 2013.

General Fund expenditures

Total expenditures are budgeted to increase 7 percent or \$2,393,100.

The 5 percent or \$891,200 increase in salaries and benefits consists of adding a new Records Supervisor position in the Police Department, an average 2.9 percent performance-based merit increase, salary range movement and step

increases for police officers, an estimated 12 percent increase in health insurance and an estimated 20 percent increase in workers compensation insurance.

General Fund Summary	2012	2013	% change
	Original Budget	Original Budget	
Expenditures:			
Salaries and Benefits	\$ 17,301,400	\$ 18,192,600	5%
Supplies	771,300	850,700	10%
Purchased Services	10,859,000	11,777,700	8%
Debt Service	3,785,600	3,784,000	0%
Capital Outlay	244,600	1,173,100	380%
Economic Development Incentives	2,263,300	1,840,000	-19%
Other	705,200	691,600	-2%
Transfers Out	600,000	613,800	2%
Total Expenditures	<u>\$ 36,530,400</u>	<u>\$ 38,923,500</u>	<u>7%</u>

Purchased services expenditures are increasing by 8 percent, or \$918,700, primarily due to a 15 percent increase budgeted for streets in an effort to catch up on repair and maintenance that was deferred during the economic downturn.

The largest portion of the \$928,500 increase in capital outlay is due to the replacement of outdated technology with tools that will increase efficiency and enhance the quality of service to our customers. For example, the capital outlay budget includes replacement of permitting and plan review software (\$475,000), replacement of police radio equipment (\$120,000), replacement of municipal court records software (\$40,000) and upgrading timekeeping software (\$37,000). Capital outlay also includes funding to purchase new equipment that will enhance services provided including an electronic ticketing system with an interface to the court management system (\$165,000).

Economic development incentive expenditures are budgeted to decrease in 2013 because of final payment made or expiration of certain incentive agreements in 2012.

Notable changes in the departmental budgets are as follows.

- Municipal Court (+26%), Community Development (+45%) and Information Technology (+17%) are increasing significantly due to capital outlay expenditures.
- Public Works is increasing 11 percent due to the increased efforts to repair and maintain Town streets.

- Parks/Public Works Buildings is increasing 84 percent due to \$300,000 for the design of a new Public Works facility.
- Economic Development is increasing 45 percent due to a Business Development Officer position added in 2012 after the original budget was approved and due to increased marketing efforts planned for 2013.
- Town Administrator is decreasing 11 percent and Human Resources is increasing 32 percent due to a position moving between the two departments.

Other highlights of the General Fund budget are as follows:

- \$12.1 million included for Public Works, which includes maintenance of streets, parks and open space, snow removal and street sweeping.
- \$11.5 million for public safety including the Police Department and Building Inspection Division.
- \$3.8 million for repayment of debt issued to fund the construction of the Police Station and PACE Center.
- \$613,800 investment in PACE Center operations.
- \$400,000 contingency funds to cover unforeseen expenditures.
- \$80,000 for the Town's small business assistance program.
- Additional departmental goals and highlights are included in the detail section of this budget document.

General Fund Summary	2012	2013	% change
	Original Budget	Original Budget	
Expenditures:			
Elected Officials	\$ 126,300	\$ 127,800	1%
Town Clerk	256,000	263,900	3%
Municipal Court	279,000	352,500	26%
Town Administrator	563,300	501,400	-11%
Elections	13,000	19,800	52%
Finance	701,800	788,500	12%
Sales Tax	298,300	335,800	13%
Legal Services	490,500	495,100	1%
Human Resources	474,600	625,500	32%
Risk Management	223,900	222,300	-1%
Community Development	1,224,500	1,780,900	45%
Information Technology	1,092,500	1,279,200	17%
Community Affairs	553,200	598,600	8%
General Government Buildings	578,800	440,000	-24%
Customer Service	135,400	125,600	-7%
Historic Preservation	5,000	5,000	0%
Interdepartmental	754,400	770,300	2%
PACE/Police Station Debt Service	3,785,600	3,784,000	0%
Police	10,059,100	10,602,500	5%
Building Inspection	849,500	878,800	3%
Public Works	7,862,900	8,689,400	11%
Parks, Forestry and Open Space	2,796,600	2,894,300	3%
Parks/Public Works Buildings	263,000	484,000	84%
Economic Development	279,900	404,500	45%
Economic Incentives	2,263,300	1,840,000	-19%
Interfund Transfers	600,000	613,800	2%
Total Expenditures	\$ 36,530,400	\$ 38,923,500	7%

The 2013 annual budget maintains a healthy fund balance in the General Fund. The resulting fund balance is 39 percent of expenditures, well ahead of the Town policy amount of 16.7 percent.

Highlights of other funds

Conservation Trust Fund

From 2010 through 2012, \$300,000 was transferred each year from the Conservation Trust Fund to the General Fund to offset some of the parks maintenance costs and help balance the General Fund during the economic downturn. With the economy showing signs of improvement and revenue taking a turn in the positive direction, this transfer was not necessary in 2013. Therefore, the annual revenue received, which is slightly greater than \$300,000, will stay in the Conservation Trust Fund and can be saved for future uses, such as parks or recreation capital projects.

Parks and Recreation Fund

Revenue in this fund consists mainly of sales tax, which is projected to increase 4.5 percent or \$209,000 over the projected 2012 amount. A total of \$5 million in expenditures includes the following:

- \$1.2 million payment on the debt issued to construct the Parker Fieldhouse
- \$989,500 to support the Parker Recreation Center
- \$868,300 for part of the total budget for parks maintenance
- \$79,500 to support the Mainstreet Center
- \$800,000 to construct the Town's portion of the east/west regional trail extending from the Cherry Creek trail to the existing undercrossing of Chamber Road; this will be a part of a trail that will connect Parker to Chatfield State Park.
- \$250,000 to construct a dog park
- \$70,000 to complete a conceptual design for an expansion to the Parker Recreation Center

Law Enforcement Assistance Fund

This fund accounts for court surcharges and grants received to pay for victim/witness assistance services and other law enforcement needs. In 2013, \$115,000 from court surcharges will be used to purchase an electronic ticketing system that will replace the manual ticketing process and interface with the Police Department's and the Municipal Court's records management systems.

PACE Fund

Current year revenue of \$1,189,700, fund balance and a \$613,800 investment from the General Fund will support expenditures of \$1,952,200, which includes the second year of operations at the PACE Center, as well as other arts and culture activities. The budget leaves an ending fund balance of \$340,284, which is a level that is 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. With facility rental revenue exceeding expectations in previous years, the support transfer from the Parks and Recreation Fund was reduced 17 percent in 2013. The total budget is \$251,100.

Public Improvements Fund

Projected revenues and beginning fund balance will provide total resources of \$8 million to the fund in 2013. The total \$1.6 million budget for expenditures includes the following capital projects.

- \$530,000 million to complete landscaping associated with the 2012 Hess Road widening project between Motsenbocker Road and Great Plain Way.
- \$400,000 to design the widening of the Hess Road and bridge between Motsenbocker and Leesburg/Natè. The \$4.9 million construction project is expected to begin in 2014.
- \$500,000 for median and entryway beautification, sidewalk gap closures and roadway safety enhancements.

From 2010 through 2012, \$300,000 was transferred annually from the Public Improvements Fund to the General Fund to offset some of the streets maintenance costs and help balance the General Fund during the economic downturn. With the economy showing signs of improvement and therefore revenue taking a turn in the positive direction, this transfer was not necessary in 2013. Therefore, these funds will stay in the Public Improvements Fund to be used for future capital projects.

Excise Tax Fund

In 2011 and 2012, \$200,000 was transferred from the Excise Tax Fund to the General Fund to contribute to the repayment of the debt service for the new Police Station and PACE Center. It was originally planned that the General Fund would need this support through 2015; however, current General Fund projections indicate that the transfer is not necessary in 2013. Therefore, these funds will remain in the Excise Tax Fund and be used for future projects or needs.

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:

- \$175,000 to construct drainage improvements at Sierra Middle School and Pine Lane Elementary School.
- \$250,000 to construct improvements to restore and stabilize a reach of Sulphur Gulch downstream from Canterbury Parkway.

Staffing

The Summary of FTEs chart illustrates the change in FTE (full-time equivalent) from the 2012 original budget to the 2013 original budget.

A Records Supervisor position will be added to the Police Department. The Records division is high liability function that requires a great degree of care in the maintenance of official records. Adding a full-time supervisor will be critical to the overall efficiency and integrity of the records function.

A Fleet Maintenance Technician II position will be added to provide fleet services to the City of Lone Tree. This is another service that the Town will provide to the City of Lone Tree as a joint cost-saving intergovernmental cooperative effort. The Town also provides dispatch,

victim/witness, crime scene investigation, crime analysis and property/evidence storage services to the City of Lone Tree.

In 2012, Town Council approved the addition of a Business Development Officer in the Economic Development Department. This position will assist the Department Director with the achievement of the Town's general and strategic goals related to economic development.

The increase of 3 FTE increases the total FTE to 258.6, a 1.2 percent increase. The Town also employs between 200 and 250 part-time employees throughout the year, which are primarily for recreation services.

Acknowledgements

Again, we are pleased to provide you this year's budget. The annual budget was adopted by Town Council on October 1, 2012. Council and staff worked hard over the course of several months in 2012 to develop this financial plan for 2013 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,


 G. Randolph Young
 Town Administrator


 Mike Farina
 Finance Director

Summary of FTEs	2012		2013
	FTE	Added	FTE
General Fund:			
Town Clerk	2.50	-	2.50
Municipal Court	2.80	-	2.80
Town Administrator	3.00	-	3.00
Finance	11.00	-	11.00
Town Attorney	2.00	-	2.00
Human Resources	6.00	-	6.00
Community Development	12.50	-	12.50
Information Technology	9.00	-	9.00
Community Affairs	3.50	-	3.50
Customer Service	2.60	-	2.60
Police	91.80	1.00	92.80
Building Inspection	8.50	-	8.50
Public Works	30.70	-	30.70
Parks/Forestry/Open Space	20.90	-	20.90
Economic Development	1.00	1.00	2.00
General Fund Total	207.80	2.00	209.80
Parks and Recreation Fund	1.60	-	1.60
Law Enforcement Assistance Fund	1.50	-	1.50
PACE Fund	5.50	-	5.50
Recreation Fund	18.90	-	18.90
Mainstreet Center Fund	1.50	-	1.50
Stormwater Utility Enterprise Fund	8.00	-	8.00
Fleet Services Internal Service Fund	3.40	1.00	4.40
Facility Services Internal Services Fund	7.40	-	7.40
Total	255.60	3.00	258.60

2013 Vision, Mission and Goals

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

Recreation

Parker will be the regional leader serving all ages by providing comprehensive recreational opportunities.

- Master plan Salisbury North, Reata West, Reuter-Hess and O'Brien North
- Construct a regional aquatic facility - Olympic-sized pool
- Construct a regional outdoor water park at O'Brien North
- Install a Tough Mudder at the Salisbury multi-use trail facility

Transportation

Parker will be the leader in providing cost-effective local transportation throughout our community.

- Explore the development a Parker Transit Authority
- Explore or develop potential joint partnerships
- Explore call-n-ride joint venture

Active Adult Population

Parker will provide a comprehensive range of services and programs to enrich the lives of our active adult community.

- Explore acquisition of new facilities or property trade

Economic Development

Parker will become the regional economic driver by pursuing expansion and annexation opportunities, capitalizing on the recruitment of new business in support of our existing vertical markets.

- Develop a concentric circles A and B plan (selling Parker first - then Douglas County on border with Parker)
- Develop off-the-shelf packages for different levels of development
- Seek out higher education opportunities
- Develop partnerships with utility providers
- Explore national and international opportunities for exposure
- Capitalize on small and medium businesses

Community Enhancement

Parker 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

Parker is 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

Parker will 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 approximately 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.

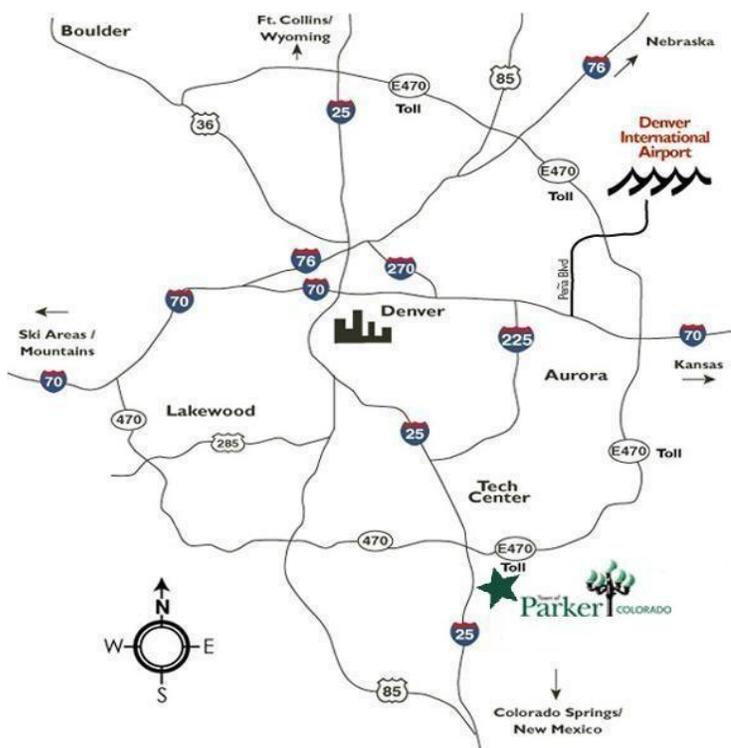
History

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 46,000. 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 recently completed and started filling a reservoir designed 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.

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 range.

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 is 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 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 4 high schools, 3 middle schools, 12 elementary schools and 3 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 3 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 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%
RTD/SCFD	1.1%
Total	8.0%

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

Economy and Demographics

In addition to the excellent recreation, education, health care, transportation access and water amenities currently available, strong demographics in Parker and Douglas County 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
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	360	\$ 111,600,000	14	\$ 2,674,000	412	\$ 6,620,000
2013 proj	200	\$ 63,860,000	0	\$ -	410	\$ 6,391,000

source: Town of Parker

Assessed Valuation - Real Property (by year tax is collected)				
Year	Commercial/ Industrial	Residential	Other non-exempt	Total
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
2013	\$ 187,142,000	\$ 307,673,000	\$ 38,800,000	\$ 533,615,000

source: Douglas County Assessor

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

source: Town of Parker

Unemployment						
	Dec-07	Dec-08	Dec-09	Dec-10	Dec-11	Oct-12
Parker*	2.5%	3.4%	5.0%	4.9%	6.3%	6.6%
Douglas County*	3.5%	4.8%	6.9%	6.8%	5.8%	6.1%
Colorado	4.1%	6.1%	8.6%	8.9%	7.9%	7.9%
U.S.	5.0%	7.3%	9.9%	9.4%	8.5%	7.9%

*not seasonally adjusted

source: www.google.com - public data

Population					
	Town	10-mile Radius	Douglas County	Metro Denver	State
Population	59,413	403,583	301,505	2,600,457	5,143,578
Median Age	35.82	33.68	36.15	36.60	36.37
Households	20,646	145,527	107,033	1,027,778	2,019,541
Median Household Income	\$ 90,808	\$ 86,702	\$ 95,621	\$ 59,493	\$ 55,568
Civilian Employed Population	34,077	226,626	171,127	1,400,457	2,693,454

source: Town of Parker Economic Development Department

Age 25+ Educational Attainment					
	Town	10-mile Radius	Douglas County	Metro Denver	State
Bachelor's Degree	33%	33%	37%	25%	23%
Master's Degree	11%	13%	13%	9%	9%
Professional School Degree	2%	3%	3%	2%	2%
Doctorate Degree	1%	1%	1%	1%	1%

source: Town of Parker Economic Development Department

Population by Age Group						
	Town		5-mile Radius		7-mile Radius	
Under 15	15,374	26%	20,945	23%	39,365	23%
15 to 24	6,822	11%	11,560	13%	22,942	14%
25 to 44	18,500	31%	26,061	29%	44,029	26%
45 to 64	15,312	26%	26,105	29%	49,314	29%
65+	3,405	6%	5,811	6%	11,941	7%
Median Age	35.82		36.28		35.60	

source: Town of Parker Economic Development Department

Households			
	Town	5-mile Radius	7-mile Radius
Households	20,646	32,658	59,137
Median Household Income	\$ 90,808	\$ 92,136	\$ 122,125

source: Town of Parker Economic Development Department

Workforce Educational Attainment			
	Town	5-mile Radius	7-mile Radius
Less than 9th Grade	0.48%	0.70%	1.04%
Some High School, No Diploma	2.32%	2.18%	1.96%
High School Graduate or GED	15.07%	16.09%	15.42%
Some College, No Degree	25.46%	24.59%	23.14%
Associate Degree	9.16%	8.84%	8.52%
Bachelor's Degree	33.24%	32.98%	33.45%
Master's Degree	11.27%	11.54%	12.71%
Professional School Degree	2.06%	2.03%	2.54%
Doctorate Degree	0.95%	1.05%	1.23%

source: Town of Parker Economic Development Department

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 2013 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 2013 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 2013 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 Parker 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 Renewal and Replacement Reserve Fund – Accounts for funds transferred from other funds 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 accounts for the construction of the new Police Station and the new PACE Center. The Police Station was substantially completed in 2010 and the PACE Center in 2011.

Parkglenn Construction Fund – This fund consists of revenue received and being held for the purpose of installing a traffic signal at the Parker Road and Parkglenn Way intersection once 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.

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.

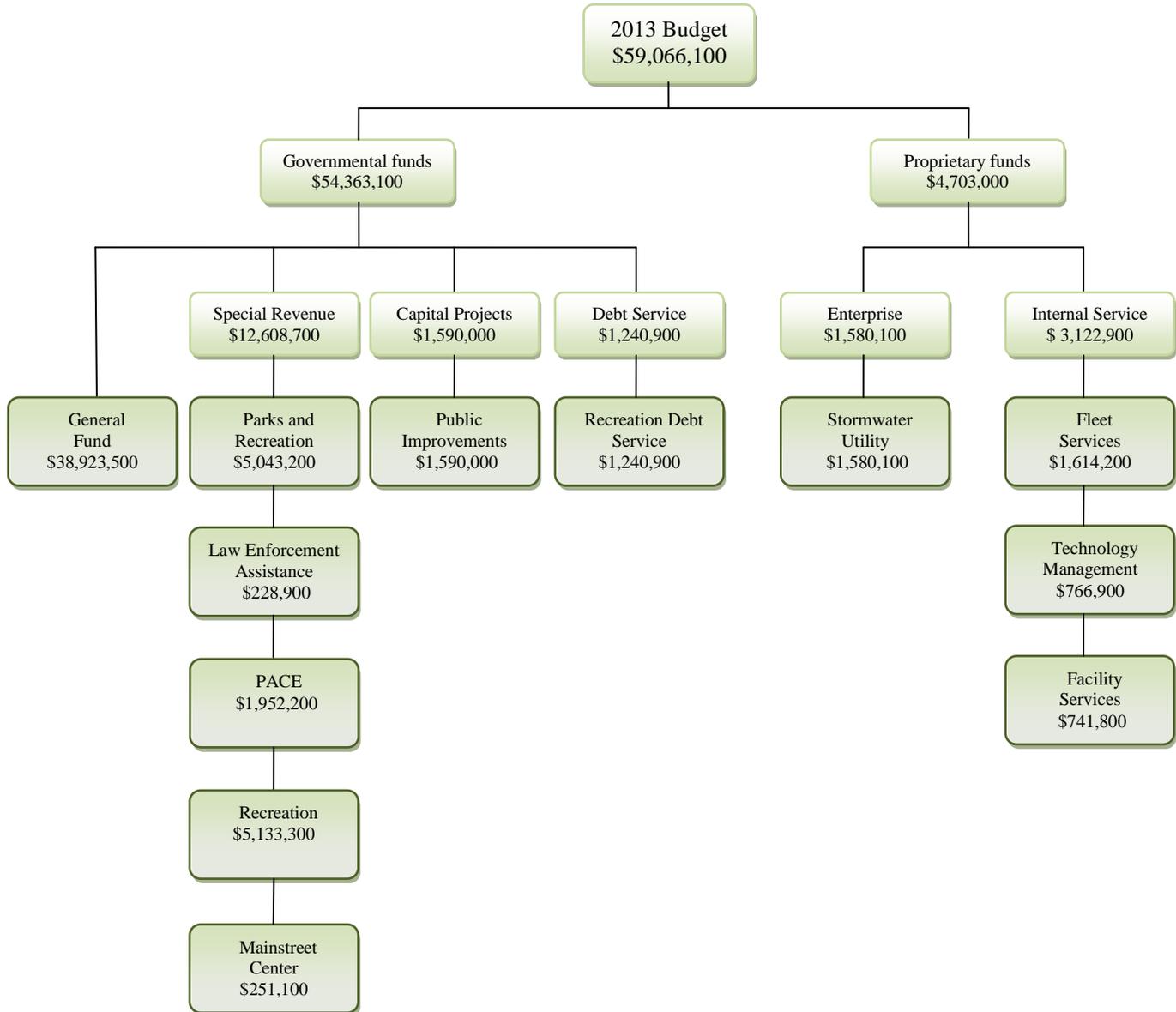
Fleet Services Internal Service Fund – Accounts for repairs and preventative maintenance of Town vehicles and vehicle-related equipment. Revenue is derived from participating departments based upon services rendered and fleet replacement schedules.

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 \$59,066,100.

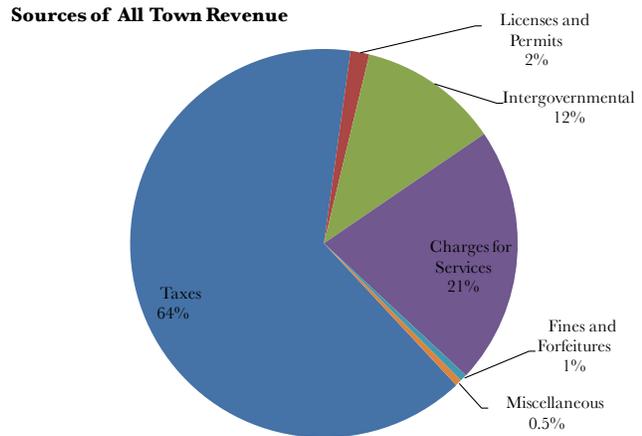


Major Revenues and Expenditures

The following is an overview of the major revenues and expenditures 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 2013. This provides the majority of funding for Town services including public safety, public works, community development and administration. Capital projects are also funded with taxes. Tax revenue is received and accounted for in the General Fund, Parks and Recreation Fund, Public Improvements Fund and Excise Tax Fund.



Property Taxes

Property taxes are paid based on the assessed value of the property, as determined by the Douglas County Assessor. State statute provides that the taxable value of property is a percentage of the actual value rather than 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 2013 property tax revenue that the Town will receive is from taxes levied in 2012.

The 2013 mill levy rate for the Town of Parker is 2.602 mills. The rate is the same as 2012 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	2011	2012	2013
Mill Levy	2.602	2.602	2.602
Assessed Valuation	\$603,607,820	\$556,939,889	\$561,018,741
Property Tax Revenue	\$1,570,588	\$1,449,158	\$1,459,771

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 decreases as the vehicle ages.

Forecasting:

The specific ownership tax helps fund the General Fund. The 2013 revenue is projected to increase 4.5 percent. Historical trends, growth and inflation 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 revenue includes motor vehicle use tax revenue, which is collected by Douglas County for all vehicles purchased by Parker residents and businesses.

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

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 2013 is projected to be \$28.9 million, which is 84 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 4.5 percent in 2013.

Construction Use Tax

The Town collects use tax on construction materials. Use tax on construction materials is collected when a building permit is issued. 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. Use tax estimates are based on issuing 200 building permits in 2013, as well as conservative projections for commercial and other construction activity, which is generally set equal to or less than projections for 2012. The figures for 2008 through 2011 are actual numbers; 2012 and 2013 are estimates.

Building Permits and Valuation Projections						
	2008	2009	2010	2011	2012	2013
#SFR permits	142	43	112	183	360	200
SFR valuation	\$45.0M	\$16.0M	\$32.5M	\$55.1M	\$111.6M	\$63.9M
new commercial valuation	\$36.0M	\$33.4M	\$36.1M	\$19.7M	\$1.6M	\$1.4M
other valuation	\$13.6M	\$36.0M	\$11.0M	\$11.4M	\$33.0M	\$11.1M
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:

- \$4,265 for each new single-family dwelling
- \$3,351 for each new attached dwelling (townhomes and condominiums)
- \$3,092 for each new apartment dwelling
- \$0.32 per square foot for non-residential commercial space

Forecasting:

The projected amount is primarily 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. Due to an improved new home construction market, we raised our projection for 2012 to \$1.5 million, up from our original forecast of \$458,300. We conservatively project our 2013 forecast at \$879,900.

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:

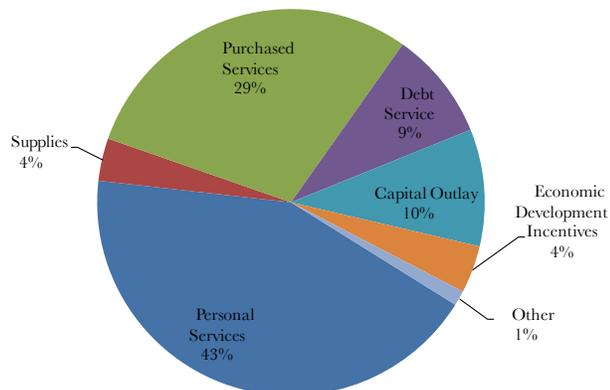
Projections are based on growth, current and historical trends and changes in fee rates, if any.

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
- Supplies
- Purchased services
- Economic incentives
- Capital outlay
- Debt service
- Other

All Town Expenditures by Type



Personal Services

Personal services make up the largest component, 43 percent, of the Town's 2013 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 9 and 7 percent, respectively.

Supplies

Supplies make up 4 percent of the 2013 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 29 percent of the 2013 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

In 2013, capital outlay makes up 10 percent of the 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, infrastructure, buildings and building improvements, machinery and equipment, furniture and vehicles. 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 economic incentive revenue shareback agreements. These expenditures make up 4 percent of the 2013 budget.

Other Expenditures

Other expenditures make up 1 percent include contributions to community organizations and funding for contingencies.

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. The refunding portion was satisfied in 2011. The 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	Principal	Interest	Total
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	Principal	Interest	Total	BABs credit	Net
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: 2013 includes 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 & Poor's, Fitch
 2009 Certificates of Participation – AA Standard & 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 3 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 2013 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 2013 budget with total revenues and expenditures by fund. Total fund revenues and expenditures for 2013, along with the grand total of all fund balances, are compared to the 2012 original budget, 2012 amended budget, 2012 projected amounts and the actual results of 2011.
2. The second summary shows the 2013 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, 2012 accomplishments, 2013 goals, 2013 budget, sources of funding, authorized FTEs by position and significant budget and staffing changes. For comparative purposes, the 2012 original budget, 2012 amended budget, 2012 projected amount and the 2011 actual amounts are presented alongside the 2013 budget.



All Town Funds

Summary of All Funds

Year-to-Year Comparison	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Beginning Fund Balances	\$ 52,216,018	\$ 35,542,845	\$ 44,837,650	\$ 37,807,650	6%
Revenues					
General Fund	32,023,738	31,060,500	34,094,100	34,138,800	10%
Special Revenue Funds					
Conservation Trust	344,446	356,600	356,600	355,900	0%
Parks and Recreation	4,998,535	4,527,300	5,030,900	5,061,800	12%
Law Enforcement Assistance	153,528	137,000	137,000	139,500	2%
PACE	550,201	926,200	1,138,300	1,189,700	28%
Recreation	3,770,942	3,633,100	3,633,100	3,865,700	6%
Mainstreet Center	106,503	89,500	100,500	100,100	12%
Capital Renewal/Replacement Reserve	214	-	-	400	
Capital Project Funds					
Public Improvements	4,415,674	2,777,500	4,901,700	3,353,600	21%
Excise Tax	853,999	461,300	1,555,600	886,600	92%
Police Station/PACE Center Construction	31,744	-	-	-	
Parkglenn Construction	941	-	-	-	
Debt Service Fund					
Recreation Debt Service	1	-	-	-	
Enterprise Fund					
Stormwater Utility	1,807,157	1,611,400	1,608,700	1,760,400	9%
Internal Service Funds					
Fleet Services	577,087	1,484,900	1,484,900	1,631,100	10%
Technology Management	444,150	652,400	652,400	767,100	18%
Facility Services	663,888	741,000	741,000	741,900	0%
Total Revenues	50,742,748	48,458,700	55,434,800	53,992,600	11%

Summary of All Funds

Year-to-Year Comparison	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
General Fund	32,012,648	35,930,400	38,841,000	38,309,700	7%
Special Revenue Funds					
Parks and Recreation	987,612	997,300	1,109,600	1,865,000	87%
Law Enforcement Assistance	161,495	117,600	117,600	228,900	95%
PACE	925,844	1,588,700	1,849,500	1,952,200	23%
Recreation	4,554,050	5,036,700	5,141,100	5,133,300	2%
Mainstreet Center	223,529	273,000	282,800	251,100	-8%
Capital Project Funds					
Public Improvements	1,833,718	5,800,000	8,501,700	1,590,000	-73%
Police Station/PACE Center Construction	12,612,485	-	901,400	-	
Debt Service Fund					
Recreation Debt Service	1,482,275	1,246,200	1,246,200	1,240,900	0%
Enterprise Fund					
Stormwater Utility	1,590,558	1,642,600	1,695,600	1,580,100	-4%
Internal Service Funds					
Fleet Services	574,831	1,385,100	1,385,100	1,614,200	17%
Technology Management	492,429	652,300	652,300	766,900	18%
Facility Services	669,640	740,900	740,900	741,800	0%
Total Expenditures	58,121,114	55,410,800	62,464,800	55,274,100	0%
Ending Fund Balances	\$44,837,652	\$28,590,745	\$37,807,650	\$36,526,150	28%

Note: Interfund transfers have been eliminated

Explanation of Budget Variances

- Ending fund balances total increased \$7,935,405 or 28 percent because of these fund balances increases.
 - Conservation Trust Fund - projected to increase \$381,746 because there are no planned expenditures for 2013 and a better than expected 2012 beginning fund balance.
 - Parks and Recreation Fund - projected to increase \$1,357,045 because of better than expected 2012 revenues and 2012 beginning fund balance.
 - Public Improvements Fund - projected to increase \$3,615,056 because of planned savings for future projects and better than expected 2012 revenues and 2012 beginning fund balance.
 - Excise Tax Fund - projected to increase \$2,089,599 because there are no planned expenditures for 2013 and better than expected 2012 revenues and 2012 beginning fund balance.
 - Stormwater Utility Fund - ending fund balance is projected to increase \$445,899 because of better than expected 2012 beginning fund balance and fewer capital projects planned for 2013.

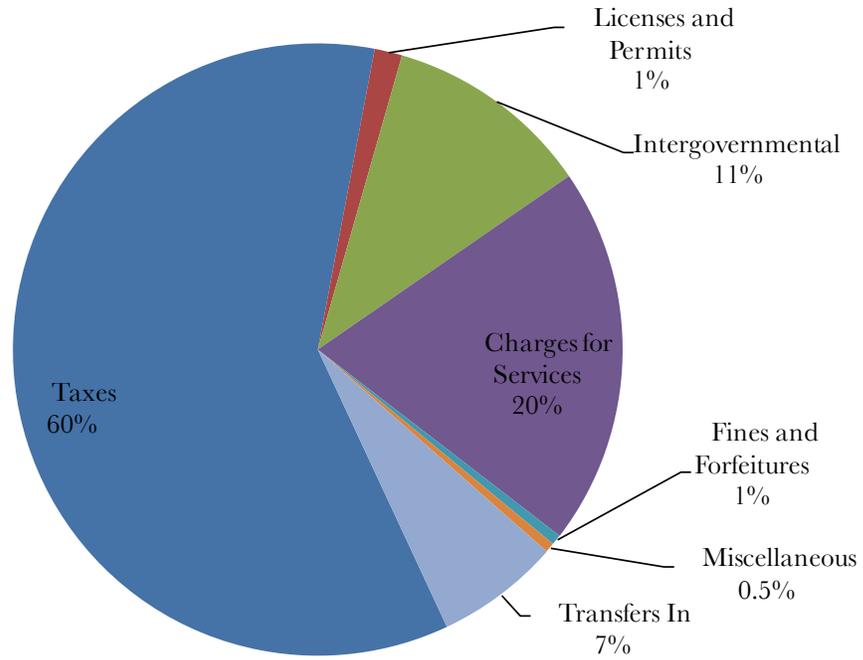
Summary of All Funds

2013 Annual Budget

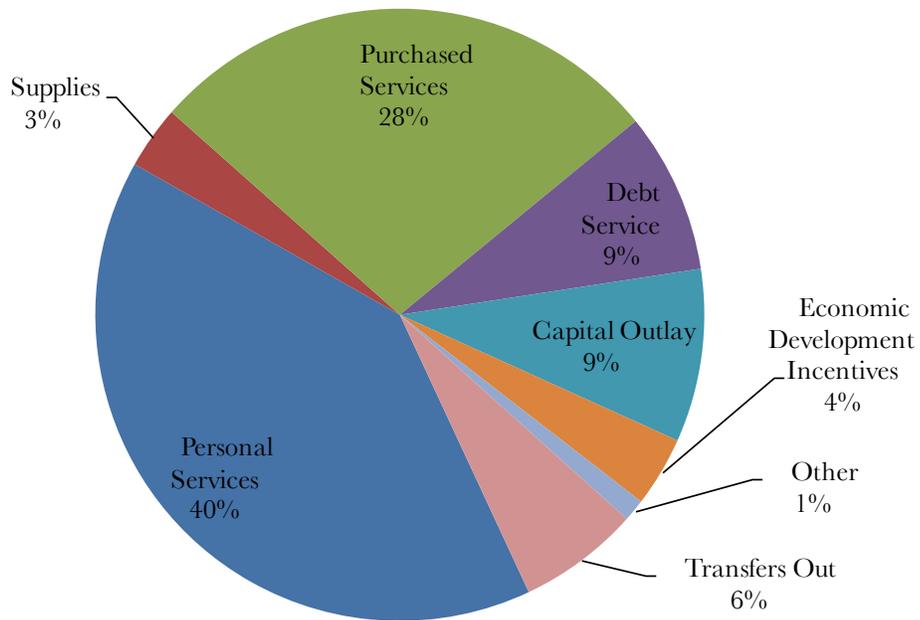
	General Fund	Parks and Recreation Fund	Public Improvements Fund	Stormwater Utility Fund	Non-major Funds	Total All Funds
Revenues						
Taxes	\$ 27,748,500	\$ 5,046,100	\$ 954,600	\$ -	\$ 879,900	\$ 34,629,100
Licenses and Permits	844,500	-	-	-	-	844,500
Intergovernmental	3,428,100	-	2,388,000	-	508,500	6,324,600
Charges for Services	1,768,900	-	-	1,757,500	8,056,200	11,582,600
Fines and Forfeitures	222,000	-	-	-	93,000	315,000
Miscellaneous	126,800	15,700	11,000	2,900	140,400	296,800
Transfers In	868,300	-	-	-	2,923,700	3,792,000
Total Revenues	35,007,100	5,061,800	3,353,600	1,760,400	12,601,700	57,784,600
Expenditures						
Personal Services	18,192,600	180,300	-	692,800	4,646,000	23,711,700
Supplies	850,700	2,000	-	15,800	1,100,000	1,968,500
Purchased Services	11,777,700	128,700	-	446,500	3,916,900	16,269,800
Debt Service	3,784,000	-	-	-	1,240,900	5,024,900
Capital Outlay	1,173,100	1,200,000	1,590,000	425,000	1,025,500	5,413,600
Economic Development Incentives	1,840,000	354,000	-	-	-	2,194,000
Other	691,600	-	-	-	-	691,600
Transfers Out	613,800	3,178,200	-	-	-	3,792,000
Total Expenditures	38,923,500	5,043,200	1,590,000	1,580,100	11,929,300	59,066,100
Net Increase (Decrease) in Fund Balances	(3,916,400)	18,600	1,763,600	180,300	672,400	(1,281,500)
Beginning Fund Balances	19,113,882	3,327,306	4,626,964	1,354,366	9,385,132	37,807,650
Ending Fund Balances	\$ 15,197,482	\$ 3,345,906	\$ 6,390,564	\$ 1,534,666	\$ 10,057,532	\$ 36,526,150

Summary of All Funds

Sources of All Town Revenue



All Town Expenditures by Type





General Fund

General Fund Summary

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Beginning Fund Balance	\$ 22,376,392	\$ 19,048,592	\$ 22,796,782	\$ 19,113,882	0%
Revenues					
Taxes	25,369,732	25,304,000	26,614,400	27,748,500	10%
Licenses and Permits	925,714	544,000	1,449,800	844,500	55%
Intergovernmental	3,576,794	3,523,500	3,612,000	3,428,100	-3%
Charges for Services	1,754,278	1,335,400	2,048,200	1,768,900	32%
Fines and Forfeitures	219,799	201,100	217,200	222,000	10%
Interest	91,658	67,500	67,500	41,800	-38%
Miscellaneous	75,846	85,000	85,000	85,000	0%
Other Financial Sources	9,917	-	-	-	
Transfers In	1,571,300	1,664,000	1,664,000	868,300	-48%
Total Revenues	33,595,038	32,724,500	35,758,100	35,007,100	7%
Expenditures					
Personal Services	15,792,475	17,301,400	16,492,900	18,192,600	5%
Supplies	694,190	771,300	841,600	850,700	10%
Purchased Services	8,739,330	10,859,000	11,303,500	11,777,700	8%
Debt Service	3,784,923	3,785,600	3,785,600	3,784,000	0%
Capital Outlay	192,493	244,600	1,326,200	1,173,100	380%
Economic Development Incentives	2,563,798	2,263,300	2,542,600	1,840,000	-19%
Other	245,439	705,200	2,248,600	691,600	-2%
Transfers Out	1,162,000	600,000	900,000	613,800	2%
Total Expenditures	33,174,648	36,530,400	39,441,000	38,923,500	7%
Ending Fund Balances	\$ 22,796,782	\$ 15,242,692	\$ 19,113,882	\$ 15,197,482	0%

Explanation of Budget Variances

- Detailed revenue variance explanations can be found in the General Fund Revenue Detail section.
- Purchased Services - The \$918,700 or 8 percent increase is primarily because of a 15 percent increase in infrastructure repair and maintenance. This significant increase is to catch up on maintenance that was deferred during the economic downturn. Another part of the overall increase is due to an increase for repair and maintenance of the new police station, which is no longer under warranty.
- Capital Outlay - The \$928,500 or 380 percent increase is primarily to upgrade aged and/or outdated technology and equipment. Capital outlay expenditures are detailed in the individual departmental or fund budgets and in the appendix to the budget document.
- Economic Development Incentives - The \$423,300 decrease is due to two economic incentive agreements that expired in 2012.

General Fund Summary

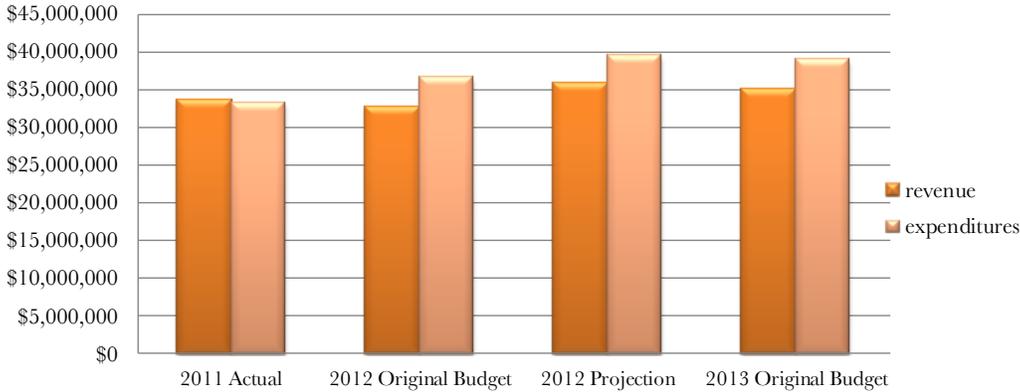
	2011	2012	2012	2013	% Change
	Actual	Original Budget	Projection	Original Budget	Original Budgets
<i>Expenditures by Department</i>					
Elected Officials	110,500	126,300	126,300	127,800	1%
Town Clerk	230,057	256,000	256,000	263,900	3%
Municipal Court	247,566	279,000	249,200	352,500	26%
Town Administrator	554,837	563,300	464,300	501,400	-11%
Elections	504	13,000	13,000	19,800	52%
Finance	700,321	701,800	657,500	788,500	12%
Sales Tax	214,312	298,300	282,000	335,800	13%
Legal Services	392,833	490,500	540,500	495,100	1%
Human Resources	429,167	474,600	568,700	625,500	32%
Risk Management	197,665	223,900	223,900	222,300	-1%
Community Development	1,083,838	1,224,500	1,243,500	1,780,900	45%
Information Technology	1,001,408	1,092,500	1,092,500	1,279,200	17%
Community Affairs	507,935	553,200	534,700	598,600	8%
General Government Buildings	471,594	578,800	633,000	440,000	-24%
Customer Service	142,812	135,400	124,600	125,600	-7%
Historic Preservation	14,127	5,000	5,000	5,000	0%
Interdepartmental	273,202	754,400	2,259,200	770,300	2%
PACE/Police Station Debt Service	3,784,923	3,785,600	3,785,600	3,784,000	0%
Police	9,000,436	10,059,100	10,010,200	10,602,500	5%
Building Inspection	794,723	849,500	897,700	878,800	3%
Public Works	6,874,558	7,862,900	7,944,100	8,689,400	11%
Parks, Forestry and Open Space	2,059,210	2,796,600	2,788,000	2,894,300	3%
Parks/Public Works Buildings	179,376	263,000	870,200	484,000	84%
Economic Development	182,946	279,900	428,700	404,500	45%
Economic Incentives	2,563,798	2,263,300	2,542,600	1,840,000	-19%
Interfund Transfers	1,162,000	600,000	900,000	613,800	2%
Total Expenditures	33,174,648	36,530,400	39,441,000	38,923,500	7%

Explanation of Budget Variances

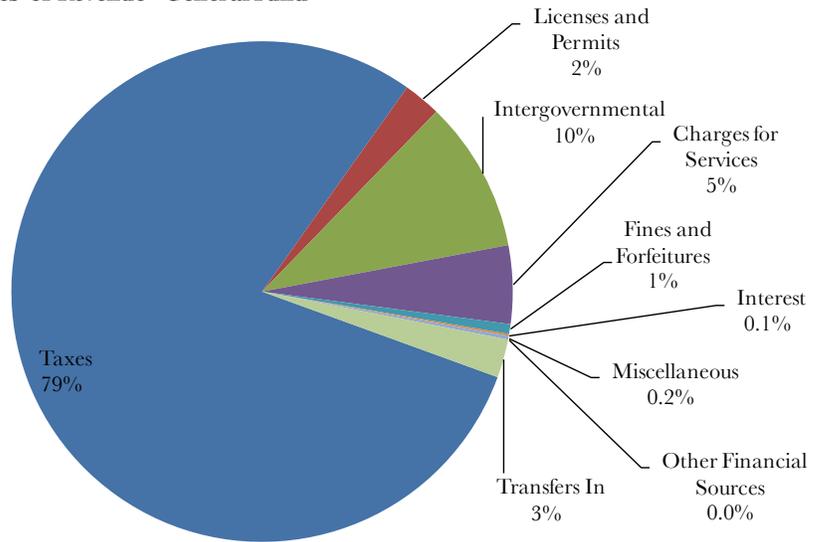
- Budget variances are explained in General Fund Expenditure Detail section.

General Fund Summary

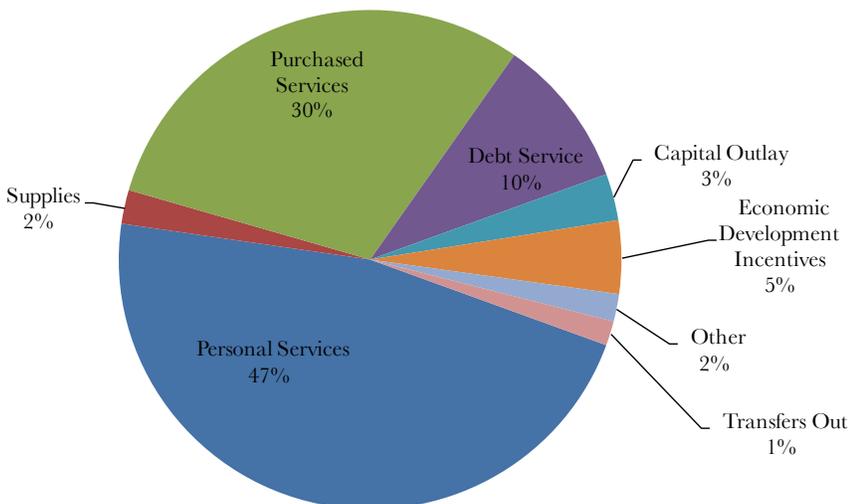
Revenue & Expenditure Comparison



Sources of Revenue - General Fund



Expenditures - General Fund



General Fund Revenue Detail

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Beginning Fund Balance	\$ 22,376,392	\$ 19,048,592	\$ 22,796,782	\$ 19,113,882	0%
Revenue					
Taxes					
Real Property Taxes	1,454,997	1,378,900	1,378,900	1,382,500	0%
Personal Property Taxes	83,044	85,200	85,200	80,700	-5%
Specific Ownership Taxes	103,804	104,900	104,900	109,700	5%
Sales Taxes	21,730,518	21,745,100	23,034,300	24,078,800	11%
Sales Tax Penalty and Interest	34,519	41,100	48,200	50,400	23%
Sales Tax Audit Revenue	185,209	143,400	143,400	146,700	2%
Lodging Tax	101,748	103,100	103,100	105,500	2%
Franchise Taxes - Cable	424,146	439,000	424,100	443,400	1%
Franchise Taxes - Fiber Optics	500	500	500	500	0%
Franchise Taxes - Gas	367,785	396,100	345,700	361,400	-9%
Excise Taxes - Electric	881,280	863,600	943,000	985,700	14%
Interest - Property Taxes	2,182	3,100	3,100	3,200	3%
Total Taxes	25,369,732	25,304,000	26,614,400	27,748,500	10%
Licenses and Permits					
Business Licenses	70,210	6,000	6,000	71,800	1097%
Liquor Licenses and Permits	21,643	24,600	24,600	25,100	2%
Peddler and Solicitor Permits	6,090	6,300	26,300	6,200	-2%
Building Permits	770,985	460,100	1,340,000	687,300	49%
Sign Permits	15,870	12,000	12,000	12,300	2%
Street Cut Permits	40,916	35,000	40,900	41,800	19%
Total Licenses and Permits	925,714	544,000	1,449,800	844,500	55%
Intergovernmental					
LEAF-DUI Enforcement Grant	3,438	-	10,300	-	
911 Authority	-	75,000	180,600	-	-100%
COP BABS Interest Credit	892,819	892,800	892,800	892,800	0%
EMPG Grant	30,000	30,000	44,000	-	-100%
Other Police Grants	96,492	-	-	-	
Motor Vehicle Regis Fees	135,979	137,200	137,200	143,400	5%
Highway User Taxes	985,629	1,040,000	998,600	1,013,300	-3%
Cigarette Taxes	112,871	113,700	113,700	116,300	2%
Severance Taxes	4,507	4,000	4,000	4,000	0%
Road and Bridge Shareback Funds	1,315,059	1,230,800	1,230,800	1,258,300	2%
Total Intergovernmental	3,576,794	3,523,500	3,612,000	3,428,100	-3%

General Fund Revenue Detail

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
<i>Charges for Services</i>					
Court Costs, Fees and Charges	111,614	116,600	91,500	93,600	-20%
Open Records Fees	1,017	-	-	-	
Zoning and Subdivision Fees	63,520	47,900	47,900	47,900	0%
Service Plan Fees	(974)	15,000	15,000	15,000	0%
Deficit Reduction Fees	575,354	200,000	864,000	488,600	144%
Plan Checking Fees	187,482	176,300	234,400	234,400	33%
Rental of Kiosk Signs	15,960	10,000	10,000	15,000	50%
Sales of Maps and Publications	479	1,200	1,200	1,200	0%
Advertising Commissions	6,748	7,000	7,000	8,000	14%
Engineering Review Fees	93,915	84,700	84,700	86,600	2%
Administrative Fees	37,778	34,500	34,500	44,800	30%
Misc Charges/Fees	2,747	2,200	2,200	2,200	0%
Impound Fees	4,950	3,900	3,900	5,000	28%
Police Reports	35,076	28,200	34,000	34,800	23%
Drug Testing	16,546	18,300	18,300	18,700	2%
Lone Tree Building Services	19,642	4,700	4,700	-	-100%
Lone Tree Dispatch Services	362,598	391,200	391,200	461,200	18%
School Resource Officer	60,930	42,500	42,500	43,500	2%
Lone Tree Crime/Evidence Services	66,088	75,700	75,700	77,400	2%
Castle Rock Review/Inspection Svcs	356	-	-	-	
Foxfield Court Services	9,288	-	10,000	10,200	
C-DOT Signal Operations	46,800	47,700	47,700	48,800	2%
Event Sponsorship	36,364	27,800	27,800	32,000	15%
<i>Total Charges for Services</i>	1,754,278	1,335,400	2,048,200	1,768,900	32%
<i>Fines and Forfeitures</i>					
Court Fines	193,052	168,000	193,100	197,400	18%
DUI Fines	26,747	33,100	24,100	24,600	-26%
<i>Total Fines and Forfeitures</i>	219,799	201,100	217,200	222,000	10%
<i>Miscellaneous</i>					
Interest Earnings and Invest	87,077	62,300	62,300	34,200	-45%
Interest Earnings - 2009 COPS	4,581	5,200	5,200	7,600	46%
Contributions	1,500	-	-	-	
Other Miscellaneous Revenue	74,346	85,000	85,000	85,000	0%
<i>Total Miscellaneous</i>	167,504	152,500	152,500	126,800	-17%

General Fund Revenue Detail

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
<i>Other Financial Sources</i>					
Insurance Recoveries	3,617	-	-	-	
Sales of General Fixed Assets	6,300	-	-	-	
<i>Total Other Financial Sources</i>	9,917	-	-	-	
<i>Transfers In</i>					
From Conservation Trust Fund	300,000	300,000	300,000	-	-100%
From Parks and Recreation Fund	771,300	839,000	839,000	868,300	3%
From Public Improvements Fund	300,000	325,000	325,000	-	-100%
From Excise Tax Fund	200,000	200,000	200,000	-	-100%
<i>Total Transfers In</i>	1,571,300	1,664,000	1,664,000	868,300	-48%
<i>Total Revenue</i>	33,595,038	32,724,500	35,758,100	35,007,100	7%
<i>Total Funds Available</i>	\$ 55,971,430	\$ 51,773,092	\$ 58,554,882	\$ 54,120,982	5%

Explanation of Budget Variances

- Sales Taxes - the \$2,333,700 or 11 percent projected increase is due to better than expected sales tax revenue in 2012 resulting in a 6 percent increase in the 2012 projection. The 2013 budget is based on a 4.5 percent increase over the 2012 re-projected amount using CPI (+2.3%) and population (+2.2%) growth estimates.
- Business License Fees - licenses are valid for two years beginning with the even year, which explains the significant projected increase from \$6,000 to \$71,800.
- Building Permit Fees - the \$227,200 or 49 percent projected increase is due to an improving new home construction market. The 2013 original budget is based on 200 permits for new homes; whereas, the 2012 original budget was based on 100 permits.
- Deficit Reduction Fees - the \$288,600 or 144 percent projected increase is also due to the improving home construction market.
- Transfer from Conservation Trust Fund - With improvement in the economy and Town revenues, the \$300,000 transfer from this fund is no longer necessary. For the past few years during the economic downturn, this transfer was necessary to help balance the General Fund and was used to offset parks maintenance costs.
- Transfer from Public Improvements Fund - With improvement in the economy and Town revenues, a \$300,000 transfer from this fund is no longer necessary. For the past few years during the economic downturn, this transfer was necessary to help balance the General Fund and was used to offset streets maintenance costs. The \$25,000 transfer was for a specific project in 2012.
- Transfer from Excise Tax Fund - With improvement in the economy and Town revenues, the \$200,000 transfer from this fund is no longer necessary. This annual transfer was planned to occur from 2011 through 2015 to help offset debt service payments for the Certificates of Participation issued to finance the construction of the Police Station and PACE Center and balance the General Fund.

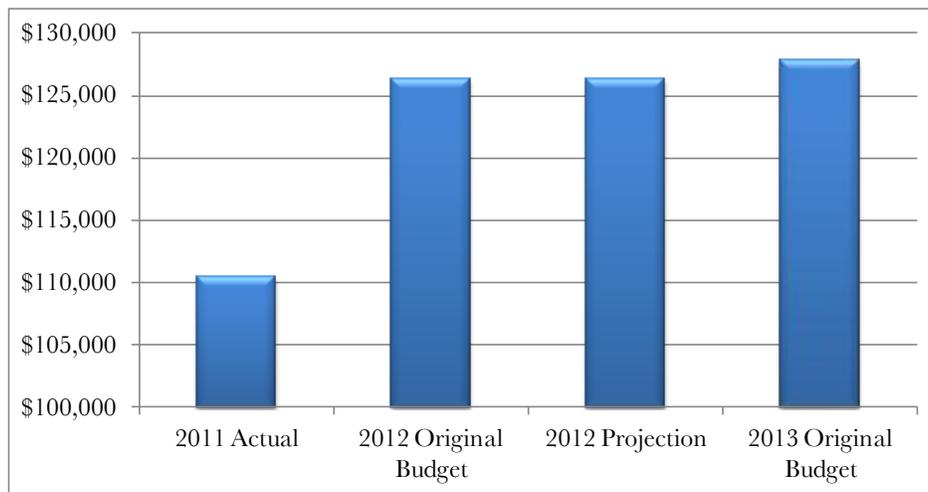
General Fund Expenditure Detail

Department: Elected Officials

Mayor and Councilmembers

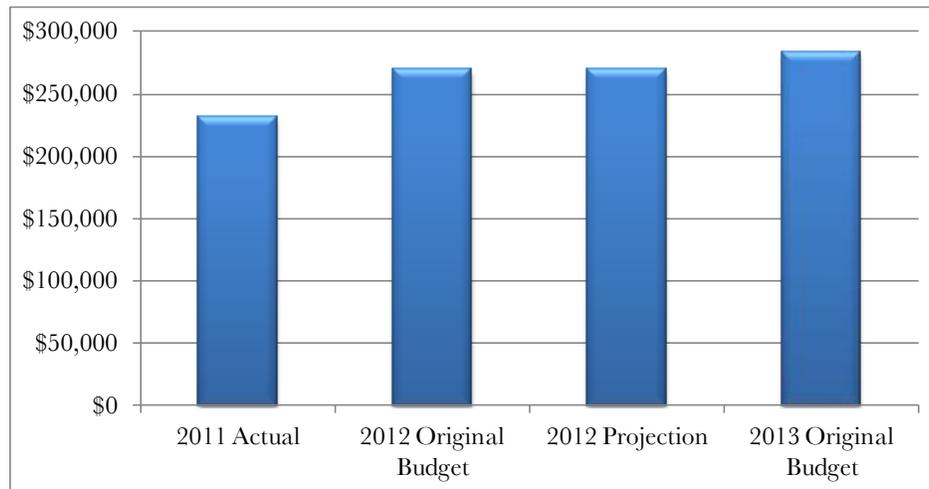
Town Council is the legislative and policy-making body of Town government and represents the citizens of Parker. The Council establishes Town policy through the enactment of ordinances and resolutions, determines the Town's budget, establishes Town goals, appoints advisory committees and commissions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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Elected Officials	\$ 110,500	\$ 126,300	\$ 126,300	\$ 127,800	1%
Expenditures by Category					
Personal Services	86,601	87,000	87,000	89,600	3%
Supplies	3,292	4,600	4,600	6,600	43%
Purchased Services	20,607	34,700	34,700	31,600	-9%
Total	110,500	126,300	126,300	127,800	1%
Sources of Funding					
General Fund	\$ 110,500	\$ 126,300	\$ 126,300	\$ 127,800	1%



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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Town Clerk	\$ 230,057	\$ 256,000	\$ 256,000	\$ 263,900	3%
Elections	504	13,000	13,000	19,800	52%
Total	230,561	269,000	269,000	283,700	5%
Expenditures by Category					
Personal Services	182,964	189,500	189,500	195,800	3%
Supplies	10,308	1,400	1,400	2,900	107%
Purchased Services	37,289	78,100	78,100	85,000	9%
Total	230,561	269,000	269,000	283,700	5%
Sources of Funding					
Liquor Licenses	21,643	24,600	24,600	25,100	2%
Peddler and Solicitor Licenses	6,090	6,300	26,300	6,200	-2%
General Fund	202,828	238,100	218,100	252,400	6%
Total	\$ 230,561	\$ 269,000	\$ 269,000	\$ 283,700	5%
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	0.5	0.5	0.5	
Total	3.0	2.5	2.5	2.5	

**2012 Highlighted Accomplishments**

- Completed business plan.
- Annual shredding day for all departments.
- Administered Town's regular November election.
- Completed records management audit for every department.
- Assisted all departments in the access and training of Laser fiche (document imaging program).
- Codification of ordinances scheduled quarterly.
- Continued to place supplemental updates of the Municipal Code on the internet.

2013 Goals

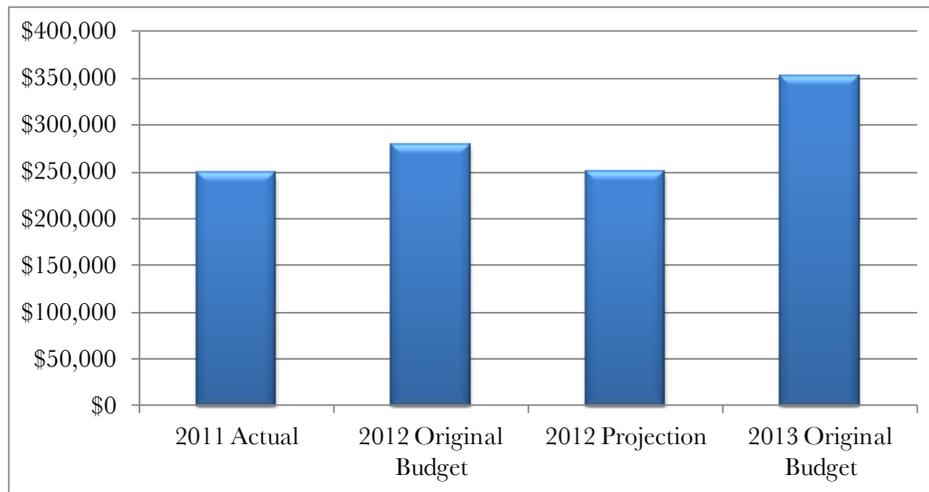
- Resume records management manual.
- Provide monthly shredding for all departments.
- Assist all departments with their records management program.
- Continue to assist departments in the access and training of Laser fiche.
- Quarterly ordinance codification.
- Continue to place supplemental updates 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Municipal Court	\$ 247,566	\$ 279,000	\$ 249,200	\$ 352,500	26%
Expenditures by Category					
Personal Services	176,730	204,300	174,500	216,700	6%
Supplies	10,661	15,300	15,300	9,700	-37%
Purchased Services	60,175	59,400	59,400	61,100	3%
Capital Outlay	-	-	-	65,000	
Total	247,566	279,000	249,200	352,500	26%
Sources of Funding					
Court Cost Fees	111,614	116,600	91,500	93,600	-20%
General Fund	135,952	162,400	157,700	258,900	59%
Total	247,566	279,000	249,200	352,500	26%
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	

Explanation of Budget Variances

- Supplies - decreased 37 percent because the 2012 budget included funds for purchases of laptops.
- Capital outlay
 - \$40,000 - upgrade/replace municipal court records software
 - \$25,000 - interface new court software with new police electronic ticketing software



2012 Highlighted Accomplishments

- Assisted the Police Department with the research and selection of an electronic ticketing program.
- Investigated different Court Records Management Systems to interface with new Police Department electronic ticketing software.
- Implemented new procedures that will eliminate approximately 85% of paper files used in the Court.
- Hired new Court Clerk.
- Reviewed restitution process with judge and created specific order to assist defendants who file requests.

2013 Goals

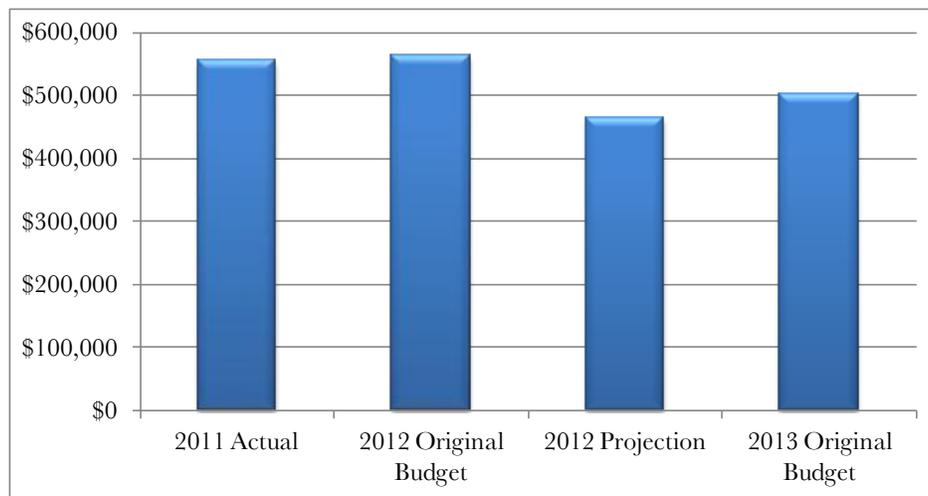
- Continue to explore and implement paperless options for court operations.
- Implement the use of laptops for attorneys and judge during court session to help eliminate unnecessary paper.
- Continue exploring training options for court staff.
- Review court operations in different jurisdictions to seek 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Town Administrator	\$ 554,837	\$ 563,300	\$ 464,300	\$ 501,400	-11%
Expenditures by Category					
Personal Services	534,074	525,100	426,100	439,200	-16%
Supplies	4,684	8,700	8,700	8,700	0%
Purchased Services	16,079	29,500	29,500	53,500	81%
Total	554,837	563,300	464,300	501,400	-11%
Sources of Funding					
General Fund	\$ 554,837	\$ 563,300	\$ 464,300	\$ 501,400	-11%
Authorized FTE positions					
Town Administrator	1.0	1.0	1.0	1.0	
Deputy Town Administrator	1.0	1.0	1.0	1.0	
Executive Assistant	1.0	1.0	1.0	1.0	
Organizational Development / Customer Services Manager	1.0	1.0	-	-	
Special Projects Coordinator	1.0	-	-	-	
Total	5.0	4.0	3.0	3.0	

Explanation of Budget Variances

- Personal Services - 16 percent decrease is due to transferring the Organizational Development/Customer Services Manager position to the Human Resources Department.
- Purchased Services - 81 percent increase is due to \$25,000 added to use for professional consulting services needs.



2012 Highlighted Accomplishments

- Improved communication and employee engagement through “Big Picture” meetings, in which employees were provided information on Town operations and upcoming projects.
- Continued engagement with the Business Community and brought on an additional Economic Development staff person to assist with the efforts.
- Continue to develop and maintain positive partnerships with local community leaders/organizations as well as county-wide agencies.
- Developed 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.
- Hired Michelle Kivela as the new Deputy Town Administrator (DTA). Kivela has nearly 18 years of municipal experience in a wide variety of capacities. Through her previous positions she oversaw many functions and departments, including Public Works, Police, Finance, Human Resources, Recreation and Community Outreach.
- Hired Elaine Mariner as the new Cultural and Arts Director. Mariner has worked in the arts industry for more than 20 years and served as the Director of the Colorado Creative Industries Division of the State Office of Economic Development.
- Held the inaugural Parker Civic Academy with 25 residents participating; informational seven-week program was designed to allow members of the Parker community to participate in weekly classes aimed at increasing knowledge about the Town. The goal of the program was to encourage participation by Parker residents in local issues and to improve the understanding and awareness of how local government works.

2013 Goals

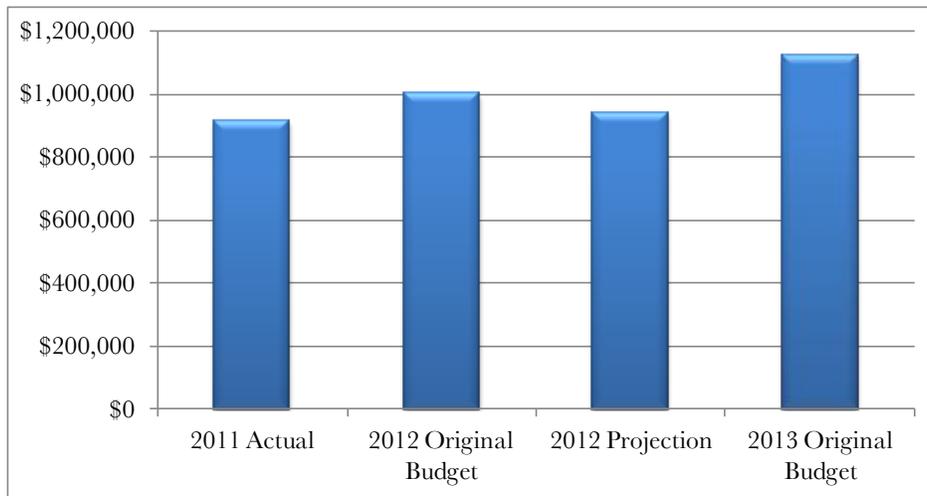
- Conduct and facilitate strategic visioning with the Town Council.
- Work with the LPGA and community groups to ensure the 2013 Solheim Cup golf tournament, in August at the Colorado Golf Club, is a community success and an economic benefit to the Town with minimal disruption to citizens.
- Continue to improve communication and employee engagement by moving to quarterly “Big Picture” meetings with employees.
- Solicit input from the community on satisfaction with Town services through a Citizen Survey.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Finance	\$ 914,633	\$ 1,000,100	\$ 939,500	\$ 1,124,300	12%
Expenditures by Category					
Personal Services	789,731	853,000	792,400	896,400	5%
Supplies	20,460	13,500	13,500	37,100	175%
Purchased Services	104,442	133,600	133,600	153,800	15%
Capital Outlay	-	-	-	37,000	
Total	914,633	1,000,100	939,500	1,124,300	12%
Sources of Funding					
Business Licenses	770,985	460,100	1,340,000	687,300	49%
General Fund	143,648	540,000	(400,500)	437,000	-19%
Total	\$ 914,633	\$ 1,000,100	\$ 939,500	\$ 1,124,300	12%
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	4.0	4.0	4.0	
Sales Tax Auditor	2.0	2.0	2.0	2.0	
Budget Manager	1.0	-	-	-	
Total	13.0	11.0	11.0	11.0	

Explanation of Budget Variances

- Supplies - 175 percent increase is due to replacement of 4 time clocks, increasing the number of timekeeping licenses and purchase of sales tax online filing and payment modules.
- Purchased Services - 15 percent increase is due to the possibility of a required single audit and new annual maintenance costs of new timekeeping and sales tax software licenses.
- Capital Outlay
 - \$37,000 - replace/upgrade timekeeping software.



2012 Highlighted Accomplishments

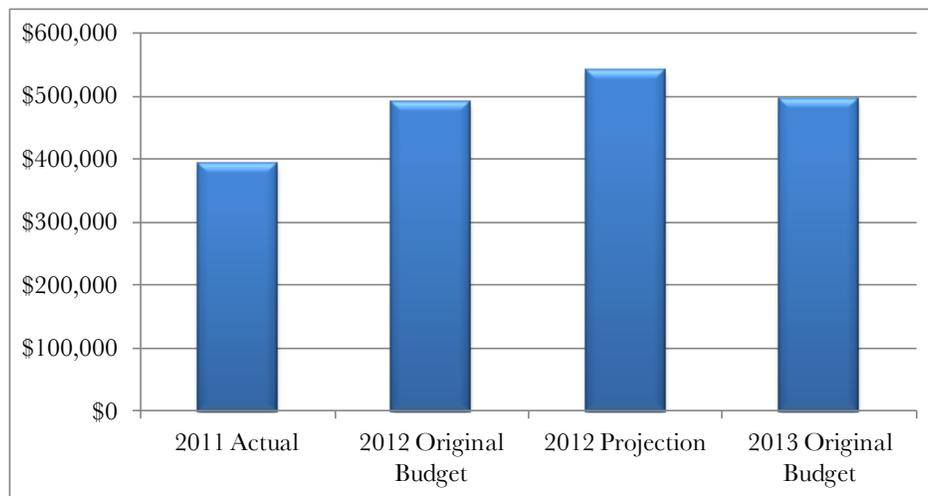
- Participated in Town’s reinstated Big Picture/State of the Town meeting for Town employees.
- Participated in Town’s first annual Civic Academy.
- Provided review and analysis for various economic development projects and metro district proposals.
- Produced 2013 Budget and 2012 Comprehensive Annual Finance Report.
- Streamlined processes in payroll, accounts payable and accounts receivable to improve efficiency.
- Entered into purchasing card volume rebate with Wells Fargo. Developed policy to increase usage of purchasing card.
- Developed or issued contracts for major purchases including police cars, snow plows, crack seal machine, playground construction and equipment, snow removal services, janitorial services and landscape maintenance services.

2013 Goals

- Upgrade timekeeping system.
- Investigate and propose procedures for electronic distribution of employees’ pay, paystubs and W2s.
- Assist HR and IT with development of electronic Personnel Action Notice.
- Improve training on finance policies and procedures associated with the release of revised Operations Manual in late 2012.
- Complete upgrade to improve online sales tax return and payment processing.
- Develop and implement taxpayer education program.
- Develop and formalize rules and regulations for sales tax administration.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Town Attorney	\$ 392,833	\$ 490,500	\$ 540,500	\$ 495,100	1%
Expenditures by Category					
Personal Services	265,477	282,300	282,300	277,300	-2%
Supplies	11,248	31,000	31,000	31,500	2%
Purchased Services	116,108	177,200	227,200	186,300	5%
Total	392,833	490,500	540,500	495,100	1%
Sources of Funding					
Service Plan Fees	(974)	15,000	15,000	15,000	0%
General Fund	393,807	475,500	525,500	480,100	1%
Total	\$ 392,833	\$ 490,500	\$ 540,500	\$ 495,100	1%
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	

**2012 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 and Operations Manual.
- Assisted the Police Department in updating the Police Manual and special operating procedures as a part of the national accreditation process.
- Acted a legal advisor for the 2012 general election.

2013 Goals

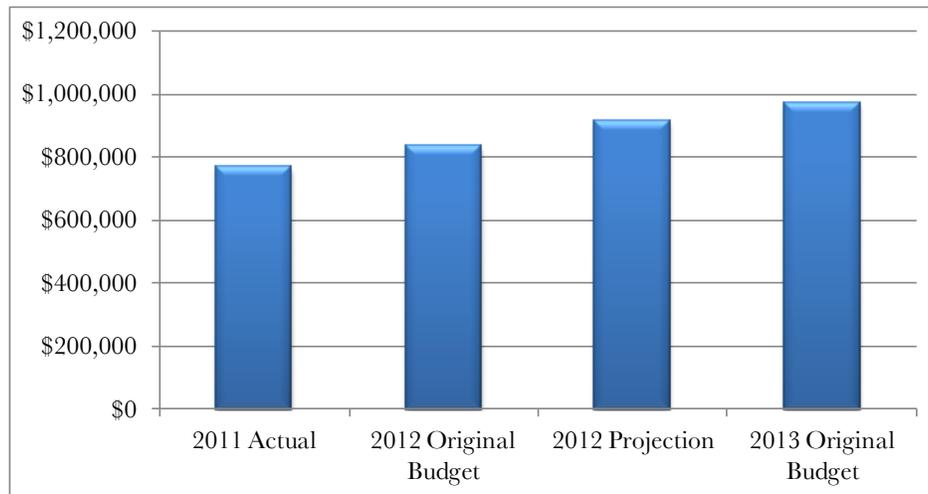
- The Town Attorney will prepare or review all ordinances, resolutions, contracts and other written instruments.
- Prosecute ordinance violations.
- Represent the Town in court and other legally constituted tribunals in which the Town is a party.
- Advise Council of all matters of law and changes or 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 HR Department also oversees risk management and customer service.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Human Resources	\$ 429,167	\$ 474,600	\$ 568,700	\$ 625,500	32%
Risk Management	197,665	223,900	223,900	222,300	-1%
Customer Service	142,812	135,400	124,600	125,600	-7%
Total	769,644	833,900	917,200	973,400	17%
Expenditures by Category					
Personal Services	536,974	528,200	611,500	685,300	30%
Supplies	23,365	14,400	14,400	12,300	-15%
Purchased Services	209,305	291,300	291,300	275,800	-5%
Total	769,644	833,900	917,200	973,400	17%
Sources of Funding					
General Fund	\$ 769,644	\$ 833,900	\$ 917,200	\$ 973,400	17%
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	
Organizational Development / Customer Services Manager	-	-	1.0	1.0	
Risk Manager	1.0	1.0	1.0	1.0	
Customer Service Supervisor	1.0	-	-	-	
Customer Service Specialist	2.6	2.6	2.6	2.6	
Total	8.6	7.6	8.6	8.6	

Explanation of Budget Variances

- Personal Services - 30 percent increase is due to transfer of Organizational Development/Customer Services Manager to the Human Resources Department.

**2012 Highlighted Accomplishments**

- Implemented the NeoGov performance evaluation system.
- Audited personnel files.
- Aligned all Human Resources internal and external processes with the Town's Vision, Mission, Core Values and Council Goals.
- Coordinated the "Take Your Child to Work Day" event.
- Participated in the new Council Orientation process.

2013 Goals

- Implement the electronic Personnel Action Notice
- Research implementation of a "relief fund" for employees in need.
- Revise and reestablish a Town-wide employee orientation program.
- Continue aligning Human Resources internal and external processes with the Town's Vision, Mission, Core Values and Council Goals.
- Develop and implement the departmental 2013 business plan.
- Create and implement a supervisors' training program.
- Assist with the implementation of the timekeeping system upgrade.

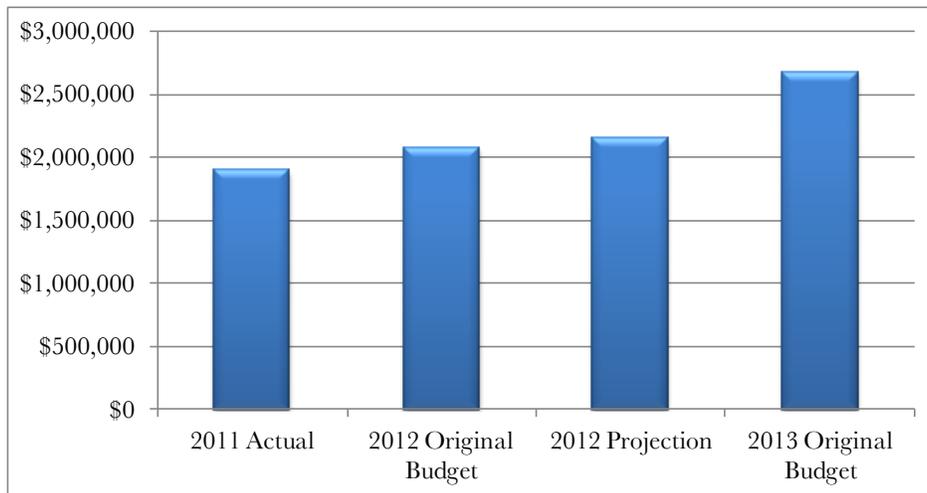
The Community Development Department is responsible for development and implementation of the Town’s Master Plan and other long-term plans, processing land use applications, reviewing sign permits, vendor and temporary use permits, home-based occupation applications and requests for variances from the 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 Inspection 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Community Development	\$ 1,083,838	\$ 1,224,500	\$ 1,243,500	\$ 1,780,900	45%
Building Inspection	794,723	849,500	897,700	878,800	3%
Historic Preservation	14,127	5,000	5,000	5,000	0%
Total	1,892,688	2,079,000	2,146,200	2,664,700	28%
Expenditures by Category					
Personal Services	1,668,102	1,773,500	1,774,900	1,838,500	4%
Supplies	24,773	17,700	17,700	16,900	-5%
Purchased Services	190,986	287,800	353,600	334,300	16%
Capital Outlay	8,827	-	-	475,000	
Total	1,892,688	2,079,000	2,146,200	2,664,700	28%
Sources of Funding					
Building Permits	770,985	460,100	1,340,000	687,300	49%
Sign Permits	15,870	12,000	12,000	12,300	2%
Zoning and Subdivision Fees	63,520	47,900	47,900	47,900	0%
Plan Checking Fees	187,482	176,300	234,400	234,400	33%
Rental of Kiosk Signs	15,960	10,000	10,000	15,000	50%
Lone Tree Building Services	19,642	4,700	4,700	-	-100%
General Fund	819,229	1,368,000	497,200	1,667,800	22%
Total	\$ 1,892,688	\$ 2,079,000	\$ 2,146,200	\$ 2,664,700	28%

Explanation of Budget Variances

- Purchased Services - 16 percent increase is due to \$50,000 funded to update the 2002 Downtown Strategic Plan.
- Capital Outlay
 - \$475,000 - replace/upgrade permitting and plan review software.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
<i>Authorized FTE positions</i>				
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 and Associate Planner	3.0	3.0	3.0	3.0
Planning Technician	2.8	-	-	-
Neighborhood Services Supervisor	1.0	1.0	1.0	1.0
Code Enforcement Officer	2.0	2.0	2.0	2.0
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	4.0	4.0	4.0
Permit Technician	2.0	1.0	1.0	1.0
Total	25.8	21.0	21.0	21.0



2012 Highlighted Accomplishments

- Continued the Development Liaison Committee used to evaluate and improve our processes.
- Established the Planner on Duty program.
- Implemented an interactive computer access station at the front counter.
- Developed a consolidated resource area and file storage system near the front counter to increase productivity and provide ease of access to our files.
- Reviewed procedures and costs associated with the land development process to assure that Parker is competitive in the market.
- Implemented scanning of land use case files into Laserfiche in accordance with state regulated retention schedules and permanently eliminate the historic paper files.
- Created and updated mapping resources in conjunction with the IT Department.
- Provided staff time for the Parker Authority for Reinvestment.
- Completed three urban renewal Conditions Surveys for the Cottonwood Commercial Area and the Parker Road corridor.
- Completed the Cottonwood Commercial Area Urban Renewal Plan and the Parker Road Urban Renewal Plan.
- Completed 2035 Master Plan Update.
- Coordinated with stakeholders regarding the future of Town-owned properties.
- Implemented Development Liaison Committee recommendations to make Land Use Code revisions that improved the Development Review process.
- Held quarterly home improvement instructional courses.
- Continued to provide next day inspection services for all inspection requests.
- Improved Commercial Plan review time.
- Continue commercial builder information working meetings to review code requirements and departmental procedures and identify opportunities for improvement.

2013 Goals

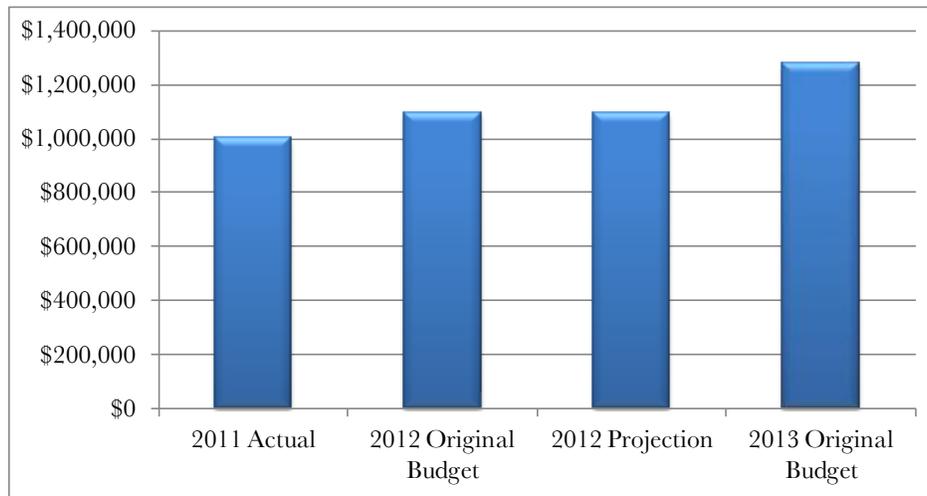
- Continue to improve the review process and procedures associated with the land development review process.
- Reduce the need for neighborhood services enforcement in those parts of the community that may not have a homeowners association.
- Monitor and refine the building plan review processes to improve review times for commercial and residential plans.
- Explore opportunities for development and redevelopment with Parker Authority of Reinvestment areas.
- Enhance economic incentive programs which are targeted at existing and new small businesses within Town.
- Conduct a “Downtown Assessment” in coordination with Downtown Colorado Inc.
- Prepare development master plans for selected portions of the community to facilitate desired development outcomes.
- Complete a town wide transportation plan.
- Maintain current next day inspection level of service for all building inspection requests.
- Maintain the current building plan review process which provides a fair and balanced approach for plan review and inspection.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Information Technology	\$ 1,001,408	\$ 1,092,500	\$ 1,092,500	\$ 1,279,200	17%
Expenditures by Category					
Personal Services	775,049	802,400	802,400	835,100	4%
Supplies	30,501	21,100	21,100	21,800	3%
Purchased Services	195,858	269,000	269,000	341,300	27%
Capital Outlay	-	-	-	81,000	
Total	1,001,408	1,092,500	1,092,500	1,279,200	17%
Sources of Funding					
General Fund	\$ 1,001,408	\$ 1,092,500	\$ 1,092,500	\$ 1,279,200	17%
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	

Explanation of Budget Variances

- Purchased Services - 27 percent increase is to update the Town’s digital terrain model, last updated in 2007 and to replicate Town data to the “cloud” (off-site data center located 500 miles from Parker) for disaster recovery purposes.
- Capital Outlay
 - \$66,000 - user profile virtualization/desktop management software
 - \$15,000 - two (2) servers



2012 Highlighted Accomplishments

- Developed 2013 business plan.
- Developed a 3-year Information Technology Strategic Plan for shifting the Town’s technology delivery model to be more efficient and cost effective.
- Evaluated and selected a new cloud-based IT Help Ticketing system.
- Continued the rollout of Windows 7 operating system to the desktops.
- Installed new Storage Area Network to increase storage capabilities and align with new disaster recovery plan.
- Through the use of ESRI’s ArcPad application and mobile technology, field crews accessed GIS data while in the field and inspected 3,991 storm water features using convenient, custom-created data forms for intuitive navigation while shortening the annual maintenance process by 3-4 weeks over previous years.
- GIS analyzed 57 cell tower sites and identified towers that could have 911 calls ring directly to Parker Police Department instead of Douglas County Sheriff to shorten emergency response times.

2013 Goals

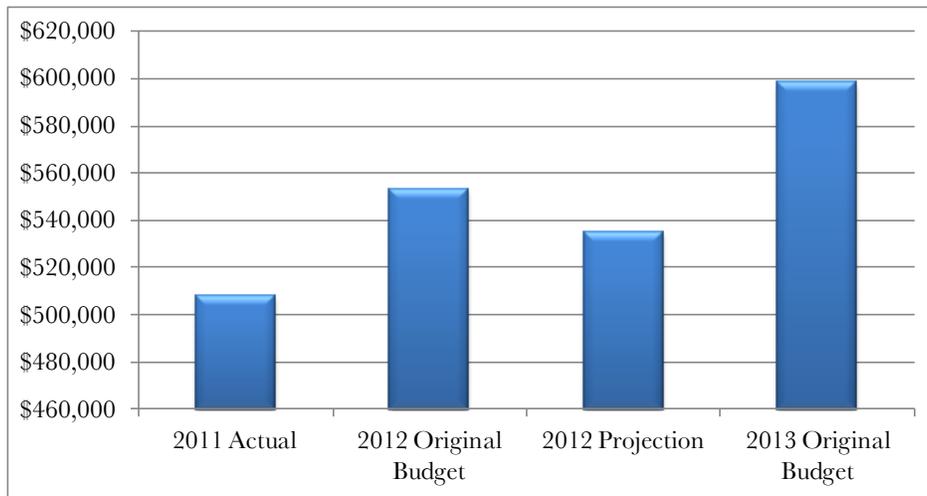
- Develop 2014 IT department business plan.
- Implement first-year Strategic Plan objectives including; migrating to new Help Ticketing system; moving line-of-business applications into the cloud; replicating data to the cloud for improved disaster recovery; improving hardware & software delivery model through use of System Center Configuration Manager, virtual desktops and user profiles.
- Begin rollout of Windows 8 operating system to the desktops using new model.
- Utilize the new email archiving system and rewrite necessary policies for the Town to improve recovery and retrieval capabilities.
- Work with the Police Department and Court Clerk to implement an electronic ticketing system.
- Implement land management and permitting system software and provide mapping capabilities for system users.
- Work with Public Works to identify, collect and analyze all lane mileage and ADA curb ramps throughout the Town in order to determine statistics and compliance.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Community Affairs	\$ 507,935	\$ 553,200	\$ 534,700	\$ 598,600	8%
Expenditures by Category					
Personal Services	265,950	281,000	264,400	300,500	7%
Supplies	9,023	3,900	3,900	4,000	3%
Purchased Services	232,962	268,300	266,400	294,100	10%
Total	507,935	553,200	534,700	598,600	8%
Sources of Funding					
Event Sponsorship	36,364	27,800	27,800	32,000	15%
General Fund	471,571	525,400	506,900	566,600	8%
Total	\$ 507,935	\$ 553,200	\$ 534,700	\$ 598,600	8%
Authorized FTE positions					
Community Affairs Director	1.0	1.0	1.0	1.0	
Community Affairs Coordinator	1.0	1.0	1.0	1.0	
Special Events and Marketing Supervisor	1.0	1.0	1.0	1.0	
Recreation and Community Marketing Coordinator	0.5	0.5	0.5	0.5	
Total	3.5	3.5	3.5	3.5	

Explanation of Budget Variances

- Purchased Services - 10 percent increase is due to funding provided for a citizen survey.



2012 Highlighted Accomplishments

- Expanded the Town’s social media platforms and continued to increase our fan following.
- Continued work to make Parker more “business friendly,” including enhancing the online business directory and expanding the “Go to Town” program.
- Enhanced the Town Web site through expanded content, new photo banners, fillable forms, the addition of video clips and other interactive measures.
- Expanded Recreation Department marketing tools and web presence, including creating a more visible presence for the Parks Division.
- Assisted with the development and launch of the new Economic Development Web sub-site.
- Worked on several initiatives to enhance employee communication, including an enhanced intranet news page and reinstating the employee “Big Picture” meetings.

2013 Goals

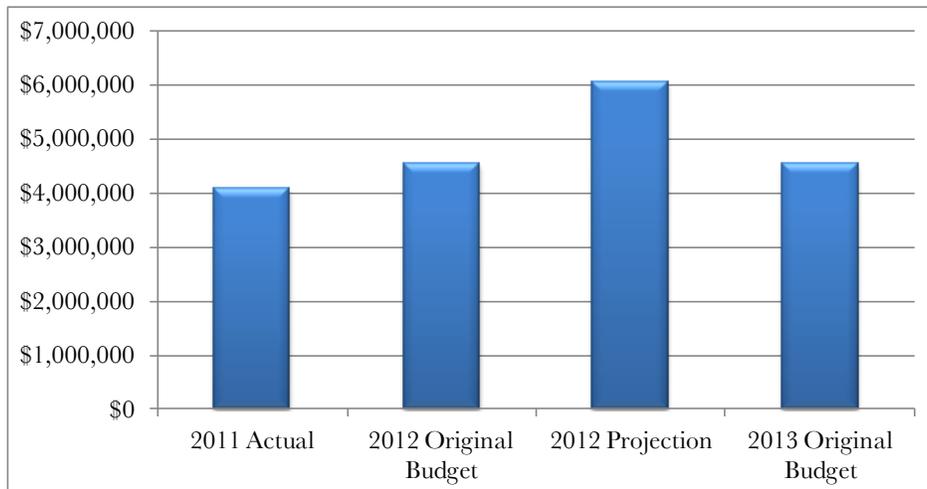
- Evaluate current marketing tools to ensure the Town is maximizing our communication dollars and utilizing the most effective methods.
- Enhance and improve Town communications with internal staff, residents and the business community.
- Make the Town more accessible to residents and visitors by maximizing use of available social media and online avenues.
- Further educate the public about the importance of community involvement and the variety of opportunities available.

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 accounted for here.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Interdepartmental	\$ 4,058,125	\$ 4,540,000	\$ 6,044,800	\$ 4,554,300	0%
Expenditures by Category					
Supplies	32,593	49,400	54,200	73,500	49%
Purchased Services	75,180	103,200	103,200	108,600	5%
Debt Service	3,784,923	3,785,600	3,785,600	3,784,000	0%
Other	165,429	601,800	2,101,800	588,200	-2%
Total	4,058,125	4,540,000	6,044,800	4,554,300	0%
Sources of Funding					
COP BABS Credit	892,819	892,800	892,800	892,800	0%
Interest Earnings	4,581	5,200	5,200	7,600	46%
Excise Tax Fund	200,000	200,000	200,000	-	-100%
General Fund	2,960,725	3,442,000	4,946,800	3,653,900	6%
Total	\$ 4,058,125	\$ 4,540,000	\$ 6,044,800	\$ 4,554,300	0%

Explanation of Budget Variances

- Supplies - 49 percent increase is due to replacement of furniture in Pikes Peak conference room.



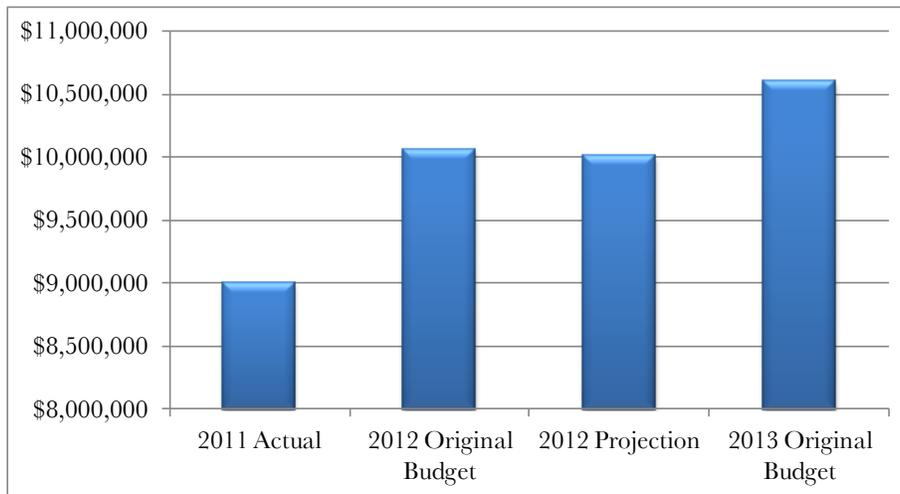
The Parker Police Department provides year-round, 24-hour service to citizens of the Town of Parker and adheres to the highest standards of ethical behavior. The Department's primary objective is to provide a safe community environment in Parker with the highest level of service possible. The organization 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
<i>Expenditures by Function</i>					
Administration	\$ 1,309,280	\$ 1,814,200	\$ 1,831,500	\$ 1,876,300	3%
Investigations	1,577,218	1,695,700	1,654,100	1,778,900	5%
Patrol	4,343,878	4,303,100	4,285,800	4,453,000	3%
Records	360,692	384,300	355,600	479,400	25%
Communication	915,072	1,104,700	1,137,900	1,135,700	3%
Police Station	409,725	471,700	471,700	575,000	22%
Emergency Management	8,353	152,600	198,700	178,900	17%
Animal Services	76,218	132,800	74,900	125,300	-6%
Total	9,000,436	10,059,100	10,010,200	10,602,500	5%
<i>Expenditures by Category</i>					
Personal Services	7,181,209	7,858,700	7,660,100	8,215,600	5%
Supplies	180,366	209,800	269,100	231,300	10%
Purchased Services	1,497,519	1,937,200	1,966,000	2,012,200	4%
Capital Outlay	118,928	30,000	91,600	120,000	300%
Other	22,414	23,400	23,400	23,400	0%
Total	9,000,436	10,059,100	10,010,200	10,602,500	5%
<i>Sources of Funding</i>					
Charges for Services	56,572	50,400	56,200	58,500	16%
Grants	129,930	105,000	234,900	-	-100%
City of Lone Tree	66,088	75,700	75,700	77,400	2%
Douglas County School District	60,930	42,500	42,500	43,500	2%
General Fund	8,686,916	9,785,500	9,600,900	10,423,100	7%
Total	\$ 9,000,436	\$ 10,059,100	\$ 10,010,200	\$ 10,602,500	5%

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
<i>Authorized FTE positions</i>				
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 Supervisor	2.0	2.0	2.0	2.0
Communications Technician	13.0	13.0	13.0	13.0
Records Supervisor	-	-	-	1.0
Records Clerk	2.0	2.0	2.0	2.0
Report Technician	3.4	3.2	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 Technician	1.0	2.0	2.0	2.0
Animal Welfare Officer	1.8	1.8	1.8	1.8
Operations Service Technician	-	0.8	0.8	0.8
Total	90.2	91.8	91.8	92.8

Explanation of Budget Variances

- Personal Services - added a Records Supervisor position.
- Capital Outlay
 - \$120,000 - replace radio equipment



2012 Highlighted Accomplishments

- Received the recommendation for accreditation status from CALEA.
- All department members were trained on the new policy and procedure manual and applicable SOPs.
- Conducted a Citizen Police Academy and graduated 32 citizens.
- Provided emergency management training to citizens regarding emergency preparedness.
- Expanded the citizen volunteer program to assist with day-to-day front desk operations, assisting with training programs and a DUI checkpoint.
- Began utilizing effective communication tools to provide information using Facebook and Twitter.
- Implemented virtualization of Computer-Aided Dispatch System Services.
- Implemented a Mobile Data Computer Test Server.
- Upgraded the Computer-Aided Dispatch System SQL database and operating system.
- Successfully transferred and bar coded all Lone Tree Police Department’s property.
- Full inventory completed for all Lone Tree Police Department evidence.
- Increased the number of arrests in the ICAC unit.

2013 Goals

- Implementation of electronic ticketing systems (Eticketing).
- Upgrade police radios.
- Hire and fill the new Records Supervisor position.
- Improve the records management system.
- Continue to participate in community outreach activities and explore new avenues to educate the community.
- Continue to meet national accreditation requirements.
- Continue to maximize and enhance the use of mass public notification systems through social media and all media outlets.
- Implement a fully functional and integrated digital media system – mug shots uploaded to COPLINK and photo intake of all evidence.
- Start receiving and dispatching all wireless 911 calls within Parker jurisdiction.
- Complete redistricting mapping on calls for service for CAD.
- Expand use of the online reporting software (Coplogic) both for internal/external customers.
- Revamp information/data for department “Compstat” meetings.

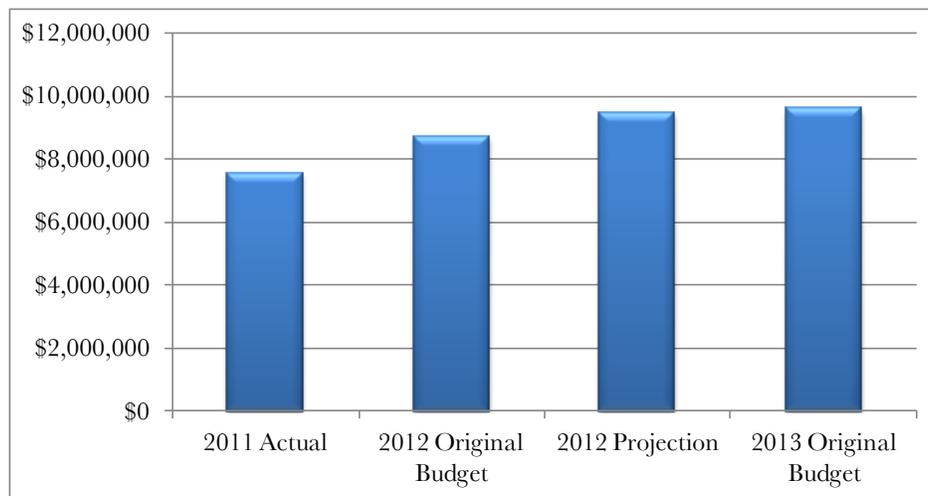
The Public Works Department is responsible for the installation, maintenance and repair of Town streets, traffic signals, traffic signs, flashing school zone signs, sidewalks, curb and gutter, development engineering, inspection and review services, stormwater management, traffic management, snow plowing 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Administration/Engineering	\$ 1,033,465	\$ 1,286,400	\$ 1,003,800	\$ 1,366,700	6%
Streets	4,843,954	5,460,600	5,834,500	6,130,200	12%
Traffic Services	997,139	1,115,900	1,105,800	1,192,500	7%
Public Works Buildings	179,376	263,000	870,200	484,000	84%
General Government Buildings	471,594	578,800	633,000	440,000	-24%
Total	7,525,528	8,704,700	9,447,300	9,613,400	10%
Expenditures by Category					
Personal Services	2,041,210	2,368,600	2,018,100	2,516,800	6%
Supplies	272,862	312,800	317,800	322,400	3%
Purchased Services	5,186,737	5,820,800	5,967,200	6,428,200	10%
Capital Outlay	24,719	202,500	1,144,200	346,000	71%
Total	7,525,528	8,704,700	9,447,300	9,613,400	10%
Sources of Funding					
Street Cut Permits	40,916	35,000	40,900	41,800	19%
Highway Users Tax Fund	985,629	1,040,000	998,600	1,013,300	-3%
Road and Bridge Property Tax					
Shareback	1,315,059	1,230,800	1,230,800	1,258,300	2%
Engineer Review Fees	93,915	84,700	84,700	86,600	2%
Bus Shelter Advertising Fees	6,748	7,000	7,000	8,000	14%
Public Improvements Fund	300,000	325,000	325,000	-	-100%
General Fund	4,783,261	5,982,200	6,760,300	7,205,400	20%
Total	\$ 7,525,528	\$ 8,704,700	\$ 9,447,300	\$ 9,613,400	10%

Explanation of Budget Variances

- Purchased Services - 10 percent increase is due to 15 percent increase in street infrastructure repair and maintenance.
- Capital Outlay
 - \$300,000 - design for a new public works facility
 - \$25,000 - 40” asphalt planer skid steer loader attachment
 - \$15,000 - all-terrain vehicle
 - \$6,000 - snow plow

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
<i>Authorized FTE positions</i>				
Public Works Director	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0	1.0
Customer Service Specialist	1.5	1.5	1.5	1.5
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 Manager	1.0	1.0	1.0	1.0
Development Review Engineer	3.0	2.0	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
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	6.0	6.0	6.0	6.0
Streets Maintenance Worker I/II	6.0	6.0	6.0	6.0
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
Total	31.7	30.7	30.7	30.7



2012 Highlighted Accomplishments

- Several changes to Town codes and policies were implemented in 2012 that will further the objective of improving cooperation and streamlining review with the development community. This was a result of the collaboration with the Community Development Department.
- All remaining defaulted subdivisions were brought into compliance either through coordination with developers or completion by Town staff/contractors with security (LOC) funds.
- Completed the update to the Public Works Roadway Design and Construction 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 January.
- Resurfaced approximately 240,000 square yards of Town asphalt roadways & parking lots.
- Over 1,000 tons of asphalt removed and replaced, over 11 tons of crack-seal material applied to Town roadways and over 800 cubic yards of debris recovered during street sweeping operations.
- Over 100,000 miles driven and 1,100 tons of solid, plus 150,000 gallons of liquid deicing chemicals applied to the Town’s roadway system during snow and ice control operations.
- Completed corrosion arrest work on over twenty (20) traffic signal intersections.
- Continued the work of the energy efficiency program for lighting and traffic signals.
- Implemented speed limit changes as a result of speed studies on Hilltop/Hess Roads and Pine Lane.
- Continued the conversion process for the school zone safety flashers from pager communication to Town-based wireless communication.
- Acquired approximately 14-acres from Douglas County for a proposed new Public Works facility at the northwest corner of Hess Road and Tammy Lane.

2013 Goals

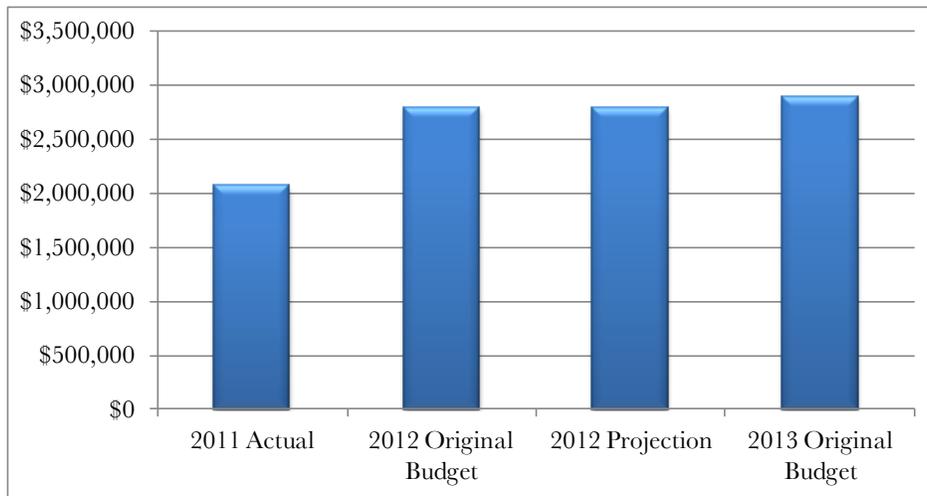
- Resurface approximately 250,000 square yards of Town asphalt roadway and parking lots.
- Continue maintenance of 81 traffic signals within the Town including 13 on Parker Road.
- Complete a Town wide traffic system study in conjunction with Community Development Department.
- Continue the work of the 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.
- Conclude the programming and design effort for the proposed new Public Works facility site at Hess Road & Tammy Lane. Partner with Douglas County on shared facilities opportunities.
- Conclude the programming and design effort with the Parks and Recreation Department for the proposed Recreation Center expansion.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Parks	\$ 1,764,228	\$ 2,341,700	\$ 2,303,200	\$ 2,411,300	3%
Forestry and Open Space	294,982	454,900	484,800	483,000	6%
Total	2,059,210	2,796,600	2,788,000	2,894,300	3%
Expenditures by Category					
Personal Services	1,192,329	1,426,300	1,263,300	1,486,100	4%
Supplies	58,838	65,200	62,900	67,500	4%
Purchased Services	768,024	1,293,000	1,333,000	1,291,600	0%
Capital Outlay	40,019	12,100	90,400	49,100	306%
Other	-	-	38,400	-	
Total	2,059,210	2,796,600	2,788,000	2,894,300	3%
Sources of Funding					
Conservation Trust Fund	300,000	300,000	300,000	-	-100%
Parks and Recreation Fund	771,300	839,000	839,000	868,300	3%
General Fund	987,910	1,657,600	1,649,000	2,026,000	22%
Total	\$ 2,059,210	\$ 2,796,600	\$ 2,788,000	\$ 2,894,300	3%
Authorized FTE positions					
Parks and Recreation Director	-	0.4	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	20.5	20.9	20.9	20.9	

Explanation of Budget Variances

- Capital Outlay
 - \$22,400 - dingo compact loader
 - \$6,900 - gas powered pressure washer
 - \$19,800 - native grass drill seeder



2012 Highlighted Accomplishments

- Removed asbestos tainted debris from abandoned dump site along Cherry Creek.
- Implemented Branching Out Parker, a tree grant program for homeowners.
- In partnership with the Rowan Tree Foundation, installed irrigation and landscaping around the Angel Memorial Garden at McCabe Meadows Trailhead.
- Began GPS tree inventory of Town-owned trees.
- Designed and installed a Plant Select demonstration garden at PACE.
- Started Adopt a Flowerbed program with 10 beds adopted.
- Planted 65 trees at Railbender Park as part of the Town’s Arbor Day celebration.

2013 Goals

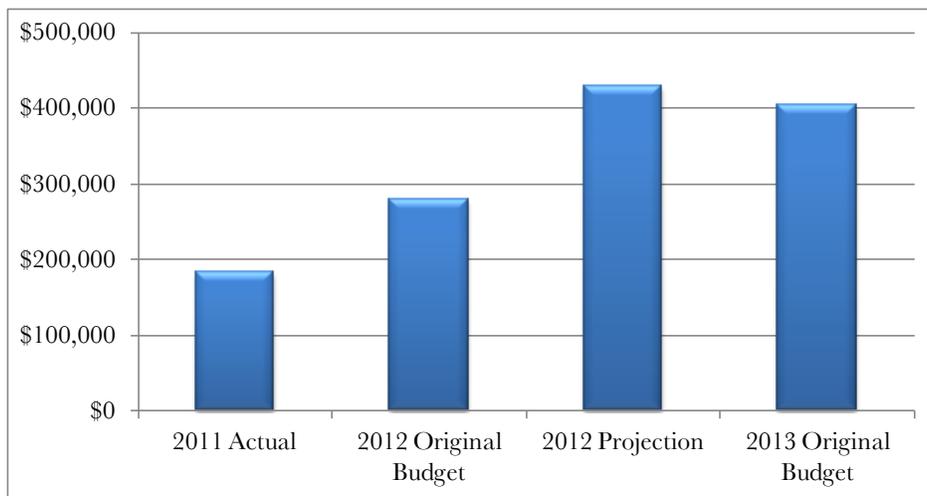
- Landscape renovations at Stroh playground.
- Landscape renovations to the west PACE patio.
- ADA accessibility improvements to the Iron Horse ball fields.
- ADA accessibility improvements to Town’s trail system.
- Continue tree inventory of Town-owned trees.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
<i>Expenditures by Function</i>					
Economic Development	\$ 182,946	\$ 279,900	\$ 428,700	\$ 404,500	45%
<i>Expenditures by Category</i>					
Personal Services	96,075	121,500	146,400	199,700	64%
Supplies	1,216	2,500	6,000	4,500	80%
Purchased Services	28,059	75,900	191,300	120,300	58%
Other	57,596	80,000	85,000	80,000	0%
Total	182,946	279,900	428,700	404,500	45%
<i>Sources of Funding</i>					
General Fund	\$ 182,946	\$ 279,900	\$ 428,700	\$ 404,500	45%
<i>Authorized FTE positions</i>					
Economic Development Director	1.0	1.0	1.0	1.0	
Business Development Officer	-	-	1.0	1.0	
Total	1.0	1.0	2.0	2.0	

Explanation of Budget Variances

- Personal Services - added a Business Development Officer position in mid-2012.
- Purchased Services - 58 percent increase is due to an increase in economic development marketing efforts.



2012 Highlighted Accomplishments

- Sears Hometown relocated to Parker from Castle Rock utilizing the Town’s Tax and Fee Assistance Program (TAP).
- Sontec relocated to Parker from Centennial utilizing the TAP.
- Analyzed funding requests for the Parker Authority for Reinvestment (PAR).
- Visited 27 businesses as part of the formal Business Retention Program.
- Creekside Bikes relocated and expanded within the town boundaries utilizing the TAP.
- Worked with PAR to implement the Business In Transition Program (BIT), which is a rental assistance for small businesses relocating to the Parker Central Urban Renewal Area.
- Reimbursed businesses for education/training classes under the Small Business Scholarship Program.
- Reimbursed businesses for building façade improvements under the Parker Improvement Program.
- Developed the Cottonwood Commercial Urban Renewal Area.
- Developed the Parker Road Urban Renewal Area.
- Launched a new Economic Development website and an Economic Development E-newsletter.

2013 Goals

- Achieve economic diversification through business retention and expansion and small business development efforts, relationship building with existing local businesses, evaluation and expansion of existing Town economic development programs and through business attraction and recruitment.
- Achieve the “Cultural District” designation from the State for Parker Mainstreet.
- Achieve redevelopment and revitalization by developing relationships with property owners to understand their objectives, participating in long-range and sub-area specific planning efforts within redevelopment areas, identifying potential partners for redevelopment efforts and participating in marketing redevelopment opportunities.
- Recruit retail opportunities by conducting a retail gap analysis to identify sources of household expenditure leakage, identifying candidate retailers to address leakage, gain a better understanding of firm sitting criteria so that the Town can be considered earlier in the site selection process,
- Encourage real estate development through recruitment of developers to consider key parcels and participating in the negotiation of real estate development projects on Town sites.
- Implement general and targeted marketing efforts to raise awareness about Parker by communicating a specific value proposition to the brokerage and business communities, communicating specific value propositions to specific sub-sectors of industries regarding specific site selection advantages in Parker, enhancing the economic development website and development of an e-newsletter.

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 four 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Function					
Economic Incentives	\$ 2,563,798	\$ 2,263,300	\$ 2,542,600	\$ 1,840,000	-19%
Transfers to...					
PACE Fund	600,000	600,000	600,000	613,800	2%
Capital Renewal/Replacement					
Reserve Fund	387,000	-	-	-	
Public Improvements Fund	175,000	-	-	-	
Parker Authority for Reinvestment	-	-	300,000	-	
Total	3,725,798	2,863,300	3,442,600	2,453,800	-14%
Sources of Funding					
Sales Tax	2,563,798	2,263,300	2,542,600	1,840,000	-19%
General Fund	1,162,000	600,000	900,000	613,800	2%
Total	\$ 3,725,798	\$ 2,863,300	\$ 3,442,600	\$ 2,453,800	-14%

Explanation of Budget Variances

- Economic Incentives - 19 percent decrease is due to expiration of two economic incentive agreements in 2012.



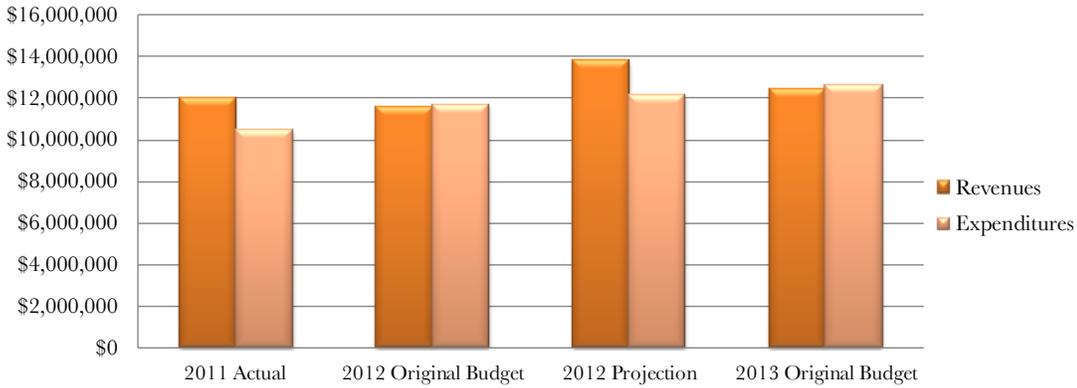
Special Revenue Funds

Special Revenue Funds Summary

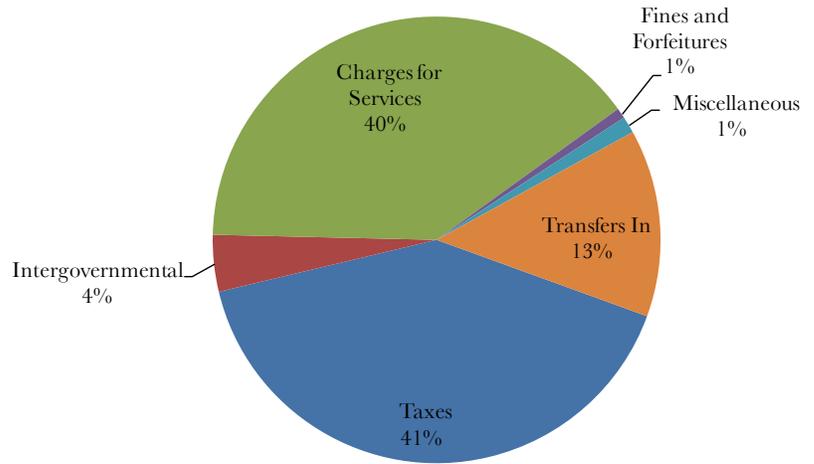
	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Beginning Fund Balances	\$ 6,203,343	\$ 6,099,844	\$ 7,708,605	\$ 9,369,205	54%
Revenues					
Taxes	4,614,318	4,513,700	5,017,300	5,046,100	12%
Intergovernmental	486,174	466,500	468,500	508,500	9%
Charges for Services	4,234,979	4,449,400	4,670,500	4,916,500	10%
Fines and Forfeitures	104,926	90,000	90,000	93,000	3%
Miscellaneous	483,972	150,100	150,100	149,000	-1%
Transfers In	2,069,400	1,872,100	3,422,100	1,682,800	-10%
Total Revenues	11,993,769	11,541,800	13,818,500	12,395,900	7%
Expenditures					
Personal Services	3,356,943	3,710,500	3,769,300	3,991,600	8%
Supplies	451,005	650,200	655,500	659,200	1%
Purchased Services	2,180,877	2,529,800	2,853,200	3,063,200	21%
Capital Outlay	350,959	670,100	739,900	1,362,500	103%
Economic Development Incentives	512,746	452,700	482,700	354,000	-22%
Transfers Out	3,635,975	3,657,300	3,657,300	3,178,200	-13%
Total Expenditures	10,488,505	11,670,600	12,157,900	12,608,700	8%
Ending Fund Balances	\$ 7,708,607	\$ 5,971,044	\$ 9,369,205	\$ 9,156,405	53%
Revenue by Fund					
Conservation Trust	\$ 344,446	\$ 356,600	\$ 356,600	\$ 355,900	0%
Parks and Recreation	4,998,535	4,527,300	5,030,900	5,061,800	12%
Law Enforcement Assistance	153,528	137,000	137,000	139,500	2%
PACE	1,150,201	1,526,200	1,738,300	1,803,500	18%
Recreation	4,727,342	4,809,200	4,809,200	4,855,200	1%
Mainstreet Center	232,503	185,500	196,500	179,600	-3%
Capital Renewal and Replacement	387,214	-	1,550,000	400	
Total Revenues	11,993,769	11,541,800	13,818,500	12,395,900	7%
Expenditures by Fund					
Conservation Trust	300,000	300,000	300,000	-	-100%
Parks and Recreation	4,323,587	4,354,600	4,466,900	5,043,200	16%
Law Enforcement Assistance	161,495	117,600	117,600	228,900	95%
PACE	925,844	1,588,700	1,849,500	1,952,200	23%
Recreation	4,554,050	5,036,700	5,141,100	5,133,300	2%
Mainstreet Center	223,529	273,000	282,800	251,100	-8%
Total Expenditures	\$ 10,488,505	\$ 11,670,600	\$ 12,157,900	\$ 12,608,700	8%

Special Revenue Funds Summary

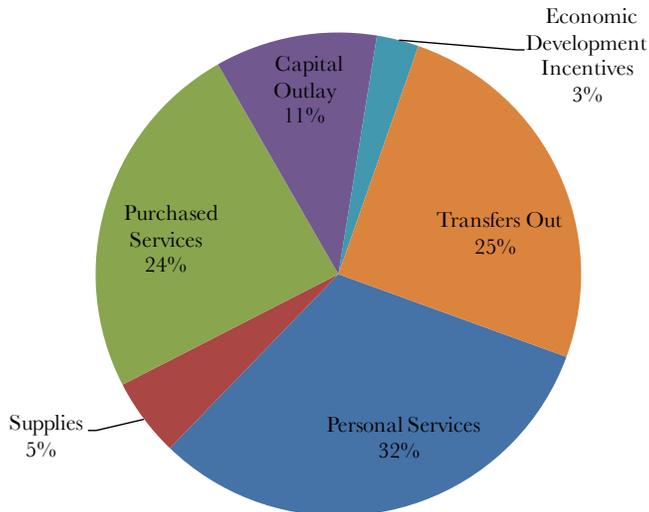
Revenue & Expenditure Comparison



Sources of Revenue - Special Revenue Funds



Expenditures - Special Revenue Funds

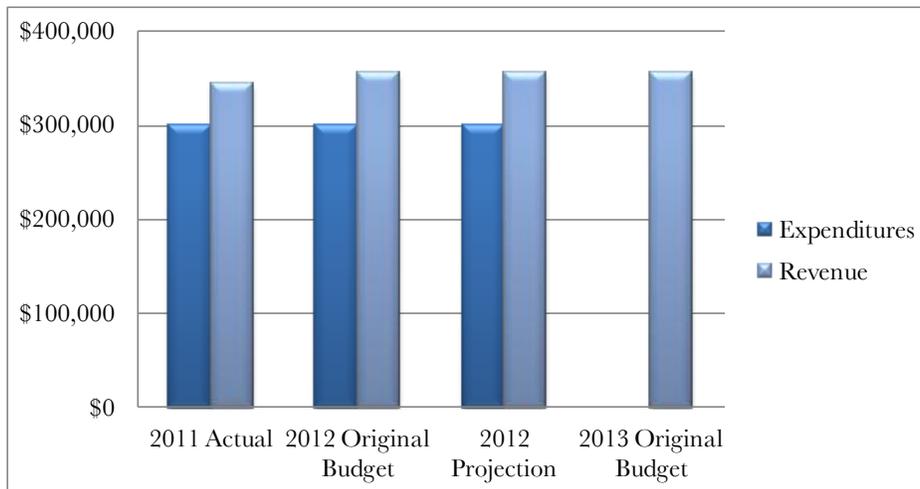


This fund accounts for lottery funds from the State of Colorado, based on a formula tied to population. These funds are restricted and can only be used for parks, recreation and open space purposes. When Council identifies a particular use, the funds are appropriated as a transfer to the fund in which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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures by Category					
Transfer to General Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-100%
Revenue					
<u>Intergovernmental</u>					
State Conservation Trust Fund	340,535	350,000	350,000	350,000	0%
<u>Miscellaneous</u>					
Interest Earnings	3,911	6,600	6,600	5,900	-11%
Total Revenue	344,446	356,600	356,600	355,900	0%
Beginning Fund Balance	2,659,681	2,678,281	2,704,127	2,760,727	3%
Revenue over (under) expenditures	44,446	56,600	56,600	355,900	529%
Ending Fund Balance	\$ 2,704,127	\$ 2,734,881	\$ 2,760,727	\$ 3,116,627	14%

Explanation of Budget Variances

- Transfer to General Fund - With improvement in the economy and Town revenues, the \$300,000 transfer is no longer necessary. For the past few years during the economic downturn, this transfer was necessary to help balance the General Fund and was used to offset parks maintenance costs.
- Ending Fund Balance - 14 percent increase is due to no expenditures planned for 2013.

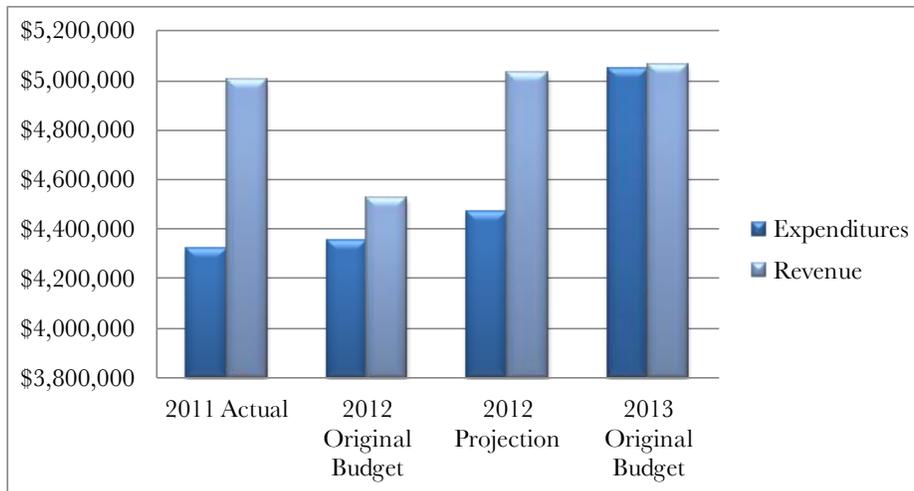


The Parks and Recreation Fund is primarily supported by the Town's 0.5 percent sales and use tax which are to be used for parks, trails, open space and recreation purposes. Major activities that are funded through this revenue stream include planning, design and construction of parks, trails and recreation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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Personal Services	\$ 194,596	\$ 176,600	\$ 176,600	\$ 180,300	2%
Supplies	38,566	2,000	2,000	2,000	0%
Purchased Services	33,482	56,500	69,000	128,700	128%
Capital Outlay	208,222	309,500	379,300	1,200,000	288%
Economic Development Incentives	512,746	452,700	482,700	354,000	-22%
Transfer to...					
General Fund	771,300	839,000	839,000	868,300	3%
Recreation Fund	956,400	1,176,100	1,176,100	989,500	-16%
Mainstreet Center Fund	126,000	96,000	96,000	79,500	-17%
Recreation Debt Service Fund	1,482,275	1,246,200	1,246,200	1,240,900	0%
Total Expenditures	4,323,587	4,354,600	4,466,900	5,043,200	16%
Revenue					
<u>Taxes</u>					
Sales Taxes	4,347,687	4,349,000	4,606,800	4,815,800	11%
Sales Tax Penalty and Interest	6,904	8,200	9,600	10,100	23%
Sales Tax Audit Revenue	37,042	28,700	28,700	29,300	2%
Use Taxes	222,563	127,800	372,200	190,900	49%
Equipment Use Tax	122	-	-	-	
Total Taxes	4,614,318	4,513,700	5,017,300	5,046,100	12%
<u>Miscellaneous</u>					
Interest Earnings	9,498	9,600	9,600	6,700	-30%
Rent	8,911	4,000	4,000	9,000	125%
Contributions	365,752	-	-	-	
Other	56	-	-	-	
Total Miscellaneous	384,217	13,600	13,600	15,700	15%
Total Revenue	4,998,535	4,527,300	5,030,900	5,061,800	12%
Beginning Fund Balance	2,088,360	1,816,161	2,763,306	3,327,306	83%
Revenue over (under) expenditures	674,948	172,700	564,000	18,600	-89%
Ending Fund Balance	\$ 2,763,308	\$ 1,988,861	\$ 3,327,306	\$ 3,345,906	68%
Authorized FTE positions					
Parks and Recreation Director	0.50	0.35	0.35	0.35	
Recreation/Community Marketing					
Coordinator	0.25	0.25	0.25	0.25	
Project Administrator	1.00	1.00	1.00	1.00	
Total	1.75	1.60	1.60	1.60	

Explanation of Budget Variances

- Purchased Services - 128 percent increase is due to funding for continuing concept design work for future expansion of the Parker Recreation Center.
- Economic Development Incentives - 22 percent decrease is due to expiration of two economic incentive agreements in 2012.
- Capital Outlay (capital project details on the following pages) - includes \$100,000 contingency funds.
- Transfer(s) to Recreation Fund and Mainstreet Center Fund - decreases to these funds are due to a lower amount needed to balance the two funds.
- Sales Taxes - the \$466,800 or 11 percent projected increase is due to better than expected sales tax revenue in 2012 resulting in a 6 percent increase in the 2012 projection. The 2013 budget is based on a 4.5 percent increase over the 2012 re-projected amount using CPI (+2.3%) and population (+2.2%) growth estimates.
- Use Taxes - the \$63,100 or 49 percent projected increase is due to an improving new home construction market. The 2013 original budget is based on 200 permits for new homes; whereas, the 2012 original budget was based on 100 permits.
- Ending Fund Balance - 68 percent increase is due to better than expected 2012 revenues and 2012 beginning fund balance.



2012 Highlighted Accomplishments

- Implemented new park and facility identification signage at Preservation Park and the Parker Recreation Center.
- Constructed of an adaptive playground at Salisbury Sports Park.
- Completed public input process for East/West Regional Trail.
- Development of conceptual plans for expansion of pool at the Parker Recreation Center including architect and general contractor selection.
- Installed new synthetic turf at the Parker Fieldhouse.

2013 Goals

- Completion of plans for East/West Regional Trail and initiation of construction.
- Commencement of design process for a Dog Park with construction tentatively scheduled for late 2013.
- Completion of construction plans for expansion of pool at the Parker Recreation Center.
- Construction of various minor trail connections throughout the Town.
- Continued implementation of the Cherry Creek Trail signage program.
- Completion of design plans for Visitors Center at Preservation Park.

Parks and Recreation Fund (continued)

Capital project: Construction of East/West Regional Trail

Project cost: \$800,000

Operational impact: Construction of this trail will result in approximately one additional mile of trail to repair and maintain.

Town goal 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 length, will connect Chatfield State Park with the Cherry Creek Regional Trail in Parker. 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 2.7 miles east of 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.



Parks and Recreation Fund (continued)

Capital project: Trails Development

Project cost: \$50,000

Operational impact: Repair and maintenance costs.

Town goal achieved:

Community Enhancement/Customer Service: Previous citizen surveys indicated that approximately 88 percent of Parker residents have used the trail system within the last year with another 63 percent indicating that trails are “very important” in comparison to other park and recreational amenities. Surveys conducted in 2012 indicated that almost 30% of residents felt that trail projects were the most important improvements for the Town to address in the next year. By maintaining a yearly Trail Network Development fund, staff will be able to quickly response to both resident and Council requests for various small scale trail projects, especially those that provide connectivity and enhance the overall trail system.

Description/Discussion:

The Trail Network Development fund was initiated several years ago to address small scale trail projects that are not budgeted as “*stand alone*” projects and which arise during the year as a result of citizen input or Council requests. The purpose of this project was to maintain, enhance and ultimately complete the overall trail network within the Town consistent with the goals and policies set forth by the Town Council. This fund has been used to complete small gaps or “*missing links*” in the overall trail system and to provide trail improvements and/or connections as appropriate in a timely and efficient manner, consistent with the Town’s adopted Open Space, Trails and Greenways Master Plan.



Parks and Recreation Fund (continued)

Capital project: Dog Park

Project cost: \$250,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Community Enhancement/Customer Service: Over the last five years, the demand for a dog park in Parker has increased significantly. We consistently hear requests from our citizens for such a facility, and the demand has been documented by the attendance at our annual Barker Days Event at H2O'Brien by over 1,000 dogs and their owners. The construction of a dog park would also decrease “dog-off-lease” issues at our various parks and open space areas.

Description/Discussion:

A suitable dog park site has been identified and is located just south of E-470, west of the Cherry Creek Regional Trail, and north of Pine Lane. The site is approximately 30 acres including 17 acres owned by the Town plus 13 acres that will be part of the future park and open space dedication requirement of the multi-family residential development planned just to the west off of Pine Lane (“The Enclave”). Staff will coordinate with Community Development Department staff and the applicant for The Enclave to refine this opportunity, develop an acceptable site plan, and to hopefully construction this facility in 2013. The Town does not currently have a dog park and as a result our residents are required to travel to other locations throughout the metro area to participate in “dog-off-leash” activities. Development of our own dog park will meet an existing and growing demand within the community as demonstrated by the continued popularity of our annual “Barker Days” event at H2O'Brien Pool.

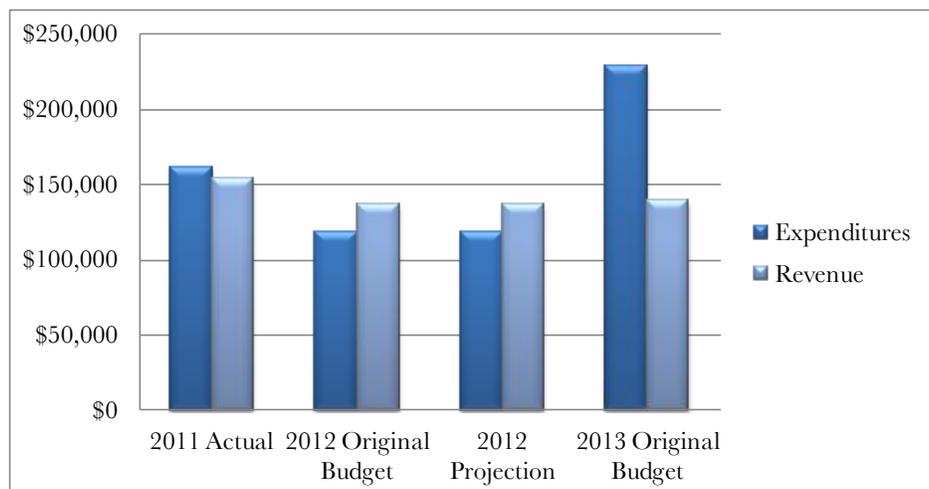


This fund accounts for crisis intervention, Police training and equipment and victim services and support. The Victim Services Program is an integral part of the Parker Police Department and assists victims of crime and surviving families in cases of death, domestic violence, sexual assault and other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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Personal Services	\$ 92,502	\$ 92,900	\$ 92,900	\$ 98,200	6%
Supplies	3,304	3,700	3,700	6,400	73%
Purchased Services	5,632	9,000	9,000	9,300	3%
Capital Outlay	60,057	12,000	12,000	115,000	858%
Total Expenditures	161,495	117,600	117,600	228,900	95%
Revenue					
<u>Intergovernmental</u>					
V.A.L.E. Grants	45,400	42,000	42,000	42,000	0%
<u>Charges for Services</u>					
Lone Tree Victim Services	2,329	4,100	4,100	4,100	0%
<u>Fines and Forfeitures</u>					
Court Surcharges	104,926	90,000	90,000	93,000	3%
<u>Miscellaneous</u>					
Interest Earnings	873	900	900	400	-56%
Total Revenue	153,528	137,000	137,000	139,500	2%
Beginning Fund Balance	208,802	173,302	200,835	220,235	27%
Revenue over (under) expenditures	(7,967)	19,400	19,400	(89,400)	-561%
Ending Fund Balance	\$ 200,835	\$ 192,702	\$ 220,235	\$ 130,835	-32%
Authorized FTE positions					
Victim Witness Coordinator	1.00	1.00	1.00	1.00	
Victim Advocate	1.00	0.50	0.50	0.50	
Total	2.00	1.50	1.50	1.50	

Explanation of Budget Variances

- Capital Outlay
 - \$115,000 - electronic ticketing system for Police Department.
- Ending Fund Balance - 32 percent decrease is due to use of funds for capital expenditure.



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.

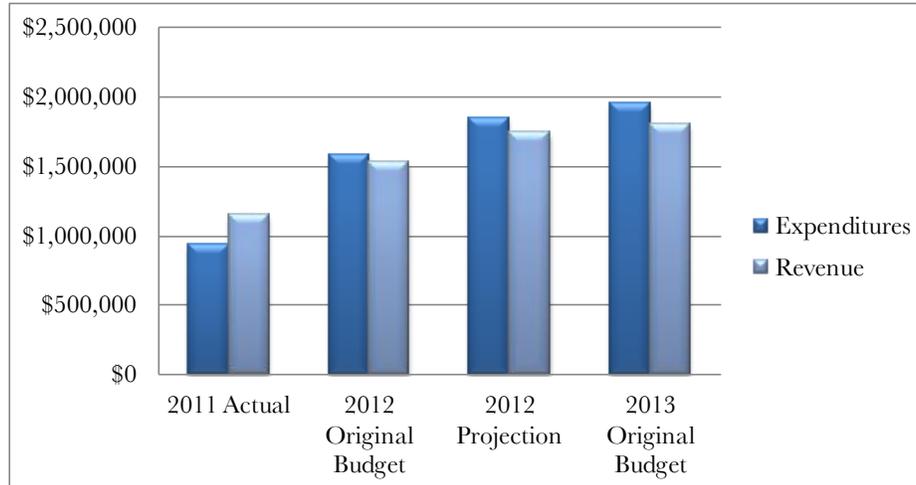
	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Personal Services	\$ 428,511	\$ 623,400	\$ 664,700	\$ 708,900	14%
Supplies	19,864	138,500	138,500	114,000	-18%
Purchased Services	477,469	826,800	1,046,300	1,129,300	37%
Total Expenditures	925,844	1,588,700	1,849,500	1,952,200	23%
Revenue					
<u>Intergovernmental</u>					
Grants	65,559	74,500	76,500	96,500	30%
<u>Charges for Services</u>					
ATM Fees	20	-	-	-	
Concession Income	13,602	53,200	53,200	53,200	0%
Ticket Handling Fee	21,189	51,600	108,800	108,800	111%
Tickets Revenue	190,599	362,000	517,000	517,000	43%
Promotional Sales	67	2,000	2,000	2,000	0%
Memberships	-	-	-	-	
Advertising Revenue	2,420	10,000	10,000	10,000	0%
Less: Patron Credit Taken	(1,242)	-	-	-	
Art Sales	1,480	-	-	1,500	
Rental Income	21,146	80,000	80,000	95,000	19%
Catering Fee	576	10,000	10,000	10,000	0%
Facility Fee	-	32,100	-	-	-100%
Class Registrations	146,695	110,000	140,000	155,000	41%
Fundraising Event	-	15,000	15,000	15,000	0%
Total Charges for Services	396,552	725,900	936,000	967,500	33%
<u>Miscellaneous</u>					
Interest Earnings	2,590	800	800	700	-13%
Contributions	85,500	125,000	125,000	125,000	0%
Total Miscellaneous	88,090	125,800	125,800	125,700	0%
<u>Transfer In</u>					
From General Fund	600,000	600,000	600,000	613,800	2%
Total Revenue	1,150,201	1,526,200	1,738,300	1,803,500	18%
Beginning Fund Balance	375,827	481,627	600,184	488,984	2%
Revenue over (under) expenditures	224,357	(62,500)	(111,200)	(148,700)	138%
Ending Fund Balance	\$ 600,184	\$ 419,127	\$ 488,984	\$ 340,284	-19%

Parker Arts, Culture and Events Fund (continued)

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
<i>Authorized FTE positions</i>				
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	1.00
Marketing Coordinator	1.00	1.00	1.00	1.00
Business Coordinator	1.00	1.00	1.00	1.00
Cultural Facilities Rental Coordinator	-	0.50	0.50	0.50
Total	5.00	5.50	5.50	5.50

Explanation of Budget Variances

- Personal Services - 14 percent increase due to increase in part-time hours.
- Purchased Services - 37 percent increase due to increase in technology management services, building services, presenting, classes programming and advertisement marketing.
- Charges for Services Revenue - 33 percent increase is due to better estimates coming from first full year of experience.
- Ending Fund Balance - 19 percent decrease is due to expenditures outpacing revenues by \$148,700. This trend will be monitored and adjusted as experience is gained regarding operations of the new PACE Center. The ending fund balance is still well-preserved at 17 percent of expenditures.



2012 Highlighted Accomplishments

- Offered more than 160 performances and a wide variety of classes and community events.
- Fine-tuned operations for the PACE Center including programming, staffing, systems and procedures.
- Installation of “Nucleus,” a major public art piece.
- Hosted the 2012 Douglas County Art Encounters reception and program.
- Created new programs in the areas of culinary arts, daytime field trips, fabrics and technology classes.
- Continued to develop the volunteer programs and increased the number of people volunteering.
- Increased rentals in the areas of weddings, corporate meetings, and community and fundraising events.
- Engaged several new donors resulting in the naming of four rooms at the PACE Center.
- Began signature fundraising event on New Year’s Eve, planned to be an annual event.

2013 Goals

- Successfully complete second year of operations of the PACE Center.
- Assess the department’s business plan and make necessary adjustments.
- Increase attendance and awareness of our classes and programs.
- Work to create partnerships with the business community and other new sectors.
- Continue to survey patrons and change offerings to coincide with demand.
- Develop and explore opportunities for the Creative District.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
<i>Expenditures by Program/Function</i>					
Administration	\$ 747,487	\$ 784,600	\$ 784,600	\$ 841,100	7%
Recreation Center Building	481,238	487,900	497,400	506,400	4%
Sports and Leisure Programs	789,728	864,100	864,100	915,300	6%
Special Interest Programs	31,259	27,800	27,800	28,400	2%
Aquatics	500,405	560,600	574,100	558,900	0%
H2O'Brien Outdoor Pool	292,331	408,400	424,200	398,400	-2%
Fieldhouse	1,185,000	1,404,200	1,449,900	1,042,700	-26%
Fitness Programs	422,965	385,000	385,000	437,800	14%
Therapeutic Programs	27,127	24,000	43,900	20,800	-13%
Day Camp	-	-	-	291,600	
Youth Programs	76,510	90,100	90,100	91,900	2%
Total Expenditures	4,554,050	5,036,700	5,141,100	5,133,300	2%
<i>Expenditures</i>					
Personal Services	2,570,622	2,705,700	2,723,200	2,884,000	7%
Supplies	385,001	495,200	500,500	526,000	6%
Purchased Services	1,562,934	1,534,000	1,615,600	1,675,800	9%
Capital Outlay	35,493	301,800	301,800	47,500	-84%
Total Expenditures	4,554,050	5,036,700	5,141,100	5,133,300	2%

Explanation of Budget Variances

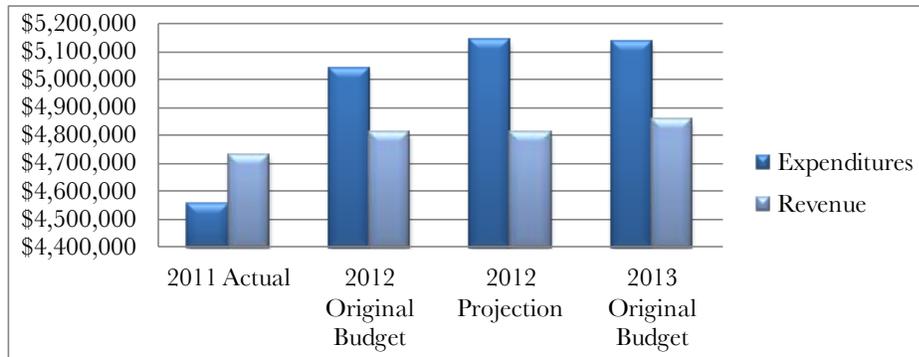
- Capital Outlay
 - \$25,000 - 15-passenger van
 - \$22,500 - replace three (3) treadmills

Recreation Fund (continued)

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Revenue					
<u>Intergovernmental</u>					
Grants	34,680	-	-	20,000	
<u>Charges for Services</u>					
Swimming Lesson Fees	186,421	190,000	190,000	190,000	0%
Memberships	688,938	760,000	760,000	780,000	3%
Daily User Fees	171,720	183,000	183,000	182,000	-1%
Facility Rentals	25,605	28,000	28,000	25,000	-11%
Vending Machine	16,161	50,000	50,000	55,000	10%
Specialty Fitness	167,306	130,000	130,000	165,000	27%
Advertising Revenue	16,912	23,000	23,000	20,000	-13%
Fieldhouse - Admissions	76,104	72,000	72,000	72,000	0%
Fieldhouse - Concessions	-	-	-	4,000	
Fieldhouse - Facility Rentals	161,000	172,000	172,000	172,000	0%
Fieldhouse - Equipment Rentals	2,968	3,000	3,000	3,000	0%
Fieldhouse - Merchandise Sales	1,657	2,000	2,000	2,000	0%
Fieldhouse - Advertising	30,671	25,000	25,000	28,000	12%
Fieldhouse - Hosted Special Events	35,791	35,000	35,000	35,000	0%
Fieldhouse - Day Camp Program	341,420	270,000	270,000	340,000	26%
Fieldhouse - Sports Instruction	165,561	132,000	132,000	150,000	14%
H2O - Pool Admission Fees	180,567	150,000	150,000	165,000	10%
H2O - Pool Rental Fees	24,714	18,000	18,000	18,000	0%
H2O - Concession Income	66,718	75,000	75,000	77,000	3%
H2O - Season Passes	14,241	13,000	13,000	15,000	15%
H2O - Merchandise Sales	2,870	3,000	3,000	3,000	0%
Personal Training	177,407	168,000	168,000	175,000	4%
Tot Programs	61,815	62,000	62,000	62,000	0%
Special Interest Programs	41,019	32,000	32,000	40,000	25%
Adult Sports Programs	318,795	330,700	330,700	320,000	-3%
Youth Sports Programs	727,881	675,000	675,000	720,000	7%
Therapeutic Recreation Programs	2,430	-	-	-	
Other	23,839	28,700	28,700	26,900	
Total Charges for Services	3,730,531	3,630,400	3,630,400	3,844,900	6%
<u>Miscellaneous</u>					
Interest Earnings	5,059	2,700	2,700	800	-70%
Other	672	-	-	-	
Total Miscellaneous	5,731	2,700	2,700	800	-70%
<u>Transfer In</u>					
From Parks and Recreation Fund	956,400	1,176,100	1,176,100	989,500	-16%
Total Revenue	4,727,342	4,809,200	4,809,200	4,855,200	1%
Beginning Fund Balance	694,127	466,727	867,419	535,519	15%
Revenue over (under) expenditures	173,292	(227,500)	(331,900)	(278,100)	22%
Ending Fund Balance	\$ 867,419	\$ 239,227	\$ 535,519	\$ 257,419	8%

Recreation Fund (continued)

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
<i>Authorized FTE positions</i>				
<u>Administration</u>				
Parks and Recreation Director	0.50	0.25	0.25	0.25
Assistant 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 and Community				
Marketing Coordinator	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	-	-	-
<u>Sports and Leisure Programs</u>				
Assistant Director - Programs	1.00	0.90	0.90	0.90
Sports Manager	1.00	1.00	1.00	1.00
Adult Athletics 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 Director - Programs	-	0.10	0.10	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 / Information Coordinator	1.00	1.00	1.00	1.00
Day Camp Coordinator	-	1.00	1.00	1.00
<u>Fitness Programs</u>				
Fitness / Wellness Coordinator	1.00	1.00	1.00	1.00
<u>Youth Programs</u>				
Youth Coordinator	0.80	0.80	0.80	0.80
Total	18.95	18.90	18.90	18.90



2012 Highlighted Accomplishments

- Doubled Participation in Fieldhouse Day Camp Before and After School program.
- Increased revenue and improved customer service by bringing the management of vending in-house.
- Updated and improved interior paint and surfaces throughout the facility.
- Purchased new lobby furniture to create a more inviting gathering space for the community.
- Added 7 new cameras to the Recreation Center to increase safety for employees and patrons.
- Held first season of girl's softball with 197 participants in three grade divisions with 14 total teams.
- Nearly tripled attendance of lacrosse camps from 117 in 2011 to 315 in 2012.
- Increased 5K race series participation by 25%.
- Kid's TRY-athlon participation reached an all-time high of 183 and has seen a 60% increase in participation over the last 5 years.
- Senior Stroll realized a 31% increase in participation from 2011.
- Increased in participation in group fitness classes by 15%.
- Implemented the Flat-14er program in cooperation with the Douglas County School District and Tri County Health Department to promote physical activity.

2013 Goals

- Purchase a new van for Day Camp to expand and promote the Before and After School program.
- Increase Day Camp participation in Homeschoolers, Pre-K and Kindergarten half-day options.
- Implement a secret shopper program or other system to enhance the evaluation of service levels.
- Implement a scholarship program for individuals/groups with developmental disabilities.
- Continue collaboration with South Suburban Parks and Recreation.
- Create a formal agreement with Douglas County on school usage for sports programs.
- Create a new and updated field use policy.
- Expand boy's lacrosse program.
- Explore a recreational lacrosse program and/or participate in the newly formed CARA lacrosse program.
- Expand programming options for active older adults.
- Implement more marketing options to reach active older adults and continue collaboration with the Parker Senior Center.
- Add more classes for older children (3-6) including a wider variety of one day classes.

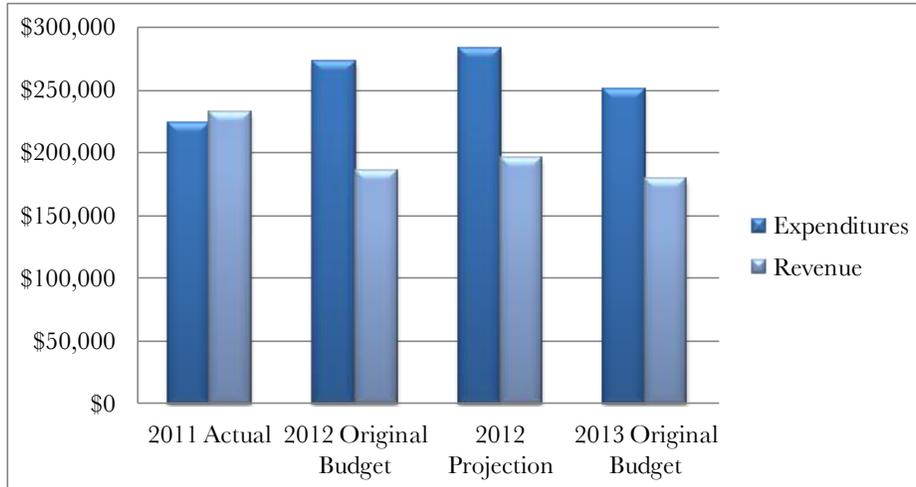
The Mainstreet Center Fund includes daily operations of the Mainstreet Center, the Ruth Memorial Chapel and the surrounding site. Included within this fund are staffing, maintenance and operations to include rentals, cultural events and classes, sports programs, community activities, historic and cultural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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Personal Services	\$ 70,712	\$ 111,900	\$ 111,900	\$ 120,200	7%
Supplies	4,270	10,800	10,800	10,800	0%
Purchased Services	101,360	103,500	113,300	120,100	16%
Capital Outlay	47,187	46,800	46,800	-	-100%
Total Expenditures	223,529	273,000	282,800	251,100	-8%
Revenue					
<u>Charges for Services</u>					
Facility Rentals	105,567	89,000	100,000	100,000	12%
<u>Miscellaneous</u>					
Interest Earnings	925	500	500	100	-80%
Other	11	-	-	-	
Total Miscellaneous	936	500	500	100	-80%
<u>Transfer In</u>					
From Parks and Recreation Fund	126,000	96,000	96,000	79,500	-17%
Total Revenue	232,503	185,500	196,500	179,600	-3%
Beginning Fund Balance	174,010	94,210	182,984	96,684	3%
Revenue over (under) expenditures	8,974	(87,500)	(86,300)	(71,500)	-18%
Ending Fund Balance	\$ 182,984	\$ 6,710	\$ 96,684	\$ 25,184	275%
Authorized FTE positions					
Cultural Facilities Rental Coordinator	1.00	0.50	0.50	0.50	
Custodian	1.00	1.00	1.00	1.00	
Total	2.00	1.50	1.50	1.50	

Explanation of Budget Variances

- Purchased Services - 16 percent increase is due to an increase in building repair and maintenance.
- Facility Rentals Revenues - \$11,000 or 12 percent increase is due to an improvement in rental revenue in 2011 and 2012.
- Transfer from Parks and Recreation Fund - 17 percent decrease is due to a lower amount needed to balance this fund.

Mainstreet Center Fund (continued)



2012 Highlighted Accomplishments

- Offered more than 15 performances and a wide variety of classes and community events.
- Exceeded rental revenue goal.
- Added air conditioning to the Ruth Memorial Chapel, resulting in an increase in usage during the hot weather months.

2013 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.
- Celebrate Ruth Memorial Chapel's 100 year anniversary in May 2013.
- 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Revenue					
<u>Miscellaneous</u>					
Interest Earnings	214	-	-	400	
<u>Transfers In</u>					
From General Fund	387,000	-	-	-	
From Police Station/PACE Center Construction Fund	-	-	1,550,000	-	
Total Transfers In	387,000	-	1,550,000	-	
Total Revenue	387,214	-	1,550,000	400	
Beginning Fund Balance	2,536	389,536	389,750	1,939,750	398%
Revenue over (under) expenditures	387,214	-	1,550,000	400	
Ending Fund Balance	\$ 389,750	\$ 389,536	\$ 1,939,750	\$ 1,940,150	398%

Explanation of Budget Variances

- Ending Fund Balance - \$1,550,614 or 398 percent increase is due to \$1,550,000 in savings from the Police Station project transferred to this fund in 2012.

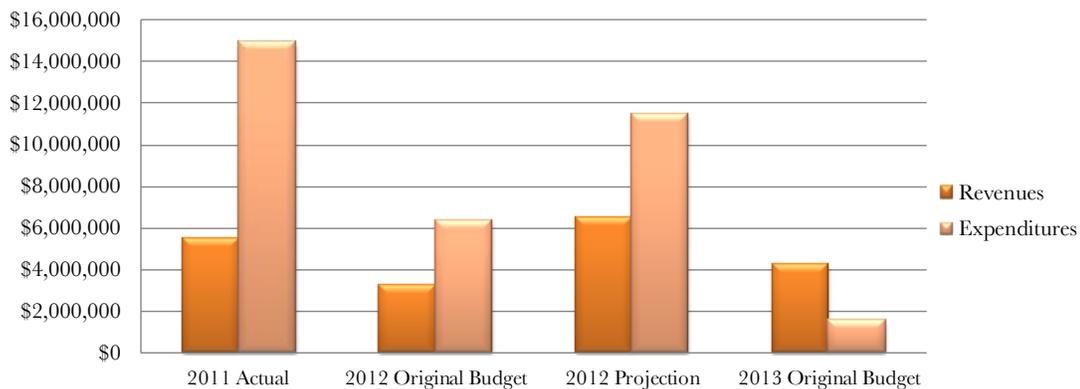
Capital Projects Funds

Capital Projects Funds Summary

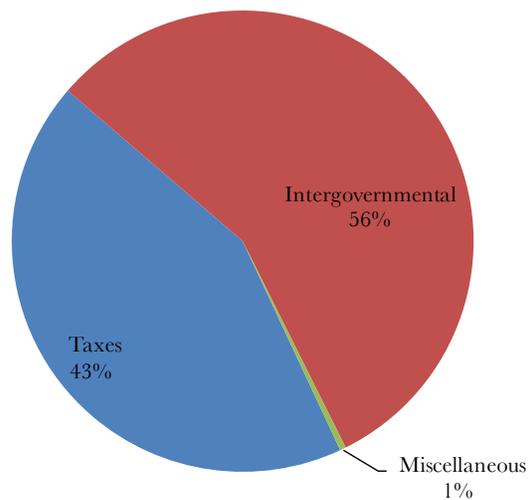
	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Beginning Fund Balances	\$ 22,264,400	\$ 9,176,600	\$ 12,795,555	\$ 7,774,755	-15%
Revenues					
Taxes	1,966,010	1,097,300	3,413,800	1,834,500	67%
Intergovernmental	2,211,260	2,103,600	2,855,600	2,388,000	14%
Miscellaneous	1,125,088	37,900	187,900	17,700	-53%
Transfers In	175,000	-	-	-	
Total Revenues	5,477,358	3,238,800	6,457,300	4,240,200	31%
Expenditures					
Capital Outlay	14,446,203	5,800,000	9,317,700	1,590,000	-73%
Economic Development Incentives	-	-	85,400	-	
Transfers Out	500,000	525,000	2,075,000	-	-100%
Total Expenditures	14,946,203	6,325,000	11,478,100	1,590,000	-75%
Ending Fund Balances	\$ 12,795,555	\$ 6,090,400	\$ 7,774,755	\$ 10,424,955	71%
Revenue by Fund					
Public Improvements	\$ 4,590,674	\$ 2,777,500	\$ 4,901,700	\$ 3,353,600	21%
Excise Tax	853,999	461,300	1,555,600	886,600	92%
Police Station/PACE Center					
Construction	31,744	-	-	-	
Parkglenn Construction	941	-	-	-	
Total Revenues	5,477,358	3,238,800	6,457,300	4,240,200	31%
Expenditures by Fund					
Public Improvements	2,133,718	6,125,000	8,826,700	1,590,000	-74%
Excise Tax	200,000	200,000	200,000	-	-100%
Police Station/PACE Center					
Construction Fund	12,612,485	-	2,451,400	-	
Total Expenditures	\$ 14,946,203	\$ 6,325,000	\$ 11,478,100	\$ 1,590,000	-75%

Capital Projects Funds Summary

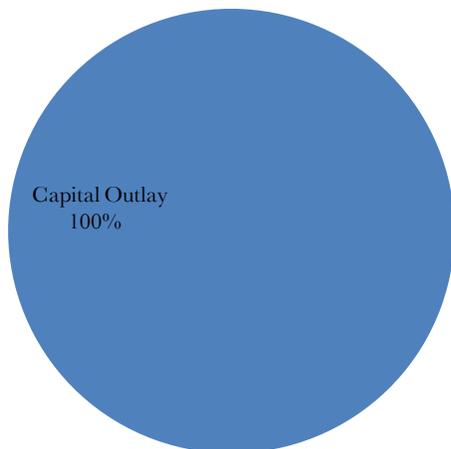
Revenue & Expenditure Comparison



Sources of Revenue - Capital Projects Funds



Expenditures - Capital Projects Funds



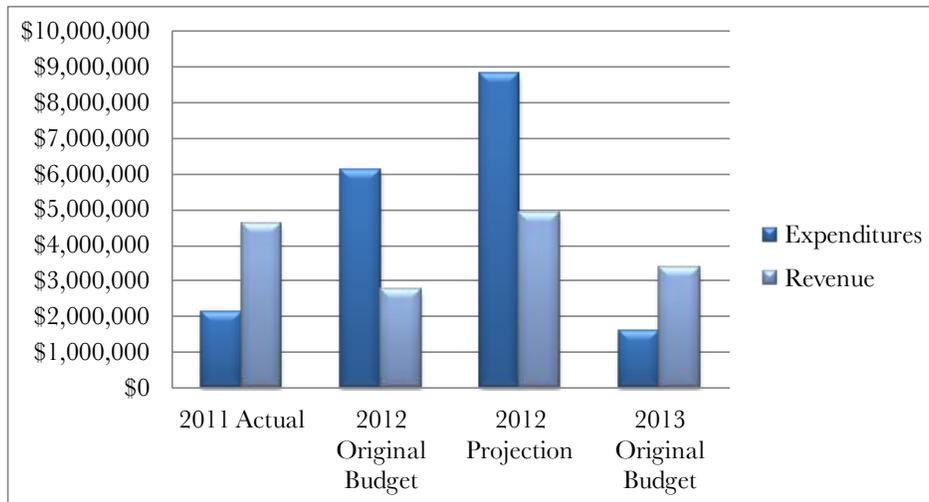
The Public Improvements Fund is for streets capital projects and is primarily funded by 75 percent of the 0.4 percent county sales and use tax that is collected within the Town and shared back to the Town, as well as a 2.5 percent Town use tax on building construction materials. Streets capital projects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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Economic Development Incentives	\$ -	\$ -	\$ 85,400	\$ -	
Capital Outlay	1,833,718	5,800,000	8,416,300	1,590,000	-73%
Transfer to General Fund	300,000	325,000	325,000	-	-100%
Total Expenditures	2,133,718	6,125,000	8,826,700	1,590,000	-74%
Revenue					
<u>Taxes</u>					
Use Tax	1,117,875	639,000	1,861,200	954,600	49%
<u>Intergovernmental</u>					
Grants	-	-	450,000	-	
Roads Sales Tax Shareback	1,823,132	1,766,400	1,932,500	2,020,100	14%
Roads Use Tax Shareback	133,538	76,700	223,400	114,600	49%
HUTF - FASTER Funds	254,590	260,500	249,700	253,300	-3%
Total Intergovernmental	2,211,260	2,103,600	2,855,600	2,388,000	14%
<u>Miscellaneous</u>					
Interest Earnings	53,539	34,900	34,900	11,000	-68%
Contributions	1,033,000	-	150,000	-	
Total Miscellaneous	1,086,539	34,900	184,900	11,000	-68%
<u>Transfer In</u>					
From General Fund	175,000	-	-	-	
Total Revenue	4,590,674	2,777,500	4,901,700	3,353,600	21%
Beginning Fund Balance	6,095,008	6,123,008	8,551,964	4,626,964	-24%
Revenue over (under) expenditures	2,456,956	(3,347,500)	(3,925,000)	1,763,600	-153%
Ending Fund Balance	\$ 8,551,964	\$ 2,775,508	\$ 4,626,964	\$ 6,390,564	130%

Explanation of Budget Variances

- Capital Outlay (capital project details on the following pages) - includes \$100,000 contingency funds.
- Transfer General Fund - With improvement in the economy and Town revenues, a \$300,000 transfer to the General Fund fund is no longer necessary. For the past few years during the economic downturn, this transfer was necessary to help balance the General Fund and was used to offset streets maintenance costs. The \$25,000 transfer was for a specific project in 2012.
- Use Taxes - the \$315,600 or 49 percent projected increase is due to an improving new home construction market. The 2013 original budget is based on 200 permits for new homes; whereas, the 2012 original budget was based on 100 permits.
- Roads Sales/Use Tax Shareback Revenue - same as Town sales/use tax explanations.
- Ending Fund Balance - projected to increase \$3,615,056 or 130 percent because of planned savings for future projects and better than expected 2012 revenues and 2012 beginning fund balance.

Public Improvements Fund (continued)



2012 Highlighted Accomplishments

- Completed the roadway construction for the Hess Road widening project between Motsenbocker Road and Chambers Road.
- Constructed two traffic signals at the Chambers Road & E-470 interchange.
- Completed missing sections of sidewalk at Mainstreet/Newlin Gulch Boulevard, Plaza Drive (north side and west of Parker Road), Mainstreet/Stage Run and Mainstreet/Parker Center access.
- Completed the construction of the sidewalk on the west side of Parker Road between Lincoln Avenue and Mainstreet.
- Completed design and contract negotiations with CDOT for the Parker Road/Lincoln Avenue deceleration lane project.
- Started median landscaping project on Jordan Road between Lincoln Avenue and E-470.

2013 Goals

- Complete the design of the Hess Road/Cherry Creek bridge widening project to allow for construction of the project in 2014.
- Complete the construction of the Hess Road median landscaping between Motsenbocker Road and Chambers Road.
- Continue the sidewalk gap elimination and roadway safety enhancement programs.
- Complete construction of the Parker Road/Lincoln Avenue deceleration lane project.
- Complete the construction of Jordan Road median landscaping project (Lincoln Avenue to E-470).
- Commence design and limited construction of the Lincoln Avenue median landscaping project (Parker Road to Pine Drive).
- Design of the Parker Road sidewalk project on east side of Parker Road between Mainstreet and Plaza Drive. Apply for State funding through CDOT.
- 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: Increased maintenance costs.

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” to school. Due to development, opportunities to partner with existing development and changes in the community, the planned need from one year may change the next year. Input is taken from citizens, HOA’s and Town staff. The 2013 project is anticipated to be at Hilltop Road between the Pine Hill Crossing development (at Pine Drive) and Tallman Drive. There is currently a dead end sidewalk that was constructed with the Pine Hill Crossing development on the west side of Hilltop Road. Over the past several years, Public Works has received complaints about the current “dead-end” of the sidewalk.



Public Improvement Fund (continued)

Capital project: Roadway safety enhancements

Project cost: \$100,000

Operational impact: Increased maintenance costs.

Town goal achieved:

Community Enhancement/Customer Service: Increasing safety on 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 plan for funding in 2013 is to address the lack of intersection lighting on Jordan Road. Several of these intersections (such as Acer Drive & Jordan Road) lack any lighting which increases the potential for vehicle/vehicle or vehicle/pedestrian incidents. Also, based on past experience, landscaping sight distance issues will come up in 2013 that will need to be addressed.

Public Improvement Fund (continued)

Capital project: Town-wide Sign Program

Project cost: \$60,000

Operational impact: Increased maintenance costs.

Town goal achieved:

Economic Development: Provides community branding and establishes community recognition.

Community Enhancement/Customer Service: The establishment of a recognizable town branding through consistent and informative signage creates a sense of place and increases the quality of life and safety of residents. The sign program will also reinforce our hometown feel through recognition of our community spirit.

Description/Discussion:

The program has been a success in bringing quality signage throughout our community; there are still additional locations where improved signage would be appropriate. The Program also allows the Town to respond to specific public signage needs that may come up throughout the year.

Public Improvement Fund (continued)

Capital project: Medians and Entryways

Project cost: \$300,000

Operational impact: Water and maintenance costs are anticipated to be \$15,000 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:

The 2013 project will commence with the median landscaping on two median islands on Lincoln Avenue between Parker Road (State Highway 83) and Pine Drive. These medians are very substantial in size and work will continue into 2014 but is anticipated to be completed in 2014 (assuming annual funding is continued). Water for this location will need to be acquired from the Parker Water & Sanitation District. Over the past several years, the Town has received complaints from citizens due to the “ugly” nature of the unfinished medians.



Public Improvement Fund (continued)

Capital project: Hess Road Landscaping – Motsenbocker Road to Great Plain Way

Project cost: \$530,000

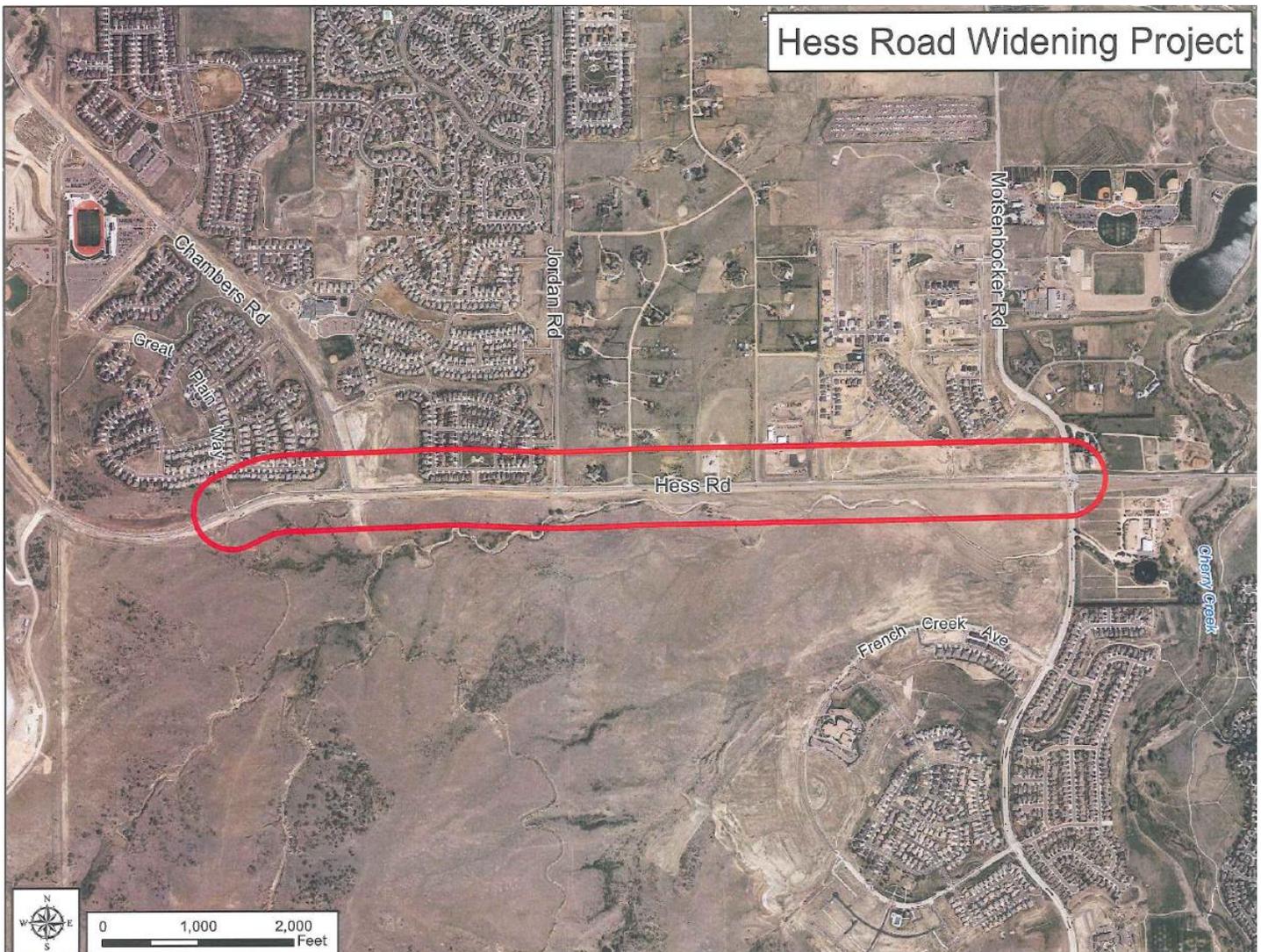
Operational impact: Increased maintenance costs.

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:

The 2013 project will complete the median landscaping on five (5) median islands over the approximately two-miles of recently widened roadway from Motsenbocker Road and Great Plain Way (west of Chambers Road). These medians are very substantial in size with some of them over 1,000 feet in length.



Public Improvement Fund (continued)

Capital project: Design Hess Road Widening – Motsenbocker Road to Leesburg/Natè

Project cost: \$400,000 (\$4,900,000 construction planned in 2014)

Operational impact: Increased maintenance costs.

Town goal achieved:

Community Enhancement/Customer Service: The widening of Hess Road will be a community enhancement as it will offer an alternate east-west route that will have reduced congestion versus Lincoln Avenue.

Description/Discussion:

Douglas County opened Mainstreet/RidgeGate to I-25 in late-2010 and opened Hess Road to I-25/Castle Pines in early-2012. Due to the addition of these “southern” east-west routes by Douglas County, the traffic on Hess Road will increase as people are rerouting from other east-west routes to I-25 like Lincoln Avenue and E-470. Based on early-2012 traffic counts (after the opening of Hess Road to I-25), approximately 15,000 vehicles per day utilize the Hess Road bridge crossing of Cherry Creek (between Motsenbocker Road and Leesburg/Nate intersections). The Public Works Department routinely gets complaints about the traffic backup on Hess Road during the morning and evening rush hours and the associated bottleneck on the Hess Road bridge due to the lane reduction at the bridge. The backup is because the current roadway configuration is over its “saturation” point for carrying traffic and a widening is needed. The “saturation” point for the current two (2) lane configuration is 12,000 vehicles per day. Construction of this project is tentatively planned for 2014.



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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Transfer to General Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	-100%
Revenue					
<u>Taxes</u>					
New Development Excise Tax	848,135	458,300	1,552,600	879,900	92%
<u>Miscellaneous</u>					
Interest Earnings	5,864	3,000	3,000	6,700	123%
Total Revenue	853,999	461,300	1,555,600	886,600	92%
Beginning Fund Balance	918,344	1,463,644	1,572,343	2,927,943	100%
Revenue over (under) expenditures	653,999	261,300	1,355,600	886,600	239%
Ending Fund Balance	\$ 1,572,343	\$ 1,724,944	\$ 2,927,943	\$ 3,814,543	121%

Explanation of Budget Variances

- Transfer to General Fund - With improvement in the economy and Town revenues, the \$200,000 transfer to the General Fund is no longer necessary. This annual transfer was planned to occur from 2011 through 2015 to help offset debt service payments for the Certificates of Participation issued to finance the construction of the Police Station and PACE Center and balance the General Fund.
- New Development Excise Tax - the \$421,600 or 92 percent projected increase is due to an improving new home construction market. The 2013 original budget is based on 200 permits for new homes; whereas, the 2012 original budget was based on 100 permits.
- Ending Fund Balance - projected to increase \$2,089,599 or 121 percent because there are no planned expenditures for 2013 and better than expected 2012 revenues and 2012 beginning fund balance.

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
Expenditures				
Police Station	\$ 232,078	\$ -	\$ 174,700	\$ -
PACE Center	12,380,407	-	726,700	-
Transfer to Capital Renewal and Replacement Fund	-	-	1,550,000	-
Total Expenditures	12,612,485	-	2,451,400	-
Revenue				
Miscellaneous				
Interest Earnings	31,744	-	-	-
Total Revenue	31,744	-	-	-
Beginning Fund Balance	15,053,785	1,392,685	2,473,044	21,644
Revenue over (under) expenditures	(12,580,741)	-	(2,451,400)	-
Ending Fund Balance	\$ 2,473,044	\$ 1,392,685	\$ 21,644	\$ 21,644

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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
Revenue				
<u>Miscellaneous</u>				
Interest Earnings	\$ 941	\$ -	\$ -	\$ -
Total Revenue	941	-	-	-
Beginning Fund Balance	197,263	197,263	198,204	198,204
Revenue over (under) expenditures	941	-	-	-
Ending Fund Balance	\$ 198,204	\$ 197,263	\$ 198,204	\$ 198,204

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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget
Expenditures				
Principal	\$ 905,000	\$ 700,000	\$ 700,000	\$ 725,000
Interest	577,125	544,200	544,200	513,900
Other Debt Costs	150	2,000	2,000	2,000
Total Expenditures	<u>1,482,275</u>	<u>1,246,200</u>	<u>1,246,200</u>	<u>1,240,900</u>
Revenue				
<u>Miscellaneous</u>				
Interest Earnings	1	-	-	-
<u>Transfers In</u>				
From Parks and Recreation Fund	1,482,275	1,246,200	1,246,200	1,240,900
Total Revenue	<u>1,482,276</u>	<u>1,246,200</u>	<u>1,246,200</u>	<u>1,240,900</u>
Beginning Fund Balance	123	123	124	124
Revenue over (under) expenditures	1	-	-	-
Ending Fund Balance	<u>\$ 124</u>	<u>\$ 123</u>	<u>\$ 124</u>	<u>\$ 124</u>

Enterprise Fund

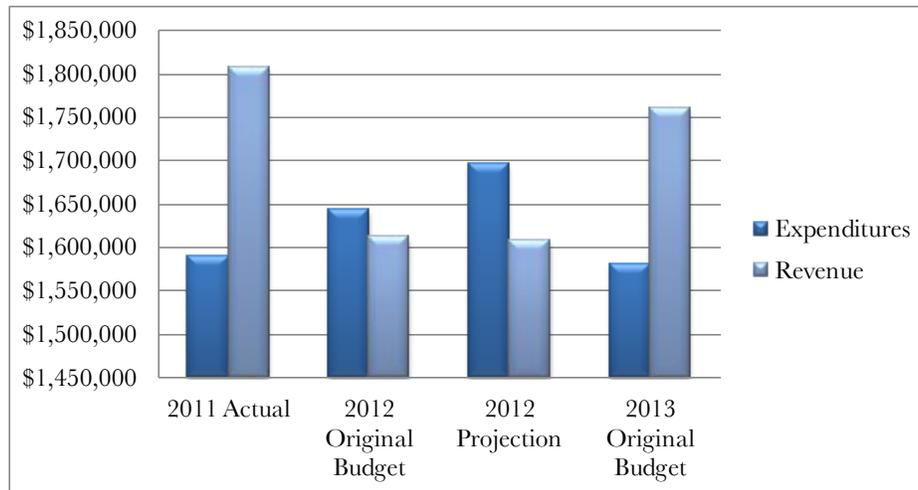
This fund was established and accounts for fees collected from residential and commercial properties to ensure that stormwater systems are properly planned, constructed and maintained within the Town. The utility provides overall stormwater management to prevent flooding, protect water quality and to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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Personal Services	\$ 609,697	\$ 657,300	\$ 657,300	\$ 692,800	5%
Supplies	10,152	14,100	14,100	15,800	12%
Purchased Services	372,170	446,200	493,300	446,500	0%
Capital Outlay	598,539	525,000	530,900	425,000	-19%
Total Expenditures	1,590,558	1,642,600	1,695,600	1,580,100	-4%
Revenue					
<u>Charges for Services</u>					
Grading Permit Fees	186,257	52,000	52,000	53,200	2%
Commercial Stormwater Utility Fees	657,396	624,600	692,600	704,100	13%
Residential Stormwater Utility Fees	926,218	928,400	961,400	1,000,200	8%
Prior Year Refund	-	-	(103,700)	-	
Total Charges for Services	1,769,871	1,605,000	1,602,300	1,757,500	10%
<u>Miscellaneous</u>					
Interest Earnings	7,183	6,400	6,400	2,900	-55%
Other	30,103	-	-	-	
Total Miscellaneous	37,286	6,400	6,400	2,900	-55%
Total Revenue	1,807,157	1,611,400	1,608,700	1,760,400	9%
Beginning Fund Balance	1,224,667	1,119,967	1,441,266	1,354,366	21%
Revenue over (under) expenditures	216,599	(31,200)	(86,900)	180,300	-678%
Ending Fund Balance	\$ 1,441,266	\$ 1,088,767	\$ 1,354,366	\$ 1,534,666	41%
Authorized FTE positions					
Manager of Engineering and Stormwater	1.00	1.00	1.00	1.00	
Stormwater Project Engineer	1.00	1.00	1.00	1.00	
Environmental Program Manager	1.00	1.00	1.00	1.00	
Stormwater Engineering Technician	1.00	1.00	1.00	1.00	
Stormwater Crew Leader	1.00	1.00	1.00	1.00	
Stormwater Equipment Operator	1.00	1.00	1.00	1.00	
Maintenance Worker 1/2	1.00	1.00	1.00	1.00	
Maintenance Worker 3	1.00	1.00	1.00	1.00	
Total	8.00	8.00	8.00	8.00	

Explanation of Budget Variances

- Capital Outlay (capital project details on the following pages)
- Ending Fund Balance - ending fund balance is projected to increase \$445,899 or 41 percent because of better than expected 2012 beginning fund balance and fewer capital projects planned for 2013.

Stormwater Utility Fund (continued)



2012 Highlighted Accomplishments

- Completed the design of the Cherry Creek Restoration at Country Meadows Project.
- Substantially completed the Storm Drainage and Environmental Criteria Manual revision.
- Completed the Drainage Improvements at Mainstreet construction project.
- Repaired and corrected numerous drainage and erosion problems throughout Town that resulted from the intense rainstorms that occurred during the summer.
- Started the Newlin and Baldwin Gulch Master Plan update with Urban Drainage.
- Started the Happy Canyon Creek Master Plan update with Urban Drainage.
- 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.
- Completed the design of the Pine Lane Elementary and Sierra Middle School drainage improvements project.

2013 Goals

- Start construction on the Cherry Creek Restoration at Country Meadows project.
- Finalize and adopt the Storm Drainage and Environmental Criteria Manual revision.
- Complete the design of the Cherry Creek at Norton Open Space property.
- Complete the design and start construction on the Sulphur Gulch Restoration project at Canterbury Crossing.
- Complete the construction of the Pine Lane Elementary and Sierra Middle School drainage improvements project.
- Finalize and adopt the Newlin Gulch Master Plan update with Urban Drainage.
- Finalize and adopt the Happy Canyon Creek Master Plan update with Urban Drainage.
- 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.

Stormwater Utility Fund (continued)

Capital project: Sierra Middle School and Pine Lane Elementary School Drainage Improvements
Project cost: \$175,000

Town goal achieved:

Community Enhancement/Customer Service: The proposed drainage improvements will increase the capacity of existing facilities thereby reducing the potential of flooding on the school property and adjacent areas. The improvements will also improve the aesthetics of two existing detention ponds that serve these schools by repairing erosion and vegetation.

Description/Discussion:

The Town assisted Douglas County School District (DCSD) in the design and construction of a roadway on the Sierra Middle School property last year to help ease congestion on Pine Lane. During the design of this roadway, it was determined that the required water quality ponds could not be feasibly incorporated into the roadway project. It was also discovered during the design of this roadway that drainage deficiencies existed on both the Sierra Middle School and Pine Lane Elementary School properties.

DCSD requested the Town's assistance in the design and construction of a detention pond to provide water quality for the aforementioned road and to improve the deficient drainage facilities. An engineering analysis was performed for the drainage facilities on DCSD's properties and a final design for the necessary improvements will be completed by the end of 2012. This request is for the funding necessary to construct the improvements. These improvements will dramatically improve the drainage and water quality of the runoff on the DCSD property and for areas downstream.



Stormwater Utility Fund (continued)

Capital project: Sulphur Gulch Improvements in Canterbury Crossing

Project cost: \$250,000

Town goal achieved:

Community Enhancement/Customer Service: The project improvements will be focused on stabilizing the Gulch which will promote riparian habitat such as native trees, shrubs and grasses that do not currently exist in this reach. This project will also replace a low-water pedestrian bridge crossing which is undersized and becomes inundated and unusable during high flows. The improvements will minimize the impacts associated with flooding and erosion on Sulphur Gulch, downstream of Canterbury Parkway. This will allow the Town to protect existing trails, bridges, and prevent the damaging effects of erosion on adjacent property.

Description/Discussion:

The Town experienced a significant rainstorm this past summer. Town and Urban Drainage staff inspected Sulphur Gulch soon after this storm to assess the damage. Most of the damage caused by this storm was minor/remedial in nature and will be repaired this year (2012) with assistance from Urban Drainage. However, significant erosion occurred downstream of the Canterbury Parkway that requires mitigation to ensure the integrity of the bridge and to protect adjacent residential property. It was also recognized during this inspection that an existing pedestrian bridge was inundated during this storm, which creates a safety concern. The purpose of this project is to restore and stabilize a reach of Sulphur Gulch downstream of Canterbury Parkway (see project map). The Urban Drainage and Flood Control District (District) has expressed an interest in contributing (\$250,000) to this project if requested by the Town. In addition to the financial support, the District would also provide construction management and future long-term maintenance assistance for this reach of the Gulch if they co-sponsor the project.

Urban Drainage contribution:	\$250,000
Town of Parker's contribution:	<u>\$250,000</u>
Total cost of construction:	\$500,000





Internal Service Funds

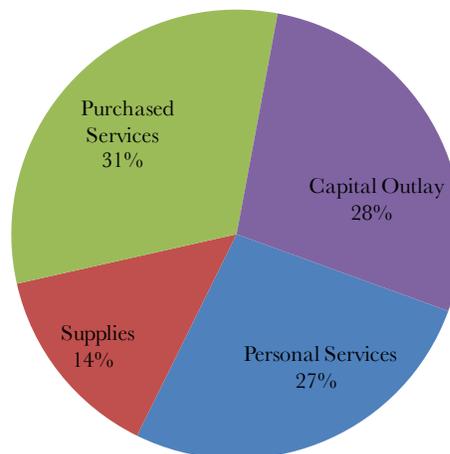
Internal Service Funds Summary

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Beginning Fund Balances	\$ 147,093	\$ 97,719	\$ 95,318	\$ 195,318	100%
Revenues					
Charges for Services	1,684,588	2,877,800	2,877,800	3,139,700	9%
Miscellaneous	537	500	500	400	-20%
Total Revenues	1,685,125	2,878,300	2,878,300	3,140,100	9%
Expenditures					
Personal Services	697,941	741,000	741,000	834,700	13%
Supplies	449,434	412,800	412,800	442,800	7%
Purchased Services	542,138	861,500	861,500	982,400	
Capital Outlay	47,387	763,000	763,000	863,000	
Total Expenditures	1,736,900	2,778,300	2,778,300	3,122,900	12%
Ending Fund Balances	\$ 95,318	\$ 197,719	\$ 195,318	\$ 212,518	7%

Revenue by Fund					
Fleet Services	\$ 577,087	\$ 1,484,900	\$ 1,484,900	\$ 1,631,100	10%
Technology Management	444,150	652,400	652,400	767,100	18%
Facility Services	663,888	741,000	741,000	741,900	
Total Revenues	1,685,125	2,878,300	2,878,300	3,140,100	9%

Expenditures by Fund					
Fleet Services	574,831	1,385,100	1,385,100	1,614,200	17%
Technology Management	492,429	652,300	652,300	766,900	18%
Facility Services	669,640	740,900	740,900	741,800	
Total Expenditures	\$ 1,736,900	\$ 2,778,300	\$ 2,778,300	\$ 3,122,900	12%

Expenditures - Internal Services Funds



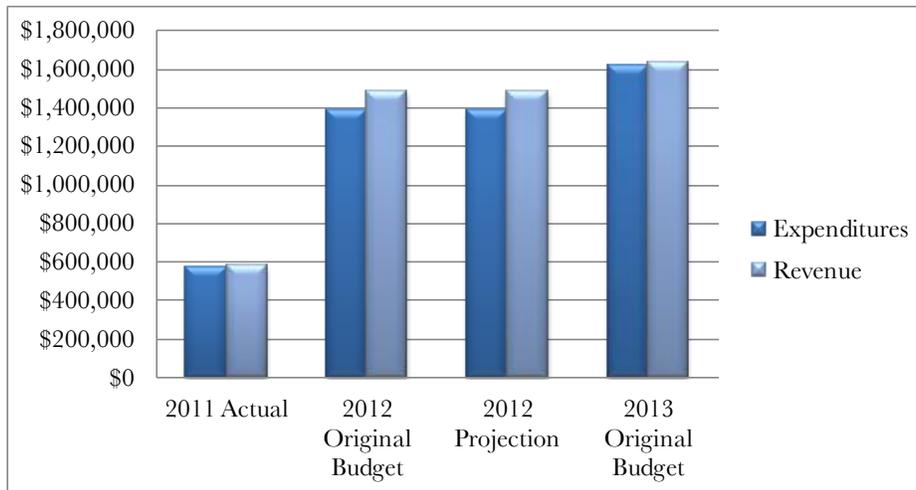
Fleet services is responsible for the acquisition, maintenance, record keeping and disposal of the Town of Parker’s fleet of cars, trucks, and heavy and light equipment. Fleet services works closely with its customers to meet their changing and growing needs, finding innovative ways to reduce costs,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

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Personal Services	\$ 258,868	\$ 264,900	\$ 264,900	\$ 336,700	27%
Supplies	10,133	10,500	10,500	10,700	2%
Purchased Services	305,830	346,700	346,700	403,800	16%
Capital Outlay	-	763,000	763,000	863,000	13%
Total Expenditures	574,831	1,385,100	1,385,100	1,614,200	17%
Revenue					
<u>Charges for Services</u>					
Internal User Charges	576,891	1,484,400	1,484,400	1,516,700	2%
Lone Tree Fleet Services	-	-	-	114,000	
Total Charges for Services	576,891	1,484,400	1,484,400	1,630,700	10%
<u>Miscellaneous</u>					
Interest Earnings	196	500	500	400	-20%
Total Revenue	577,087	1,484,900	1,484,900	1,631,100	10%
Beginning Fund Balance	65,911	66,037	68,167	167,967	154%
Revenue over (under) expenditures	2,256	99,800	99,800	16,900	-83%
Ending Fund Balance	\$ 68,167	\$ 165,837	\$ 167,967	\$ 184,867	11%
Authorized FTE positions					
Facilities/Fleet Manager	0.40	0.40	0.40	0.40	
Fleet Maintenance Master Technician	1.00	1.00	1.00	1.00	
Fleet Crew Leader	1.00	1.00	1.00	1.00	
Fleet Maintenance Worker 3	1.00	1.00	1.00	1.00	
Fleet Maintenance Worker 2	-	-	-	1.00	
Total	3.40	3.40	3.40	4.40	

Explanation of Budget Variances

- Personal Services - 27 percent increase is due to the addition of Fleet Maintenance Technician, which was added for the new program to perform fleet services for the City of Lone Tree Police Department.
- Purchased Services - 16 percent increase is due to the new Lone Tree fleet services program.
- Capital Outlay
 - \$863,000 - fleet replacement program

Fleet Services Fund (continued)



2012 Highlighted Accomplishments

- Worked with the Finance Department and refined the process for a “funded” fleet program.
- Updated Standard Operating Procedures in working towards completion of the business plan.
- Continue to maintain level of service on an aging fleet.
- Fleet staff has completed 100% of the required Incident Command System training.
- Procured 12 new Crown Victoria patrol vehicles which reduced “up-fit” costs.

2013 Goals

- Explore alternative fueling infrastructure and use.
- Maintain current levels of service to our customers.
- Monitor use of fleet and equipment as to enhance utilization.
- Implement provision of fleet services to the City of Lone Tree.

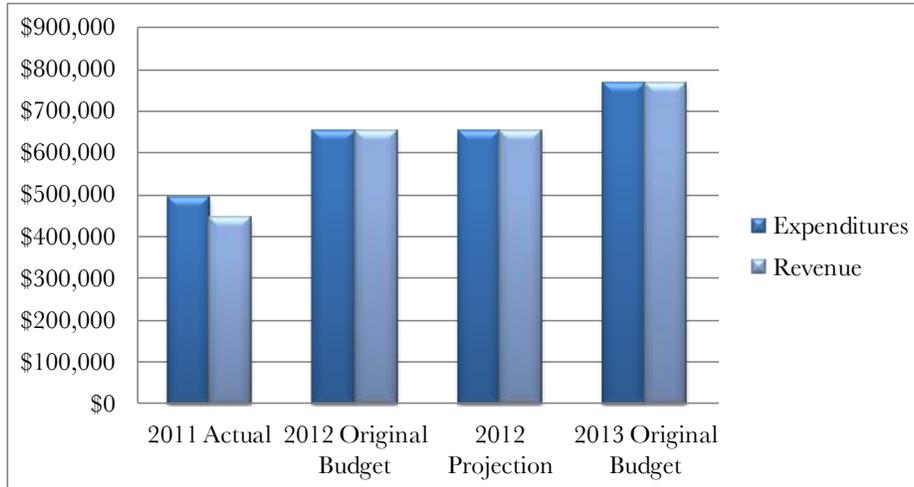
The purpose of this fund is to provide for the replacement of aging and obsolete technology and software licensing costs.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
<i>Expenditures</i>					
Supplies	\$ 398,487	\$ 369,100	\$ 369,100	\$ 397,400	8%
Purchased Services	67,312	283,200	283,200	369,500	30%
Capital Outlay	26,630	-	-	-	
Total Expenditures	492,429	652,300	652,300	766,900	18%
<i>Revenue</i>					
<u>Charges for Services</u>					
Internal User Charges	443,900	652,400	652,400	767,100	18%
<u>Miscellaneous</u>					
Interest Earnings	250	-	-	-	
Total Revenue	444,150	652,400	652,400	767,100	18%
<i>Beginning Fund Balance</i>	60,650	11,050	12,371	12,471	13%
Revenue over (under) expenditures	(48,279)	100	100	200	100%
<i>Ending Fund Balance</i>	\$ 12,371	\$ 11,150	\$ 12,471	\$ 12,671	14%

Explanation of Budget Variances

- Purchased Services - 30 percent increase due to increase in annual licensing and support costs for application/desktop virtualization and cloud computing.

Technology Management Fund (continued)



2012 Highlighted Accomplishments

- Leased and deployed 3 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.

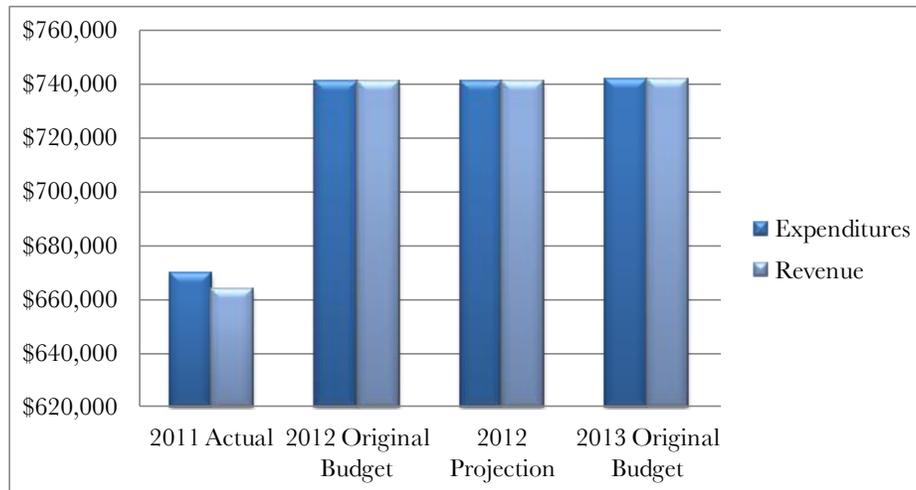
2013 Goals

- 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.

	2011 Actual	2012 Original Budget	2012 Projection	2013 Original Budget	% Change Original Budgets
Expenditures					
Personal Services	\$ 439,073	\$ 476,100	\$ 476,100	\$ 498,000	5%
Supplies	40,814	33,200	33,200	34,700	5%
Purchased Services	168,996	231,600	231,600	209,100	-10%
Capital Outlay	20,757	-	-	-	
Total Expenditures	669,640	740,900	740,900	741,800	0%
Revenue					
<u>Charges for Services</u>					
User Charges - Custodial	227,926	250,500	250,500	247,400	-1%
User Charges - Facilities	435,871	490,500	490,500	494,500	1%
Total Charges for Services	663,797	741,000	741,000	741,900	0%
<u>Miscellaneous</u>					
Interest Earnings	91	-	-	-	
Total Revenue	663,888	741,000	741,000	741,900	0%
Beginning Fund Balance	20,532	20,632	14,780	14,880	-28%
Revenue over (under) expenditures	(5,752)	100	100	100	0%
Ending Fund Balance	\$ 14,780	\$ 20,732	\$ 14,880	\$ 14,980	-28%
Authorized FTE positions					
Facility/Fleet Manager	0.40	0.40	0.40	0.40	
Facility	1.00	1.00	1.00	1.00	
Custodian	5.00	-	-	-	
Facility Supervisor	1.00	1.00	1.00	1.00	
Facility Maintenance Tech 1/2	2.00	2.00	1.00	1.00	
Facility Maintenance Tech 3	3.00	3.00	4.00	4.00	
Total	12.40	7.40	7.40	7.40	

Facility Services Fund (continued)



2012 Highlighted Accomplishments

- All Facility staff has completed 100% of the required Incident Command System training for emergency response.
- Facilities division has updated Standard Operating Procedures and is near completion of the Division business plan.
- Continue supporting other divisions with emergencies.
- New facilities work order software is in full use, and all customers have been trained in the application.

2013 Goals

- Continue to track and control “warranty” issues for PACE Center.
- Implement a new Preventive Maintenance Plan for the Police Station and PACE Center.
- Complete lighting retrofit to new efficient lamps and ballasts at Old Town Hall and the Mainstreet Center.
- Develop a training plan for Facility Technicians as to enhance customer service.

Appendix



Personnel Levels

The table below represents a comparison of Town full-time equivalent positions from 2008 through 2013.

Fund/Department	2008	2009	2010	2011	2012	2013
General Fund:						
Town Clerk	3.00	3.00	3.00	3.00	2.50	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	3.00	3.00
Finance	13.00	14.00	14.00	13.00	11.00	11.00
Town Attorney	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	5.00	5.00	5.00	5.00	6.00	6.00
Community Development	14.80	14.80	14.80	14.80	12.50	12.50
Information Technology	9.00	9.00	9.00	9.00	9.00	9.00
Community Affairs	3.00	3.00	3.50	3.50	3.50	3.50
Customer Service	3.60	3.60	3.60	3.60	2.60	2.60
Police	90.00	90.20	90.20	90.20	91.80	92.80
Building Inspection	11.00	11.00	11.00	11.00	8.50	8.50
Public Works	30.70	31.70	31.70	31.70	30.70	30.70
Parks/Forestry/Open Space	20.50	20.50	20.50	20.50	20.90	20.90
Economic Development	-	1.00	1.00	1.00	1.00	2.00
General Fund Total	213.40	216.60	217.10	216.10	207.80	209.80
Parks and Recreation Fund	1.76	1.83	1.75	1.75	1.60	1.60
Law Enforcement Assistance Fund	2.00	2.00	2.00	2.00	1.50	1.50
PACE Fund	0.90	0.90	3.00	5.00	5.50	5.50
Recreation Fund	19.54	19.47	18.95	18.95	18.90	18.90
Mainstreet Center Fund	2.00	2.00	2.00	2.00	1.50	1.50
Stormwater Utility Enterprise Fund	8.00	8.00	8.00	8.00	8.00	8.00
Fleet Services Internal Service Fund	3.40	3.40	3.40	3.40	3.40	4.40
Facility Services Internal Services Fund	10.20	10.20	12.20	12.40	7.40	7.40
Total	261.20	264.40	268.40	269.60	255.60	258.60
	4.9%	1.2%	1.5%	0.4%	-5.2%	1.2%

The changes from the original 2012 budget to the 2013 budget include:

- Business Development Officer position added to the Economic Development Department - 1.0 FTE (2012 Budget amendment)
- Records Supervisor position added to the Police Department - 1.0 FTE
- Fleet Maintenance Worker 2 position added to the Fleet Services Division - 1.0 FTE

2013 Capital Outlay

The following two tables list the capital outlay items and the capital projects that are included in the 2013 budget.

<u>Department</u>	<u>Amount</u>	<u>Description</u>
<u>CAPITAL OUTLAY</u>		
<u>Machinery and equipment</u>		
Municipal Court	\$ 40,000	replace municipal court records software - This will replace 15 year old software with up-to-date software that comes with enhanced capabilities and can be interfaced with the PD e-ticketing software request, as well as other agencies.
Community Development	475,000	replace permitting and plan review software - This will replace the existing system (Hansen). This new software will enhance the development review, permitting and approval process. This system will be web-accessible and will facilitate both internal and external consolidation and streamlining of building, planning, engineering, code enforcement, licensing and billing function workflows.
Information Technology	66,000	user profile virtualization/desktop management software - This is to purchase 350 user licenses of RES Software's Dynamic Desktop Studio to create a roaming profile system that will allow users to access their desktop from wherever they login. This coincides with our IT Strategic Plan, which will reduce desktop hardware costs as we move forward and extend the useful life of desktop technology.
Information Technology	15,000	Dell Poweredge servers (2) - This will provide more processor and memory resources to our current virtual infrastructure as we continue to phase out remaining physical servers. In this case, this additional hardware is a critical factor as we migrate our Police dispatch software onto the virtual cluster.
Finance	37,000	upgrade timekeeping software - This is to upgrade or replace the existing timekeeping software, which is 10 years old.
Police/Municipal Court	140,000	electronic ticketing system - This software will replace the completely manual ticketing process enhancing efficiency and reducing errors. In addition, this request includes interfaces with the Police records management system and the Municipal Court management system eliminating the manual process of uploading the data from the ticket to those two systems. cost breakdown: -software, e-citation server and other necessary hardware - \$70,000 -interface to police records management system - \$25,000 -20 hours development time - \$5,000 -15% contingency - \$15,000 -interface to court management system - \$25,000

Department	Amount	Description
<u>CAPITAL OUTLAY</u>		
<u>Machinery and equipment</u>		
Police	120,000	replace radio equipment (20) - This is the first phase of a multi-year plan to replace aging and out-of-date mobile radios. The FCC mandated that the 700 MHz frequency range radios be converted to Time Division Multiple Access (TDMA) by 2017. Our current radios operate in both 700 and 800 MHz frequency ranges but are not TDMA compatible. In addition, the majority of the current radios will have reached the end of their useful life.
Parks and Recreation - Parks	22,400	dingo compact utility loader - This will provide equipment that will be used for landscape improvement and beautification projects in a more efficient and effective manner. It is small and versatile and ideal for small landscape projects and athletic field renovations, where larger pieces of equipment can cause damage to the surrounding area and may be disruptive when work is performed near park patrons. This will also save staff time and reduce rental expenses.
Parks and Recreation - Parks	6,900	gas powered pressure washer - This will provide equipment that will be used to keep Town parks clean in a more efficient manner. We currently use a non-heated pressure washer, which does not provide enough cleaning and stripping ability.
Parks and Recreation - Forestry/Open Space	19,800	native grass drill seeder - This will provide equipment that is more effective in maintaining Town open space and other native grass fields keeping them filled with native vegetation and free from weeds.
Parks and Recreation - Recreation	25,000	15-passenger van - Another van is needed for the very successful Day Camp Program. The program currently has one van, which cannot handle the demands of the program. Having two vans will enhance services, increase revenue, reduce bus expenses and expand other services in other areas.
Parks and Recreation - Recreation	22,500	replace treadmills (3) - This is to replace the existing 5 year old treadmills that are beyond their average lifespan, which will improve reliability and safety and reducing repair costs.
Public Works - Streets	15,000	all-terrain vehicle - This is to provide proper equipment for weed control spraying, trash pickups and string trimming. Currently, a pickup truck is used and using a lighter weight all terrain vehicle instead will be more effective and improve safety.
Public Works - Streets	6,000	snow plow - This is to increase the Town's inventory of snow plows, which in turn will increase the Town's snow plowing operations thereby further limiting the need for contracting these services out.
Public Works - Streets	25,000	40" asphalt planer skid steer loader attachment - This is to provide asphalt replacement equipment that will increase productivity by adding to our inventory an additional planer that will cover greater surface area than the 20" planer we currently have.

Department	Amount	Description
<u>CAPITAL OUTLAY</u>		
<u>Machinery and equipment</u>		
Public Works - Fleet Services Fund	863,000	fleet replacements - The fleet is one of the major tools that staff uses to provide services to our citizens. Last year, the Town implemented a new fleet replacement policy 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 proposed amount is based on anticipated needs; however, the appropriated amount is not tied to specific units. 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 upon recommendation by the Fleet Services Manager, the Public Works Director and the user's Department Director.
Total Machinery and Equipment	<u>\$ 1,898,600</u>	
<u>Buildings</u>		
Public Works	300,000	design for new Public Works facility - This is to create a master plan design that will determine the needs and establish the associated construction costs for a new PW facility. The current PW facility that houses both streets, traffic services, parks and stormwater personnel is at capacity and cannot be expanded. The Town acquired approximately 13.7 acres of property from Douglas County in 2012 for a new PW facility. It is anticipated the new facility will house streets, traffic services and stormwater personnel.
Total Buildings	<u>\$ 300,000</u>	
<u>Capital Projects</u>		
Parks and Recreation Fund	800,000	east/west regional trail connection - This is to construct the Town's portion of the east/west regional trail from the Cherry Creek trail to the existing undercrossing of Chambers Road. Ultimately, this is a connection to an east/west regional trail that 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 just west of Sky Ridge Medical Center to Chatfield State Park. Engineering and construction drawings for the portion of the trail from Jordan Road to the Chambers Road undercrossing is occurring in 2012. 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.
Parks and Recreation Fund	250,000	dog park - Construction of a dog park will meet significant demand. Staff has identified a suitable site located just south of E-470, west of the Cherry Creek Regional Trail and north of Pine Lane.

Department	Amount	Description
<u>CAPITAL OUTLAY</u>		
<u>Capital Projects</u>		
Parks and Recreation Fund	70,000	conceptual design for recreation center expansion - This is for the planning and designing of an expansion to the existing Rec Center. The existing Rec Center was not designed to serve a community size of nearly 50,000 and an expansion will better serve the growing and new needs/demands for recreation and aquatic opportunities of our community.
Parks and Recreation Fund	50,000	general trails development - This funding is used to complete small gaps or "missing links" in the overall trail system and to provide trail improvements and/or connections.
Public Improvements Fund	400,000	Hess Road widening from Motsenbocker to Leesburg/Nate - This is design work for this project. Widening Hess Road over Cherry Creek became necessary with the opening of Hess Road has shifted traffic to this location. The current roadway configuration is over its saturation point resulting in frequent traffic backups. This is the design phase and construction (\$4.9 million) is anticipated for 2014.
Public Improvements Fund	530,000	Hess Road widening from Motsenbocker to Great Plain - Construction for this project is occurring in 2012. This request will complete the median landscaping portion of the project. There are five (5) median islands between Motsenbocker and Great Plain. The Town anticipates 50 percent reimbursement from the adjacent developer. At the direction of Town Council, the Town has provided funding for road projects since 2002 and established additional funding to catchup the landscaping needs of roads that were already built.
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 2013 project is to begin median landscaping on the two medians on Lincoln Ave. between Parker Road and Pine Drive.
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.
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 2013 project is anticipated to be at Hilltop Road between the Pine Hill Crossing development (at Pine Drive) and Tallman Drive.

Department	Amount	Description
<u>CAPITAL OUTLAY</u>		
<u>Capital Projects</u>		
Stormwater Utility Fund	175,000	Sierra Middle School and Pine Lane Elementary School drainage improvements - These drainage improvements will improve the drainage and water quality of the runoff at the two schools.
Stormwater Utility Fund	250,000	Sulphur Gulch improvements in Canterbury Crossing - The purpose of this project is to restore and stabilize a reach of Sulphur Gulch downstream from Canterbury Parkway. The total cost of this project is \$500,000 with Urban Drainage and Flood Control District contributing another \$250,000 toward this project.
Total Capital Projects	<u>\$3,025,000</u>	
<u>NEW POSITIONS</u>		
Police	73,600	Records Supervisor - The records section is a high liability function and requires a great degree of care in the maintenance of official records and a full-time supervisor is critical to the overall efficiency and integrity of the records function. There records division currently consists of 2 full-time records clerks and 6 part-time report technicians that also serve as front desk staff. The records section is staffed during normal business days and the front desk operates 7 days a week.
Public Works - Fleet Services	53,900	Fleet Maintenance Technician II - The City of Lone Tree has indicated an interest in contracting with the Town for maintenance and repair of their vehicles. An IGA is in the development stages for services to begin in 2013. Should this be approved, an additional fleet maintenance position will be needed to accomplish this joint partnership. It is estimated that the cost of this position will be covered by the City of Lone Tree.
Total New Positions	<u>\$ 127,500</u>	

ORDINANCE NO. 1.406, Series of 2012

TITLE: A BILL FOR AN ORDINANCE TO ADOPT THE 2013 BUDGET AND THE 2012 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 2013 was presented by the Town Administrator on August 31, 2012; 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 September 17, 2012 and October 1, 2012, 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:

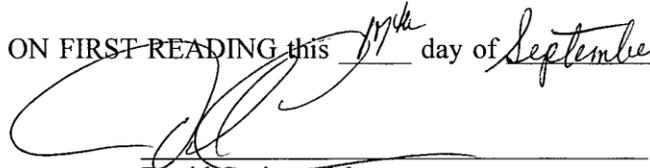
Section 1. The 2013 budget and the 2012 revised budget for the Town of Parker, Colorado, which is attached hereto as **Exhibit A** and incorporated by this reference, is hereby adopted and the monies are appropriated to the various funds as the same are budgeted.

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.

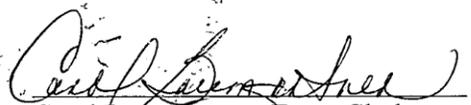
Section 3. Severability. If any clause, sentence, paragraph or part of this Ordinance or the application thereof to any person or circumstances shall for any reason be adjudged by a court of competent jurisdiction invalid, such judgment shall not affect application to other persons or circumstances.

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

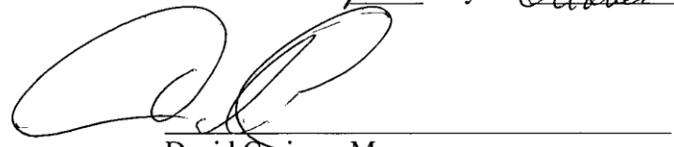
INTRODUCED AND PASSED ON FIRST READING this 17th day of September
2012.


David Casiano, Mayor

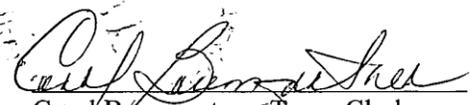
ATTEST:


Carol Baumgartner, Town Clerk

ADOPTED ON SECOND AND FINAL READING this 1st day of October,
2012.


David Casiano, Mayor

ATTEST:


Carol Baumgartner, Town Clerk

APPROVED AS TO FORM:


James S. Maloney, Town Attorney

ORDINANCE NO. 1.410 , Series of 2012

TITLE: A BILL FOR AN ORDINANCE TO LEVY GENERAL PROPERTY TAXES FOR THE YEAR 2012 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF PARKER, COLORADO, FOR THE 2013 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 October 1, 2012;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is **\$1,459,771**; and

WHEREAS, the 2012 valuation for assessment for the Town of Parker, as certified by the County Assessor, is \$561,018,741.

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 2013 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 2012.

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.

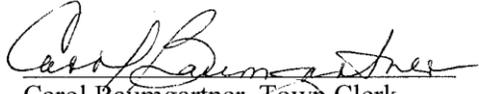
Section 5. This Ordinance shall become effective ten (10) days after final publication.

INTRODUCED AND PASSED ON FIRST READING this 19th day of November
2012.



David Casiano, Mayor

ATTEST:



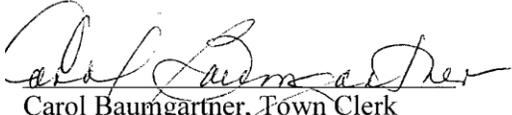
Carol Baumgartner, Town Clerk

ADOPTED ON SECOND AND FINAL READING this 3rd day of December
2012.



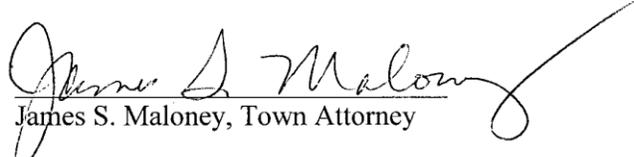
David Casiano, Mayor

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

