



Town of  
**Parker** | COLORADO™

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# 2015 Annual Budget





## ***2015 Annual Budget***





## 2015 Annual Budget Table of Contents

Table of Contents .....	i
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### **Introduction**

Town Officials.....	3
Organizational Chart.....	4
GFOA Distinguished Budget Award .....	5
Budget Process .....	6
Budget Calendar .....	7
Reader’s Guide to Budget Document.....	8
Budget Message .....	9
Town Vision, Mission, Goals and Strategic Initiatives.....	20
Town Profile .....	23

### **Budget Overview**

Budget Overview .....	29
Department Fund Matrix .....	30
Basis of Presentaton, Budgeting and Accounting .....	31
Budget Policy Summary.....	36
Fund Structure .....	39
Major Revenues and Expenditures Graphs – All Funds .....	40
Fund Balance and Fund Cash Projections.....	41
Summary of All Funds - Major Revenues and Expenditures.....	42
Summary of All Funds by Fund Type .....	43
Summary of All Funds – Year to Year Comparison .....	44
Debt Service and Financial Obligations .....	46
Staffing Changes Last Six Years .....	47

## **Revenue Manual**

Introduction .....	52
Property Tax Revenue.....	53
Sales Tax Revenue.....	56
Building Use Tax Revenue.....	57
Sales and Use Tax Audit Revenue .....	58
Lodging Tax.....	59
Specific Ownership Tax Revenue .....	60
Xcel Energy Franchise Fee .....	61
Intermountain Rural Electric Association (IREA) Excise Tax .....	62
Cable Franchise Fee.....	63
Building Permit Revenue.....	64
Motor Vehicle Registration .....	65
Highway User Tax Revenue .....	66
Faster Revenue.....	67
Build America Bond Interest Credit.....	68
Deficit Reduction Fees.....	69
Excise Tax.....	70
Plan Check Fees.....	71
Engineering Review Fees.....	72
Cigarette Tax Revenue.....	73
County Road and Bridge Revenue.....	74
Lone Tree Dispatch Fees .....	75
Court Fines and Fees Revenue .....	76
Interest Income .....	77
Stormwater Utility Fee Revenue .....	78
Parker Arts, Culture and Events (PACE) Ticket Revenue .....	79
Parker Arts, Culture and Events (PACE) Class Registration Revenue.....	80
Parker Arts, Culture and Events (PACE) Facility Rentals.....	81
H2O'Brien Pool Admission Revenues.....	82
Recreation Admission Revenue.....	83
Recreation Sports Program Fees .....	84

Recreation Swim Lesson Fees.....	85
Recreation Specialty Fitness Fees .....	86
Fieldhouse Facility Rental Fees.....	87
Fieldhouse Day Camp Fees .....	88
Fieldhouse Sports Instruction Fees .....	89
Personal Training Fees .....	90
Douglas County Road Sales Tax Shared Revenue .....	91
Lottery Revenue.....	92

**Budget Detail**

Budget Detail .....	93
General Fund Summary .....	95
General Fund Revenue.....	98
General Fund Expenditures	
Elected Officials .....	101
Town Clerk.....	102
Municipal Court .....	104
Town Administrator .....	106
Finance.....	108
Town Attorney.....	111
Human Resources.....	113
Community Development .....	115
Communications.....	120
Interdepartmental.....	122
Police.....	123
Public Works.....	128
Parks, Forestry and Open Space.....	132
Economic Development.....	135
Economic Incentives and Interfund Transfers .....	138
Special Revenue Funds Summary .....	141
Conservation Trust Fund.....	143
Parks and Recreation Fund .....	144

Law Enforcement Assistance Fund.....	147
Parker Arts, Culture and Events Fund.....	149
Recreation Fund .....	152
Mainstreet Center Fund.....	157
Capital Renewal and Replacement Reserve Fund.....	159
Capital Projects Funds Summary .....	161
Public Improvements Fund.....	163
Excise Tax Fund .....	166
Police Station and PACE Center Construction Fund .....	167
Parkglenn Construction Fund.....	168
Debt Service Funds.....	169
General Debt Service Fund .....	170
Recreation Debt Service Fund.....	171
Enterprise Fund .....	172
Stormwater Utility Enterprise Fund .....	173
Internal Service Funds Summary .....	177
Fleet Services Fund .....	178
Technology Management Fund .....	180
Facility Services Fund .....	183
Medical Benefits Fund .....	185

### **Capital Budget**

Capital Budget and 10 year CIP.....	187
Capital Budget Message.....	188
Capital Improvement Plan Summary.....	202
Parks and Recreation Capital Projects .....	203
Public Improvement Capital Projects.....	210
Stormwater Utility Capital Projects.....	228
Facilities Capital Outlay .....	235
Machinery and Equipment Capital Outlay.....	239
Operating Impacts of Non-Routine Capital Projects .....	245

**Appendix**

Principal Sales and Use Tax Payers.....248

Operating Indicators by Function .....249

Capital Assets by Function and Program .....250

Demographic and Economic Information.....251

Budget Ordinance.....252

Mill Levy Ordinance.....258

Glossary.....261

Financial Trends Monitoring System .....266



## Introduction

Included in this section of the budget document is the following information:

- **Town Officials**
- **Organizational Chart**
- **GFOA Award**
- **Budget Process**
- **Budget Calendar**
- **Budget Message**
- **Vision, Mission and Goals for the Town**
- **Town Profile**





## 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.

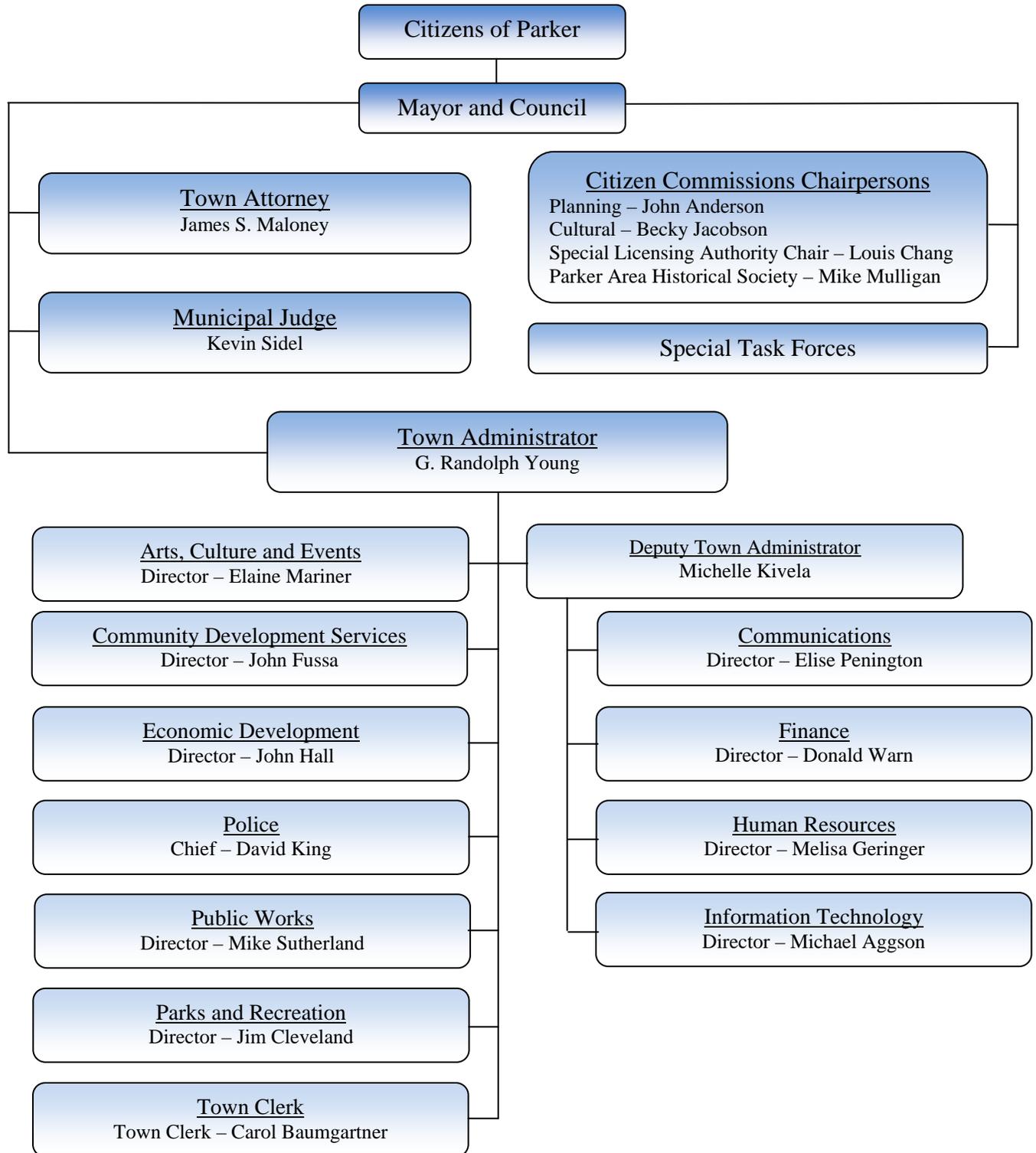
**Councilmember Josh Martin** was elected to a four-year term in November 2010.

**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



## GFOA Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Parker**

**Colorado**

For the Fiscal Year Beginning

**January 1, 2014**



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the Town of Parker for its annual budget for the fiscal year beginning January 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. The award is valid for one budget period only. The Town of Parker believes our current budget continues to conform to the program requirements, and we are submitting it to GFOA to determine its eligibility for another award. 2014 was the tenth time the Town of Parker has received this budget award.

## ***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.

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.

## 2015 Budget Calendar

**April 1, 2014** Executive Management Team (EMT) meeting

- discuss 2015 budget process

**April 3, 2014**

- CIP Meeting #1

**May 23, 2014**

- budget request worksheets sent to departments

**June 20, 2014**

- budget requests with justification due to Finance
  - department line items, new personnel request for 2015, department capital outlay

**June 27, 2014**

- CIP meeting #2

**July 28, 2014**

- CIP meeting #3

**July 29** EMT meeting

- review budget requests, capital projects plan

**August 19, 2014** EMT meeting

- review compensation plan and CIP

**August 25, 2014** Council Study Session

- revenue projections
- personnel
- compensation plan
- community organization funding

**September 22, 2014** Council Study Session

- revised revenue projections
- capital outlay
- capital projects

**October 7, 2014** EMT meeting

- discuss proposed budget and CIP

**October 13, 2014** Council Study Session (Charter requires proposed budget be presented on or before Oct. 15<sup>th</sup>)

- proposed budget submitted to Council

**October 27, 2014** Council Meeting Study Session

- proposed budget follow-up, if necessary

**October 28, 2014**

- proposed budget posted on Town Web site for public inspection

**November 3, 2014** Council Meeting (Charter requires a public hearing on or before Nov. 15<sup>th</sup>)

- first reading, public hearing on proposed 2015 annual budget

**December 1, 2014** Council Meeting

- second reading, public hearing on proposed 2015 annual budget



## ***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 and budget process 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 2015 budget, a fund structure matrix, a description of major fund types and a discussion by revenue and expenditures and how they are forecasted.

### **Revenue Manual**

This manual provides information on the Town's major revenues that are received primarily from outside sources. Major revenues are greater than \$100,000 received annually.

### **Budget Detail**

Presented in this section are summaries of the overall 2015 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 2014 projected amount and 2013 actual amounts are presented alongside the 2015 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 2015 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, demographic information, a glossary and the Financial Trends Monitoring System (FTMS).



## ***Budget Message***

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

We are pleased to present the 2015 Annual Budget. Following a lengthy budget development process, public inspection and two public hearings, the Town Council adopted the proposed annual budget on December 1, 2014.

The local economy continues to improve as indicated by increased consumer spending for 2013 and again for 2014. In addition, the housing market has rebounded with home sales in Parker increasing for the third straight year. As a result, the 2015 budget is developed under much better economic circumstances than in previous years. Town revenues, such as sales tax and use tax, have shown significant improvement for the last three years.

Year-over-year financial results have improved since 2011 and revenue projections for 2015 and beyond reflect a positive outlook. As of October 2014, revenue was exceeding both budget expectations and the prior year for the third year in a row. Sales tax and General Fund revenues were up 6.5 percent and 5.2 percent respectively. As of October 2014, with 303 single-family residential building permits issued, building-related revenues use tax, excise tax, building permit fees and other related revenues are on pace with 2013 and show significant increases over the last few years.

In 2014 the budget was built on more of a zero-based approach than an incremental approach as used in years past and this was continued in 2015. Expenditure increases that were increased incrementally are tied to projected inflation and population growth of 2.5 and 2.1 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 2015 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, arts and culture, core values and government transparency and accountability opportunities. Examples of funding for Town goals in the 2015 budget follow and many cross over into several other goals.

## FINANCIAL HIGHLIGHTS

### Overall budget summary

The total 2015 budget, which covers all Town funds, is \$97,209,785 (excludes interfund transfers). Even with the addition of new capital projects and the continued construction of the recreation center expansion in the Parks and Recreation Fund and the creation of an internal service fund for medical benefits, the substantial completion of major projects the Public Improvement Fund: Pikes Peak Court extension, construction of Todd Drive, widening of Hess Road and construction of a new Public Works facility in the Public Improvements Fund, resulted in a net decrease in the Town's overall budget from the 2014 amended budget, which was \$97,655,645.

The modest increase in the General Fund of \$38,238 or 0.09 percent is the net effect of refining department budget requests based on what is actually needed and increases in salaries and benefits, new positions, capital outlays and new debt service payments. In the Recreation Fund, the increase in budget of 11percent is attributable to salary and benefit increases and the additional of new personnel to staff the newly expanded recreation center. Additionally, general debt service increased 241percent as a result of the issuance of \$20 million of certificates of participation (COPs) for the construction of the new public works facility and expansion of the recreation center. The increase in the Stormwater Utility Fund is due to increases in salary and benefits and several stormwater projects that are planned for 2015.

Expenditure and Budget Summary	2014		2014		2015	2014 Adopted
	2013 Actual	Original Budget	Adopted Budget	Adopted Budget	Adopted Budget	to 2015 % Change
General Fund	\$ 38,630,942	\$ 40,192,384	\$ 41,548,329	\$ 41,586,567		0.09%
Parks and Recreation Fund	1,307,368	12,249,400	13,521,957	15,990,086		18%
Law Enforcement Assistance Fund	132,658	155,900	245,900	175,400		-29%
PACE Fund	2,409,267	2,617,988	2,897,652	3,273,362		13%
Recreation Fund	5,361,349	5,756,911	5,783,647	6,430,892		11%
Mainstreet Center Fund	202,662	1,069,540	1,130,016	833,163		-26%
Public Improvements Fund	1,960,653	18,777,255	23,606,796	17,113,675		-28%
Police Station and PACE Center Construction Fund	221,599	-	350,757	-		-100%
General Debt Service	-	-	276,413	941,395		241%
Recreation Debt Service Fund	1,239,019	1,795,400	1,795,400	1,711,438		-5%
Stormwater Utility Enterprise Fund	1,630,721	1,454,650	1,585,566	1,837,478		16%
Fleet Services Internal Service Fund	764,942	1,623,900	1,628,256	1,766,790		9%
Technology Management Internal Services Fund	595,870	2,189,178	2,547,798	2,670,531		5%
Facility Services Internal Services Fund	716,650	732,674	737,158	839,008		14%
Medical Benefits Internal Services Fund	-	-	-	2,040,000		
<b>Total Expenditures</b>	<b>\$ 55,173,701</b>	<b>\$ 88,615,180</b>	<b>\$ 97,655,645</b>	<b>\$ 97,209,785</b>		

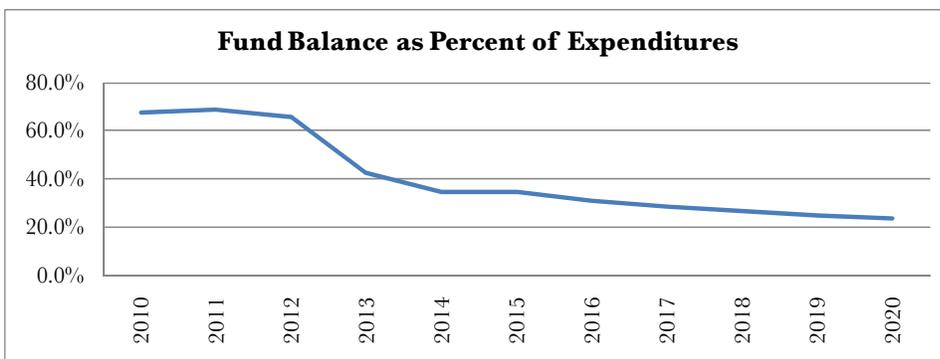
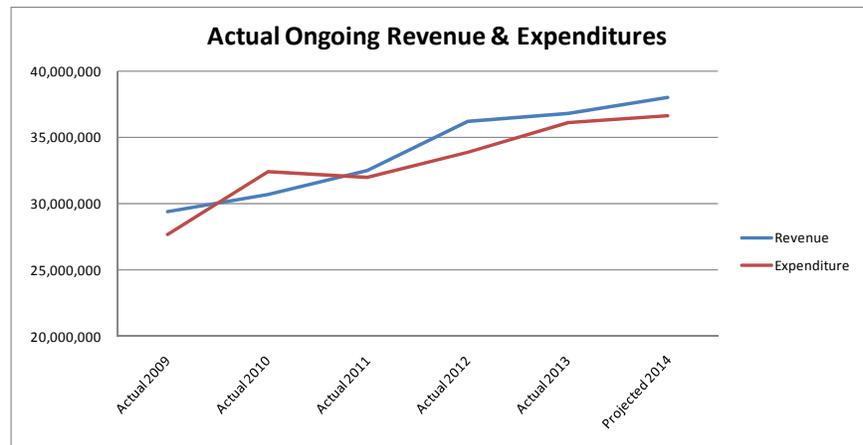
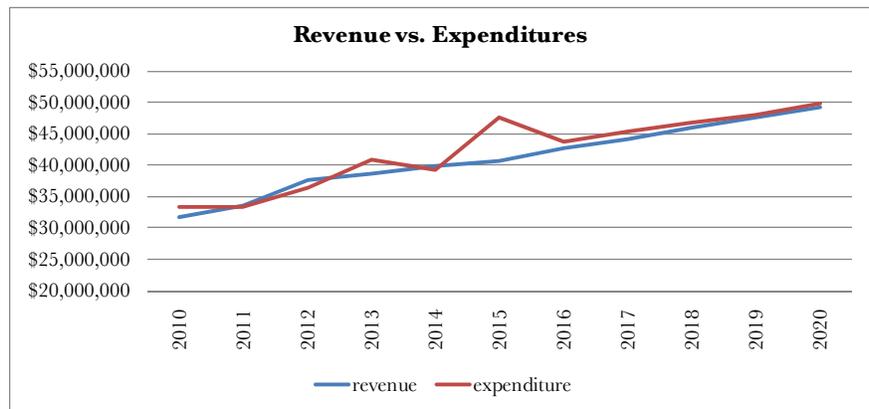
Note: Interfund transfers are not included.

### 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 (91 percent) comes from taxes - local and intergovernmental.

Summary of General Fund	2013	2014	2014	2014	2015
	Actual	Original Budget	Adopted Budget	Projected	Adopted Budget
Beginning Fund Balance	\$ 23,866,338	\$ 21,595,477	\$ 21,595,477	\$ 21,595,477	\$ 22,166,336
Revenues	38,535,081	39,876,319	39,945,873	39,870,857	40,692,537
Expenditures	40,805,942	43,457,384	45,138,329	39,299,999	47,533,906
Ending Fund Balance	\$ 21,595,477	\$ 18,014,412	\$ 16,403,021	\$ 22,166,336	\$ 15,324,967
Fund Balance as % of Expenditures	53%	41%	36%	56%	32%

The total 2015 budget is \$47,533,906. Projected revenues of \$40,692,537 and revenue from prior years (fund balance) of \$6,841,369 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 additional interfund transfers for the General Fund's contribution to the new Public Works facility and the Recreation Center expansion projects. As the charts show below, there will be a negative gap between total revenue and total expenditures resulting in a drawdown of fund balance over the next several years; however, comparing ongoing revenues to ongoing expenditures reveals that fund balance is only being utilized for one-time expenditures and through proper management of the budget, total revenues will catch up to total expenditures and the fund balance will stabilize at a healthy level.



*General Fund revenue*

Revenue in 2015 is conservatively estimated to increase 2 percent from projected 2014 revenues; and the projection is on target with the 2014 adopted budget.

Certain revenues are projected to increase 4.6 percent based on a combination of our estimated population growth (2.1%) and inflation (2.5%). These revenues include other taxes (cable/gas franchise and electric excise) and motor vehicle registration fees. Sales tax, which makes up 65 percent of the fund’s revenue, is projected to increase 4%. 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 decrease and is calculated using the assessed valuation of property within the Town provided by the Douglas County Assessor.

General Fund Summary	2014		2015		% Change form 2014 Projected	% Change from 2014 Budget
	2013 Actual	Adopted Budget	2014 Projected	Adopted Budget		
Revenue:						
<u>Taxes</u>						
Sales Tax	\$ 25,576,071	\$ 26,072,800	\$ 26,600,000	\$ 27,664,000	4.0%	6.1%
Property Tax	1,428,958	1,477,600	1,463,200	1,414,300	-3.3%	-4.3%
Other Taxes	2,346,328	2,240,800	2,273,460	2,534,000	11.5%	13.1%
Total Taxes	29,351,357	29,791,200	30,336,660	31,612,300	4.2%	6.1%
<u>Licenses and Permits</u>						
Building Permit Fee	1,368,297	1,341,500	1,395,800	1,425,600	2.1%	6.3%
Other Licenses and Permits	168,974	208,800	192,100	221,100	15.1%	5.9%
Total Licenses and Permits	1,537,271	1,550,300	1,587,900	1,646,700	3.7%	6.2%
<u>Intergovernmental</u>						
Highway User Tax Fund	1,020,120	1,033,600	1,050,000	1,071,800	2.1%	3.7%
Road/Bridge Shareback	1,223,658	1,270,800	1,266,700	1,291,800	2.0%	1.7%
Build America Bonds Credit	860,677	892,819	821,839	874,737	6.4%	-2.0%
Motor Vehicle Registration	145,711	148,300	148,300	153,200	3.3%	3.3%
Other Intergovernmental	491,927	698,354	855,132	125,100	-85.4%	-82.1%
Total Intergovernmental	3,742,093	4,043,873	4,141,971	3,516,637	-15.1%	-13.0%
<u>Charges for Services</u>						
Deficit Reduction Fee	898,295	1,802,800	900,000	1,000,000	11.1%	-44.5%
Intergov. Agreement Services	666,761	879,500	806,200	811,100	0.6%	-7.8%
Other Charges for Services	722,895	651,500	658,507	781,400	18.7%	19.9%
Total Charges for Services	2,287,951	3,333,800	2,364,707	2,592,500	9.6%	-22.2%
Fines and Forfeitures	174,002	173,100	173,000	176,700	2.1%	2.1%
Other Revenue	560,700	126,000	339,020	172,600	-49.1%	37.0%
Transfers In	881,708	927,600	927,600	975,100	5.1%	5.1%
Total Revenue	\$ 38,535,081	\$ 39,945,873	\$ 39,870,857	\$ 40,692,537	2.1%	1.9%

Building permit fee and deficit reduction fee revenues are projected to increase due to the resurgence of residential construction. Our 2015 projection for the number of permits to be issued for single-family residential homes is 360, which is consistent with the projection for 2014 of 360 permits. This number far exceeds the number of permits issued annually in 2007 through 2011, but is in line with the permits issued in 2012 and 2013 which were 381 and 332 respectively.

*General Fund expenditures*

Total expenditures are budgeted to increase 5 percent or \$2,395,577.

Salaries and benefits show an increase of \$1,111,265. The increase consists of the Police Department adding a new Records Clerk, new Patrol Sergeant, two new Dispatchers, an upgrade of an Animal Control Officer to full-time, Finance adding a new Sales Tax

Auditor, Public Works adding two new Street Maintenance Technicians, an average 3.0 percent performance-based merit increase, salary range movement and step increases for police officers, and a 20 percent increase in workers compensation insurance.

Supplies expenditures are increasing by 9 percent, or \$86,756, primarily due to furniture and fixture purchases in several departments that are planned for 2015.

Purchased services expenditures are increasing by 9 percent, or \$1,301,460, primarily due to the Internal Service Fund allocation for Technology Management and the new Public Works facility coming online in 2015.

The increase in transfers out is primarily due to the \$3.5 million transfer to the Parks and Recreation Fund for the Recreation Center Expansion and the increase in subsidy for the PACE of \$500,000.

Economic development incentive expenditures are budgeted to decrease in 2015 because of final payment made or expiration of certain incentive agreements in 2014.

Notable changes in the departmental budgets are as follows.

- Municipal Court decreased 10 percent due to completion of the E-citation project in 2014.
- Town Administrator increased due to salary and benefits.
- Finance also increased due to professional service fees for priority based budgeting

<b>General Fund Summary</b>	<b>2014</b>	<b>2015</b>	<b>% change</b>
	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Expenditures:			
Salaries and Benefits	\$ 18,368,000	\$ 19,479,265	6%
Supplies	947,214	1,033,970	9%
Purchased Services	14,159,722	15,461,182	9%
Debt Service	3,781,900	3,765,300	0%
Capital Outlay	1,686,928	681,150	-60%
Economic Dev Incentives	770,000	545,000	-29%
Other	884,565	620,700	-30%
Transfers Out	4,540,000	5,947,339	31%
<b>Total Expenditures</b>	<b>\$ 45,138,329</b>	<b>\$ 47,533,906</b>	<b>5%</b>

- Sales Tax increased due to the addition of a sales tax auditor position.
- Human Resources increased due to new furniture and fixtures and professional service fees for employee evaluations.
- Community Development decreased due to completion of the TRAKiT implementation project in 2014.
- Communications decreased due to the completion of the Town branding project in 2014.
- Customer Service is decreasing due to the reduction of part-time wages for 2015.
- Interdepartmental is decreasing due to the reduction in the amount of contingency budgeted for 2015.
- Building Inspectors increased 11 percent due to increased bank charges for credit card processing associated with the new TRAKiT system.

General Fund Summary	2014	2015	% change
	Adopted Budget	Adopted Budget	
Expenditures:			
Elected Officials	\$ 130,100	\$ 130,300	0%
Town Clerk	369,221	363,496	-2%
Municipal Court	342,278	307,009	-10%
Town Administrator	551,429	584,160	6%
Elections	23,000	23,000	0%
Finance	762,306	838,390	10%
Sales Tax	355,642	465,773	31%
Legal Services	526,539	517,527	-2%
Human Resources	792,382	844,973	7%
Risk Management	341,256	338,807	-1%
Community Development	1,833,349	1,619,378	-12%
Communications	802,729	721,588	-10%
General Government Buildings	496,500	478,200	-4%
Customer Service	138,363	128,822	-7%
Historic Preservation	5,000	3,000	-40%
Interdepartmental	903,165	648,133	-28%
Debt Service	3,781,900	3,765,300	0%
Police	12,888,962	13,367,599	4%
Building Inspection	1,004,690	1,118,893	11%
Public Works	9,344,380	10,149,238	9%
Parks, Forestry and Open Space	3,154,719	3,250,424	3%
Parks/Public Works Buildings	517,500	592,300	14%
Economic Development	762,919	785,257	3%
Economic Incentives	770,000	545,000	-29%
Interfund Transfers	4,540,000	5,947,339	31%
<b>Total Expenditures</b>	<b>\$ 45,138,329</b>	<b>\$ 47,533,906</b>	<b>5%</b>

- Police is increasing a net 4 percent primarily due to the addition of 4 new employees that were approved by Town Council and the completion of the dispatch upgrade in 2014.
- Public Works increased due to additional repair and maintenance funds for streets, curbs, gutters and sidewalks.
- Parks/Public Works Buildings is increasing due to increased costs associated with the new facility that will come online in 2015.
- Interfund Transfers is increasing 31 percent primarily due to the transfer to the Parks and Recreation Fund for completion of the Recreation Center Expansion.

Other highlights of the General Fund budget are as follows:

- \$10.1 million included for Public Works, which includes maintenance of streets, parks and open space, snow removal and street sweeping.
- \$3.7 million for repayment of debt issued to fund the construction of the Police Station, PACE Center and new Public Works Facility.
- \$1 million investment in PACE Center operations.

- \$200,000 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.

The 2015 annual budget maintains a healthy fund balance in the General Fund. The resulting fund balance is 32.2 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 or 2014. Therefore, the annual revenue received, which is projected at \$399,960, will stay in the Conservation Trust Fund and those funds will be used to fund a significant portion of the Recreation Center expansion project in 2015.

#### *Parks and Recreation Fund*

Revenue in this fund consists mainly of sales tax, which is projected to increase 4 percent or \$213,000 over the projected 2014 amount. A total of \$20.5 million in expenditures in 2015 includes the following:

- \$8.5 million for completion of the expansion of the Parker Recreation Center
- \$6.4 million for the park plaza project adjacent to the new Douglas County Library project across from Town Hall
- \$1.7 million payment on the debt issued to construct the Parker Fieldhouse and Recreation Center expansion
- \$1.85 million to support the Parker Recreation Center operations
- \$975,100 for part of the total budget for parks maintenance in the General Fund
- \$147,700 to support the Mainstreet Center operations
- \$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 part of a trail that will connect Parker to Chatfield State Park
- \$580,000 for a new dog park/disc golf course project
- \$50,000 for trail development and gap closures

#### *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 2015, \$60,000 from court surcharges will be used to purchase a use of force simulator for the Police Department.

#### *PACE Fund*

Current year revenue of \$1,731,400, fund balance and a \$1,500,000 investment from the General Fund will support expenditures of \$3,273,362 which includes the fourth year of operations at the

PACE Center, as well as other arts and culture activities. The budget leaves an ending fund balance of \$182,452.

#### *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. The facility will undergo a major renovation project budgeted at \$820,000 that began in 2014 and will continue through 2016. Funding for the project will come from a State Historic Society grant (\$260,000) and a transfer from the Excise Tax Fund (\$760,000). The total budget for 2015 is \$833,163.

#### *Public Improvements Fund*

Projected revenues and beginning fund balance will provide total resources of \$24 million to the fund in 2015. The total \$17.1 million budget for expenditures includes the following capital projects.

- \$7.25 million for the widening of Chambers Road between Main and Newlin Gulch
- \$5.16 million to complete construction of the new Public Works facility
- \$1.75 million for site development associated with the new park plaza and Douglas County Library site.
- \$1.045 million for installation of four new traffic signals
- \$750,000 for the construction of the Pikes Peak Court extension.
- \$400,000 for the Townwide sign program.
- \$265,000 for a new street sweeper
- \$220,000 for replacement of the a traffic signal system
- \$200,000 for completion of the Hess Road widening project between Motsenbocker Road and Leesburg/Natè
- \$200,000 for median and entryway beautification, sidewalk gap closures and roadway safety enhancements
- \$100,000 for improvements to Chambers Road between Hess and Newlan Gulch
- \$120,000 for a new backhoe

#### *Excise Tax Fund*

In 2015 \$250,000 will be transferred to the Mainstreet Center Fund for the facility restoration projects and \$3.7 million will be transferred to the Parks and Recreation Fund for the park plaza project adjacent to the new Douglas County Library.

#### *Stormwater Utility Fund*

A total of \$1.92 million is budgeted to provide for stormwater management, drainage repair and maintenance and capital projects. Capital projects include the following:

- \$200,000 for Crown Point regional detention pond
- \$165,037 for Newlin Gulch Crossing at Parker Homestead
- \$125,000 for Sulphur Gulch improvements in Canterbury Crossing
- \$75,000 for Cherry Creek stabilization at Norton Open Space
- \$50,000 for Hilltop Road water quality improvements

## Staffing

The Summary of FTEs chart illustrates the change in FTE (full-time equivalent) from the 2014 original budget to the 2015 adopted budget.

A Sales and Use Tax Auditor will be added to the Finance Department. Sales and Use Tax is the primary revenue source for the Town of Parker and the Finance Department is charged with ensuring that all revenue is collected in a timely manner. An additional auditor would allow the Town to complete more audits and collect additional lost revenue, as well as provide additional assistance with internal audit functions to help protect the Town's assets.

A Records Clerk will be added to the Police Department. The records section is a very busy operation that provides critical services to the community and other governmental agencies and offices. The current duties fully tax the current records staff and additional help is needed to continue the high level of service provided.

Summary of FTEs	2014		2015
	FTE	Added	FTE
General Fund:			
Town Clerk	3.00	-	3.00
Municipal Court	2.60	-	2.60
Town Administrator	3.00	-	3.00
Finance	11.00	1.00	12.00
Town Attorney	2.00	-	2.00
Human Resources	7.00	-	7.00
Community Development	12.50	-	12.50
Communications	3.50	-	3.50
Customer Service	2.60	-	2.60
Police	99.80	4.20	104.00
Building Inspection	10.00	-	10.00
Public Works	30.30	2.00	32.30
Parks/Forestry/Open Space	21.90	0.80	22.70
Economic Development	4.00	-	4.00
<b>General Fund Total</b>	<b>213.20</b>	<b>8.00</b>	<b>221.20</b>
Parks and Recreation Fund	1.60	-	1.60
Law Enforcement Assistance Fund	1.50	-	1.50
PACE Fund	10.50	2.00	12.50
Recreation Fund	21.90	3.00	24.90
Mainstreet Center Fund	1.30	-	1.30
Stormwater Utility Enterprise Fund	8.00	-	8.00
Fleet Services Internal Service Fund	4.40	-	4.40
Information Technology	10.00	1.00	11.00
Facility Services Internal Services Fund	7.40	1.00	8.40
<b>Total</b>	<b>279.80</b>	<b>15.00</b>	<b>294.80</b>

Two (2) Communications Technicians will be added to the Police Department. Police Communications Division has not added additional positions (only backfilled those vacated) in seven years. As a result, when a Communications Technician takes vacation or sick time, it requires a Communication Supervisor to adjust their schedule accordingly or pay overtime to another Communication Technician to fill the position.

A Sergeant position will be added to the Police Department. This position will be a relief Sergeant that will help with covering patrol Sergeants positions during vacations, time off, injuries, training and other supervisory vacancies as they arise. In addition, this position will

help with administrative duties that are currently assigned to the road Sergeants on various shifts which will allow the road supervisor to spend more time supervising the calls for service on their respective shifts.

A part-time Animal Services Officer is being reclassified to full-time in the Police Department. An additional full-time ASO working 40 hours per week would allow for ASO coverage seven days a week. Additionally, we have assigned parking complaints and abandoned vehicle calls to the animal service officers which helps reduce the call-load on patrol officers that can be free to handle other higher priority calls for service.

Two (2) Streets Maintenance Technicians will be added to the Public Works Department. The Streets Division of Public Works has not seen additional workers in almost 10-years with significant growth in the roadway network and population. Additional workers are needed to support this growth.

A part-time benefited Customer Service Specialist will be added to the Parks Division. In the summer of 2015, the current Customer Service Specialist at the Motsenbocker facility will be moving to the new Public Works facility. This will leave Motsenbocker with no customer service or administrative support. The Parks and Forestry/Open Space divisions will remain at Motsenbocker, as will the Facilities and Fleet divisions of Public Works and will need administrative support.

A Production Assistant will be added to the Cultural Department at PACE. The Production Assistant will take the lead role as stage manager for 120+ presented and rental events annually at PACE and Mainstreet Center, organizing duties for the part-time stage crew and managing them during rehearsals and performances.

A Marketing Assistant Coordinator will be added to the Cultural Department at PACE. The Marketing Assistant Coordinator will be responsible for website maintenance, copywriting, design, print management and general trafficking duties for press releases, ad placements and other mediums. With the doubling of the marketing budget in 2014 to build visibility for the PACE Center, we are now advertising in about 31 different mediums. With the addition of mediums such as Park Meadows, Radio, TV, new digital signs, new and improved website, in just the last few months, our advertising workload for presented shows has more than doubled.

An Assistant Aquatics Coordinator will be added to the Recreation Department. Currently there is one full-time employee in the Aquatics Division, which includes the indoor pools at the Recreation Center, as well as H2O'Brien Pool. With the addition of several new amenities, a more sophisticated and state-of-the-art mechanical system and the expanded square footage of the facility, additional full-time staffing is necessary.

An Assistant Facility Coordinator will be added to the Recreation Department. In response to the Parker Recreation Center expansion, an additional full-time staff member is needed to ensure adequate management of the facility.

A Therapeutic Recreation/Senior Program Coordinator will be added to the Recreation Department. In order to continue successfully offering programs for individuals with special needs including the active aging adult population, consideration should be given to hiring a qualified full time certified therapeutic recreation specialist. These individuals are trained to program for special populations and often grant funding consideration is improved if a person with these credentials is part of the organizational staffing plan.

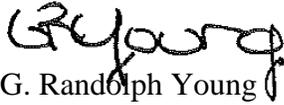
A Support Tech dedicated to the Police Department will be added to the Technology Management Department. The Police Department is in need of more technical support from IT and it is important to have IT staff specifically dedicated to PD due to the amount, and complexity, of their technology needs. It is also important to have after hour's on-call paging for support that is familiar with their needs and systems.

The increase of 15 FTE increases the total FTE to 294.8, a 5.4 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 December 1, 2014. Council and staff worked hard over the course of several months in 2014 to develop this financial plan for 2015 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

  
Donald P. Warn  
Finance Director

## ***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.

### **Town Strategic Goals**

#### **Parks, Recreation and Open Space:**

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

- Develop the Salisbury Park Master Plan
  - Identify multiple options for consideration (include adventure races, ball fields, etc.)
- Develop the O'Brien Park North Master Plan
  - Include options for existing park site and north site
  - Expansion of H2O' Brien Water Park
  - Possible relocation of ball field to Bar CCC Park
  - Ensure complementary uses/amenities to Salisbury Park and EastMain Park/Plaza
- Investigate the feasibility of a Competitive Aquatic Center
  - Contract with consulting firm to develop options and identify partners/participants and their contribution
  - Set budget and timeline
  - Ensure a balance of the varying interests and time demands on a facility
- Expand the Parker Recreation Center
  - Renovate and expand indoor leisure pool (zero-depth pool, lazy river, new waterslide, aquatic climbing wall, water play features, therapy pool)
  - 8 Family Changing Rooms
  - New Half Gymnasium
  - New Fitness Studio
  - Expanded Lobby and Reception Desk
  - Renovated Locker Rooms
  - Expanded Parking Lot
  - Enhanced Exterior Architecture
- Concept and development of East Mainstreet Site
- Explore and recommend Rueter-Hess regional partnership and plan

### **Arts and Culture:**

*Parker will maintain a connection to our past while growing our identity as a vibrant arts, culture and entertainment destination, embracing innovation and collaboration to enable active community engagement.*

- Develop and implement marketing strategies to promote Parker as an Arts, Culture and Entertainment destination, including PACE, Mainstreet Center, and the Creative District
- Develop a strategic plan to expand the performance market at PACE through national acts
- Use various media and capitalize on technology, including QR codes, social media, mobile apps, etc.
- Continue and expand collaborations and partnerships (with Library, schools, nonprofit and for-profit businesses, etc.)
- Develop a Creative District for the Town and apply to be a state-certified Creative District

### **Economic Development:**

*Parker will be the regional economic driver by providing expansion and annexation opportunities, capitalizing on the recruitment of new businesses in support of our existing vertical markets.*

- Identify and plan for Parker's unmet market opportunities for business and employment growth. Narrow targeted industries (including, but not limited to medical, R&D, healthcare, etc.)
- Formulate a Business Roundtable to facilitate private sector input, and to create open and two-way communication. Identify common needs and where appropriate align visions.
- Enhance outreach and marketing programs (e.g., Structured Retention Visits with Council attendance) for public and business education, including promoting Town programs, such as PIP, BIT, etc.
  - Leverage outreach and marketing opportunities with strategic partners ( e.g. DOLA and the State Office of Economic Development)
- Build a more comprehensive marketing program to expand business and economic development awareness regarding Parker opportunities (e.g. increase Denver Business Journal exposure)
- Continue with and expand collaborations and partnerships (Chamber, Douglas County, towns and cities)

### **Organizational Culture**

*Parker is committed to maintaining a friendly, hometown atmosphere by investing in a high-performance organization and work culture. We will provide a positive organizational culture in which we recruit, retain and promote the best employees who reinforce the Town's Core Values of teamwork, quality service, integrity and innovation, as well as exhibit enthusiasm, feel valued and find joy in their commitment to providing service delivery to the community. We will create a culture*

*of trust among employees, elected officials and the community through our commitment to our customers, both internal and external, and working with all stakeholders to achieve success.*

- Provide employees with ongoing training and educational opportunities (internal and external resources, seminars, conferences)
- Develop and implement Department succession plans
- Create a variety of employee appreciation and recognition programs and events
- Place an emphasis on encouraging and providing effective employee communication (intranet, surveys, employee committee)
- Create an efficient and effective communication system where the decision-making process is transparent and all employees are well informed.
- Develop an internal leadership/supervisor's academy for Town employees

### ***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 48,000 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 Recreation Center is undergoing a major expansion that will be completed in the Spring of 2015. Approximately 24,600 square feet will be added to the existing facility, and approximately 8,000 square feet of the current facility will be renovated. Included with this construction will be a new indoor leisure pool with zero-depth entry, lazy river, new waterslide, aquatic climbing wall and water play features. Additional amenities will include a therapy pool, additional lap lanes, a new half gymnasium, new children's party room, new classrooms/child care rooms and new fitness studio. Eight (8) family changing rooms will be added, men's and women's locker rooms will be renovated and the lobby and reception area will be expanded. The exterior of the recreation center will feature an expanded parking lot and enhanced exterior architecture.

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

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

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%
<b>Total</b>	<b>8.0%</b>

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.

### 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
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	381	\$ 119,581,591	38	\$ 7,420,142	515	\$ 19,139,317
2013	332	\$ 117,231,450	0	\$ -	628	\$ 27,232,684
2014 proj	360	\$ 127,188,000	9	\$ 3,819,000	480	\$ 59,550,000
2015 proj	360	\$ 131,004,000	5	\$ 2,000,000	470	\$ 26,750,000

source: Town of Parker

Assessed Valuation - Real Property (by year tax is collected)				
Year	Commercial/ Industrial	Residential	Other non-exempt	Total
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
2014	\$ 181,230,960	\$ 321,360,510	\$ 35,063,784	\$ 537,655,254
2015	\$ 181,141,040	\$ 332,102,040	\$ 33,819,080	\$ 547,062,160

source: Douglas County Assessor

	Unemployment						
	Dec-08	Dec-09	Dec-10	Dec-11	Dec-12	Dec-13	Oct-14
Parker*	3.4%	5.0%	4.9%	6.3%	6.5%	6.0%	4.4%
Douglas County*	4.8%	6.9%	6.8%	5.8%	5.9%	4.9%	4.3%
Colorado	6.1%	8.6%	8.9%	7.9%	7.5%	6.2%	4.3%
U.S.	7.3%	9.9%	9.4%	8.5%	7.8%	6.7%	5.8%

\*not seasonally adjusted

source: www.google.com - public data

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

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

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

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

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%
<b>Median Age</b>	<b>35.82</b>		<b>36.28</b>		<b>35.60</b>	

source: Town of Parker Economic Development Department

## **Budget Overview**

Included in this section of the budget document is the following information:

- **Basis of Presentation, Budgeting and Accounting**
- **Fund/Department Matrix**
- **Fund Descriptions**
- **Budget Policy Summary**
- **Fund Structure**
- **Fund Summary Graphs**
- **Summary of All Funds Revenues and Expenditures**
- **Summary of All Funds by Fund Type**
- **Summary of All Funds by Year to Year Comparison**
- **Debt Service**
- **Tax Spending and Debt Limitations**
- **Staffing Levels**



***Parker Police Department***



Department/Fund	Governmental Funds										Proprietary Funds						
	General Fund			Special Revenue Funds			Capital Project Funds				Debt Service Funds		Enterprise Funds			Internal Service Funds	
	General Fund	Parks and Recreation Fund	Law Enforcement Assistance Fund	PACE Fund	Recreation Fund	Manstreet Center Fund	Public Improvements Fund	Excise Tax Fund	Police Station/PACE Center Construction Fund	Parkgreen Construction Fund	General Debt Service Fund	Recreation Debt Service Fund	Stormwater Utility Fund	Fleet Services Fund	Technology Management Fund	Facility Services Fund	Medical Benefits Fund
Elected Officials	X														X		
Town Clerk	X														X		
Municipal Court	X														X		
Town Administrator	X														X		
Elections	X														X		
Finance	X														X		
Sales Tax	X														X		
Legal Services	X														X		
Human Resources	X														X		
Risk Management	X														X		
Community Development	X														X		
Information Technology	X														X		
Communications	X														X		
General Government Buildings	X														X		
Customer Service	X														X		
Historic Preservation	X														X		
Interdepartmental	X														X		
Debt Service	X										X				X		
Police	X								X						X		
Building Inspection	X														X		
Public Works	X								X						X		
Parks, Forestry and Open Space	X	X			X			X	X	X					X		
Public Works Buildings	X														X		
Economic Development	X														X		
Economic Incentives	X														X		
Interfund Transfers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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## **SECTION OVERVIEW**

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This section of the 2015 budget document provides an overview of the departmental narratives, revenues and expenditures in the Town’s primary funds. In addition, this section provides a definition and explanation of the fund types used by the Town, and an explanation of the budgeting and accounting basis for presentation of revenues and expenditures by fund and a summary of budget policies.

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## **DEPARTMENTAL NARRATIVES**

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The mission of the Town of Parker is to serve the citizens, business 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. To that end, each department and division budget narrative provides a detailed description of the activities, budgeted staffing levels, as well as goals for the upcoming budget and accomplishments for the current budget year.

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## **BASIS OF PRESENTATION, BUDGETING AND ACCOUNTING**

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### **Basis of Presentation – Fund Accounting**

The activities of the Town are organized into separate funds that are designated for a specific purpose or set of purposes. Each fund is considered a separate accounting entity, so the operations of each fund are accounted for with a set of self-balancing accounts that comprise its revenues, expenses, assets, liabilities, and fund equity as appropriate.

The number and variety of funds used by the Town promotes accountability but can also make municipal budgeting and finance complex. Therefore, understanding the fund structure is an important part of understanding the Town’s finances. The three basic fund categories are Governmental Funds, Proprietary Funds and Fiduciary Funds; within each fund category there are various fund types. Following is a description of the six fund types that contain the Town’s various funds.

### **Governmental Funds**

#### **General Fund**

The General Fund is the Town’s primary operating fund and is used to track the revenues and expenditures associated with the basic Town services that are not required to be accounted for in other funds. This includes services such as police, public works, parks and recreation, and other support services such as human resources. These services are funded by general purpose tax revenues and other revenues that are unrestricted. This means that the Town Council, with input from the public, has the ability to distribute the funds in a way that best meets the needs of the community as opposed to other funds that are restricted to predefined uses.

## **Special Revenue Funds**

Special Revenue funds account for activities supported by revenues that are received or set aside for a specific purpose that are legally restricted. The Town has seven Special Revenue funds that it budgets; Parks and Recreation Fund, Conservation Trust Fund, Law Enforcement Assistance Fund, PACE Fund, Recreation Fund, Mainstreet Center Fund, and Capital Renewal and Replacement Reserve Fund.

## **Capital Projects Funds**

Capital Projects funds account for financial resources that must be used for the acquisition, improvements or construction of major capital projects. The Town has four Capital Projects funds; Public Improvement Capital Project Fund, Excise Tax Fund, Parkglenn Construction Fund and Police Station/PACE Center Construction Fund. The 10 year capital improvements plan lists approved and anticipated capital projects of the Town, and can be located in the capital section of the budget document.

## **Debt Service Funds**

Debt Service funds are used to account for resources that will be used to pay the interest and principal of long-term debts. The Town has two Debt Service funds; General Debt Service and Recreation Debt Fund.

## **Proprietary Funds**

### **Enterprise Funds**

Enterprise funds account for operations that are financed and operated in a manner similar to private business, where the intent of the Town is that the fund will be self supporting. This requires that the expense of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. In the event that these user charges are insufficient to cover the operations of the Enterprise fund, transfers can be made from other fund types to provide additional support. The Town's Enterprise funds consist of the Stormwater Utility Fund.

### **Internal Service Funds**

Internal Service funds account for the financing of goods and services provided primarily by one Town department to other Town departments or agencies, or to other governments, on a cost-reimbursement basis. The Town's Internal Service funds consist of the Fleet Management Fund, Information Technology Fund, Facility Services Fund and Medical Benefits Fund.

## **Fiduciary Funds (Agency Funds)**

### **Trust Funds**

Agency funds account for resources that the Town does not have the authority to spend on its own because the Town is holding assets of these funds in a trustee capacity or as an agent for another organizational unit. The Town has one Agency fund which is **not** budgeted; Security Escrow Fund.

## **Basis of Budgeting**

Basis of budgeting refers to the methodology used to include revenues and expenditures in the budget. The Town of Parker primarily budgets on a cash basis. The Town does not budget for non-cash items such as depreciation and amortization. The revenues and expenditures are assumed to be collected or spent during the period appropriated. Using this assumption, the current year revenues are compared to expenditures to ensure that each fund has sufficient revenues to cover expenditures during the budget year, or that there are sufficient cash reserves in the fund to cover a revenue shortfall.

## **Basis of Accounting**

Basis of accounting refers to the point at which revenues or expenditures are recognized in the accounts and reported in the financial statements. The government-wide financial statements, as well as the financial statements for proprietary funds and fiduciary funds, are reported using the economic resource measurement focus and the accrual basis of accounting. Under accrual basis of accounting, revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of when the cash is received or disbursed.

Governmental fund financial statements are reported using current financial resources measurement focus and the modified accrual basis of accounting. Under modified accrual basis of accounting, revenues are recognized as soon as they become both measurable and available, and expenditures are recorded in the period that the expenditure occurs and becomes a liability.

## **Basis of Budgeting vs. Basis of Accounting**

The basis of budgeting differs from the basis of accounting only by the assumptions that are made in regards to the timing of the recognition of revenues and expenditures. The budget assumes that all revenues and expenditures as well as, the associated cash, will be expended or received during the budget period. Conversely, the basis of accounting only recognizes revenues when they become both measurable and available, and expenditures when incurred. Cash is not necessarily received or expended at the same time.

## **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 Cultural Fund – Accounts for the operations of PACE and the Mainstreet Center and is classified as a major fund for SCFD Tier II grant requirements.

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.

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.

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. There small balance remaining in the fund was transferred to the Capital Renewal and Replacement Reserve Fund at the end of 2014.

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.

General Debt Service Fund – Accounts for payments of principal and interest on the 2014 Certificates of Participation for the Public Works Facility.

Recreation Debt Service Fund – Accounts for payments of principal and interest on the 2006 sales and use tax issued to construct the Fieldhouse. This fund also accounts for payments of principal and interest associated with the issuance of Certificates of Participation for the Recreation Center expansion.

### *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 IT personnel, 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.

Medical Benefits Internal Service Fund – Accounts for the medical claims and insurance premiums of Town employees. Funding is charged to participants in the medical benefits plan based on their type of coverage.

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## **BUDGET POLICY SUMMARY**

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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 2015 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 3 percent of budgeted expenditures, in accordance with Article X of the Colorado Constitution (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 salary and benefits, supplies, purchased services, capital outlay, debt service, contributions, interfund transfers and other.

### *Personnel*

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 personnel 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 \$5,000 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*

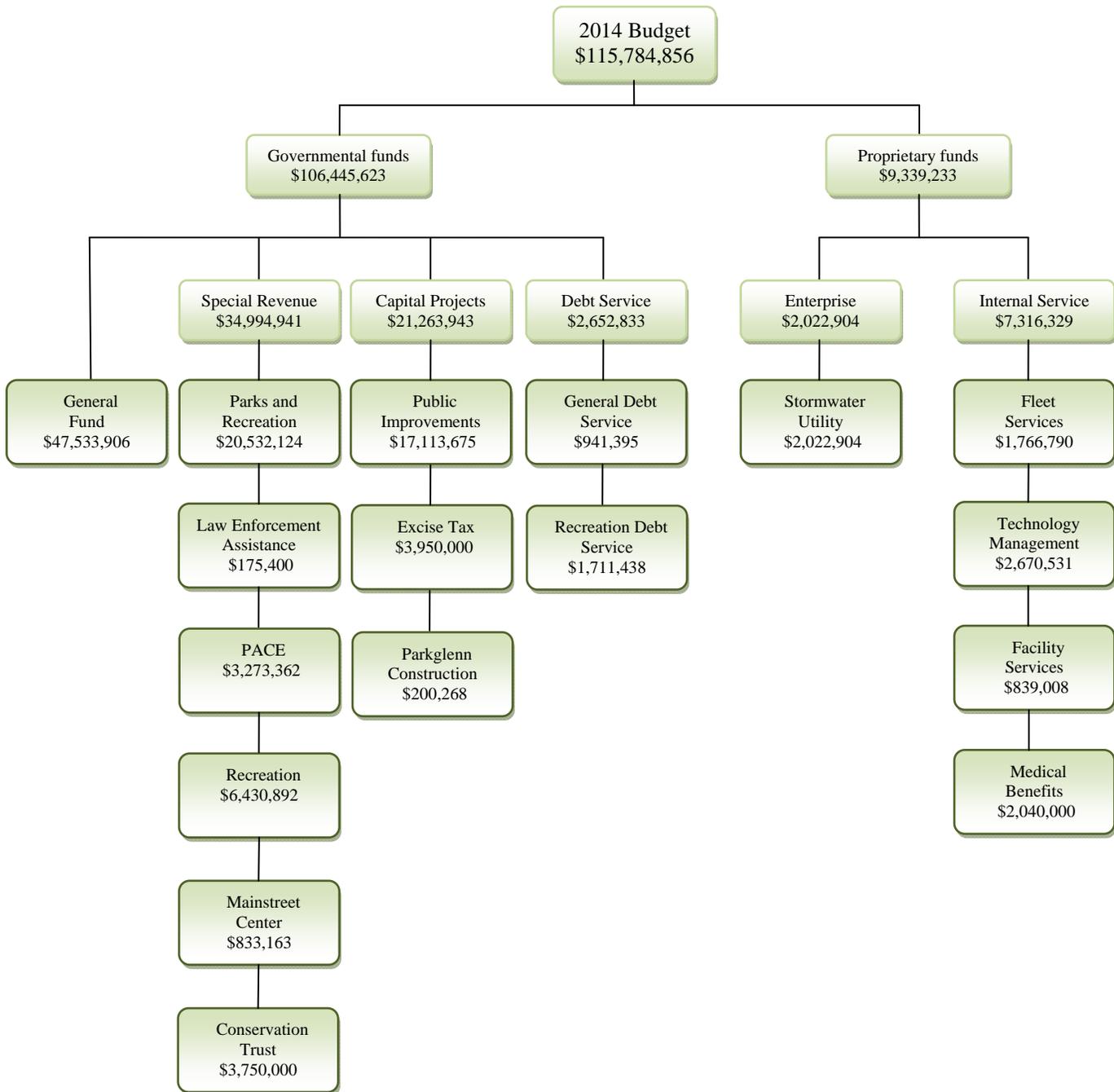
As required by the Town Charter and State Statute, appropriate elections will be held to obtain voter approval for debt issuance.

### **Budget Amendments**

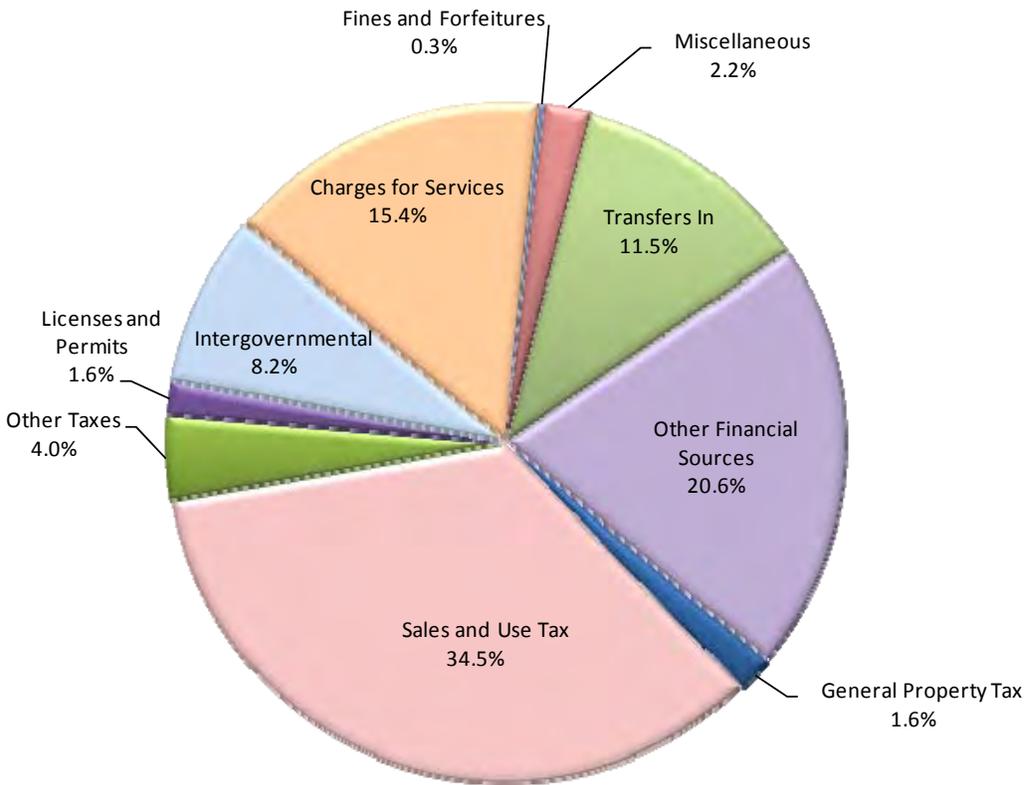
The Town Charter allows Town Council to make additional appropriations by ordinance during the fiscal year for unanticipated expenditures of the Town. Such appropriations shall not exceed the amount by which actual and anticipated revenues of the year exceed the revenues estimated in the budget, unless the appropriations are necessary to relieve an emergency endangering public peace, health, safety or property. Requests for budget amendments are submitted to the Finance Director for consideration, if the request is justified and there is offsetting revenue, it is submitted to the Town Administrator for approval prior to being placed on a Council agenda. Budget amendments are presented to Town Council at a regular meeting and require two readings prior to adoption.

## Fund Structure

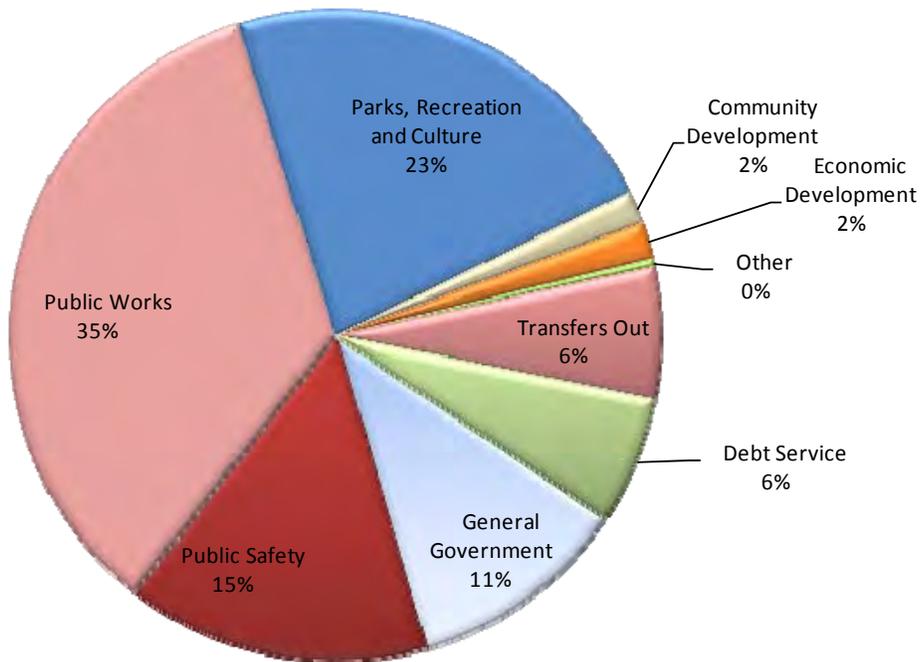
The following chart illustrates the fund structure and the various funds the Town uses. Also shown is the total budget, the total budget for each fund type and the budget for each fund. The total appropriation amount for all funds, including interfund transfers, is \$115,784,856.



## Where it comes from... revenues (all funds)



## Where it goes... expenditures (all funds)



FUND BALANCE PROJECTION - ALL GOVERNMENTAL FUNDS

<b>Fund</b>	Fund Balance 12/31/2012	2013 Revenue	2013 Expenditure	Fund Balance 12/31/2013	Projected 2014 Revenue	Projected 2014 Expenditure	Fund Balance 12/31/2014	Budget 2015 Revenue	Budget 2015 Expenditure	Fund Balance 12/31/2015
<b><u>OPERATING FUND</u></b>										
General Fund	23,866,338	38,535,081	40,805,942	21,595,477	39,870,857	39,342,599	22,123,735	40,690,537	47,528,906	15,285,367
<b><u>SPECIAL REVENUE FUNDS</u></b>										
Conservation Trust	2,798,324	432,551	-	3,230,876	400,960	-	3,631,836	440,900	3,750,000	322,736
Parks and Recreation	4,148,017	5,548,291	4,528,827	5,167,481	12,893,030	13,430,436	4,630,075	19,856,375	20,532,224	3,954,226
Law Enforcement Assistance	234,054	131,033	132,658	232,429	127,619	238,633	121,414	136,500	175,400	82,514
Parker Arts, Culture and Entertainment	467,672	2,342,962	2,409,267	401,367	2,701,416	2,852,367	250,415	3,231,600	3,273,362	208,653
Recreation	1,254,338	5,262,830	5,361,349	1,155,820	5,205,628	5,416,172	945,276	5,812,950	6,430,892	327,334
Mainstreet Center	136,817	233,627	202,662	167,782	785,381	554,717	398,446	607,400	833,163	172,683
Capital Renewal/Replacement Reserve	1,939,786	1,995	-	1,941,781	6,395	-	1,948,176	1,900	-	1,950,076
<b><u>CAPITAL PROJECT FUNDS</u></b>										
Public Improvements	7,223,404	6,460,747	1,974,053	11,710,098	22,362,799	21,952,980	12,119,918	12,086,171	17,113,675	7,092,414
Excise Tax	3,094,486	1,449,957	-	4,544,443	2,367,000	510,000	6,401,443	1,711,200	3,950,000	4,162,643
Police Station/PACE Center Construction	590,900	956	221,599	370,257	1,000	307,396	63,861	300	-	64,161
Parkglenn Construction	198,753	204	-	198,957	650	-	199,607	661	200,268	-
<b><u>DEBT SERVICE FUND</u></b>										
Recreation Debt Service	-	-	-	-	261,021	261,021	-	941,395	941,395	-
Recreation Debt Service	(124)	1,239,143	1,239,019	-	1,795,400	1,795,400	-	1,711,438	1,711,438	-

FUND CASH PROJECTION - ALL PROPRIETARY FUNDS

<b>Fund</b>	Projected Cash 12/31/2012	2013 Revenue	2013 Expenditure	Projected Cash 12/31/2013	Projected 2014 Revenue	Projected 2014 Expenditure	Projected Cash 12/31/2014	Budget 2015 Revenue	Budget 2015 Expenditure	Projected Cash 12/31/2015
<b><u>ENTERPRISE FUNDS</u></b>										
Stormwater Utility	3,739,872	2,000,452	1,698,885	4,041,439	1,831,907	1,516,070	4,357,276	1,919,900	2,022,904	4,254,271
<b><u>INTERNAL SERVICE FUNDS</u></b>										
Fleet Services	715,582	2,868,975	764,942	2,819,615	1,590,112	1,632,681	2,777,046	1,460,265	1,766,790	2,470,521
Technology Management	147,837	768,614	595,870	320,581	2,445,779	2,518,078	248,282	2,642,175	2,670,531	219,926
Facility Services	(6,655)	694,721	732,960	(44,894)	732,600	713,672	(25,966)	891,200	839,008	26,226
Medical Benefits	-	-	-	-	-	-	-	2,658,287	2,040,000	618,287

*Summary of All Funds*

For the Years Ended December 31, 2012-2015

	Actual 2012	Actual 2013	Projected 2014	Adopted 2015
<b>Revenues</b>				
General Property Tax	\$ 1,538,460	\$ 1,552,808	\$ 1,593,800	\$ 1,551,000
Sales and Use Tax	31,544,855	33,219,873	35,147,571	36,047,900
Other Taxes	3,531,342	3,771,119	4,717,833	4,142,433
Licenses and Permits	2,141,881	1,537,271	1,587,900	1,646,700
Intergovernmental	7,369,863	7,201,478	7,461,393	10,120,377
Charges for Services	11,617,229	12,787,707	14,447,098	17,608,077
Fines and Forfeitures	264,020	255,425	252,000	266,700
Miscellaneous	2,587,335	1,736,945	3,859,945	6,844,596
Transfers In	6,470,751	5,494,332	6,073,221	18,575,071
Other Financial Sources	80,438	415,182	20,205,165	-
<b>Total Revenues</b>	<b>67,146,173</b>	<b>67,972,141</b>	<b>95,345,926</b>	<b>96,802,854</b>
<b>Expenditures</b>				
General Government	7,386,498	10,092,685	10,324,949	13,231,907
Public Safety	11,350,249	11,731,886	13,980,419	14,661,892
Public Works	15,692,134	11,902,026	32,105,608	29,396,541
Parks, Recreation and Culture	10,327,235	11,950,087	21,118,752	29,981,077
Community Development	1,131,120	1,686,648	1,517,778	1,619,378
Economic Development	3,485,556	2,629,890	1,653,966	1,423,257
Other	1,252,929	173,747	360,200	477,600
Transfers Out	6,316,751	5,478,023	6,073,221	18,575,071
Debt Service	5,029,873	5,023,041	5,838,331	6,418,133
<b>Total Expenditures</b>	<b>61,972,344</b>	<b>60,668,033</b>	<b>92,973,223</b>	<b>115,784,856</b>
Net Increase (Decrease) in Fund Balances	5,173,830	7,304,108	2,372,703	(18,982,002)
<b>Beginning Fund Balances</b>	<b>45,375,572</b>	<b>50,549,401</b>	<b>57,853,509</b>	<b>60,226,212</b>
<b>Ending Fund Balances</b>	<b>\$ 50,549,401</b>	<b>\$ 57,853,509</b>	<b>\$ 60,226,212</b>	<b>\$ 41,244,210</b>

Summary of All Funds

2015 Annual Budget - By Fund Type

	General Fund	Enterprise Fund	Speical Revenue	Capital Projects	Internal Service	Debt Service	Total All Funds
<b>Revenues</b>							
General Property Tax	\$ 1,551,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,551,000
Sales and Use Tax	27,966,500	-	6,008,000	2,073,400	-	-	36,047,900
Other Taxes	2,094,800	-	-	2,047,633	-	-	4,142,433
Licenses and Permits	1,646,700	-	-	-	-	-	1,646,700
Intergovernmental	3,516,637	-	3,874,340	2,729,400	-	-	10,120,377
Charges for Services	2,590,500	1,906,900	5,460,050	-	7,648,627	-	17,606,077
Fines and Forfeitures	176,700	-	90,000	-	-	-	266,700
Miscellaneous	172,600	13,000	99,635	6,556,261	3,300	-	6,844,796
Transfers In	975,100	-	14,555,600	391,638	-	2,652,833	18,575,171
Other Financial Sources	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>40,690,537</b>	<b>1,919,900</b>	<b>30,087,625</b>	<b>13,798,332</b>	<b>7,651,927</b>	<b>2,652,833</b>	<b>96,801,154</b>
<b>Expenditures</b>							
General Government	5,915,578	-	-	-	7,316,329	-	13,231,907
Public Safety	14,481,492	-	175,400	-	-	-	14,656,892
Public Works	10,445,388	1,837,478	-	17,113,675	-	941,395	30,337,936
Parks, Recreation and Culture	3,546,574	-	26,434,503	-	-	1,711,438	31,692,515
Community Development	1,619,378	-	-	-	-	-	1,619,378
Economic Development	1,330,257	-	93,000	-	-	-	1,423,257
Other	477,600	-	-	-	-	-	477,600
Transfers Out	5,947,339	185,426	8,292,138	4,150,268	-	-	18,575,171
Debt Service	3,765,300	-	-	-	-	-	3,765,300
<b>Total Expenditures</b>	<b>47,528,906</b>	<b>2,022,904</b>	<b>34,995,041</b>	<b>21,263,943</b>	<b>7,316,329</b>	<b>2,652,833</b>	<b>115,779,956</b>
Net Increase (Decrease) in Fund Balances	(6,838,369)	(103,004)	(4,907,416)	(7,465,611)	335,598	-	(18,978,802)
<b>Beginning Fund Balances</b>	<b>22,123,735</b>	<b>4,357,276</b>	<b>11,925,638</b>	<b>18,784,829</b>	<b>2,999,362</b>	<b>-</b>	<b>60,190,840</b>
<b>Ending Fund Balances</b>	<b>\$ 15,285,367</b>	<b>\$ 4,254,271</b>	<b>\$ 7,018,222</b>	<b>\$ 11,319,218</b>	<b>\$ 3,334,960</b>	<b>\$ -</b>	<b>\$ 41,212,038</b>

*Summary of All Funds*

**Year-to-Year Comparison**

	<b>2013</b>	<b>2014</b>	<b>2014</b>	<b>2014</b>	<b>2015</b>	<b>% Change</b>
	<b>Actual</b>	<b>Original</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>	<b>Adopted</b>
		<b>Budget</b>	<b>Budget</b>		<b>Budget</b>	<b>Budget</b>
<b>Beginning Fund Balances</b>	\$ 50,549,401	\$ 57,853,509	\$ 57,853,509	\$ 57,853,509	\$ 60,226,213	4%
<b>Revenues</b>						
<b>General Fund</b>	37,653,373	38,948,719	39,018,273	38,943,257	39,717,437	2%
<b>Special Revenue Funds</b>						
Conservation Trust	432,551	403,760	403,760	400,960	440,900	9%
Parks and Recreation	5,548,291	13,007,400	13,007,400	12,893,030	8,906,375	-32%
Law Enforcement Assistance	131,033	142,200	142,200	127,619	136,500	-4%
PACE	1,417,962	1,375,700	1,593,700	1,624,953	1,731,400	9%
Recreation	4,273,322	3,799,650	3,799,650	4,139,129	3,957,350	4%
Mainstreet Center	109,127	360,000	360,000	127,339	357,400	-1%
Capital Renewal/Replacement Reserve	1,995	1,900	1,900	5,317	1,900	0%
<b>Capital Project Funds</b>						
Public Improvements	5,210,747	19,251,425	19,821,425	22,042,053	11,694,533	-41%
Excise Tax	1,449,957	1,625,300	1,625,300	2,367,000	1,711,200	5%
Police Station/PACE Center	956	100	100	1,000	300	200%
Parkglenn Construction	204	400	400	650	661	65%
<b>Debt Service Fund</b>						
General Debt Service	-	-	-	-	-	
Recreation Debt Service	-	-	-	-	-	
<b>Enterprise Fund</b>						
Stormwater Utility	2,000,452	1,831,300	1,831,300	1,831,907	1,919,900	5%
<b>Internal Service Funds</b>						
Fleet Services	2,784,502	1,368,416	1,550,100	1,590,112	1,460,265	-6%
Technology Management	768,614	2,182,309	2,443,310	2,445,779	2,642,175	8%
Facility Services	694,721	732,700	732,700	732,600	891,200	22%
Medial Benefits	-	-	-	-	2,658,287	
<b>Total Revenues</b>	<b>62,477,809</b>	<b>85,031,279</b>	<b>86,331,518</b>	<b>89,272,705</b>	<b>78,227,783</b>	<b>-9%</b>

*Summary of All Funds*  
**Year-to-Year Comparison**

	<b>2013 Actual</b>	<b>2014 Original Budget</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budget</b>
<b>Expenditures</b>						
<b>General Fund</b>	38,630,942	40,192,384	41,548,329	37,725,391	41,586,567	0%
<b>Special Revenue Funds</b>						
Parks and Recreation	1,307,368	12,249,400	13,521,957	9,493,236	15,990,086	18%
Law Enforcement Assistance	132,658	155,900	245,900	238,633	175,400	-29%
PACE	2,409,267	2,617,988	2,897,652	2,851,906	3,273,362	13%
Recreation	5,361,349	5,756,911	5,783,647	5,416,046	6,430,892	11%
Mainstreet Center	202,662	1,069,540	1,130,016	549,377	833,163	-26%
<b>Capital Project Funds</b>						
Public Improvements	1,960,653	18,777,255	23,606,796	21,932,508	17,113,675	-28%
Police Station/PACE Center Constructior	221,599	-	350,757	307,396	-	-100%
Parkglenn Construction	-	-	-	-	-	
<b>Debt Service Fund</b>						
General Debt Service	-	-	276,413	261,021	941,395	241%
Recreation Debt Service	1,239,019	1,795,400	1,795,400	1,795,400	1,711,438	-5%
<b>Enterprise Fund</b>						
Stormwater Utility	1,630,721	1,454,650	1,585,566	1,464,657	1,837,478	16%
<b>Internal Service Funds</b>						
Fleet Services	764,942	1,623,900	1,628,256	1,632,681	1,766,790	9%
Technology Management	595,870	2,189,178	2,547,798	2,518,078	2,670,531	5%
Facility Services	716,650	732,674	737,158	713,672	839,008	14%
Medcial Benefits	-	-	-	-	2,040,000	
<b>Total Expenditures</b>	<b>55,173,701</b>	<b>88,615,180</b>	<b>97,655,645</b>	<b>86,900,002</b>	<b>97,209,785</b>	0%
<b>Ending Fund Balances</b>	<b>\$ 57,853,509</b>	<b>\$ 54,269,608</b>	<b>\$ 46,529,382</b>	<b>\$ 60,226,212</b>	<b>\$ 41,244,211</b>	-11%

*Note: Interfund transfers have been eliminated*

## 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.

<b><i>Sales and Use Tax Revenue Bonds</i></b>			
Year	Principal	Interest	Total
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.

<b>Certificates of Participation Series 2009</b>					
Year	Principal	Interest	Total	BABs credit	Net
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: 2015 includes taxable and tax-exempt interest. The 35 percent credit is on the taxable interest amount only.

**2014 Certificates of Participation**

In 2014, the Town issued \$19,520,000 in certificates of participation to finance the cost of constructing a Public Works facility and the expansion and renovation of the Town’s existing Recreation Center. The portion of annual debt service payments attributable to the Public Works facility are accounted for in the General Debt Service Fund, which receives a transfer from the General Fund (53%) and Stormwater Utility Fund (13%). The portion of annual debt service payments attributable to the Recreation Center is accounted for in the Recreation Debt Service Fund, which receives a transfer from the Parks and Recreation Fund (34%). The debt service payment schedule for the outstanding debt is shown in the following table.

<b>Certificates of Participation Series 2014</b>			
Year	Principal	Interest	Total
2015	\$725,000	\$701,356	\$1,426,356
2016	\$740,000	\$686,856	\$1,426,856
2017	\$760,000	\$664,656	\$1,424,656
2018	\$780,000	\$649,456	\$1,429,456
2019	\$795,000	\$633,856	\$1,428,856
2020	\$810,000	\$617,956	\$1,427,956
2021	\$825,000	\$599,731	\$1,424,731
2022	\$850,000	\$579,106	\$1,429,106

2023	\$880,000	\$545,106	\$1,425,106
2024	\$910,000	\$518,706	\$1,428,706
2025	\$940,000	\$489,131	\$1,429,131
2026	\$975,000	\$451,531	\$1,426,531
2027	\$1,025,000	\$402,781	\$1,427,781
2028	\$1,075,000	\$351,531	\$1,426,531
2029	\$1,110,000	\$315,250	\$1,425,250
2030	\$1,150,000	\$276,400	\$1,426,400
2031	\$1,210,000	\$218,900	\$1,428,900
2032	\$1,270,000	\$158,400	\$1,428,400
2033	\$1,320,000	\$107,600	\$1,427,600
2034	\$1,370,000	\$54,800	\$1,424,800

*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
- 2014 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, not withstanding 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.

<b>Fund/Department</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
General Fund:						
Town Clerk	3.00	3.00	2.50	2.50	3.00	3.00
Municipal Court	2.80	2.80	2.80	2.80	2.60	2.60
Town Administrator	5.00	5.00	3.00	3.00	3.00	3.00
Finance	14.00	13.00	11.00	11.00	11.00	12.00
Town Attorney	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	5.00	5.00	6.00	6.00	7.00	7.00
Information Technology	9.00	9.00	9.00	-	-	-
Community Development	14.80	14.80	12.50	12.50	12.50	12.50
Communications	3.50	3.50	3.50	3.50	3.50	3.50
Customer Service	3.60	3.60	2.60	2.60	2.60	2.60
Police	90.20	90.20	91.80	94.80	99.80	104.00
Building Inspection	11.00	11.00	8.50	9.50	10.00	10.00
Public Works	31.70	31.70	30.70	30.40	30.30	32.30
Parks/Forestry/Open Space	20.50	20.50	20.90	20.90	21.90	22.70
Economic Development	1.00	1.00	1.00	3.00	4.00	4.00
<b>General Fund Total</b>	<b>217.10</b>	<b>216.10</b>	<b>207.80</b>	<b>204.50</b>	<b>213.20</b>	<b>221.20</b>
Parks and Recreation Fund	1.75	1.75	1.60	1.60	1.60	1.60
Law Enforcement Assistance Fund	2.00	2.00	1.50	1.50	1.50	1.50
PACE Fund	3.00	5.00	5.50	10.50	10.50	12.50
Recreation Fund	18.95	18.95	18.90	19.90	21.90	24.90
Mainstreet Center Fund	2.00	2.00	1.50	1.50	1.30	1.30
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	4.40	4.40	4.40
Information Technology	-	-	-	9.00	10.00	11.00
Facility Services Internal Services Fund	12.20	12.40	7.40	7.40	7.40	8.40
<b>Total</b>	<b>268.40</b>	<b>269.60</b>	<b>255.60</b>	<b>268.30</b>	<b>279.80</b>	<b>294.80</b>
Percentage Increase/Decrease	4.9%	0.4%	-5.2%	5.0%	4.3%	5.4%

2015 Staff Changes:

- 1- Finance add: 1 Sales and Use Tax Auditor
- 2- Police added: 1 Records Technician, 1 Sergeant, 2 Dispatchers, upgrade Animal Services Officers to full-time
- 3- Public Works added: 2 Street Maintenance Technicians
- 4- Parks, Forestry and Open Space added: 1 part-time benefited Customer Service Specialist
- 5- PACE added: 1 Assistant Marketing Coordinators, 1 Production Assistant
- 6- Recreation added: 1 Assistant Aquatics Coordinator, 1 Assistant Facility Coordinator, 1 Therapeutic Recreation/Senior Program Coordinator
- 7- Information Technology added: 1 Support Technician



# REVENUE MANUAL



## AN EVALUATION OF MAJOR REVENUES 2009 - 2015

**Prepared by**

The Finance Department

## INTRODUCTION

This manual provides information on the Town's major revenues that are received primarily from outside sources. Major revenues are greater than \$100,000 received annually. Cumulatively, the 2015 projections for the revenues identified in this manual account for 83% of the total revenues anticipated to be received by the Town.

Interfund Transfers are not included in this manual or in the calculation of percentage of total revenues.

The information provided in this manual for each revenue source includes:

- Distribution – the fund or funds where the revenue is accounted for.
- Source – the source of the revenue stream.
- Collection – the basis for and the logistics of the collection of the revenue.
- Five Year Trend – includes actual collections for the prior four years and the projection for the current year.
- Forecast – the projected revenue for the next two years.
- Rationale – the basis for the forecasted revenues.

# PROPERTY TAX REVENUE

**Distribution:** General Fund 100%

**Source:** Parker property owners.

**Collection:** The collection process begins with the Douglas County Assessor's Office. Two types of property are valued by the Assessor's Office: 1) "real property" (land & buildings) and 2) "personal property" (business machines & equipment). Once market values are established, the Assessor's Office computes the assessed valuation of property based on State-legislated assessment percentages. Property is assessed at the end of one year, for collection in the following year. An eight year history of these assessment percentages is provided in the table below:

## Assessment Percentages

<u>Property Class</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Real Property:								
Commercial	29.00	29.00	29.00	29.00	29.00	29.00	29.00	29.00
Residential	7.96	7.96	7.96	7.96	7.96	7.96	7.96	7.96
Personal Property:	29.00	29.00	29.00	29.00	29.00	29.00	29.00	29.00

## Town of Parker Assessed Valuations

Total assessed valuation (in millions) for the Town of Parker for the past eight years is demonstrated by the following table:

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Assessed Valuation	\$493.6	\$556.0	\$582.4	\$597.0	\$603.6	\$559.4	\$564.6	\$572.6

## Mill Levies for Parker Residents

Assessments are furnished to the Douglas County Treasurer's Office. The Treasurer's Office issues property tax bills to every property owner based on the property's assessed valuation and the total mill levy which local governments have certified for the year. Within Parker, mill levies are certified by the Town Of Parker (2.602), Douglas County Government (19.774), Douglas County Libraries (4.029), Douglas County Schools (48.727), Parker Fire Protection (13.096), Urban Drainage & Flood Control (0.608), and Cherry Creek Basin Water Quality (0.500). In addition, many Parker property owners also are subject to mill levies issued by the Parker Water & Sanitation (9.727), Cottonwood Water & Sanitation District (27.000), and various Metro Districts throughout the Town.

## Payment

Property owners pay property taxes to Douglas County in either two installments due February 28 & June 15 or in one installment due April 30. Douglas County wire transfers the Town's property taxes directly to the Town's main bank account on the 10th of the month following the month that the collection is processed by Douglas County.

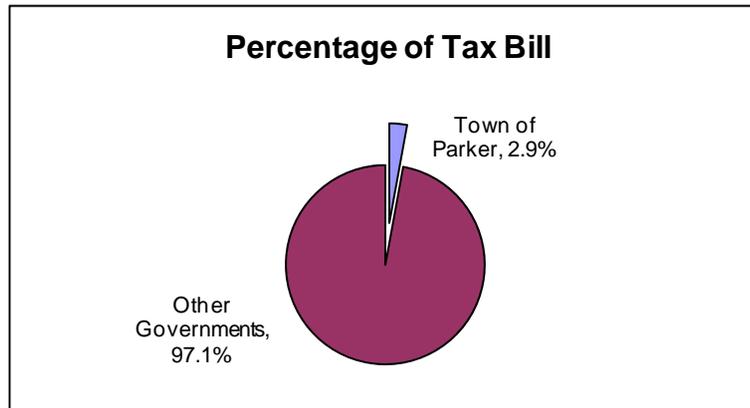
## PROPERTY TAX REVENUE, continued

A five-year history of the mill levies which apply to all Parker taxpayers is provided in the table below:

### Five Year Mill Levy History

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Town of Parker	2.602	2.602	2.602	2.602	2.602
Douglas County	19.774	19.774	19.774	19.774	19.774
Douglas County School District	46.983	43.890	48.788	48.727	48.727
Douglas County Libraries	4.016	4.034	4.040	4.068	4.029
Parker Fire Protection	14.013	14.129	14.276	14.220	13.096
Cherry Creek Basin Water	0.405	0.441	0.500	0.500	0.500
Urban Drainage District	0.569	0.576	0.623	0.657	0.608
Total	<u>88.362</u>	<u>85.446</u>	<u>90.603</u>	<u>90.548</u>	<u>89.336</u>
Town's % of Tax Bill	2.9%	3.0%	2.9%	2.9%	2.9%

### Town of Parker Percentage of Tax Bill



### Computing the Property Tax Bill

The formulas used for computing property taxes are as follows:

$$\begin{aligned} \text{Assessed valuation} &= \text{Property market value} \times \text{Assessment ratio} \\ \text{Property tax} &= \text{Assessed valuation} \times \text{Mill Levy} / 1000 \end{aligned}$$

For the 2011 assessments paid in 2012, the owner of a home valued at \$300,000 would have paid \$62 in property taxes to the Town of Parker and \$2,100 to the other governments.

	<u>Parker</u>	<u>Other Governments</u>
Market value	\$ 300,000	\$ 300,000
x Assessment ratio	7.96%	7.96%
Assessed value	\$ 23,880	\$ 23,880
x Mill Levy	2.602	89.336
Divided by 1000	/1000	/1000
Property tax	<b>\$62</b>	<b>\$2,133</b>

Using the 29% business assessment percentage, a business with a 2013 market value of \$300,000 would have paid \$226 in property taxes to the Town of Parker in 2013, and \$7,772 to the other governments.



## SALES TAX REVENUE

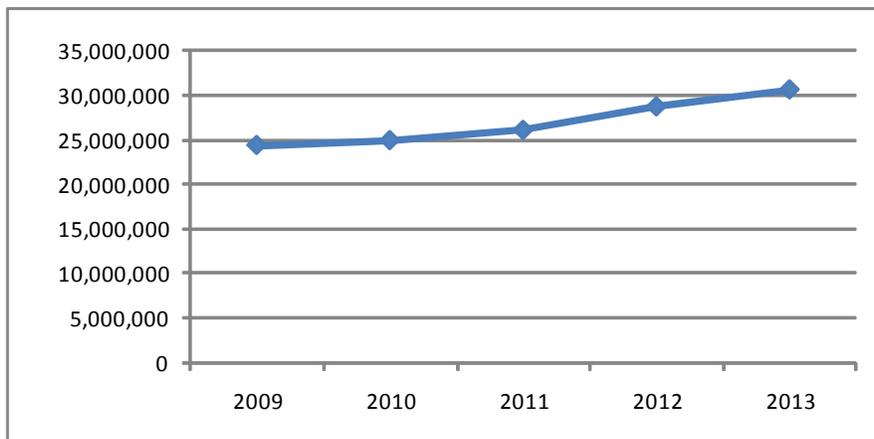
**Distribution:** General Fund 83%  
Parks and Recreation Fund 17%

**Source:** Visitors, residents and employees in Parker.

**Collection:** In 1981, the citizens of Parker voted to install a 1% sales and use tax. In 1982, the citizens voted to increase the sales and use tax rate to 2.5%. In 1984 Parker became a home-rule municipality with power to self-govern in matters of local and municipal concern. In 1990, the citizens voted to increase the sales tax rate to the current level of 3%, with the extra .50% to be earmarked for parks and recreation improvements. Sales tax is charged on certain services and all retail purchases including food.

As a home rule Town, Parker collects and administers its own sales and use tax. Businesses remit tax to Parker on a monthly, quarterly or annual basis. Taxes collected are due to the Town by the 20th of the month following collection. The Town has established a lockbox for the efficient and secure deposit of sales and use tax monies. Returns are mailed directly to the bank, eliminating processing float. The Town utilizes a number of enforcement procedures to collect from delinquent accounts including taxpayer education, delinquency notices, personal phone contact and visits, audits, summons to municipal court and seizures.

### Five Year Trend:



<u>Year</u>	<u>General Fund</u>	<u>P&amp;R Fund</u>	<u>Total</u>
2009	20,301,754	4,060,349	24,362,102
2010	20,763,213	4,152,606	24,915,819
2011	21,730,518	4,347,687	26,078,205
2012	23,952,885	4,790,577	28,743,462
2013	25,576,071	5,114,756	30,690,827

Local retail sales growth, as evidenced by sales tax receipts, remained positive during the downturn. Sales tax, the Town's largest revenue source increased 6.77 percent in 2013 compared 2012, which in turn was 10.2 percent greater than 2011. Unlike many governments across the nation and fortunately for the Town, sales tax revenues never dipped during this economic downturn. This was due to Costco, a large regional wholesale/retail warehouse, coming to Parker in August 2008.

**Forecast:**                    **2014 \$31,918,800**                    **2015 \$33,196,800**

**Rationale:** Sales tax revenues are projected to increase gradually. Forecast anticipates a 4.0% and 4.0% growth in Sales Tax for 2014 and 2015 respectively, allowing for population increases, inflation, and some new commercial activity.

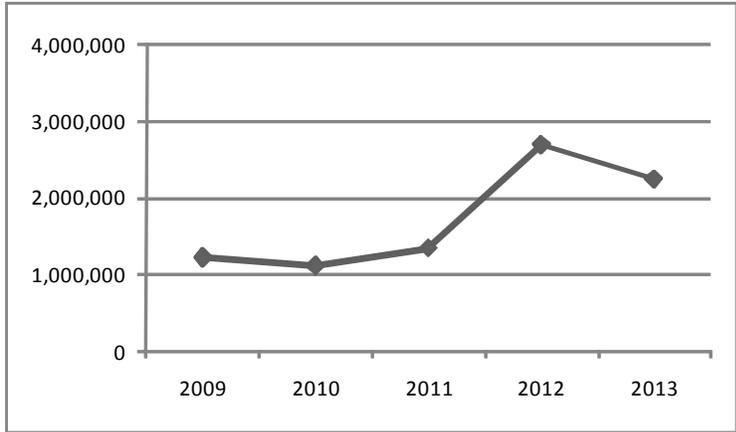
# BUILDING USE TAX REVENUE

**Distribution:** Capital Improvements Fund 83%  
Parks and Recreation Fund 17%

**Source:** Contractors, developers, Parker businesses and residents.

**Collection:** Building use tax is assessed at 4% (3% is Town of Parker and 1% is collected and remitted to Douglas County) on 50% of the estimated value of the construction project. Construction labor is typically not subject to use tax, and the Town of Parker estimates that 50% of the building permit value is related to taxable materials, equipment, appliances, etc. Building use tax is estimated and collected by the Building Department at the time a building permit is obtained. Monies collected are deposited through the Finance Department.

**Five Year Trend:**



<u>Year</u>	<u>Capital</u>		<u>Total</u>
	<u>P&amp;R Fund</u>	<u>Improvement Fund</u>	
2009	203,322	1,016,629	1,219,951
2010	185,289	926,444	1,111,733
2011	222,563	1,117,267	1,339,830
2012	447,086	2,234,997	2,682,084
2013	372,552	1,862,760	2,235,313

Building Use Tax includes new residential construction and home improvements, as well as commercial construction and can fluctuate annually, primarily based on commercial construction. The significant improvement in 2012 is due to an increase in home construction and roofing permits caused by the summer hailstorm. New home construction continues to improve since it hit an all-time low in 2009, with the number of single-family residential permits issued growing from 183 permits in 2011 to 381 in 2012 and dipping slightly as anticipated in 2013 to 332

**Forecast:**                    **2014    \$2,747,660**                    **2015    \$2,488,100**

**Rationale:** Forecast anticipates continued strong growth in new residential building permits in 2014 and 2015. However, residential growth is anticipated to be more in line with 2013 rather than 2012 in which the hailstorm skewed the revenue figures. The projected spike in 2014 is due to the significant values of the commercial building permits issued in May 2014.

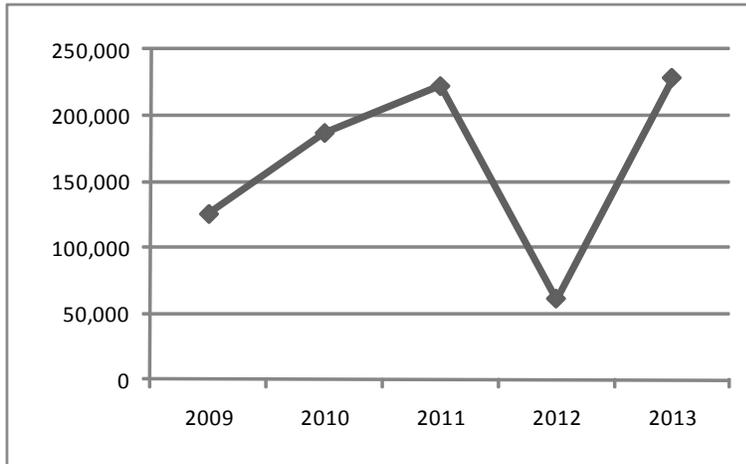
# SALES & USE TAX AUDIT REVENUE

**Distribution:** General Fund 83%  
Parks and Recreation Fund 17%

**Source:** Businesses doing business in Parker, also audits of construction projects for building use tax.

**Collection:** The Town's audit program emphasizes taxpayer education and voluntary compliance. As a result, the Town works with businesses which are delinquent or not remitting taxes to educate them on the correct way to calculate and remit sales and use tax. An audit may take 2 hours, or several months, to perform, depending on the complexity of the organization. Once the Town completes an audit, it meets with the taxpayer to go over the audit assessment and make any appropriate adjustments or corrections. The taxpayer then has 30 days to pay the assessment, work out a settlement or payment plan, or protest the assessment. The Town collects assessments through the Finance Department.

## Five Year Trend:



<u>Year</u>	<u>General Fund</u>	<u>P&amp;R Fund</u>	<u>Total</u>
2009	104,324	20,864	125,189
2010	155,551	31,110	186,661
2011	185,209	37,042	222,251
2012	50,804	10,161	60,964
2013	190,348	38,211	228,559

Audit revenues will fluctuate based on the size and number of audits, and the timing of collection. Audits are performed through on-site visits and by mail/e-mail correspondence (desk audits).

**Forecast:**                    **2014 \$74,150**                    **2015 \$250,000**

**Rationale:** Forecast is conservative and is based on the continuation of the audit program with anticipated audits of several large businesses and re-engaging businesses for the next three-year audit period. Projections for 2014 are down due to one auditor being out of the office for an extended period of time. For 2015, projections are significantly increased due to complete staffing and the addition of one new auditor.

# LODGING TAX

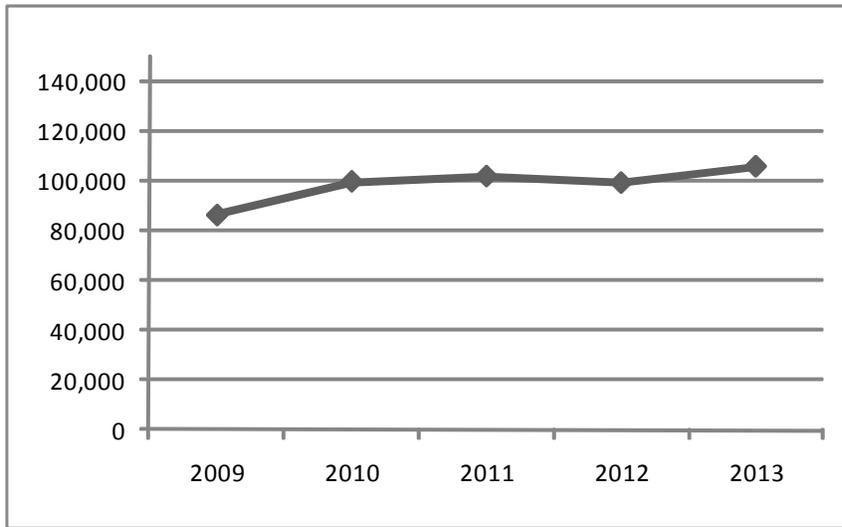
**Distribution:** General Fund 100%

**Source:** Visitors, residents and employees in Parker.

**Collection:** In 2003, the citizens of Parker voted to install a 3% lodging tax on the purchase price for lodging within the Town of Parker.

As a home rule Town, Parker collects and administers its own lodging. Vendors remit tax to Parker on a monthly and taxes collected are due to the Town by the 20th of the month following collection. The Town has established a lockbox for the efficient and secure deposit of lodging tax monies. Returns are mailed directly to the bank, eliminating processing float. The Town utilizes a number of enforcement procedures to collect from delinquent accounts including taxpayer education, delinquency notices, personal phone contact and visits, audits, liens on tangible personal property.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	86,274
2010	99,683
2011	101,748
2012	99,149
2013	105,661

Lodging tax revenues have rebounded from the economic recession that started late in 2008 and impacted the Town more significantly in 2009, the recovery in lodging tax was aided by a PGA event in 2010. The increase in 2013 was due to the LPGA Solheim Cup that brought visitors to Parker from across the County and around the world.

**Forecast:**                    **2014 \$110,000**                    **2015 \$110,000**

**Rationale:** Forecast anticipates stable revenue in 2014 and 2015, with a slight increase anticipated due to the residual effects of the publicity from the internationally televised 2013 Solheim Cup and an improving economy.

# SPECIFIC OWNERSHIP TAX REVENUE

**Distribution:** General Fund 100%

**Source:** Residents and businesses of Parker.

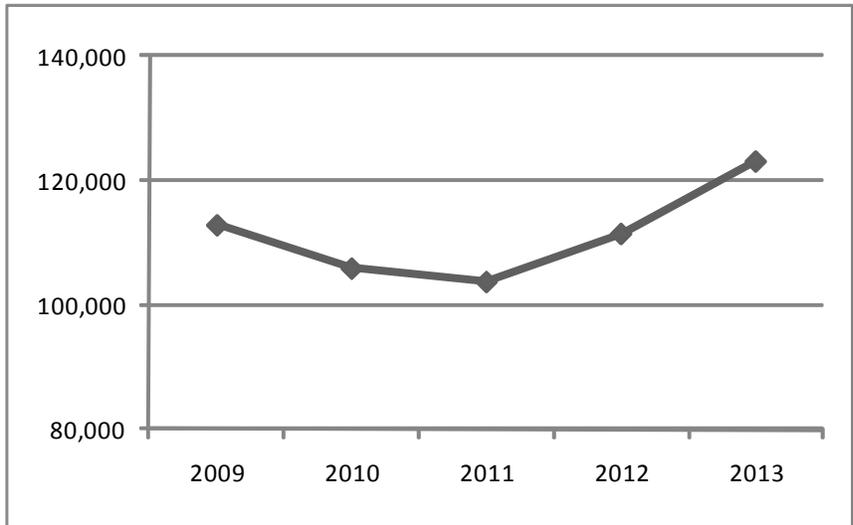
**Collection:** The State of Colorado establishes the statutory authority for collecting auto ownership tax. Specific vehicle ownership taxes are based on the year of manufacture and the original taxable value. The original taxable value is determined when the vehicle is new and does not change throughout the life of the vehicle. Taxable value for passenger vehicles is 85 percent of the MSRP (Manufacturer’s Suggested Retail Price); for trucks the taxable value is 75 percent of the MSRP.

:

- (1) 46% of ownership tax is allocated to the school district.
- (2) 4% is allocated to law enforcement.
- (3) 21% to Douglas County Road & Bridge, Social Services, Debt Service, Capital Expenditures and the General Fund.
- (4) 29% is disbursed to a variety of other districts – which includes the Town of Parker.

The Town of Parker receives its share via wire transfer from Douglas County into its main bank account on the 10th of the month following the month that the collection is processed by Douglas County.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	112,921
2010	105,954
2011	103,804
2012	111,537
2013	123,173

The fluctuations are due to changes in the patterns of new car purchases and the value of the cars purchased.

**Forecast:**                    **2014 \$130,000**                    **2015 \$136,000**

**Rationale:** Forecast anticipates stable revenue in 2014 and 2015. New car purchases and subsequent ownership tax is expected to increase as consumer confidence and the economy continue to improve.

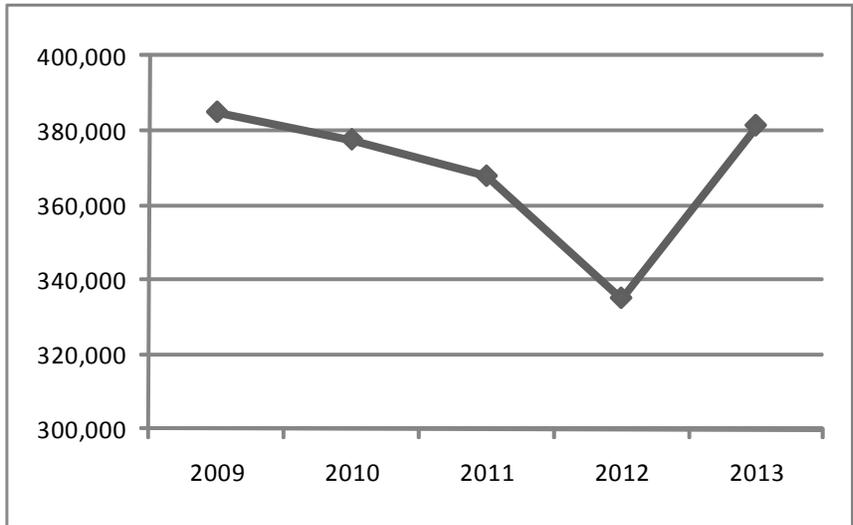
# XCEL ENERGY FRANCHISE FEE

**Distribution:** General Fund 100%

**Source:** 3% of gross revenues received by Xcel Energy on sales of gas within the Town.

**Collection:** Under the auspices of the franchise agreement with Xcel Energy, they are to remit to the Town monthly payments no later than 30 days following the close of the month.

**Five Year Trend:**



<u>Year</u>	<u>Revenue</u>
2009	384,921
2010	377,576
2011	367,785
2012	335,072
2013	381,332

Revenues fluctuate based on the combination of the number of customers, consumption, and utility rates. Several rate increases have occurred over the last few years. Consumption varies primarily with the severity of temperatures in the summer and winter months.

**Forecast:**                    **2014 \$394,700**                    **2015 \$413,000**

**Rationale:**                    Forecast anticipates an increase of approximately 4.5% in 2015 to allow for an increase in the customer base, consumption, and/or rate increases.

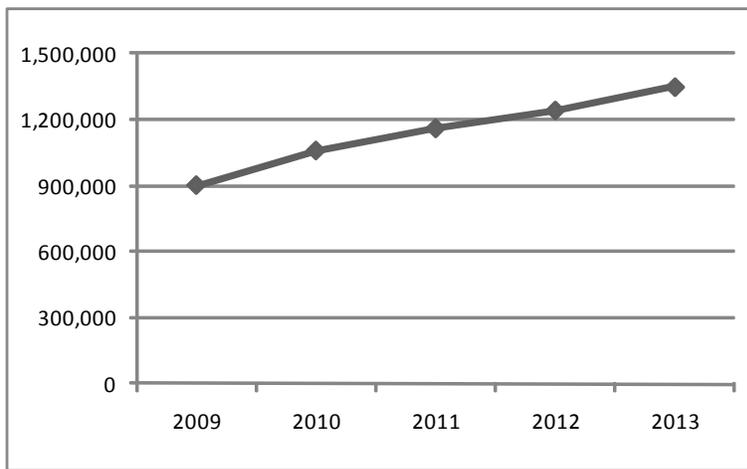
# INTERMOUNTAIN RURAL ELECTRIC ASSOCIATION (IREA) EXCISE TAX

**Distribution:** General Fund 75%, Public Improvement Fund 25%

**Source:** 4% of gross revenues received by IREA on sales of electric power within the Town.

**Collection:** Under the auspices of the franchise agreement with IREA, they are to remit to the Town monthly payments no later than 30 days following the close of the month.

**Five Year Trend:**



<u>Year</u>	<u>General Fund</u>	<u>Public Imp Fund</u>	<u>Total</u>
2009	663,603	236,563	900,166
2010	837,415	221,201	1,058,616
2011	881,280	279,138	1,160,418
2012	948,387	293,760	1,242,147
2013	1,032,692	316,129	1,348,821

Revenues fluctuate based on the combination of the number of customers, consumption, and utility rates. Several rate increases have occurred over the last few years. Consumption varies primarily with the severity of temperatures in the summer and winter months.

**Forecast:**                    **2014   \$1,368,667**                    **2015   \$1,450,933**

**Rationale:**                    Forecast anticipates a conservative increase of approximately 3% in 2014 and 4% in 2015 to allow for an increase in the customer base, consumption, and/or rate increases.

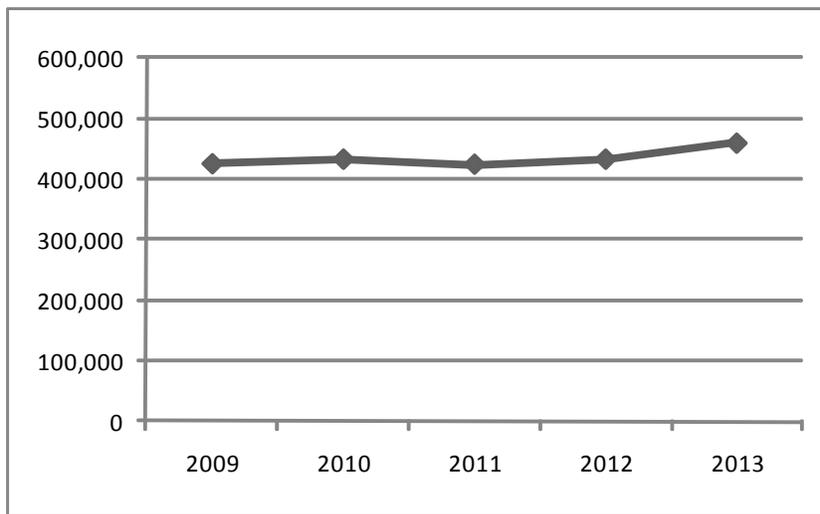
## CABLE FRANCHISE FEE

**Distribution:** General Fund 100%

**Source:** 5% of gross revenues received by Comcast on sales of cable television within the Town. The Franchise Agreement allows Comcast a right of way on/under Town streets to operate its cable system in exchange for a fee charged on revenues from the Cable System.

**Collection:** Under the auspices of the franchise agreement with Comcast, they are to remit to the Town quarterly payments no later than 30 days following the close of each quarter.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>	
2009	424,989	
2010	432,672	1.81%
2011	424,146	-1.97%
2012	432,647	2.00%
2013	459,839	6.29%

The fluctuations reflect changes in service base and rates.

**Forecast:**                    **2014 \$471,300**                    **2015 \$483,100**

**Rationale:** Forecast anticipates a conservative increase of approximately 2.5% increases to allow for increased population subscribing to cable service, as well as periodic rate increases.

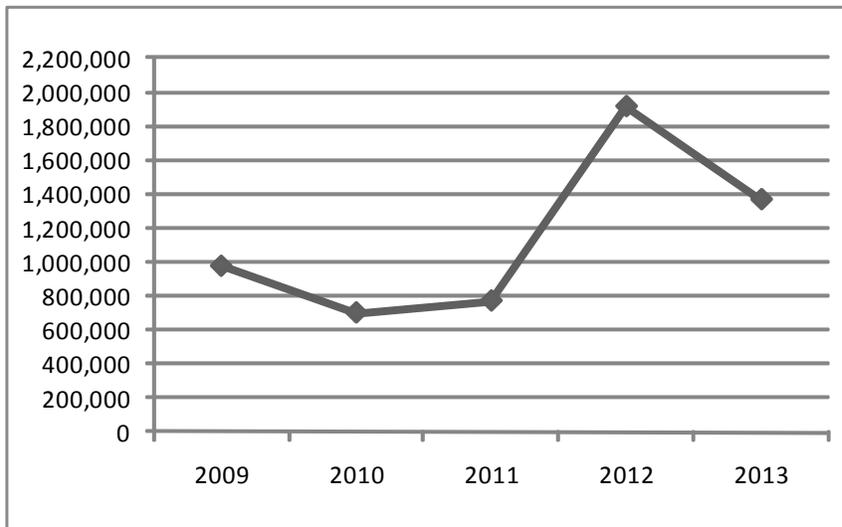
# BUILDING PERMIT REVENUE

**Distribution:** General Fund 100%

**Source:** Contractors, Developers, Parker businesses and residents.

**Collection:** The building permit fee is determined by Public Works in accordance with the standard fee schedule based on total valuation of the construction project contained in the Uniform Building Code. The fee is paid at the time a building permit is obtained. Monies collected are deposited through the Finance Department. Additional fees are collected as determined through the audit of building projects.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	976,144
2010	700,959
2011	770,985
2012	1,917,714
2013	1,368,297

The impact of residential and commercial construction is reflected in the fluctuations in revenues. The increase in 2009 includes numerous re-roof permits due to a summer hail storm. The increase in 2012 is the result of significant new home construction and a summer hail storm.

**Forecast:**                    **2014**    **\$1,395,800**                    **2015**    **\$1,425,600**

**Rationale:**                    Forecast anticipates increased Building Permit revenue in 2014 and 2015 compared to historical averages. This is based on increased residential development and two large commercial projects beginning construction in 2014.

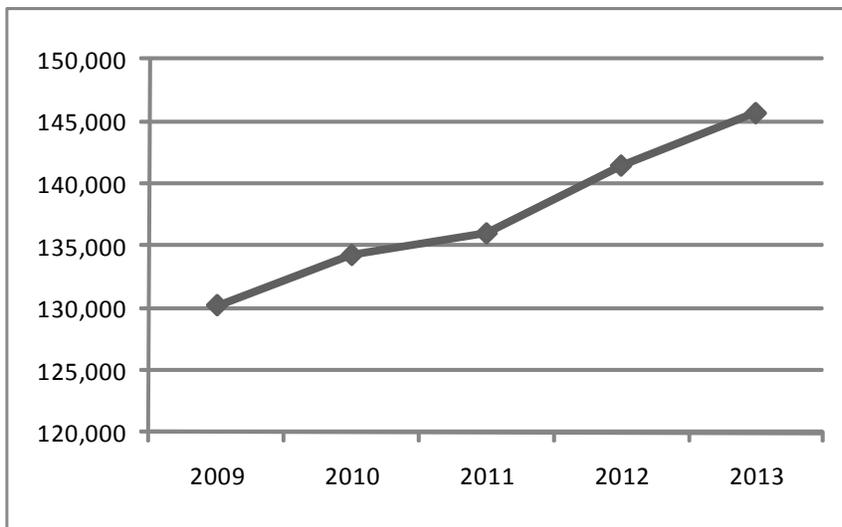
## MOTOR VEHICLE REGISTRATION

**Distribution:** General Fund 100%

**Source:** Parker businesses and residents.

**Collection:** Douglas County Motor Vehicle offices title and register vehicles of residents of Douglas County, which includes the Town of Parker. Fees are assessed based on the vehicles trailer weight in pounds. The funds are allocated per statute between the State, Counties, and Cities/Towns based on a funding formula.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	130,167
2010	134,235
2011	135,979
2012	141,467
2013	145,711

Annexations and growth in other parts of the state create more sharing of revenue among municipalities and impact Parker's proportionate share. Changes in consumer preferences, consumer confidence, rising gas prices and the use of more fuel efficient vehicles also impact Parker's share.

**Forecast:**                    **2014 \$148,300**                    **2015 \$153,200**

**Rationale:** Forecast for 2014 based on estimates from the Colorado Municipal League (CML). Forecast for 2015 anticipates a 2.5% annual increase to reflect Parker's ongoing proportionate share from population growth in Parker and elsewhere in the state.

# HIGHWAY USERS TAX REVENUE

**Distribution:** General Fund 100%

**Source:** Gasoline tax and related fees paid by Colorado motorists.

**Collection:** The Highway Users Tax Fund (HUTF) is state-collected, locally-shared revenue that is distributed via electronic funds transfer on a monthly basis to the Town of Parker in accordance with the following formulas:

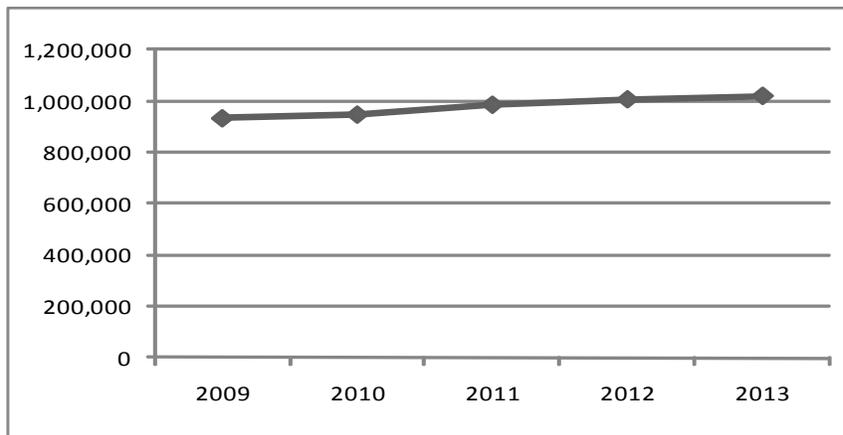
(1) Basic Fund --- the first seven cents of gasoline taxes and the base amount of various motor vehicle registration, title and license fees. 9% of these revenues are distributed to municipalities. The basic fund monies may be spent on acquisition of rights-of-way for, and the construction, engineering, safety, reconstruction, improvement, repair, maintenance, and administration of streets, roads and highways.

(2) Supplemental Fund --- 18% of the next eleven cents of gasoline taxes are distributed to municipalities and may be spent only on road improvements including new construction, safety improvements, maintenance and capital improvements.

(3) 1989 Increase Fund --- 18% of the gasoline tax, registration fee and driver's license fee increases enacted in 1989 are shared with municipalities and can be used for the same purposes designated in (2) above.

(4) 1995 Increase Fund --- 18% from a three-year phased reduction of the amount previously withheld by the state for administrative purposes which can be used for the same purposes designated in (2) above.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	931,986
2010	946,431
2011	985,629
2012	1,006,558
2013	1,020,120

Annexations and growth in other parts of the state create more sharing of revenue among municipalities and impact Parker's proportionate share.

**Forecast:**                    **2014 \$1,050,000**                    **2015 \$1,071,800**

**Rationale:** Forecast for 2014 based on estimates from CML. Forecast for 2015 anticipates a 2% annual increase to reflect the ongoing change in Parker's proportionate share from population growth elsewhere in the state.

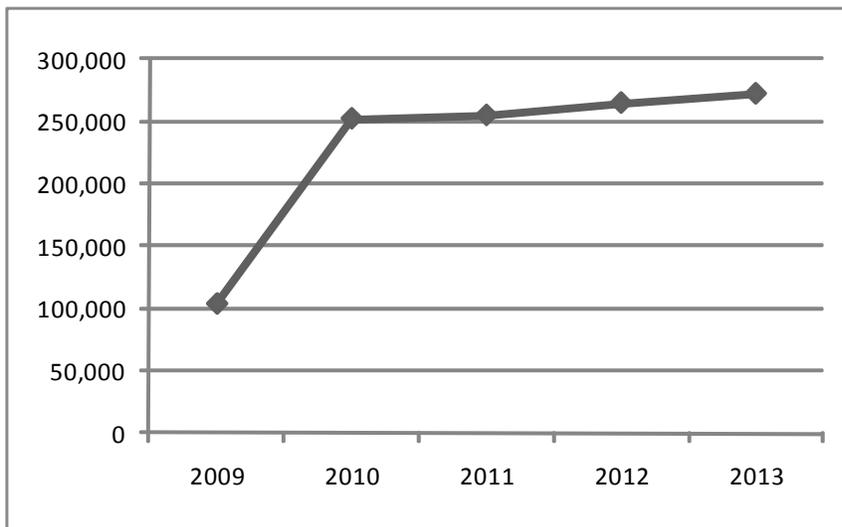
## FASTER REVENUE

**Distribution:** Capital Programs Fund 100%

**Source:** Revenues generated from the Road Safety Surcharge, Oversize/Overweight Surcharge, Rental Car Surcharges, and late vehicle registration fees

**Collection:** Revenues are credited to the Highway Users Tax Fund (HUTF) and distributed per statute to the Colorado Department of Transportation, counties, and municipalities.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	103,586
2010	251,909
2011	254,590
2012	264,515
2013	271,878

FASTER, Funding Advancements for Surface Transportation and Economic Recovery was signed into law on March 2, 2009. The legislation generates increased revenues for statewide transportation improvements.

**Forecast:**                    **2014   \$262,500**                    **2015   \$268,000**

**Rationale:**                    Forecast for 2014 based on estimates from CML. Forecast for 2015 anticipates a 2% annual increase to reflect the ongoing change in Parker's proportionate share from population growth elsewhere in the state.

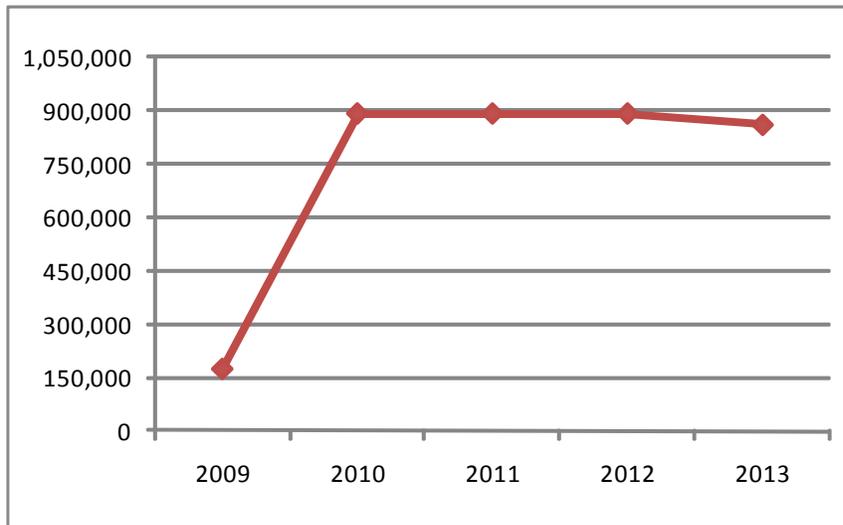
# BUILD AMERICA BONDS INTEREST CREDIT

**Distribution:** General Fund 100%

**Source:** Federal Government.

**Collection:** Build America Bonds are taxable municipal bonds that carry special tax credits and federal subsidies for either the bond issuer or the bondholder; the program was created in 2009 as part of the American Recovery and Reinvestment Act. There are two types of Build America Bonds (often abbreviated as BABs): "Tax Credit BABs" and "Direct Payment BABs." In 2009, the Town issued taxable certificates of participation as Direct Payment BABs to fund the new police station and PACE center. The Town receives a federal subsidy of 35% of the interest paid on the Direct Payment BABs. Monies collected are deposited through the Finance Department.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	176,084
2010	892,819
2011	892,819
2012	892,819
2013	860,677

Interest payments on bonds remains constant through 2014, but revenues will fluctuate in later years based on the amount of interest paid on the outstanding debt. In 2013, the Federal Government was required to cut spending due to sequestration. As a result, the exact percentage of cuts for BABs and other direct-pay bonds will be 8.7%.

**Forecast:**                      **2014    \$821,840**                      **2015    \$874,737**

**Rationale:** Forecast for 2014 anticipates a decrease in the interest credit due to sequestration which began in the second half of 2013 and an adjustment due to a calculation error at the Federal Government. The full interest credit is anticipated in 2015.

## DEFICIT REDUCTION FEES

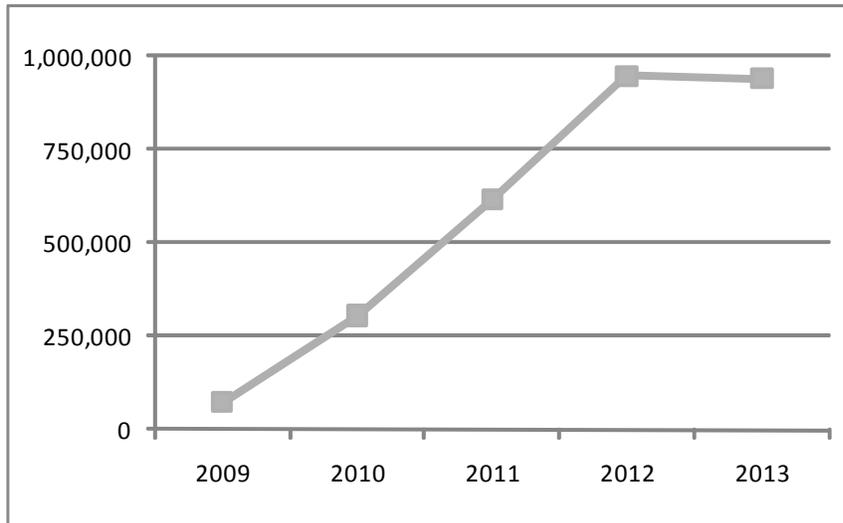
**Distribution:** General Fund 100%

**Source:** Contractors and developers.

**Collection:** The Town developed a fiscal impact model in 1998 that calculates the financial effect of proposed new developments on the Town's future operating budgets. The model looks at a 20-year projection of the revenues (property tax, sales tax, etc.) and the cost of services added by the proposed development (public safety, streets and parks maintenance, etc.). When there is a cumulative deficit for the 20-year period, a present value of the deficit is calculated. A development with a retail commercial component will have a lower or no deficit reduction fee depending on the retail versus residential mix. The fee is increased annually by inflation as measured by the Denver-Boulder Consumer Price Index (CPI). The deficit reduction fee is negotiated and agreed to by and between the developer of a proposed new development and the Town during the annexation process. Once agreed upon, the fee becomes a part of the annexation contract.

In an effort to spur development in the Town during the recession that began in 2008, Town Council passed a resolution to rebate 50% of deficit reduction fees; the program was extended several times by subsequent resolutions and ultimately expired on May 31, 2013.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	32,706
2010	265,255
2011	575,354
2012	905,543
2013	898,295

Revenues will fluctuate based on the amount of annual development.

**Forecast:**                    **2014 \$900,000**                    **2015 \$1,000,000**

**Rationale:** Forecast for 2014 and 2015 anticipates an increase in residential development. Per Town Annexation Agreements, Deficit Reduction fees increase annually by the CPI. As of 2014, there are currently 900 lots remaining with deficit reduction fees associated with them totaling approximately \$8,500,000 in revenue that will be collected as houses are built on those lots.

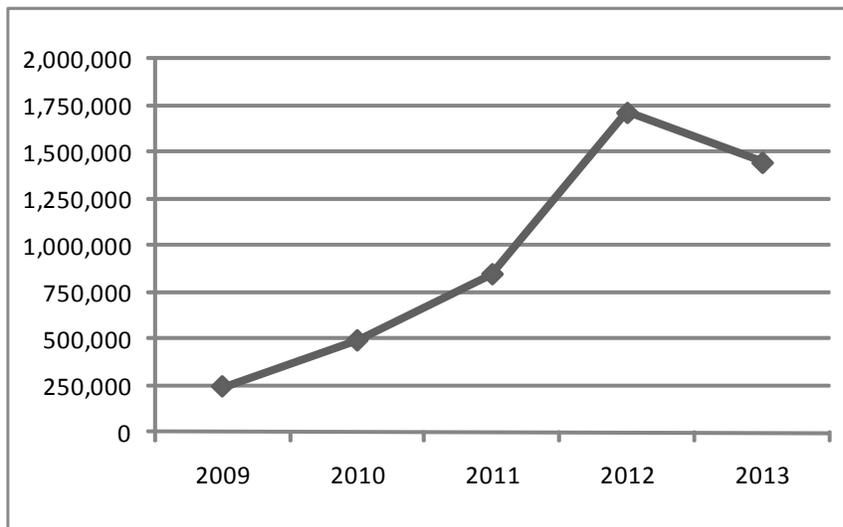
# EXCISE TAX

**Distribution:** Excise Tax Fund 100%

**Source:** Contractors and developers.

**Collection:** Excise Tax is paid by the builder at the time a building permit is issued for a new residence or commercial structure. The fees are used to pay for capital projects, such as street improvements or parks that are needed for the new residents moving into the Town. The fees are only used for capital items and not to fund regular operations.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	244,613
2010	492,641
2011	848,136
2012	1,715,587
2013	1,446,864

Revenues will fluctuate based on the amount of annual development. For 2013, 332 single-family permits and 43 commercial permits were issued with an average value of \$353,100, and \$184,925 respectively. The amount of tax collected per unit is as follows and may be adjusted annually for inflation.

### 2014 Residential Construction:

- \$4,380 for each new single-family dwelling
- \$3,503 for each new attached dwelling (town homes and condominiums)
- \$3,175 for each new apartment dwelling

### 2014 Non-residential Construction (Commercial):

\$0.33 per square foot

**Forecast:**                    **2014   \$2,350,000**                    **2015   \$1,684,900**

### Rationale:

Forecast for 2014 anticipates approximately 360 single-family permits, 9 multi-family permits and 30 commercial permits will be issued with an average permit value of \$343,000, \$3,819,255 and \$1,600,320 respectively. 2015 anticipates approximately 360 single-family permits and 20 commercial permits will be issued with an average permit value of \$353,000 and \$1,000,000 respectively. Per Town Ordinance, Excise tax increases annually by the CPI.

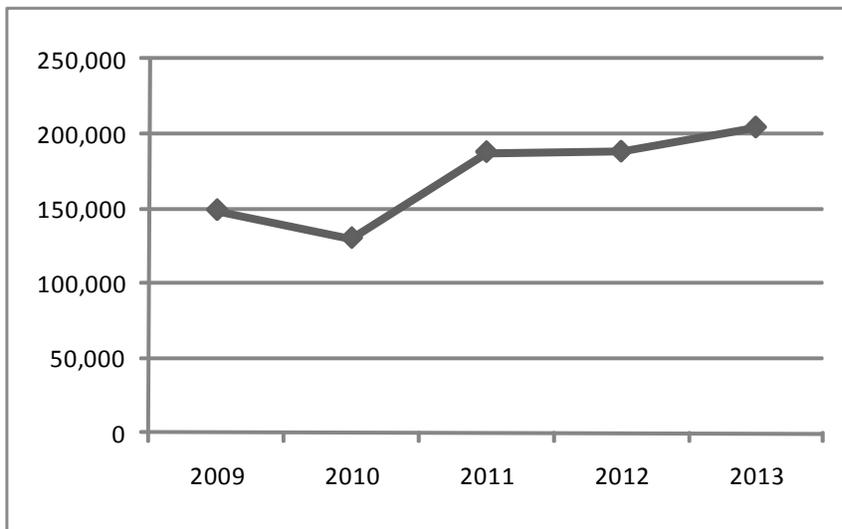
## PLAN CHECK FEES

**Distribution:** General Fund 100%

**Source:** Contractors, developers and residents.

**Collection:** The plan check fee is determined by Public Works and charged based on a fee schedule in accordance with the International Building Code. Fees are assessed for the review of plans for construction permit issuance. The fee is paid at the time the plans are reviewed. Monies collected are deposited through the Finance Department.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	148,932
2010	130,305
2011	187,482
2012	187,801
2013	203,909

Revenues will fluctuate based on the amount of commercial construction, new residential housing starts, and home improvements. Fees for plan reviews on residential and commercial activity have remained fairly consistent in recent years, with some decline during the peak of the recession.

**Forecast:**                    **2014 \$220,000**                    **2015 \$220,400**

**Rationale:**                    Forecast for 2014 is stable and 2015 is based on average revenues over the past several years with a slight increased for inflation.

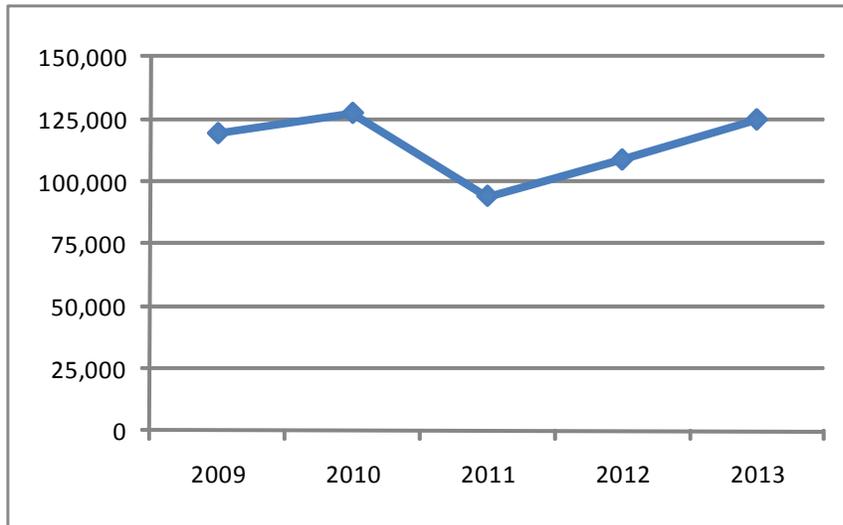
## ENGINEERING REVIEW FEES

**Distribution:** General Fund 100%

**Source:** Contractors, developers and residents.

**Collection:** Engineering Review fees are assessed through a Chargeback Agreement which is executed as part of Development applications. The Engineering Review fees are collected to offset the costs associated with staff time spent reviewing development project submittals and performing construction inspections. These submittals typically include construction drawings, drainage reports, traffic studies, site plans, plats, easements and other technical documents. The construction inspections are focused on public improvements that are constructed as part of a development project. Staff keeps track of the time spent on each development project and invoices are generated through the Finance Department which are then mailed to the Applicant.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	119,245
2010	127,418
2011	93,915
2012	108,570
2013	124,762

Revenues will fluctuate based on the amount of development applications received. The Engineering Review fees declined during the peak of the recession, but are steadily climbing with the improvement in the economy and development industry.

**Forecast:**                    **2014   \$125,000**                    **2015   \$131,000**

**Rationale:**                    Forecast for 2014 is stable and 2015 is based on average revenues over the past several years with a slight increased for inflation.

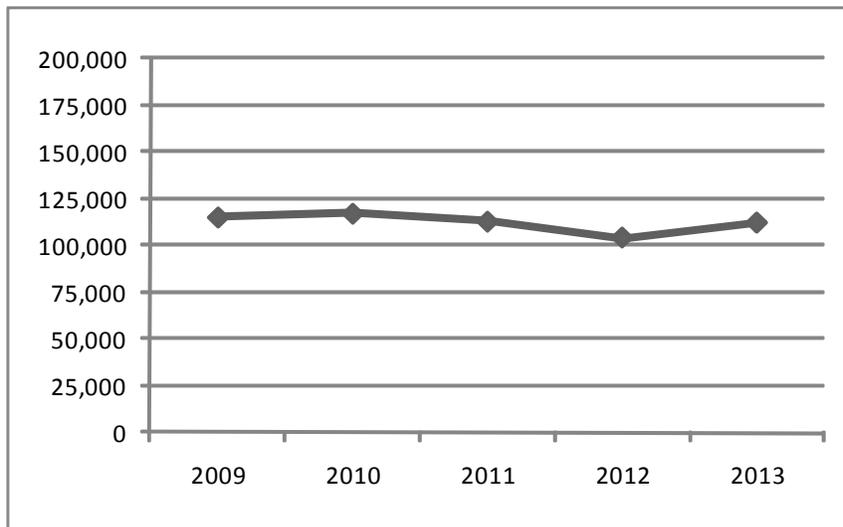
## CIGARETTE TAX REVENUE

**Distribution:** General Fund 100%

**Source:** Cigarette smokers in Colorado.

**Collection:** The state imposes and collects a 4.2 cent tax per cigarette, of which 27% of the proceeds are distributed to municipalities and counties according to the ratio of the state sales tax collected in the entity to the total state sales tax collected in the prior year. The state disburses the funds two months after they are collected. (Note: Voters in Colorado approved an increase in the cigarette tax, effective January 1, 2005. However, the increase is earmarked for specific purposes and is not included in the distribution to municipalities and counties.)

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	115,164
2010	117,259
2011	112,871
2012	104,096
2013	112,368

Revenues are decreasing as the number of smokers is declining, more cigarettes are purchased out-of-state and over the internet, and the Town's percentage of state sales tax collections is declining as a result of greater growth in other areas of the state.

**Forecast:**                    **2014 \$111,200**                    **2015 \$110,100**

**Rationale:**                    Forecast is based on an anticipated decline of approximately 1% per year.

# COUNTY ROAD AND BRIDGE REVENUE

**Distribution:** General Fund 100%

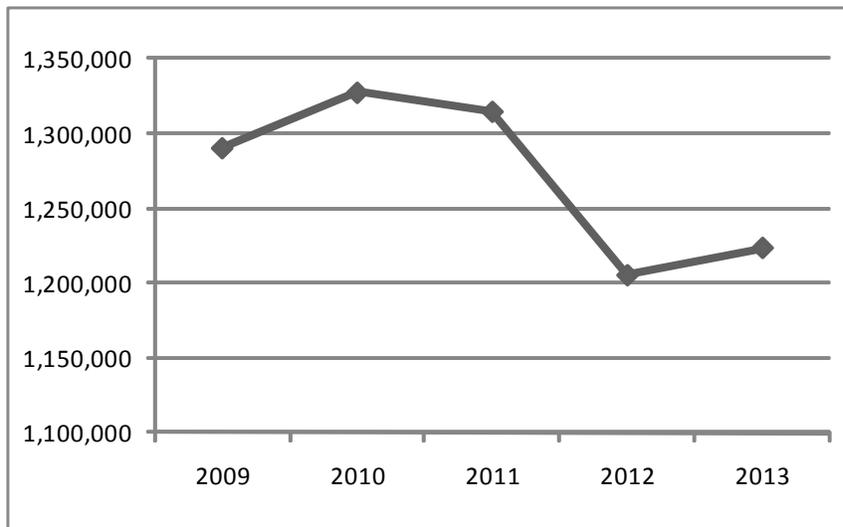
**Source:** Residents and businesses owning property in Douglas County.

**Collection:** Douglas County imposes a mill levy dedicated to road and bridge improvements throughout Douglas County. Because Douglas County's efforts only include unincorporated areas and the property tax is collected from all areas, the State requires that Douglas County return one half of the road and bridge levy to each Town. The formula used to compute the amount returned to Parker is as follows:

$$\text{County Road and Bridge Levy} \times \text{Total Town Assessed Value} / 2 = \text{Town Portion}$$

The money is distributed via electronic funds transfer on a quarterly basis to the Town of Parker.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	1,290,567
2010	1,327,822
2011	1,315,059
2012	1,205,315
2013	1,223,658

Limited new construction, and the completion of the biennial property value reassessments in odd numbered years for the following year's collections have historically resulted in stable and slightly increasing revenues in prior years, with the exception of 2012 which was affected by reassessment based on values during the recession. The 2013 levy was 4.493 mills.

**Forecast:**                    **2014   \$1,266,700**                    **2015   \$1,291,800**

**Rationale:** Forecast for 2015 is based on preliminary valuation information for the County Assessor. Although 2014 is the biennial reassessment year, the recent economic recession suggests that property values will stay relatively flat at the next reassessment, with some increase due to new construction.

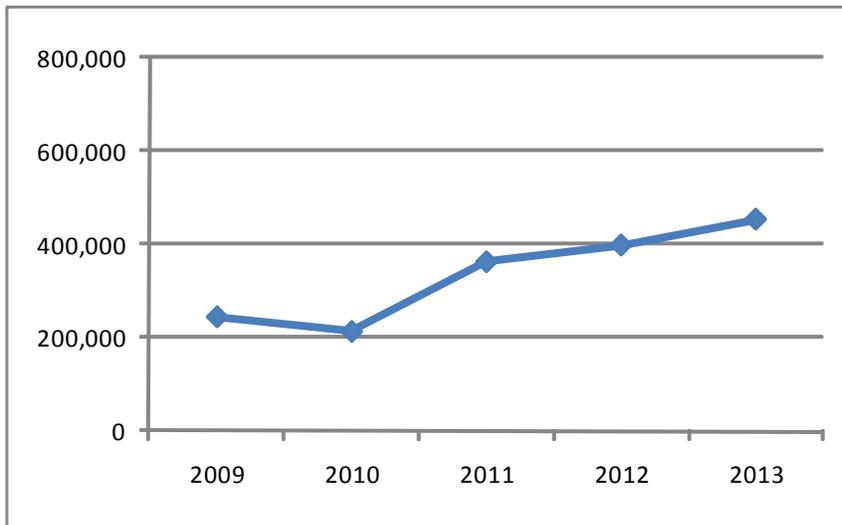
# LONE TREE DISPATCH FEES

**Distribution:** General Fund 100%

**Source:** City of Lone Tree.

**Collection:** In 2007, the City of Lone Tree and the Town of Parker entered into an Intergovernmental Agreement (IGA) whereby, the Town of Parker would provide dispatch services to the City of Lone Tree and the City of Lone Tree pays the Town based on a percentage of incidents per billing cycle budget plus a 15% administration fee, a 35% allocation for Dispatch depreciation and capital outlays. In 2013, the fee billing was amended from being based on a percentage of incidents per billing cycle to a flat 35% fee based on the total operating budget of dispatch; all other items remained the same.

## Five Year Trend:



<u>Year</u>	<u>Utilities</u>
2009	246,068
2010	215,043
2011	362,598
2012	398,227
2013	453,065

**Forecast:**                    **2014 \$600,000**                    **2015 \$602,000**

**Rationale:** Revenue forecast is formulated based on 35% of the Dispatch operating budget plus a 15% administration fee, a 35% allocation for Dispatch depreciation and capital outlays, as per the Intergovernmental Agreement with the City of Lone Tree. The significant increase in 2014 is due to the anticipated capital outlay of \$590,000 for software and equipment. The forecast for 2015 anticipates the hiring of two additional dispatchers and radio replacements of \$120,000.

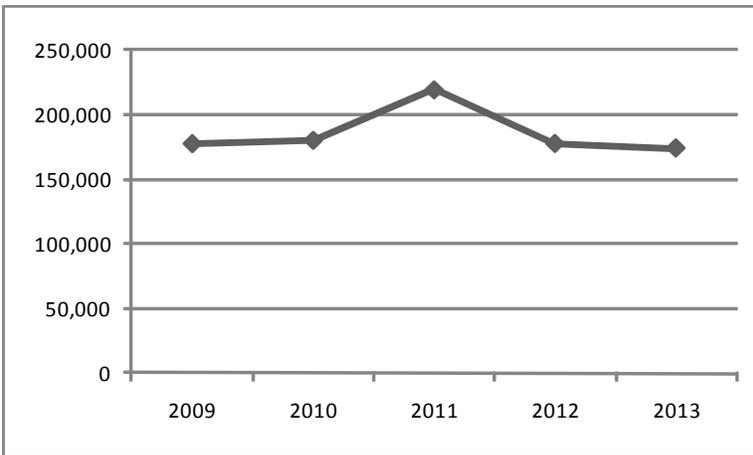
## COURT FINES & FEES REVENUE

**Distribution:** General Fund 100%

**Source:** Tickets and citations issued by the Parker Police and fines adjudicated by the Parker Municipal Judge.

**Collection:** Tickets are paid through the mail, online or directly to the Court. Court arraignments are generally two times a month on Tuesdays and Court trials are generally once a month on Fridays. All collection efforts are made by the Parker Municipal Court.

### Five Year Trend:



<u>Year</u>	<u>Court</u>	<u>DUI</u>	<u>Total</u>
2009	153,565	23,866	177,431
2010	150,891	29,153	180,044
2011	193,052	26,747	219,798
2012	157,632	19,929	177,561
2013	148,881	25,121	174,002

Court revenues are dependent on citations issued by the Police Department, enforcement priorities within the Department, and fines and court costs as administered by the Judge. Decreases in Traffic Revenue are typically a result of staffing levels (due to turnover or inactive duty) within the Department. 2012 included an increase in traffic fines and fees.

**Forecast:**                    **2014 \$170,000**                    **2015 \$176,700**

**Rationale:** 2014 Revenues are projected to decrease approximately 2% due to police staffing levels. Revenue forecast for 2015 assumes an approximately 4% increase from 2014 to allow for increased population and traffic volume in the Town, and assumes the current staffing level in the Police Department.

# INVESTMENT INCOME

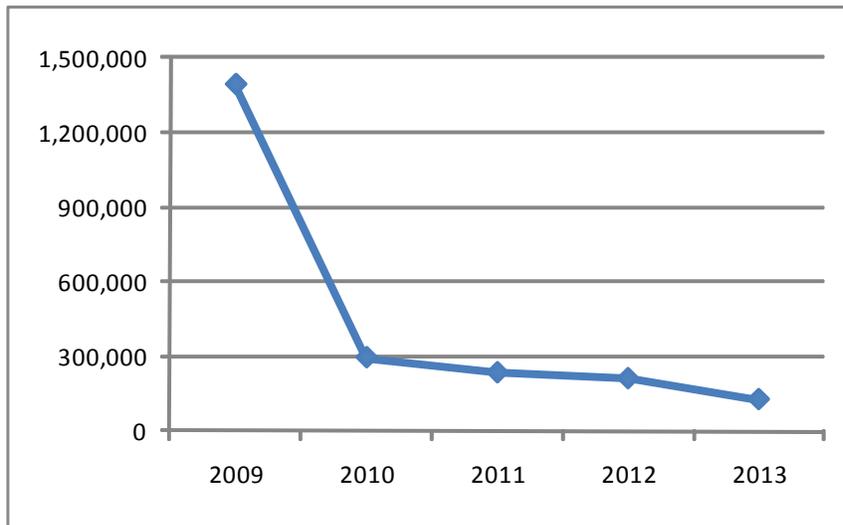
**Distribution:** All Funds on a pro rata basis to cash and investment balances held.

**Source:** Interest and investment income from investments made by the Town. Interest revenues will vary based on rates and portfolio volume.

The Town utilizes the services of a Wells Fargo Brokerage Services, for investment recommendations. Securities authorized by the Town Council's approved investment policy do not include derivative products.

**Collection:** Investment maturities and earnings are set up for automatic wire transfers or deposit to the Town's Local Government Investment Pool.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	1,395,642
2010	294,306
2011	233,625
2012	209,955
2013	125,381

In 2008, the Town had a portfolio of \$35.9 million, of this \$28.5 million was invested in a Local Government Investment Pool with an annualized yield of 0.94%; the remaining \$7.4 million was invested in US Agency securities and money market mutual funds with an average coupon rate of 3.932%. The portfolio increased to \$46.5 million in 2013, of this \$32 million was invested in a Local Government Investment Pool with an annualized yield of only 0.39%; investments in US Agency securities and money market mutual funds increased to \$14.5 million, but the average coupon rate was only 0.72%. The very low interest rates that are being earned on the Town's investment portfolio is the direct result of the Dec. 16th, 2008 meeting where the Federal Reserve cut the main U.S. interest rate to "a target range" between zero and 0.25. Fed Funds target rate being held at historic lows in an effort to stimulate the economy through less expensive borrowing.

**Forecast:**                      **2014 \$162,000**                                      **2015 \$195,600**

**Rationale:** Forecast based on anticipated cash balances in the individual funds and projected average yields increasing to approximately 0.75%.

# STORMWATER UTILITY FEE REVENUE

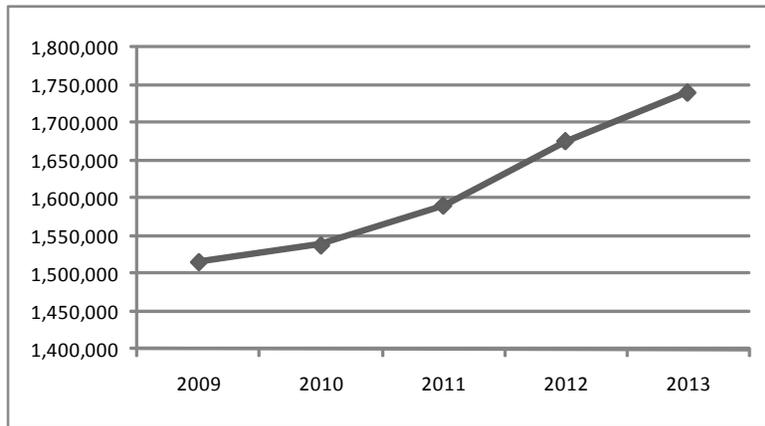
**Distribution:** Stormwater Utility Fund 100%

**Source:** Property owners within the Town limits.

**Collection:** Residential Stormwater Utility fees are a flat fee that is billed through the Water and Sanitation District in Parker in order to minimize administrative costs of collection and to make it easier for citizens to make their payment. Residents remit payments to the Water and Sanitation District. The District will then turn over the Stormwater fees to the Town. Customers in the Parker Water and Sanitation District pay the fee with their monthly bill. For residents in the Cottonwood Water and Sanitation District, the billing is bimonthly.

Stormwater Utility fees for commercial property are calculated based on impervious area and billed annually by the Finance Department. Impervious area constitutes any area that doesn't allow water/snow to be absorbed by the ground, *i.e.* sidewalks, rooftops, driveways, parking lots, etc. The invoices for each calendar year are sent out on Jan. 31. Payments are directly to the Town of Parker. If paid by Feb. 28, a two percent discount is allowed. If not paid early, the fee is due by April 30.

## Five Year Trend:



<u>Year</u>	<u>Commercial Utility Fees</u>	<u>Residential Utility Fees</u>	<u>Total Utility Fees</u>
2009	616,667	899,505	1,516,172
2010	637,468	900,882	1,538,350
2011	664,836	926,218	1,591,054
2012	703,429	973,026	1,676,455
2013	720,242	1,020,501	1,740,743

Fees collected from each residence and business will provide funding to pay for construction of new and required drainage improvements, maintenance of existing eligible drainage facilities, monitoring and safeguarding stormwater quality, planning for, designing and constructing regional drainage improvements in cooperation with Urban Drainage and Flood Control District. Increasing Drainage Utility Fees are a result of residential / commercial construction, annexations and periodic fee increases. Single Family Residential (sfr) properties fees for 2013 are \$6.41 per month. For 2014 and beyond the fee will increase annually based on U.S. Labor Statistics Consumer Price Index. Commercial and Non-Residential Properties are calculated as follows: Monthly fee = (SFR fee) x (total impervious area of property in square feet) / 4000 square feet.

**Forecast:**                    **2014   \$1,787,000**                    **2015   \$1,851,300**

**Rationale:**                    Forecast includes an increase of 3.5% per year to allow for an increase in the customer base.

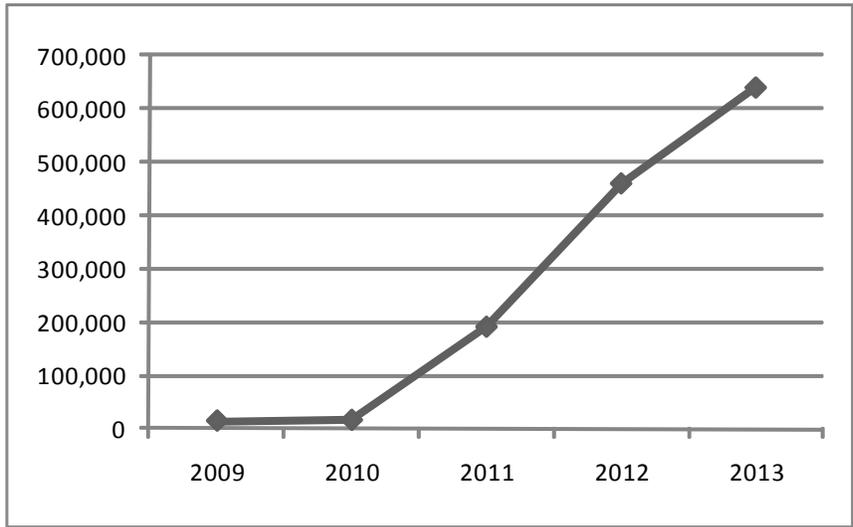
# PARKER ARTS, CULTURE and EVENTS (PACE) TICKET REVENUE

**Distribution:** PACE Operating Fund 100%

**Source:** Customers of the PACE

**Collection:** Collected by internet and phone registrations, over-the-counter payments, and by mail. The fees are collected by PACE staff and remitted to the Finance Department for recording and deposit.

**Five Year Trend:**



<u>Year</u>	<u>Ticket Revenue</u>
2009	13,847
2010	15,228
2011	190,599
2012	460,494
2013	641,040

Ticket revenues are demand based and are the result of ticket sales for performances, such as concerts, plays and symphonies. In the Fall of 2011, the PACE center opened, the facility is approximately 50,000 square feet. This building includes a 536-seat theater, lobby, art gallery, event room, dance studio, media lab, classrooms, catering and teaching kitchen, dressing rooms and green room, administrative offices, outdoor 250-seat amphitheater and storage. As a result, Parker has seen a dramatic increase in the cultural offerings, created a community gathering place, enhanced the downtown area and impacted economic development.

**Forecast:**                    **2014 \$774,000**                    **2015 \$820,000**

**Rationale:**                    Forecast anticipates 6% increase based on demand for 2014 and stable revenue for 2015.

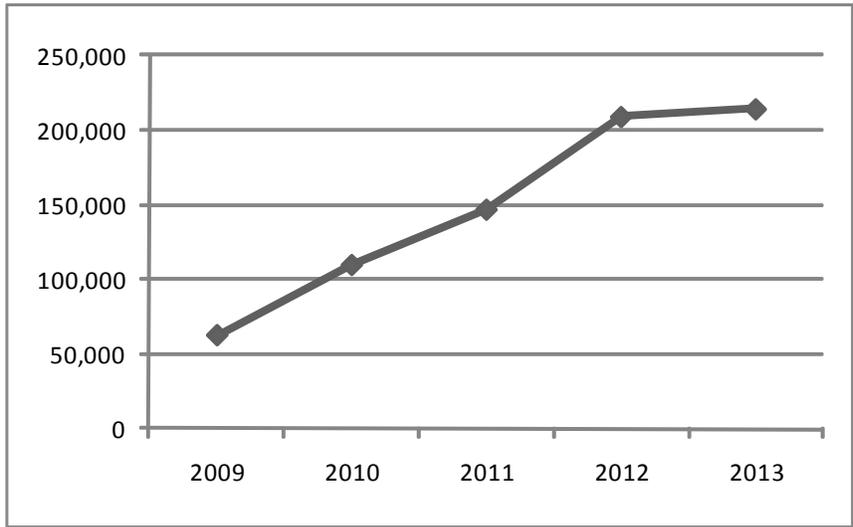
# PARKER ARTS, CULTURE and EVENTS (PACE) CLASS REGISTRATION REVENUE

**Distribution:** PACE Operating Fund 100%

**Source:** Customers of the PACE

**Collection:** Collected by internet and phone registrations, over-the-counter payments, and by mail. The fees are collected by PACE staff and remitted to the Finance Department for recording and deposit.

**Five Year Trend:**



<u>Year</u>	<u>Class Registration</u>
2009	62,270
2010	109,494
2011	146,695
2012	209,048
2013	214,259

Class registration revenues are demand based and are the result of class registrations for arts and cultural classes for youth and adults at PACE and the Mainstreet Center. Course offerings include Theater Classes and Productions, Science, Digital Art, Dance, Music and Visual Art. The PACE Center includes a dance studio and five flexible classroom spaces including a media lab. The Mainstreet Center includes a dance studio, a small theater perfectly suited to teaching and smaller productions, and 12 classrooms. As a result of the opening of PACE, Parker has seen a significant increase in arts & culture educational offerings and demand continues to grow.

**Forecast:**                    **2014 \$205,000**                    **2015 \$230,000**

**Rationale:**     Forecast anticipates stable revenues based on demand for 2014.

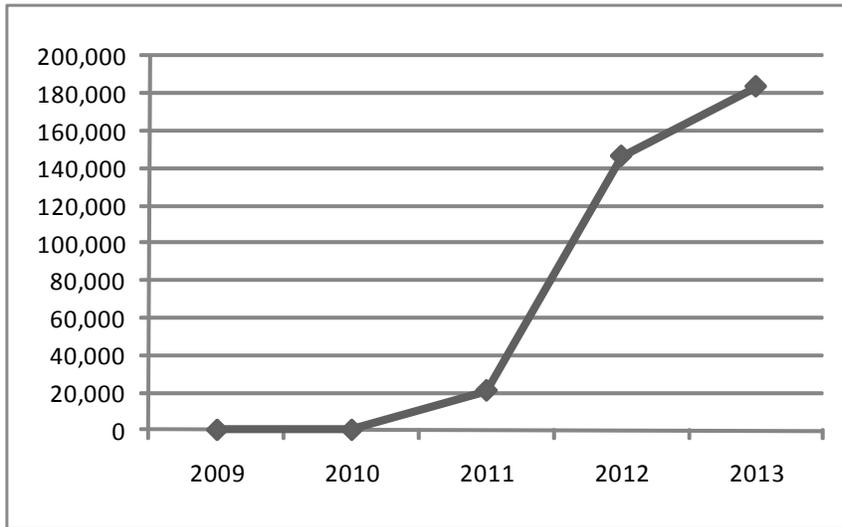
# PARKER ARTS, CULTURE and EVENTS (PACE) FACILITY RENTALS

**Distribution:** PACE Operating Fund 100%

**Source:** Customers of the PACE

**Collection:** Collected by over-the-counter payments and by mail. The fees are collected by PACE staff and remitted to the Finance Department for recording and deposit.

## Five Year Trend:



<u>Year</u>	<u>Rental Fees</u>
2009	0
2010	0
2011	21,146
2012	146,799
2013	184,023

Rental Revenue at PACE is demand based and the result of rentals in two specific areas. Theater entails all of the rentals that take place in the PACE theater. These range from plays and musicals to meetings and dance recitals. Event rentals involve the event room, west terrace, gallery and four classrooms. Events have included weddings and receptions, meetings, memorial services, classes and birthday parties. The PACE Center has filled a large void in the event rental space in Parker that has existed for quite some time. The theater rentals offer community and regional groups the opportunity to perform in a state of the art venue. Both rental areas have potential to increase.

**Forecast:**                    **2014 \$197,000**                    **2015 \$185,000**

**Rationale:** Forecast anticipates stable revenues for 2014 and increased demand for 2015 due to increased marketing efforts and brand recognition.

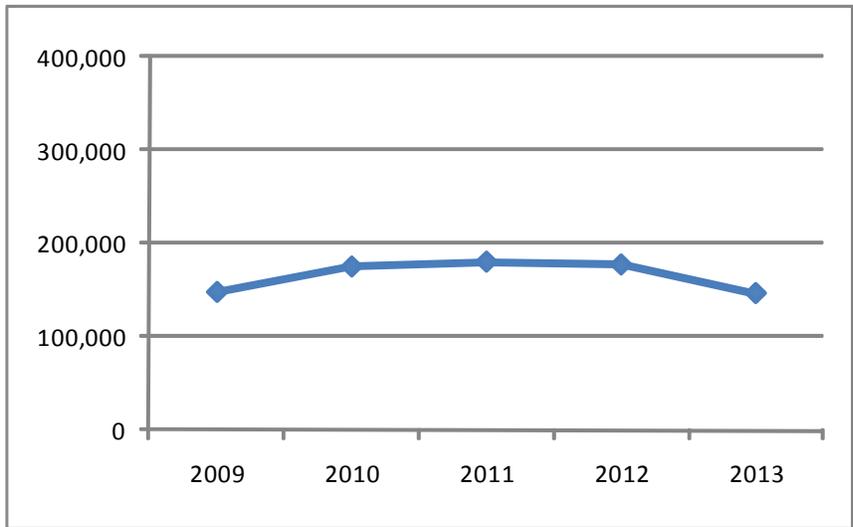
# H2O'BRIEN POOL ADMISSION REVENUES

**Distribution:** Recreation Fund 100%

**Source:** H2O'Brien Pool users.

**Collection:** Collected over-the-counter at the H2O'Brien Pool, Parker Recreation Center and Parker Fieldhouse and remitted to the Finance Department on a daily basis. H2O'Brien Pool users can pay either a Daily Admission Fee, purchase a punch card, season membership or add a season pass to an existing membership. H2O'Brien is also available for rental. The H2O'Brien Pool is open Memorial Day weekend, generally through Labor Day.

**Five Year Trend:**



<u>Year</u>	<u>Revenue</u>
2009	147,507
2010	175,232
2011	180,567
2012	177,436
2013	146,270

Revenues are primarily weather related. Low revenues in 2009 were a result of weather (cooler temperatures and more precipitation). Warmer temperatures resulted in increased revenue in 2010-2012. Once school starts in August, revenues drop off as the loss of lifeguards reduces the hours of operation.

**Forecast:**                    **2014 \$145,167**                    **2015 \$146,500**

**Rationale:** Forecast for 2014 anticipates more rain late in the season and cooler temperatures. 2015 anticipates good weather, but only a small increase in attendance due to remodel and new pool area at the recreation center.

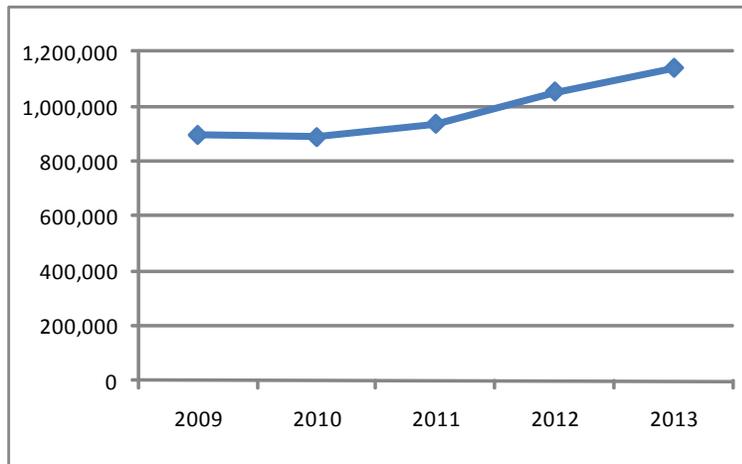
## RECREATION ADMISSION REVENUE

**Distribution:** Recreation Fund 100%

**Source:** Users of the Recreation Center and Fieldhouse.

**Collection:** Recreation Center and Fieldhouse users can pay a daily admission fee, punch card or monthly memberships. Fees are collected by over-the-counter payments and direct payment (direct transfer through the Automated Clearing House – ACH - from the customer’s bank account to the Town’s bank account). The fees are collected by Recreation Center staff and remitted to the Finance Department on a daily basis. The ACH payments are initiated by recreation staff on a monthly basis.

### Five Year Trend:



<u>Year</u>	<u>Daily Users</u>	<u>Annual Members</u>	<u>Total Admissions</u>
2009	250,228	645,428	895,657
2010	235,729	652,071	887,800
2011	247,275	688,938	936,213
2012	254,606	798,545	1,053,151
2013	278,338	860,426	1,138,764

The decrease in 2009 and 2010 is attributable to the economic recession that impacted discretionary income for most citizens. As the economy improved, attendance increased, this combined with more marketing and a slight fee increase has resulted in higher admission revenue.

**Forecast:**                    **2014 \$1,025,000**                    **2015 \$870,000**

**Rationale:** Forecast anticipates 2014 revenue decreasing in 2014 as a result of construction that will occur with Recreation Center expansion project. The decrease is anticipated to continue into 2015, but once construction is complete in late spring/early summer 2015, attendance is anticipated to increase.

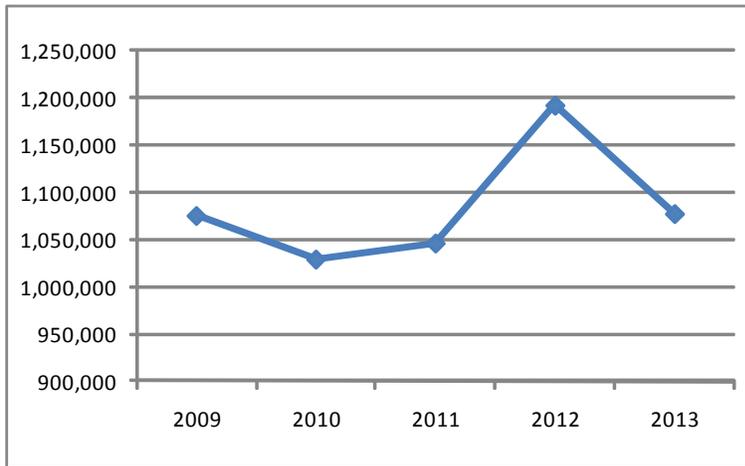
## RECREATION SPORTS PROGRAM FEES

**Distribution:** Recreation Fund 100%

**Source:** Recreation sports program fees paid by participants in Parker organized sporting activities such as softball, basketball, flag football, kickball, soccer and several other programs.

**Collection:** Collected by internet and phone registrations, over-the-counter payments, and by mail. The fees are collected by Recreation Center staff and remitted to the Finance Department on a daily basis.

### Five Year Trend:



<u>Year</u>	<u>Adult Program Fees</u>	<u>Youth Program Fees</u>	<u>Total Sports Fees</u>
2009			1,075,832
2010	313,716	715,952	1,029,668
2011	318,795	727,881	1,046,676
2012	321,950	870,709	1,192,659
2013	302,406	775,413	1,077,818

The decrease in 2009 and 2010 is attributable to the economic recession that impacted discretionary income for most citizens. Higher recreation sports program revenues are the result of increased participation, new programs as the country emerged from the recession. Fees were also adjusted in most youth sports in the fall of 2012 for the 2012/2013 winter season, which resulted in increased revenues.

**Forecast:**                    **2014   \$1,280,000**                    **2015   \$1,175,000**

**Rationale:**                    Forecast anticipates consistent participation levels and no anticipated fee increases.

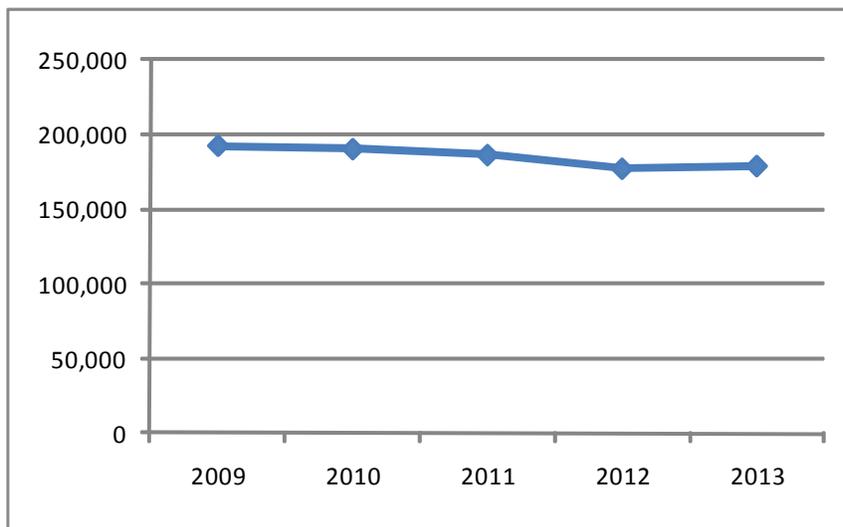
## RECREATION SWIM LESSON FEES

**Distribution:** Recreation Fund 100%

**Source:** Recreation Center Customers. Private lessons are \$25 per half-hour. A five-lesson punch card is offered for \$110, a 10-lesson punch card for \$200. Private lesson punch cards may be shared between members of the immediate family. Group lessons are also available.

**Collection:** Collected by internet and phone registrations, over-the-counter payments, and by mail. The fees are collected by Recreation Center staff and remitted to the Finance Department on a daily basis.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	192,662
2010	190,386
2011	186,421
2012	177,269
2013	179,069

Parker Recreation's swim lesson program enhances the swimming abilities of participants of all skill levels. Teen and adult swim lessons are also available. Swim lessons take place at the Recreation Center Indoor Pool and at the H2O'Brien Pool in the summer.

**Forecast:**                    **2014 \$136,800**                    **2015 \$180,000**

**Rationale:** Forecast anticipates 2014 revenue decreasing approximately 20% as a result of construction that will occur with Recreation Center expansion project and then rebounding in 2015 once construction is complete.

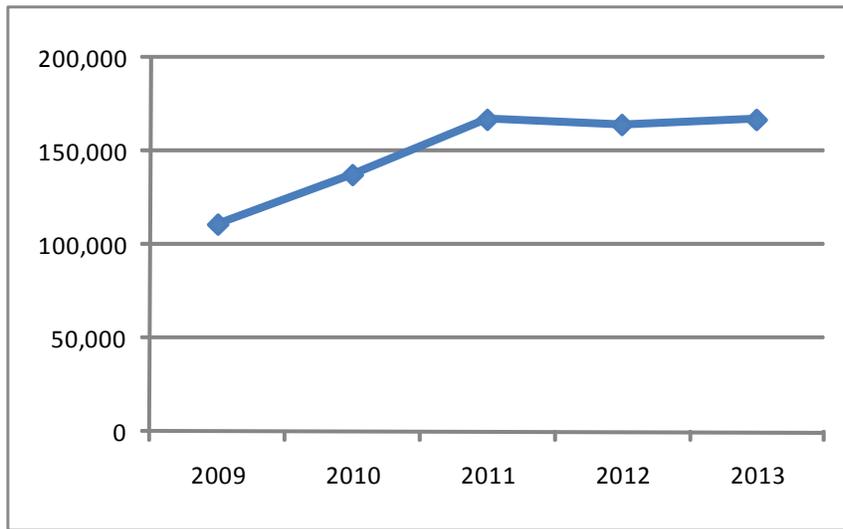
## RECREATION SPECIALTY FITNESS FEES

**Distribution:** Recreation Fund 100%

**Source:** Recreation Center Customers.

**Collection:** Collected by internet and phone registrations, over-the-counter payments, and by mail. The fees are collected by Recreation Center staff and remitted to the Finance Department on a daily basis.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	110,878
2010	137,593
2011	167,306
2012	164,519
2013	167,195

Specialty Fitness includes activities such as TRX Suspension Training, Focus Interval Training and various other fitness programs. The increase in specialty fitness revenues from 2008 to 2011 is due to increased participation and new programs. The slight decrease in 2012 is the result of an increased number of patrons opting to purchase memberships that include free fitness classes versus paying additional fees for more specialized fitness classes. In addition, space is very limited for these types of programs; as a result, revenues will likely remain comparable to previous years with no anticipated fee increases.

**Forecast:**                    **2014   \$160,000**                    **2015   \$170,000**

**Rationale:**                    Forecast for 2014 anticipates a decrease due to construction at recreation center and 2015 is based on approximately a 2% increase over 2014, with no fee increases anticipated.

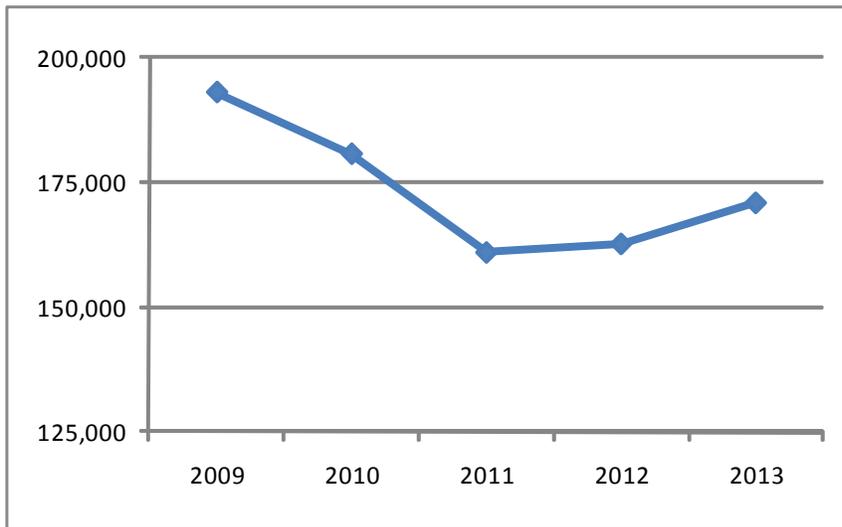
## FIELDHOUSE FACILITY RENTAL FEES

**Distribution:** Recreation Fund 100%

**Source:** Fieldhouse Customers.

**Collection:** Collected by phone registrations and over-the-counter payments. The fees are collected by Fieldhouse staff and remitted to the Finance Department on a daily basis.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	193,089
2010	180,755
2011	161,000
2012	162,716
2013	170,917

Revenue declined from 2008 to 2011 due in part to the economic recession and started to rebound in 2012 as consumer confidence improved and the recession came to an end. The annual decrease in revenue is also attributable to limited facility availability due to increased demand for adult and youth sports programming.

**Forecast:**                    **2014   \$140,000**                    **2015   \$140,000**

**Rationale:**                    Forecast projects a decrease in 2014 due to increased programming in venues due to the Recreation Center Expansion. The increase in 2015 is anticipated as the recreation center expansion is completed and Fieldhouse space is freed up and available for rent.

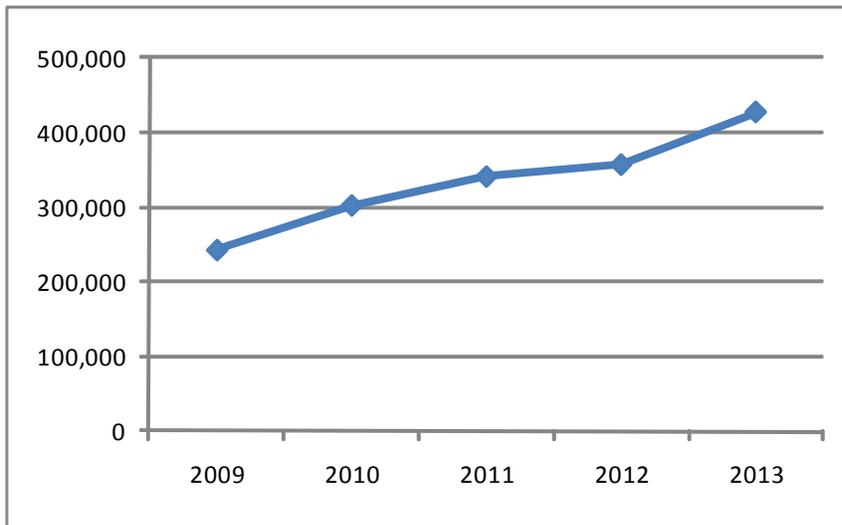
# FIELDHOUSE DAY CAMP FEES

**Distribution:** Recreation Fund 100%

**Source:** Fieldhouse Customers.

**Collection:** Collected by phone registrations, over-the-counter payments, and by mail. The fees are collected by Fieldhouse staff and remitted to the Finance Department on a daily basis.

**Five Year Trend:**



<u>Year</u>	<u>Revenue</u>
2009	243,517
2010	302,956
2011	341,420
2012	357,435
2013	427,554

Revenue increased dramatically since instituting the program due to high demand for this type of program. Increase can also be attributed by the expansion of the program to include before and after care programs.

**Forecast:**                    **2014 \$400,000**                    **2015 \$400,000**

**Rationale:**                    Forecast projects stable revenue in 2015 due to continued high demand for the program.

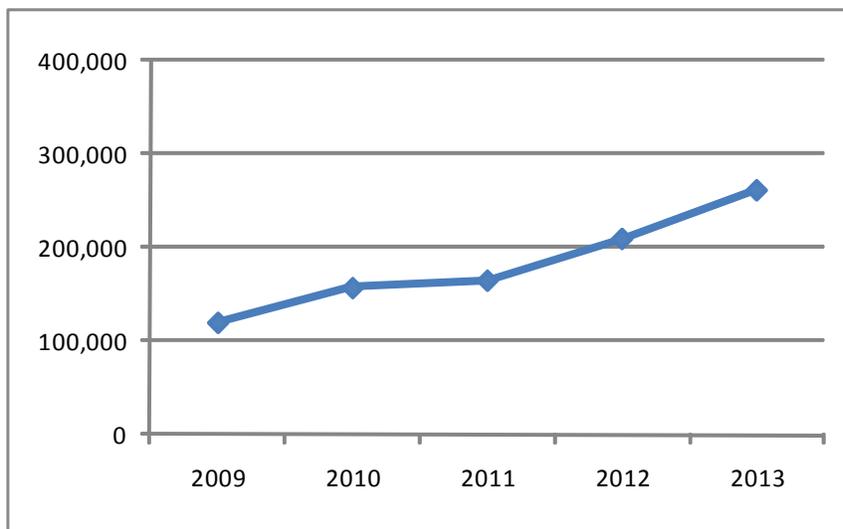
## FIELDHOUSE SPORTS INSTRUCTION FEES

**Distribution:** Recreation Fund 100%

**Source:** Fieldhouse Customers.

**Collection:** Collected by internet and phone registrations, over-the-counter payments, and by mail. The fees are collected by Recreation Center staff and remitted to the Finance Department on a daily basis.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	120,442
2010	157,671
2011	165,561
2012	210,263
2013	262,287

Revenue has increased since instituting the sports instruction due to high demand for this type of program.

**Forecast:**                    **2014 \$175,000**                    **2015 \$175,000**

**Rationale:** Forecast projects approximately a 33% increase in 2014. The PRC expansion project will impact venue availability for this program. Programs typically in the gymnasium at the PRC will not be possible during the latter part of 2014. Due to the expansion of the Recreation Center, many programs will be relocated to the Fieldhouse due to space limitations. This will likely impact the availability of sports instruction programs at the Fieldhouse.

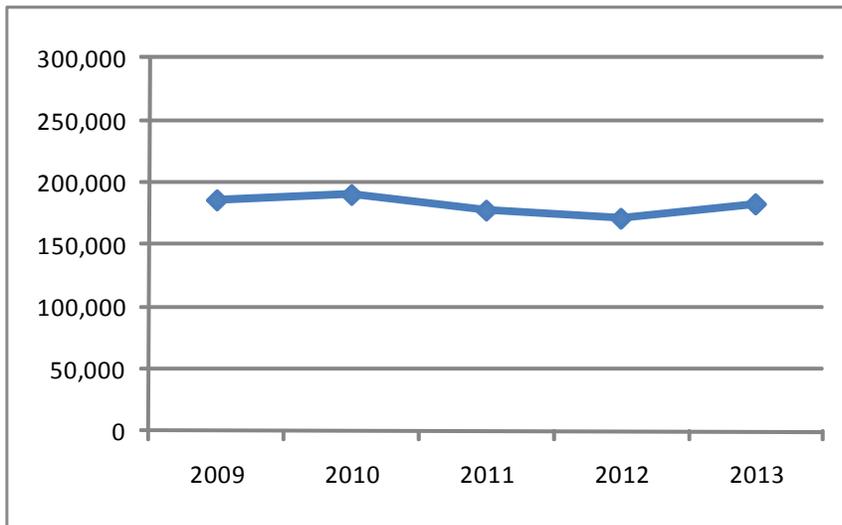
## PERSONAL TRAINING FEES

**Distribution:** Recreation Fund 100%

**Source:** Recreation Customers.

**Collection:** Collected by internet and phone registrations, over-the-counter payments, and by mail. The fees are collected by Recreation Center staff and remitted to the Finance Department on a daily basis.

### Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	185,916
2010	190,398
2011	177,407
2012	170,747
2013	182,611

Revenue has increased since instituting the personal training, but declined slightly due to the recession and lower demand. Trends also include an increase in small group training, which is a more cost-effective option for those seeking more specialized instruction without the individual higher training cost. Also, personal training is typically not a service that the majority of participants continue throughout the year due to the high cost. Most patrons opt for a training package of 3 to 6 training sessions and either continue on their own with a facility membership or participate in free classes that are included with their membership. Fees were increased in 2013, which should increase 2013 revenues slightly.

**Forecast:**                    **2014 \$170,000**                    **2015 \$183,000**

**Rationale:**                    Forecast projects a decrease 2014 due to the recreation center expansion, returning to normal in 2015 after completion of the project.

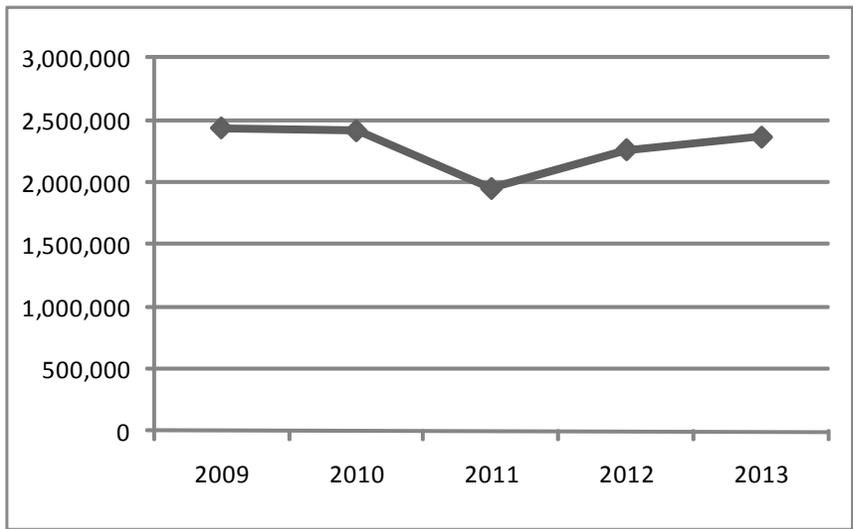
# DOUGLAS COUNTY ROAD SALES TAX SHARED REVENUE

**Distribution:** Capital Improvement Fund 100%

**Source:** Sales and use tax paid by citizens and visitors in Douglas County.

**Collection:** 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. Funds are received electronically directly to the Town’s bank account on a monthly basis.

**Five Year Trend:**



<u>Year</u>	<u>Shared Sales &amp; Use Tax Revenue</u>
2009	2,436,556
2010	2,414,311
2011	1,956,670
2012	2,264,021
2013	2,363,634

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.

**Forecast:**                    **2014 \$2,374,600**                    **2015 \$2,461,400**

**Rationale:**                    Forecast anticipates tax revenues to increase slowly and gradually, 1-3%% annual increases from the average annual revenue.

# LOTTERY REVENUE

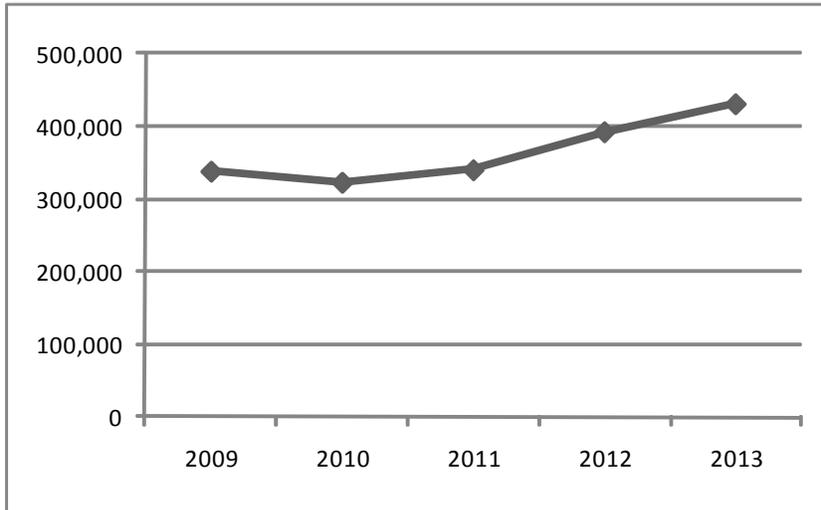
**Distribution:** Conservation Trust Fund 100%

**Source:** Customers who buy lottery and lotto tickets.

**Collection:** Lottery proceeds are collected from retail merchants selling lottery products by the State of Colorado. Municipal lottery proceeds are distributed to municipalities based upon current population estimates prepared by the State Division of Local Governments. Parker’s share is electronically transferred to the Town’s depository bank account on December 1, March 1, June 1 and September 1.

Conservation trust funds can only be used for the acquisition, development and maintenance of new park and open space sites or for capital improvements and maintenance of a public site used for recreational purposes.

## Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2009	338,583
2010	323,325
2011	340,535
2012	392,828
2013	431,371

As participation in the Lottery fluctuates, the revenues that filter down to the municipalities vary as well. From 2008-2010, revenues have decreased due to declining participation in the Lottery and from the impacts of the recession. Beginning in 2011, participation in the Lottery is on the rise again.

**Forecast:**                    **2014 \$431,000**                    **2015 \$431,000**

**Rationale:**                    Forecast anticipates a flat, steady revenue stream.

## **Budget Detail**

Included in this section of the budget document is the following information:

- **General Fund**
- **Special Revenue Funds**
- **Capital Project Funds**
- **Debt Service Funds**
- **Enterprise Funds**
- **Internal Service Funds**



*Parker Town Hall*

## General Fund

Included in this section of the budget document is the following information:

- General Fund Summary
- General Funds Revenue Detail
- General Fund Expenditure and Description Detail by Department



*Parker Station - Downtown Parker*

## General Fund Summary

### General Fund Summary

	2012	2013	2014	2014	2015	% Change
	Actual	Actual	Adopted Budget	Projected	Projected Budget	Adopted Budgets
<b>Beginning Fund Balance</b>	<b>\$ 22,686,277</b>	<b>\$ 23,866,338</b>	<b>\$ 21,595,477</b>	<b>\$ 21,595,477</b>	<b>\$ 22,166,336</b>	<b>3%</b>
<b>Revenues</b>						
Taxes	27,406,523	29,351,357	29,791,200	30,336,660	31,612,300	<b>6%</b>
Licenses and Permits	2,141,881	1,537,271	1,550,300	1,587,900	1,646,700	<b>6%</b>
Intergovernmental	3,722,521	3,742,093	4,043,873	4,141,971	3,516,637	<b>-13%</b>
Charges for Services	2,165,081	2,287,951	3,333,800	2,364,707	2,592,500	<b>-22%</b>
Fines and Forfeitures	177,561	174,002	173,100	173,000	176,700	<b>2%</b>
Interest	53,722	33,571	33,400	246,250	80,000	<b>140%</b>
Miscellaneous	128,530	111,947	92,600	92,580	92,600	<b>0%</b>
Other Financial Sources	44,881	415,182	-	190	-	
Transfers In	1,804,600	881,708	927,600	927,600	975,100	<b>5%</b>
<b>Total Revenues</b>	<b>37,645,300</b>	<b>38,535,081</b>	<b>39,945,873</b>	<b>39,870,857</b>	<b>40,692,537</b>	<b>2%</b>
<b>Expenditures</b>						
Salary and Benefits	16,440,227	17,602,616	18,368,000	17,713,834	19,479,265	<b>6%</b>
Supplies	710,688	931,037	947,214	782,607	1,033,970	<b>9%</b>
Purchased Services	9,879,929	11,468,418	14,159,722	12,951,602	15,461,182	<b>9%</b>
Debt Service	3,785,573	3,784,023	3,781,900	3,781,910	3,765,300	<b>0%</b>
Capital Outlay	1,093,090	2,757,937	1,686,928	1,301,023	681,150	<b>-60%</b>
Economic Development Incentives	2,638,079	1,861,988	770,000	770,000	545,000	<b>-29%</b>
Other	1,317,654	224,923	884,565	424,414	620,700	<b>-30%</b>
Transfers Out	600,000	2,175,000	4,540,000	1,574,608	5,947,339	<b>31%</b>
<b>Total Expenditures</b>	<b>36,465,239</b>	<b>40,805,942</b>	<b>45,138,329</b>	<b>39,299,999</b>	<b>47,533,906</b>	<b>5%</b>
<b>Ending Fund Balances</b>	<b>\$ 23,866,338</b>	<b>\$ 21,595,477</b>	<b>\$ 16,403,021</b>	<b>\$ 22,166,336</b>	<b>\$ 15,324,967</b>	<b>-7%</b>

### Explanation of Significant Budget Variances

- Detailed revenue variance explanations can be found in the General Fund Revenue Detail section.
- Salary and Benefits – The increase of 6 percent or \$1.1million is due to the budgeted merit increase and the additional of 8 positions in the General Fund
- Purchased Services – The increase of 9 percent or \$1.3 million is attributable to estimated increases for professional consulting related to master plan updates, increases in Internal Service Fund allocations and additional bank charges for online credit card processing
- Capital Outlay - The \$1 million or 60 percent decrease is primarily to the completion of upgrades 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 \$225,000 decrease is due to an economic incentive agreement that expired in 2014
- Transfers Out – The increase of 31 percent or \$1.4 million is primarily due to the transfer to the Parks and Recreation Fund for the Recreation Center Expansion

## General Fund Summary

### General Fund Summary

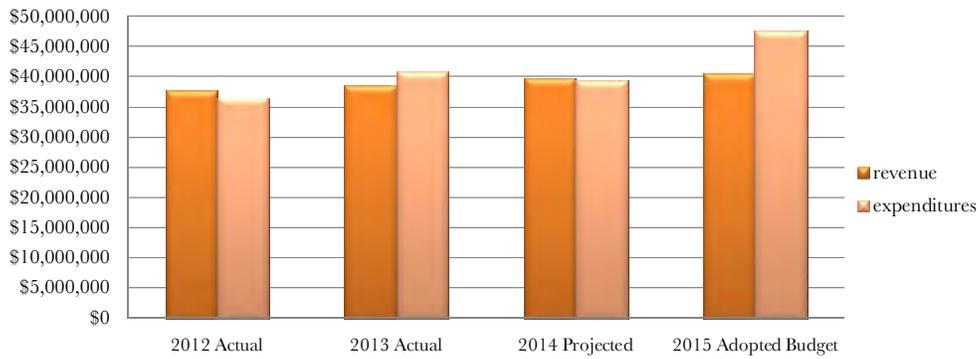
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>	<b>2015</b>	<b>% Change</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Adopted</b>
<b>Expenditures by Department</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Budgets</b>
Elected Officials	116,013	117,859	130,100	111,520	130,300	<b>0%</b>
Town Clerk	228,504	238,163	369,221	352,816	363,496	<b>-2%</b>
Municipal Court	212,857	288,909	342,278	293,854	307,009	<b>-10%</b>
Town Administrator	450,094	479,834	551,429	578,938	584,160	<b>6%</b>
Elections	22,464	26,112	23,000	23,075	23,000	<b>0%</b>
Finance	709,078	776,987	762,306	767,643	838,390	<b>10%</b>
Sales Tax	260,825	313,583	355,642	320,836	465,773	<b>31%</b>
Legal Services	489,532	479,956	526,539	526,235	517,527	<b>-2%</b>
Human Resources	554,941	619,701	792,382	773,260	844,973	<b>7%</b>
Risk Management	219,219	253,454	341,256	249,115	338,807	<b>-1%</b>
Community Development	1,131,120	1,686,648	1,833,349	1,517,778	1,619,378	<b>-12%</b>
Information Technology	1,032,768	1,157,535	-	-	-	
Communications	488,232	559,954	802,729	743,172	721,588	<b>-10%</b>
General Government Buildings	463,631	2,464,343	496,500	465,678	478,200	<b>-4%</b>
Customer Service	97,137	90,968	138,363	113,087	128,822	<b>-7%</b>
Historic Preservation	4,198	2,132	5,000	2,500	3,000	<b>-40%</b>
Interdepartmental	1,365,435	303,172	903,165	498,989	648,133	<b>-28%</b>
Debt Service	3,785,573	3,784,023	3,781,900	3,781,910	3,765,300	<b>0%</b>
Police	10,222,210	10,600,724	12,888,962	12,593,089	13,367,599	<b>4%</b>
Building Inspection	940,603	953,141	1,004,690	1,105,414	1,118,893	<b>11%</b>
Public Works	7,105,348	8,143,009	9,344,380	8,615,939	10,149,238	<b>9%</b>
Parks, Forestry and Open Space	2,372,753	2,675,453	3,154,719	2,780,568	3,250,424	<b>3%</b>
Parks/Public Works Buildings	689,187	335,284	517,500	185,009	592,300	<b>14%</b>
Economic Development	265,437	418,012	762,919	554,966	785,257	<b>3%</b>
Economic Incentives	2,638,079	1,861,988	770,000	770,000	545,000	<b>-29%</b>
Interfund Transfers	600,000	2,175,000	4,540,000	1,574,608	5,947,339	<b>31%</b>
<b>Total Expenditures</b>	<b>36,465,239</b>	<b>40,805,942</b>	<b>45,138,329</b>	<b>39,299,999</b>	<b>47,533,906</b>	<b>5%</b>
<b>Ending Fund Balances</b>	<b>\$ 23,866,338</b>	<b>\$ 21,595,477</b>	<b>\$ 16,403,021</b>	<b>\$ 22,166,336</b>	<b>\$ 15,324,967</b>	<b>-7%</b>

### Explanation of Budget Variances

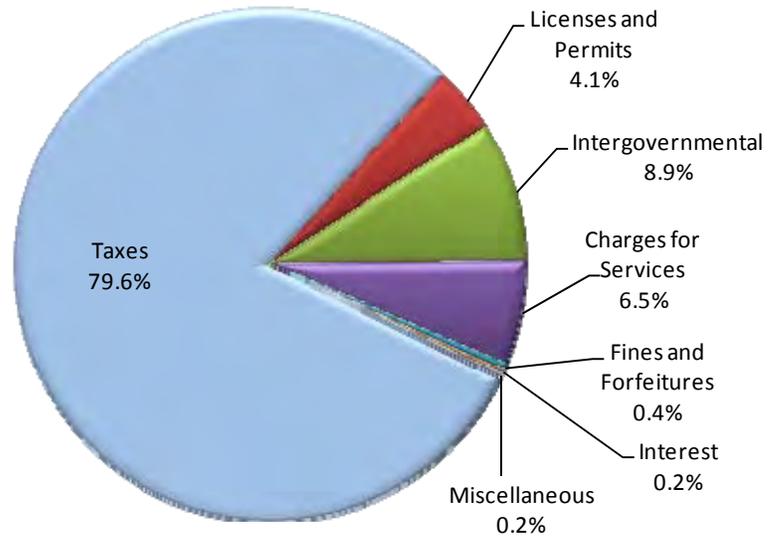
- Budget variances are explained in General Fund Expenditure Detail section

# General Fund Summary

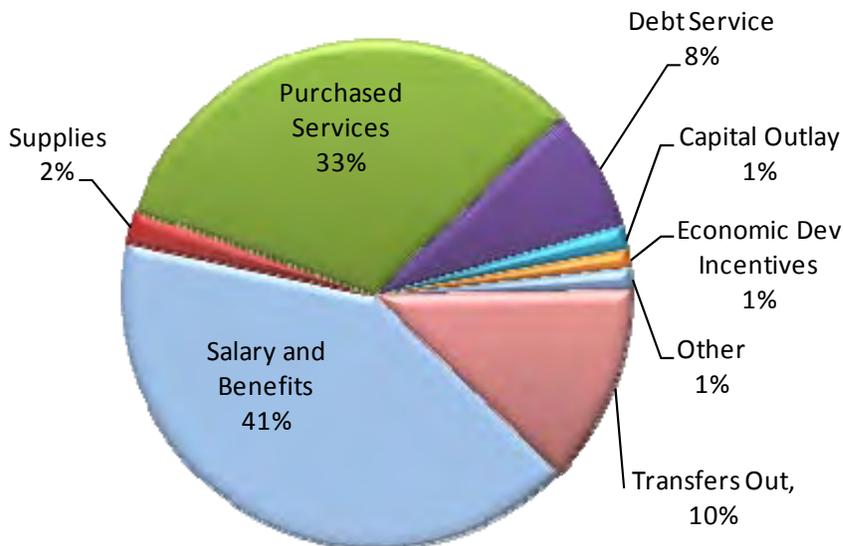
**Revenue & Expenditure Comparison**



**Sources of Revenue - General Fund**



**General Fund Expenditures**



## General Fund Revenue Detail

### General Fund

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Projected Budget	% Change Adopted Budgets
<b>Beginning Fund Balance</b>	<b>\$ 23,866,338</b>	<b>\$ 21,595,477</b>	<b>\$ 21,595,477</b>	<b>\$ 22,166,336</b>	<b>3%</b>
<b>Revenue</b>					
<b>Taxes</b>					
Real Property Taxes	1,352,560	1,398,000	1,383,600	1,414,300	1%
Personal Property Taxes	76,398	79,600	79,600	-	-100%
Specific Ownership Taxes	123,173	122,400	130,000	136,000	11%
Sales Taxes	25,576,071	26,072,800	26,600,000	27,664,000	6%
Sales Tax Penalty and Interest	52,106	51,100	52,210	52,500	3%
Sales Tax Audit Revenue	190,348	102,500	74,150	250,000	144%
Lodging Tax	105,661	101,600	110,000	110,000	8%
Franchise Taxes - Cable	459,839	453,700	471,300	483,100	6%
Franchise Taxes - Fiber Optics	500	500	500	500	0%
Franchise Taxes - Gas	381,332	366,800	394,700	413,000	13%
Excise Taxes - Electric	1,032,692	1,040,800	1,040,000	1,088,200	5%
Interest - Property Taxes	676	1,400	600	700	-50%
<b>Total Taxes</b>	<b>29,351,357</b>	<b>29,791,200</b>	<b>30,336,660</b>	<b>31,612,300</b>	<b>6%</b>
<b>Licenses and Permits</b>					
Business Licenses	29,630	74,300	74,300	75,800	2%
Liquor Licenses and Permits	32,404	27,700	25,000	33,800	22%
Peddler and Solicitor Permits	4,980	6,100	4,500	5,200	-15%
Building Permits	1,368,297	1,341,500	1,395,800	1,425,600	6%
Sign Permits	15,130	13,300	13,300	15,800	19%
Street Cut Permits	86,830	87,400	75,000	90,500	4%
<b>Total Licenses and Permits</b>	<b>1,537,271</b>	<b>1,550,300</b>	<b>1,587,900</b>	<b>1,646,700</b>	<b>6%</b>
<b>Intergovernmental</b>					
LEAF-DUI Enforcement Grant	6,612	-	5,000	-	
CDBG Grant	-	20,000	-	-	-100%
911 Authority	226,265	449,554	449,554	-	-100%
Seizure Fund Revenue	15,402	-	-	-	
COP BABS Interest Credit	860,677	892,819	821,839	874,737	-2%
School Marshall Program	61,400	-	189,112	-	
EMPG Grant	50,000	122,800	50,000	-	-100%
Other Police Grants	4,246	-	15,000	-	
Motor Vehicle Regis Fees	145,711	148,300	148,300	153,200	3%
Highway User Taxes	1,020,120	1,033,600	1,050,000	1,071,800	4%
Cigarette Taxes	112,368	102,000	111,200	110,100	8%
Severance Taxes	15,633	4,000	35,266	15,000	275%
Road and Bridge Shareback Funds	1,223,658	1,270,800	1,266,700	1,291,800	2%
<b>Total Intergovernmental</b>	<b>3,742,093</b>	<b>4,043,873</b>	<b>4,141,971</b>	<b>3,516,637</b>	<b>-13%</b>

## General Fund Revenue Detail

### General Fund

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Projected Budget	% Change Adopted Budgets
<b>Charges for Services</b>					
Court Costs, Fees and Charges	84,684	94,200	53,735	92,600	-2%
Open Records Fees	1,789	-	3,054	1,000	
Zoning and Subdivision Fees	111,957	65,500	75,000	117,600	80%
Service Plan Fees	7,500	15,000	22,500	15,000	0%
Deficit Reduction Fees	898,295	1,802,800	900,000	1,000,000	-45%
Plan Checking Fees	203,909	192,500	220,000	220,400	14%
Rental of Kiosk Signs	10,920	15,000	5,000	15,000	0%
Sales of Maps and Publications	473	1,200	500	1,200	0%
Advertising Commissions	7,575	8,000	8,000	8,000	0%
Engineering Review Fees	124,762	102,500	125,000	131,000	28%
Administrative Fees	80,062	65,900	65,900	84,100	28%
ATM Fees	17	-	25	-	
Misc Charges/Fees	7,102	2,200	3,400	2,200	0%
Liquor Investigations Fee	39	-	193	-	
Impound Fees	3,750	5,000	2,000	5,000	0%
Police Reports	35,259	33,400	32,000	36,700	10%
Drug Testing	11,062	19,100	10,200	19,600	3%
Lone Tree Dispatch Services	453,065	675,100	600,000	602,000	-11%
School Resource Officer	50,992	44,600	44,600	45,600	2%
Lone Tree Crime/Evidence Services	75,945	79,300	79,300	81,100	2%
Foxfield Court Services	9,588	10,500	10,500	10,700	2%
PAR Services	30,371	20,000	20,000	20,500	2%
Police Off-duty Reimbursement	-	-	5,000	-	
C-DOT Signal Operations	46,800	50,000	46,800	51,200	2%
Event Sponsorship	32,035	32,000	32,000	32,000	0%
<b>Total Charges for Services</b>	<b>2,287,951</b>	<b>3,333,800</b>	<b>2,364,707</b>	<b>2,592,500</b>	<b>-22%</b>
<b>Fines and Forfeitures</b>					
Court Fines	148,881	152,200	148,000	151,200	-1%
DUI Fines	25,121	20,900	25,000	25,500	22%
<b>Total Fines and Forfeitures</b>	<b>174,002</b>	<b>173,100</b>	<b>173,000</b>	<b>176,700</b>	<b>2%</b>
<b>Miscellaneous</b>					
Interest Earnings and Invest	31,066	33,400	40,000	80,000	140%
Interest Earnings - 2009 COPS	5,425	7,600	3,500	7,600	0%
Contributions	2,505	-	206,250	-	
Contributions - Explorer/Cadet	15,019	-	-	-	
Contributions - Other Police	2,500	-	-	-	
Contrib. - Historic Preservation	85	-	50	-	
Restitution	2,305	-	4,030	-	
Other Miscellaneous Revenue	86,613	85,000	85,000	85,000	0%
<b>Total Miscellaneous</b>	<b>145,518</b>	<b>126,000</b>	<b>338,830</b>	<b>172,600</b>	<b>37%</b>

## General Fund Revenue Detail

**General Fund**

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Projected Budget</b>	<b>% Change Adopted Budgets</b>
<b>Other Financial Sources</b>					
Insurance Recoveries	4,518	-	190	-	
Sales of General Fixed Assets	410,664	-	-	-	
<b>Total Other Financial Sources</b>	<b>415,182</b>	<b>-</b>	<b>190</b>	<b>-</b>	
<b>Transfers In</b>					
From Parks and Recreation Fund	868,308	927,600	927,600	975,100	<b>5%</b>
From Public Improvements Fund	13,400	-	-	-	
<b>Total Transfers In</b>	<b>881,708</b>	<b>927,600</b>	<b>927,600</b>	<b>975,100</b>	<b>5%</b>
<b>Total Revenue</b>	<b>38,535,081</b>	<b>39,945,873</b>	<b>39,870,857</b>	<b>40,692,537</b>	<b>2%</b>
<b>Total Funds Available</b>	<b>\$ 62,401,419</b>	<b>\$ 61,541,350</b>	<b>\$ 61,466,334</b>	<b>\$ 62,858,873</b>	<b>2%</b>

**Explanation of Significant Budget Variances**

- Additional information on major General Fund revenues can be found in the Revenue Manual section of the Budget document
- Sales Taxes - the \$1.59 million or 6 percent projected increase is due to better than expected sales tax revenue in 2014 resulting in a 2 percent increase in the 2014 projection. The 2015 budget is based on a 4 percent increase over the 2014 projected
- Sales Tax Audit Revenue – the \$147,500 or 144% increase is due to the sales tax division being fully staffed for the entire year and the addition of one new auditor
- Deficit Reduction Fees - the \$802,800 or 45 percent projected decrease is due to more accurate projections based upon the number of units outstanding within annexed areas of the Town

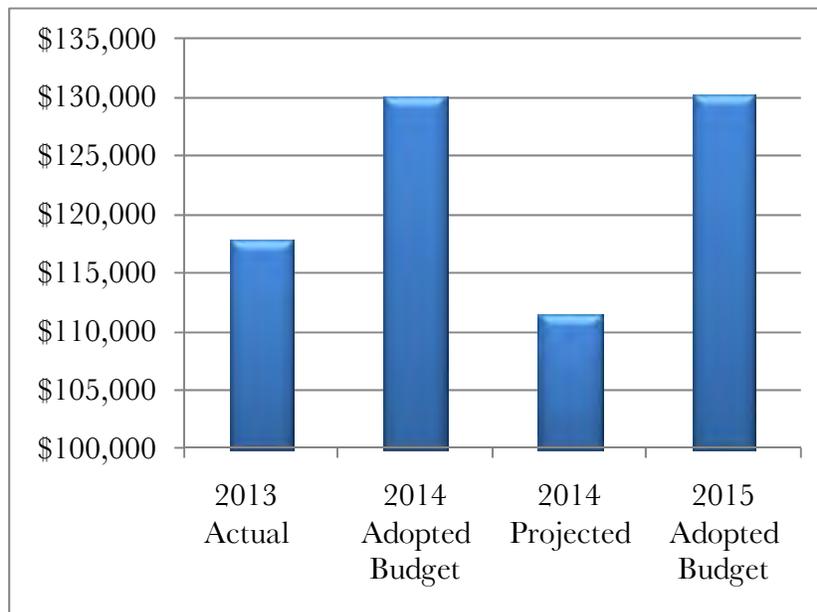
## General Fund Expenditure Detail

**Department:** Elected Officials

Mayor and Councilmembers

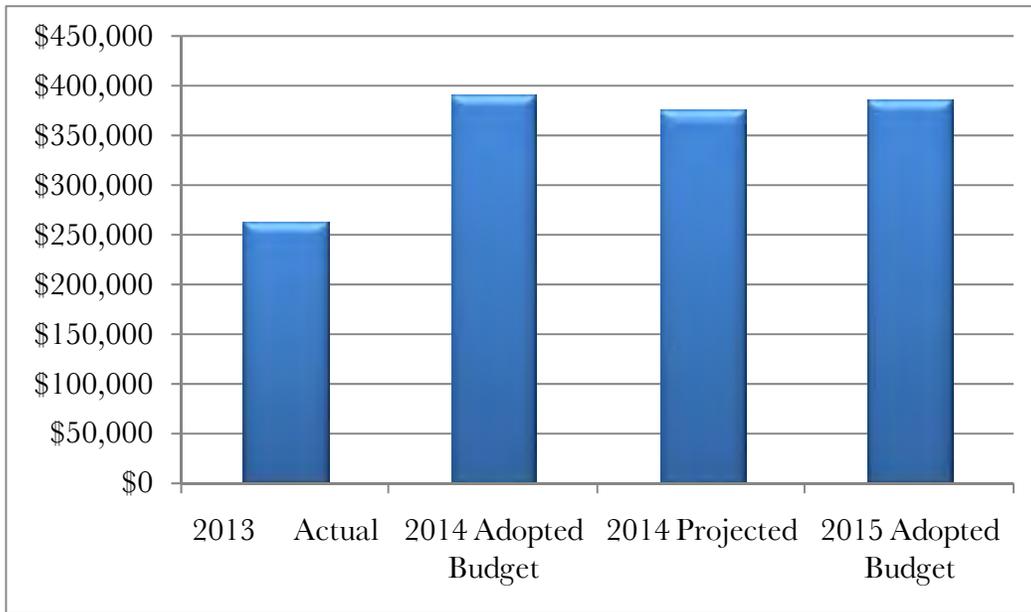
Town Council is the legislative and policy-making body of Town government and represents the citizens of Parker. The Council establishes Town policy through the enactment of ordinances and resolutions, determines the Town's budget, establishes Town goals, appoints advisory committees and commissions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

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures by Function</b>					
Elected Officials	\$ 117,859	\$ 130,100	\$ 111,520	\$ 130,300	0%
<b>Expenditures by Category</b>					
Salary and Benefits	87,174	92,100	87,170	90,000	-2%
Supplies	2,657	6,600	2,500	6,600	0%
Purchased Services	28,027	31,400	21,850	33,700	7%
<b>Total</b>	<b>\$ 117,859</b>	<b>\$ 130,100</b>	<b>\$ 111,520</b>	<b>\$ 130,300</b>	<b>0%</b>
<b>Sources of Funding</b>					
General Fund	\$ 117,859	\$ 130,100	\$ 111,520	\$ 130,300	0%



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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Town Clerk	\$ 238,163	\$ 369,221	\$ 352,816	\$ 363,496	-2%
Elections	26,112	23,000	23,075	23,000	0%
Total	264,275	392,221	375,891	386,496	-1%
<i>Expenditures by Category</i>					
Salary and Benefits	187,912	202,300	192,835	243,700	20%
Supplies	930	12,200	4,600	10,900	-11%
Purchased Services	75,434	177,721	178,456	131,896	-26%
Total	264,275	392,221	375,891	386,496	-1%
<b><i>Sources of Funding</i></b>					
Liquor Licenses	32,404	32,404	25,000	33,800	4%
Peddler and Solicitor Licenses	4,980	4,980	4,500	5,200	4%
General Fund	226,891	354,837	346,391	347,496	-2%
Total	\$ 264,275	\$ 392,221	\$ 375,891	\$ 386,496	-1%
<b><i>Authorized FTE positions</i></b>					
Town Clerk	1.0	1.0	1.0	1.0	
Deputy Town Clerk	1.0	1.0	1.0	1.0	
Administrative Clerk	0.5	1.0	1.0	1.0	
Total	2.5	3.0	3.0	3.0	



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved –Organizational Culture, Core Values***

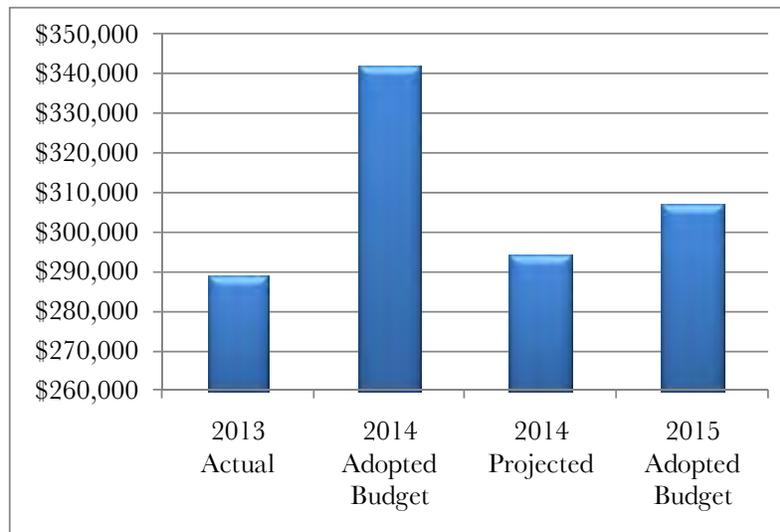
- Successfully implemented the TRAKiT License TRAK Program
- Administered the November 5, 2014 Coordinated Election
- Coordinated use of the Laserfiche document imaging system in several departments
- Began the conversion to electronic media of permanent commercial building plans to be stored in the Laserfiche document imaging system for easy access and retrieval

**2015 Goals**

- Begin the process of converting Planning Department case files to electronic media to be stored in the Laserfiche document imaging system for each access and retrieval
  - *Organizational goals achieved –Town Core Values*
- Continue the conversion to electronic media of remaining permanent commercial building plans
  - *Organizational goals achieved –Town Core Values*
- Coordinate the use of Laserfiche town-wide
  - *Organizational goals achieved –Town Core Values*
- Draft and implement Document Imaging Policy (moved from 2014 Goals)
  - *Organizational goals achieved –Town Core Values*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Municipal Court	\$ 288,909	\$ 342,278	\$ 293,854	\$ 307,009	-10%
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	164,613	214,500	164,476	199,200	-7%
Supplies	11,633	10,700	13,200	10,900	2%
Purchased Services	53,105	92,078	91,178	96,909	5%
Capital Outlay	59,558	25,000	25,000	-	-100%
Total	\$ 288,909	\$ 342,278	\$ 293,854	\$ 307,009	-10%
<b><i>Sources of Funding</i></b>					
Court Cost Fees	84,684	84,684	53,735	92,600	9%
General Fund	204,225	257,594	240,119	214,409	-17%
Total	288,909	342,278	293,854	307,009	-10%
<b><i>Authorized FTE positions</i></b>					
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	



**2014 Highlighted Accomplishments**

**Organizational Goals Achieved –Organizational Culture, Core Values**

- Assisted the Police Department with the integration of new Court and e-ticketing software
- Implemented Court Records Management Systems to interface with new Police Department electronic ticketing software
- Explored extended paperless options for Court operations
- Successfully hired and trained new Court employee
- Reviewed best practices with other Municipal Courts
- Explored new training opportunities for Court staff
- Teen Court had a 90 percent success rate with respondents. Volunteers organized and participated in 2 community service projects. The Teen Court Coordinator hosted a career night for respondents and members to explore a variety of future career paths as well as General Legal Training for new volunteers
- The judge showed some public service information on the overhead projector during Court session. This information included statistics on safe driving for teen drivers and accidents

**2015 Goals**

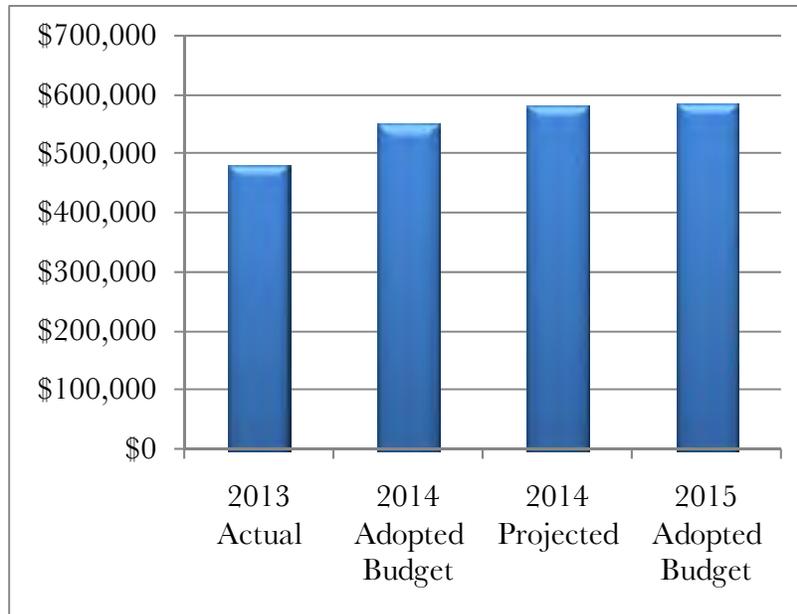
- Continue to work with the Police Department to perfect the interface of E-ticketing
  - *Organizational goals achieved –Town Core Values*
- Evaluate connection between Police Records and Court Records Management Systems to possibly reduce the use of paper
  - *Organizational goals achieved –Town Core Values*
- Create access to Court Records Management Systems for the prosecutors and the judge
  - *Organizational goals achieved –Town Core Values*
- Continue exploring training options for court staff
  - *Organizational goals achieved –Town Core Values, Organizational Culture*
- Review Court operations in different jurisdictions to seek out best practices for process improvement purposes
  - *Organizational goals achieved –Town Core Values*
- Send Customer Service surveys to attorneys that appear before the Court
  - *Organizational goals achieved –Town Core Values*
- Explore public viewing on Court Records Management Systems
  - *Organizational goals achieved –Town Core Values*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Town Administrator	\$ 479,834	\$ 551,429	\$ 578,938	\$ 584,160	6%
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	452,490	449,900	481,775	496,900	10%
Supplies	7,638	8,000	5,634	8,000	0%
Purchased Services	19,707	93,529	91,529	79,260	-15%
Total	\$ 479,834	\$ 551,429	\$ 578,938	\$ 584,160	6%
<b><i>Sources of Funding</i></b>					
General Fund	\$ 479,834	\$ 479,834	\$ 584,160	\$ 0	-100%
<b><i>Authorized FTE positions</i></b>					
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	-	-	-	-	
Special Projects Coordinator	-	-	-	-	
Total	3.0	3.0	3.0	3.0	

**Explanation of Budget Variances**

- Purchased Services - 15 percent decrease is due to the carry-over of Professional Services budget from 2013 to 2014; a carry-over will occur in 2015



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved –Organizational Culture, Core Values***

- Continued to develop and maintain positive partnerships with local community leaders/organizations as well as county-wide agencies
- Held the 3rd Annual Parker Civic Academy with 30 residents participating; an informational eight-week program was designed to allow members of the Parker community to participate in weekly classes aimed at increasing knowledge about the Town
- Hosted a two-day retreat with Mayor, Councilmembers and Department Directors, led by an outside facilitator to work on strategic planning, future goals and community concerns.
- Developed an Employee Communication Committee to improve communication and employee engagement. Continued the quarterly Employee “Big Picture” meetings as a source of providing current town information to employees and hosted monthly luncheons with six randomly chosen staff members
- Hosted a High School Government Expo, teaching students about the part the various Town departments play in providing services to citizens
- Implemented an Employee Years of Service Event & Dinner, recognizing the commitment and dedication of employees
- Conducted a 360 degree feedback process for Town supervisors. Feedback was used as the starting point for action planning and to plan training and to help develop successful leaders

**2015 Goals**

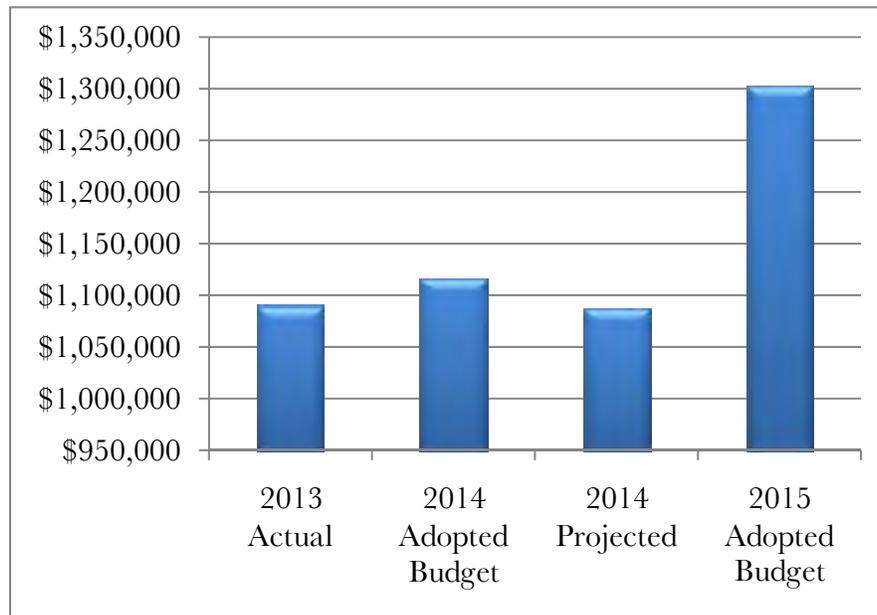
- Continue moving forward with the various strategic planning goals that Town Council developed for 2014
- Conduct and facilitate a strategic visioning workshop with the Town Council
- Establish an Employee Leadership Training Program and Supervisor Academy to develop the next generation of leaders within the organization, as well as, improve the skills and knowledge of current leaders and supervisors.
- With the assistance of a consultant, review and redesign the Town’s employee Performance Evaluation system, integrating business strategy and organizational values into the process for managing and evaluating individual employees’ performance

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Finance	776,987	762,306	767,643	838,390	10%
Sales Tax	313,583	355,642	320,836	465,773	31%
Total	<u>\$ 1,090,570</u>	<u>\$ 1,117,948</u>	<u>\$ 1,088,479</u>	<u>\$ 1,304,163</u>	17%
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	829,621	892,000	849,037	967,744	8%
Supplies	61,584	15,200	15,927	16,700	10%
Purchased Services	163,957	210,748	222,851	319,719	52%
Capital Outlay	35,408	-	-	-	
Total	<u>\$ 1,090,570</u>	<u>\$ 1,117,948</u>	<u>\$ 1,087,815</u>	<u>\$ 1,304,163</u>	17%
<b><i>Sources of Funding</i></b>					
Business Licenses	29,630	29,630	74,300	75,800	156%
General Fund	1,060,939	1,088,318	1,014,179	1,228,363	13%
Total	<u>\$ 1,090,570</u>	<u>\$ 1,117,948</u>	<u>\$ 1,088,479</u>	<u>\$ 1,304,163</u>	17%
<b><i>Authorized FTE positions</i></b>					
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	4.0	4.0	4.0	4.0	
Sales Tax Auditor	2.0	2.0	2.0	3.0	
Budget Manager	-	-	-	-	
Total	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>12.0</u>	

**Explanation of Budget Variances**

- Salary and Benefits – 8 percent increase is due to the addition of one sales tax auditor
- Purchased Services – 52 percent increase is due to professional service fees for priority based budgeting and the UMB data capture for sales tax



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved – Recreation, Arts and Culture, Economic Development, Organizational Culture, Core Values, Government Transparency/Accountability***

- Completed procedures for electronic distribution of employees’ pay, paystubs and W2s
- Eliminated payroll checks by implementing the ADP paycard option for employees to receive electronic pay that don’t have/want a bank account for direct deposit
- Conducted inaugural Finance training that covered Town policies on purchasing, accounts payable, travel, payroll, and cash handling. These trainings had a combined attendance of over 200 Town staff members
- Produced 2015 Budget and 2013 Comprehensive Annual Finance Report
- Awarded the Certificate of Achievement for Excellence in Financial Reporting for the 2013 Comprehensive Annual Finance Report
- Awarded the Distinguished Budget Presentation Award for the 2014 Budget
- Worked with the Recreation Department to draft and review a request for proposal (RFP) for a new point of sale system
- Issued Request for Information for the Town’s Purchasing Card Program and selected new vendor.
- Engaged external auditors for an audit of the Cultural Fund (SCFD). This audit was required for the Tier II Scientific and Cultural Facilities District grant application. The Town was awarded the grant which increased the funding from SCFD by over \$100,000 from the previous year grant award.
- Researched and selected third party fraud hotline for Town staff to report internal fraudulent activity they may have witnessed
- Introduced mobile timekeeping application for offsite Town employees
- Attended multiple training sessions through CGFOA/CTAC and utilized Star 12 free training webinars throughout the year. In addition, I acted as CTAC co-chair for organization and implementation of CTAC training sessions
- All economic incentive shareback payments were made accurately and on-time. Two sharebacks were completed during 2014 while one new one was implemented
- An Internal Audit Memo was prepared and emailed on March 10, 2014, which outlined a beginning strategy for implementing the internal audit program
- Process mapping and procedure manual updates are continually occurring throughout the year. Created a General Instructions folder that outlines guidelines for handling specific, recurring issues

- Guided webinars have been completed and have been awaiting editing and final approval from the Communications Department
- Reviewed the Municipal Tax Code and provided changes to Council that were approved and will become effective by January 1, 2015
- Completed the online filing portal through Xpress Bill Pay (XBP) which allows real-time tax return filing and ACH payment transfers
- Completed an online business license renewal form and payment remittance through XBP which allows for both ACH payment transfers and payment via credit card (setup Merchant Service account through ChasePaymentech to process the credit card payments)
- Created and implemented a fillable account update form that taxpayer's can use to report account changes to the sales tax team. Form can be submitted via email directly into the sales tax email account as well as be filed through traditional mail, fax, or scan & email methods
- Implemented voluntary sales tax email notification system through MailChimp, that now processes email notifications for more than 600 recipients, including tax return due date reminders, education alerts, and Code update alerts
- Proposed the addition of a Sales/Use Tax Auditor position, which is now slated for hiring in early 2015, with an anticipated start date of March 1, 2015
- Implementing data capture through the UMB lockbox, which is currently in development and is proposed to begin February 1, 2015
- Worked as part of the CML Sales Tax Committee to create and adopt a state-wide Affidavit of Exempt Sale form
- Updated the sales tax division's website pages, ensuring the most current and accurate information is available
- Organized and updating Finance forms and applications that are being migrated over to the intranet

**2015 Goals**

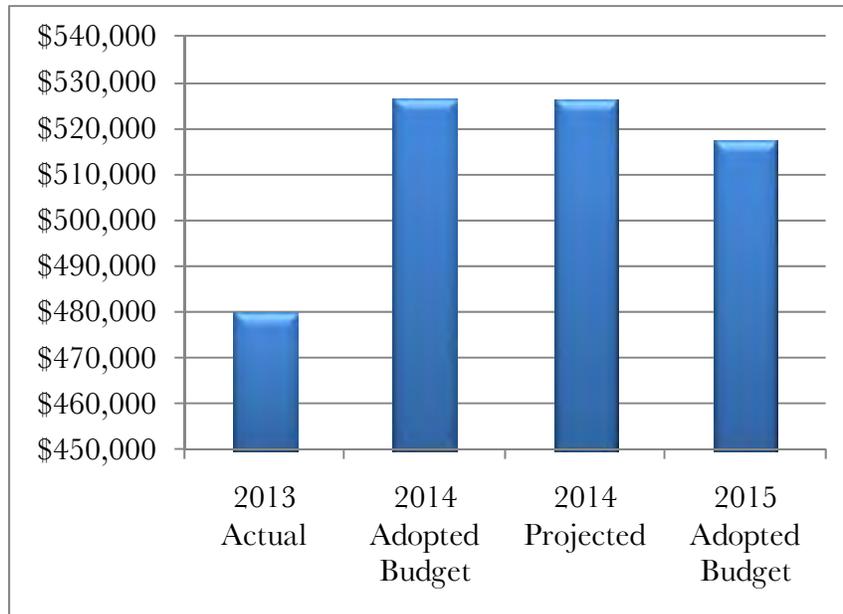
- Implement online payments for accounts receivable and miscellaneous payments received by the Town that are not currently accepting online payments
  - *Organizational goals achieved – Town Core Values*
- Continue to conduct finance training for Town staff to include specific trainings on grant management, timekeeping, cash handling, and other accounting and purchasing policies
  - *Organizational goals achieved – Town Core Values, Organizational Culture*
- Explore electronic approvals for accounts payable
  - *Organizational goals achieved – Town Core Values*
- Continue to work with the Recreation Department on the new point of sale software implementation
  - *Organizational goals achieved – Recreation, Town Core Values*
- Introduction of fraud hotline to Town staff
  - *Organizational goals achieved – Town Core Values, Government Transparency/Accountability*
- Enhance online tax payment options by offering credit card payments for sales tax
  - *Organizational goals achieved – Town Core Values*
- Implement the data capture program and train staff on reconciliation of third party entries to ensure accuracy
  - *Organizational goals achieved – Town Core Values*
- Continue development of education opportunities for taxpayers by offering enhanced guided webinars on expanded topics as well as offering face-to-face assistance when requested
  - *Organizational goals achieved – Town Core Values*
- Ensure tax revenues are being collected timely through efficient processing of sales tax returns, educational guidance through audit, and enforcement through the collections process
  - *Organizational goals achieved – Town Core Values*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
<b>Town Attorney</b>	\$ 479,956	\$ 526,539	\$ 526,235	\$ 517,527	-2%
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	297,968	295,300	296,740	304,800	3%
Supplies	13,080	31,500	11,500	13,300	-58%
Purchased Services	168,908	199,739	217,995	199,427	0%
Total	\$ 479,956	\$ 526,539	\$ 526,235	\$ 517,527	-2%
<b><i>Sources of Funding</i></b>					
Service Plan Fees	7,500	15,000	22,500	15,000	0%
General Fund	472,456	511,539	503,735	502,527	-2%
Total	\$ 479,956	\$ 526,539	\$ 526,235	\$ 517,527	-2%
<b><i>Authorized FTE positions</i></b>					
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	

**Explanation of Budget Variances**

- Supplies – 58 percent decrease is due to the elimination of a subscription to legal services that was not used



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved –Organizational Culture, Core Values, Government Transparency Accountability***

- Acted as legal advisor concerning significant development issues, including the annexation of residential and commercial projects
- Acted as legal advisor in preparing ordinances, including the Parker Creative District, and codifying Town ordinances
- Acted as legal advisor for Town contracts, including expansion of the Parker Recreation Center, Public Works Facility, East Mainstreet Site, & Cottonwood Commercial project, as well as several intergovernmental agreements with Douglas County, Douglas County Libraries, and several metropolitan districts
- Responsible for prosecution of Town Code violations
- Assisted in updating the Town Personnel Manual and Operations Manual
- Acted as legal advisor for the 2014 general election
- Acted as legal counsel in defending/prosecuting litigation involving the Town

**2015 Goals**

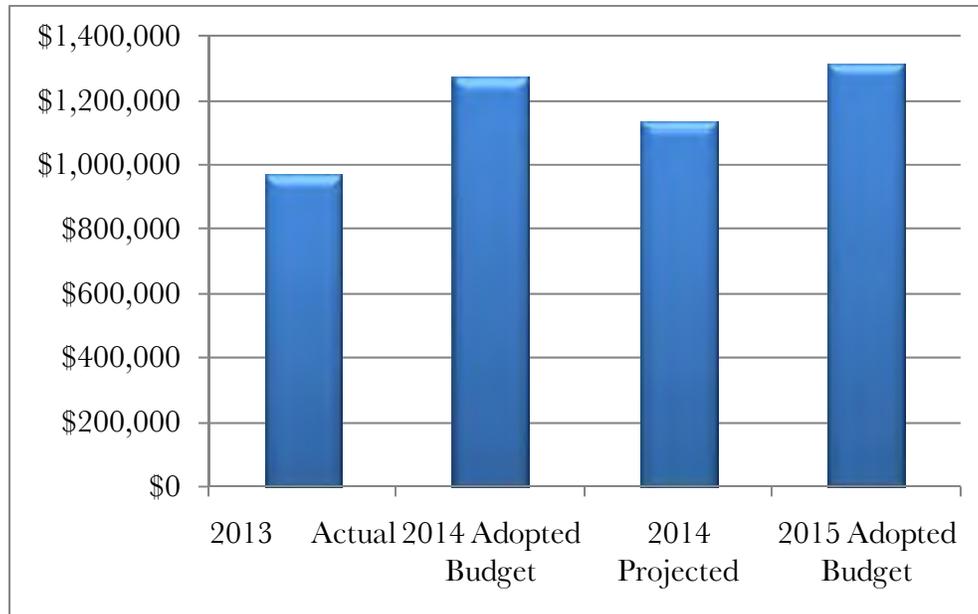
- The Town Attorney will prepare or review all ordinances, resolutions, contracts and other written instruments
- Prosecute ordinance violations
- Represent the Town in court and other legally constituted tribunals in which the Town is a party
- Advise Council of all matters of law and changes or development in law
- Act as legal advisor for election(s)
- Assist the Recreation Department in processing the master plan for parks, including Salisbury and O'Brien
- Assist the Recreation Department in processing contracts and plans for the East Mainstreet site

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 Human Resources Department also oversees risk management and customer service.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Human Resources	\$ 619,701	\$ 792,382	\$ 773,260	\$ 844,973	7%
Risk Management	253,454	341,256	249,115	338,807	-1%
Customer Service	90,968	138,363	113,087	128,822	-7%
Total	964,123	1,272,001	1,135,462	1,312,602	3%
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	625,083	761,300	728,105	777,044	2%
Supplies	10,199	15,470	19,166	17,320	12%
Purchased Services	328,841	495,231	388,191	518,238	5%
Total	\$ 964,123	\$ 1,272,001	\$ 1,135,462	\$ 1,312,602	3%
<b><i>Sources of Funding</i></b>					
General Fund	\$ 964,123	\$ 1,272,001	\$ 1,135,462	\$ 1,312,602	3%
<b><i>Authorized FTE positions</i></b>					
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	2.0	2.0	2.0	
Organizational Development / Customer Services Manager	1.0	1.0	1.0	1.0	
Risk Manager	1.0	1.0	1.0	1.0	
Customer Service Supervisor	-	-	-	-	
Customer Service Specialist	2.6	2.6	2.6	2.6	
Total	8.6	9.6	9.6	9.6	

**Explanation of Budget Variances**

- Purchased Services - 5 percent increase due to the addition of NeoGov and Insight HR software subscriptions



**2014 Highlighted Accomplishments**

*Organizational Goals Achieved –Organizational Culture, Core Values, Government Transparency Accountability*

- Scanned all I9’s and W2’s into Laserfiche
- Town wide prevention training
- Implementation of a floating holiday in lieu of Colorado Day
- Successful open enrollment to include the implementation of a partially self-funded health insurance program for 2015 plan year
- Changed policies to include civil unions and domestic partners as “spouse” on insurance programs
- Hired a new HR Technician
- Council approved the recommendation from the citizen’s committee to implement increases for all elected officials and offer access to the Town’s Health, Dental and Vision group insurance programs
- Started planning the Town’s Performance Management Project with an outside consultant
- Implemented and completed the 360 feedback process with Managers
- Implemented a police officer physical exam to be included in the background process
- Implemented new employee feedback survey

**2015 Goals**

- Complete audit of all personnel files
- Scan all personnel files into Laserfiche
- Continue aligning Human Resources internal and external processes with the Town’s Vision, Mission, Core Values and Council Goals
- Develop and implement the 2015 business plan for the Human Resources department
- Create and implement a supervisors and leadership training programs
- Implement changes due to Health Care Reform
- Expand Town wide prevention training
- Complete town wide job description audit
- Performance Management Project

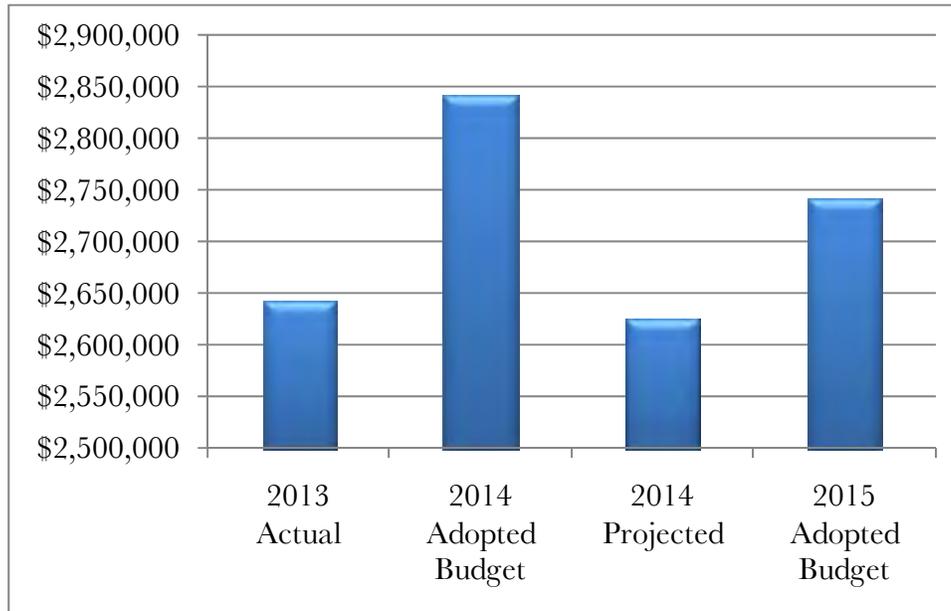
The Community Development Department is responsible for development and implementation of the Town’s Master Plan and other long-term plans, processing land use applications, reviewing sign permits, vendor and temporary use permits, home-based occupation applications and requests for variances from the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

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Community Development	\$ 1,686,648	\$ 1,833,349	\$ 1,519,589	\$ 1,619,378	-12%
Building Inspection	953,141	1,004,690	1,105,414	1,118,893	11%
Historic Preservation	2,132	5,000	2,500	3,000	-40%
<b>Total</b>	<b>2,641,921</b>	<b>2,843,039</b>	<b>2,627,504</b>	<b>2,741,271</b>	<b>-4%</b>
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	1,875,387	1,944,000	1,830,848	1,956,121	1%
Supplies	18,662	17,600	13,178	18,300	4%
Purchased Services	495,449	620,679	558,947	766,850	24%
Capital Outlay	252,423	240,760	223,406	-	-100%
Other	-	20,000	1,125	-	-100%
<b>Total</b>	<b>\$ 5,156,564</b>	<b>\$ 5,470,543</b>	<b>\$ 5,368,775</b>	<b>\$ 2,741,269</b>	<b>-50%</b>
<b><i>Sources of Funding</i></b>					
Building Permits	1,368,297	1,341,500	1,395,800	1,425,600	6%
Sign Permits	15,130	13,300	13,300	15,800	19%
Zoning and Subdivision Fees	111,957	65,500	75,000	117,600	80%
Plan Checking Fees	203,909	192,500	220,000	220,400	14%
Rental of Kiosk Signs	10,920	15,000	5,000	15,000	0%
Lone Tree Building Services	-	-	-	-	
General Fund	931,708	1,215,239	918,404	946,871	-22%
<b>Total</b>	<b>\$ 2,641,921</b>	<b>\$ 2,843,039</b>	<b>\$ 2,627,504</b>	<b>\$ 2,741,271</b>	<b>-4%</b>

**Explanation of Significant Budget Variances**

- Purchased Services – The increase of 24 percent is due to increased bank fees for credit card processing associated with the new permitting and plan review software
- Capital Outlay – The decrease is due to the completion of the replacement and upgrade of permitting and plan review software

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget
<b>Authorized FTE positions</b>				
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	-	-	-	-
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	4.0	4.0	4.0	4.0
Permit Technician	2.5	2.5	2.5	2.5
<b>Total</b>	<b>22.5</b>	<b>22.5</b>	<b>22.5</b>	<b>22.5</b>



**2014 Highlighted Accomplishments**

- Continued the Development Liaison Committee (DLC) to evaluate and determine improvements to our processes
- Reviewed procedures and costs associated with the land development process to maintain the Town’s competitive position in the South Metro region
- Continued the process of converting Building and Planning Division files into digital form using Laserfiche in accordance with state regulated retention schedules and with the goal of eliminating cumbersome hardcopy files
- Completed the design, procurement and installation of the TRAKiT information management system.
- Completed roadway annexation at Hilltop Road and Legend High School to remove jurisdictional inconsistencies
- Completed enclave annexation for the Moomaw Property
- Completed final acceptance of multiple residential subdivisions resulting in subdivision transfers from builder/developer to Homeowner Associations (HOA’s) and homeowners
- Created and updated Geographic Information System (GIS) data and mapping in conjunction with the Information Technology Department
- Continued to provide staff support to the Parker Authority for Reinvestment (PAR) including completion and adoption of two (2) Urban Renewal Plans for the Cottonwood Commercial Area and Parker Road Corridor
- Completed the Transportation Master Plan
- Initiated the Mainstreet Master Plan
- Completed two updates to the Parker 2035 Master Plan to reflect the Transportation Master Plan and revisions to land use recommendations in the E-470 corridor
- Completed a survey of Pikes Peak Drive and Pikes Peak Court
- Completed phase I of the Planned Development (PD) Searchable Data Base
- Completed a compilation of Old Town street furnishings and urban design techniques
- Submitted three (3) Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP) grants
- Implemented the Urgent Home Repair Grant program funded by Community Development Block Grant (CDBG) funds
- Released a Request for Proposals (RFP) for design of a Wayfinding Sign Program
- Coordinated with Douglas County and RTD to retain the Parker Call-n-Ride and developed the Parker Call-n-Ride Transit Advisory Committee to improve the service
- Completed multiple amendments to the Town Land Development Code that improved the land use application process, clarified permitted uses, increased opportunities for business signage and upgraded design standards
- Completed the design development, procurement and installation of a new gateway entry sign on Parker Road south of Preservation Park
- Completed assignment of Private Activity Bond capacity to Douglas County Housing Partnership for a future affordable housing project in the Town
- Completed and presented Downtown Colorado, Inc. evaluation of Old Town Parker
- Participated in the Denver Regional Council of Governments (DRCOG) Sustainable Communities Initiative
- Coordinated with Douglas County regarding TIP Grants
- Updated the Three Mile Plan as required by Colorado statute
- Developed a Vision Plan for the EastMain (library and public plaza) site
- Developed and processed the Planned Development zoning for the EastMain site
- Coordinated with Public Works on the infrastructure design and Minor Development Plat amendment for the EastMain site

- Worked with AECOM to complete Design Development (DD 60%) level designs for urban design improvements to Mainstreet near and adjacent to the EastMain site
- Act as project lead and initiated the design and procurement of the CRW TRAKiT information management system to coordinate and improve customer service delivery including application submittal, plan review, permit issuance and integration of municipal department workflows. TRAKiT system went live on April 29, 2014
- Continued to provide technical assistance, comprehensive plan review and next day inspection services to businesses, homeowners and the development community
- Improved commercial plan review time to meet business plan objectives and requests of the development community
- Adopted best practices in the review and permitting of solar construction projects to earn designation as a Solar Friendly Community
- Continued commercial builder and residential information meetings to review code requirements, departmental procedures and identify opportunities for improvement
- Provided staff support to communities north of Denver affected by the historic September floods as part of the emergency response and recovery effort
- Adopted 2014 National Electrical Code
- Amended International Residential Code to allow for a 'Secondary Family Space' in a single family dwelling without a fire resistive separation

## 2015 Goals

- Improve the TRAKiT information management system by implementing custom program modifications and continuing to upgrade the usability of the employee and customer interface
- Complete Planned Development searchable data base and initiate efforts to tie the data base to the Town GIS
- Continue to improve the building, development and land use application process in consultation with the public, development community, staff and other stakeholders
- Pursue annexation opportunities where available to the limits of the Town Urban Growth Boundary and beyond where appropriate
- Initiate and complete the Parker Road and Pine Drive enclave annexation process
- Update the Town 2035 Master Plan and Land Development Code to address changing conditions, development opportunities, improve clarity and provide for a balanced approach to growth and development
- Update the Town planning and zoning standards for the Greater Downtown District centered upon Mainstreet from 20 Mile Road to Pine Drive
- Complete the Mainstreet Master Plan to facilitate development from 20 Mile Road to Pine Drive with use, bulk, site plan, transportation/access and urban design standards
- Complete and adopt a redevelopment plan for the Town-owned EastMain Development Site north of Town Hall incorporating a Douglas County Libraries branch, public park/plaza and vertical mixed-use.
- Work with the development community, stakeholders and Town Department on the development of the Pine Curve site
- Complete the Mainstreet Master Plan
- Work with UCD Masters in Urban and Regional Planning students to develop a land use and urban design plan for Parker Square
- Design work for the Sulphur Gulch Trail crossing of Pikes Peak Drive
- Implement phase I of the Town Wide Sign Program Wayfinding signs
- Amend the Roadway Design Manual to address and incorporate the recommendation of the Transportation Master Plan

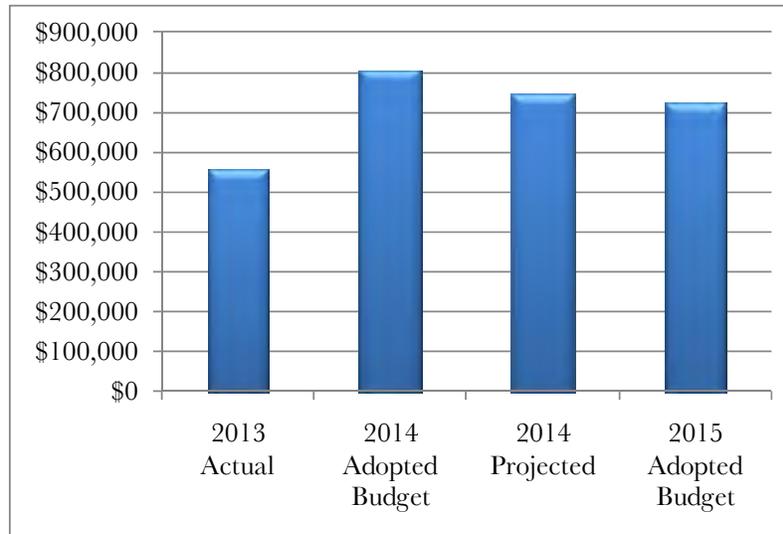
- Support those residential neighborhoods that lack an HOA by maintaining code enforcement activities, periodic clean-up programs and supporting the formation of organized neighborhood associations
- Monitor and refine the building and land use application processes to improve review times for commercial, light industrial and residential plans
- Support the PAR to identify, evaluate and advance opportunities for development in the Cottonwood Commercial, Parker Road Corridor and Mainstreet blight designated areas
- Maintain current next day inspection level of service for all building inspection requests
- Pursue opportunities for a senior affordable housing development in the Town to increase the spectrum of available housing and meet the needs of senior citizen residents of limited means who wish to reside in the community as they age
- Update the Town's Commercial, Industrial and Multi-Family Residential Design Standards. Initiate the Parker Road Corridor Plan
- Complete succession planning and align staff, services and resources to improve customer service, enhance staff expertise and cross-training
- Continue to provide technical assistance, comprehensive plan review and next day inspection services to businesses, homeowners and the development community
- Continue commercial builder and residential information meetings to review code requirements, departmental procedures and identify opportunities for improvement

The Communications 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 Town.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Communications	\$ 559,954	\$ 802,729	\$ 743,172	\$ 721,588	-10%
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	301,018	324,600	291,308	302,400	-7%
Supplies	2,848	2,800	3,200	3,300	18%
Purchased Services	256,087	475,329	448,664	415,888	-13%
Total	\$ 559,954	\$ 802,729	\$ 743,172	\$ 721,588	-10%
<b><i>Sources of Funding</i></b>					
Event Sponsorship	32,035	32,035	32,000	32,000	0%
General Fund	527,919	770,694	711,172	689,588	-11%
Total	\$ 559,954	\$ 802,729	\$ 743,172	\$ 721,588	-10%
<b><i>Authorized FTE positions</i></b>					
Communications Director	1.0	1.0	1.0	1.0	
Communications 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**

- Salary and Benefits - 7 percent decrease due to turn-over within the department and changes to employee elections for health insurance
- Purchased Services - 13 percent decrease due to the completion of the Town website project and completion of Town branding project in 2014



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved –Parks, Recreation and Open Space, Organizational Culture, Core Values, Government Transparency Accountability***

- Designed and launched a new Town of Parker website, Parks and Recreation website and new Employee Intranet with user-friendly navigation and improved site functionality
- Completed a Town branding initiative and determined recommendations for implementation
- Oversaw the investigation, implementation and rollout of a new digital signage software program/vendor for the Town
- Conducted a staff reorganization to maximize efficiency and meet the Town’s growing communication needs
- Rolled out an interactive online Recreation Brochure
- Successfully rolled out a Parks and Recreation mobile app
- Played integral part in the rollout and marketing of VolunteerConnectDC.org, a county-wide volunteer resource
- Continued to partner on enhancing and improving organizational communication

**2015 Goals:**

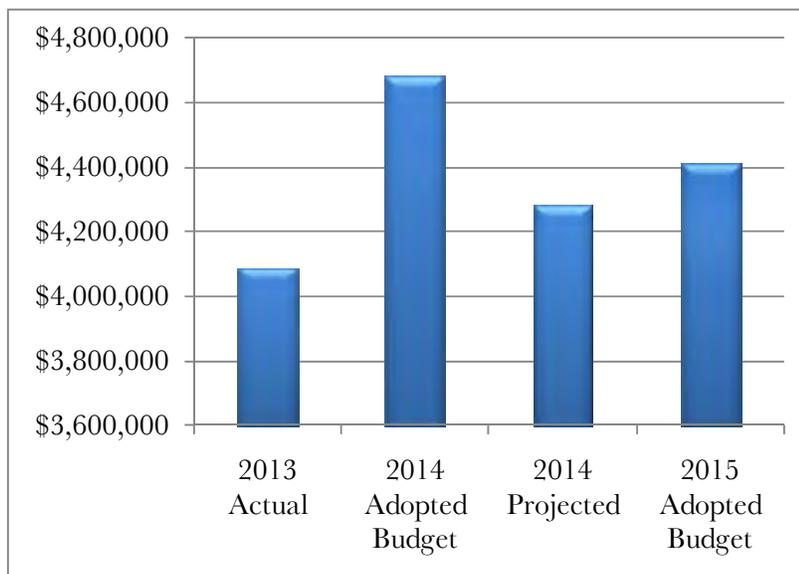
- Design and distribute the 2015 Citizen Survey
  - *Organizational goals achieved – Town Core Values, Organizational Culture*
- Implement Town Branding Initiative recommendations
  - *Organizational goals achieved – Town Core Values, Economic Development*
- Roll out and promote Town Instagram account and associated initiatives
  - *Organizational goals achieved – Town Core Values, Economic Development*
- Increase monthly traffic to the Town and Recreation websites by 10 percent
  - *Organizational goals achieved – Parks, Recreation and Open Space, Organizational Culture, Town Core Values*
- Grow use of Town and Recreation social media avenues by 10 percent
  - *Organizational goals achieved – Parks, Recreation and Open Space, Organizational Culture, Town Core Values*
- Bring 500 users on to the Parks and Recreation mobile app
  - *Organizational goals achieved – Parks, Recreation and Open Space, Organizational Culture, Town Core Values*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures by Function</b>					
Interdepartmental	\$ 4,087,194	\$ 4,685,065	\$ 4,280,899	\$ 4,413,433	-6%
<b>Expenditures by Category</b>					
Supplies	70,016	61,500	42,775	56,750	-8%
Purchased Services	59,408	119,500	96,014	113,783	-5%
Debt Service	3,784,023	3,781,900	3,781,910	3,765,300	0%
Other	173,747	722,165	360,200	477,600	-34%
Total	\$ 4,087,194	\$ 4,685,065	\$ 4,280,899	\$ 4,413,433	-6%
<b>Sources of Funding</b>					
COP BABS Credit	860,677	892,819	821,839	874,737	-2%
Contributions	2,505	-	206,250	-	
Excise Tax Fund	-	-	-	-	
General Fund	3,224,012	3,792,246	3,252,810	3,538,696	-7%
Total	\$ 4,087,194	\$ 4,685,065	\$ 4,280,899	\$ 4,413,433	-6%

**Explanation of Significant Budget Variances**

- Other – 34 percent decrease is due to the reduction in contingency to \$200,000



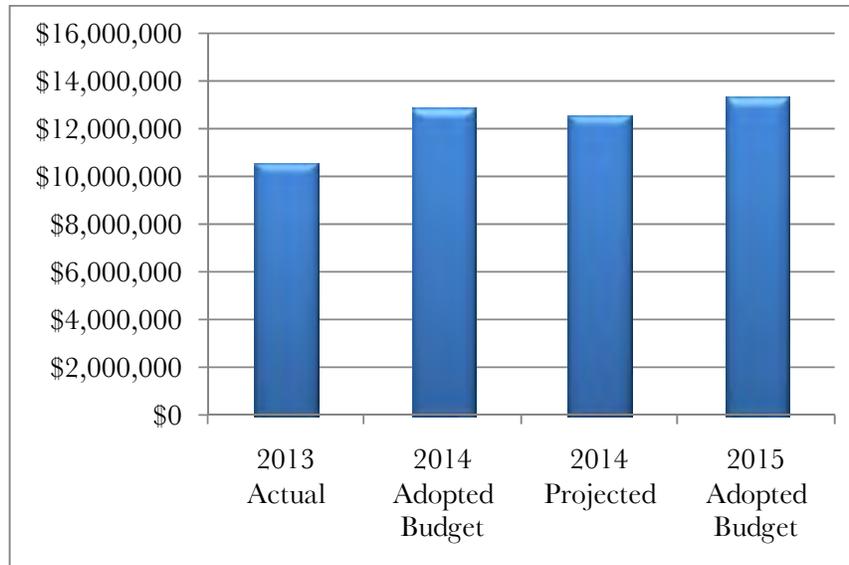
The Parker Police Department provides year-round, 24-hour service to citizens of the Town of Parker and adheres to the highest standards of ethical behavior. The Department's primary objective is to provide a safe community environment in Parker with the highest level of service possible. The organization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

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Administration	\$ 1,903,014	\$ 2,557,208	\$ 2,597,011	\$ 2,999,649	17%
Investigations	1,800,509	1,649,650	1,672,182	1,768,144	7%
Patrol	4,636,035	5,330,329	5,155,435	5,458,988	2%
Records	441,277	568,365	534,515	628,714	11%
Communication	1,113,050	1,930,210	1,920,537	1,492,974	-23%
Police Station	485,017	536,800	479,964	609,400	14%
Emergency Management	120,481	185,700	132,370	215,500	16%
Animal Services	101,341	130,700	101,076	194,230	49%
<b>Total</b>	<b>10,600,724</b>	<b>12,888,962</b>	<b>12,593,089</b>	<b>13,367,599</b>	<b>4%</b>
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	8,151,241	8,656,400	8,671,306	9,411,332	9%
Supplies	341,729	346,194	279,064	336,300	-3%
Purchased Services	1,969,041	2,963,779	2,755,552	3,280,667	11%
Capital Outlay	119,699	898,589	867,078	314,600	-65%
Other	19,014	24,000	20,089	24,700	3%
<b>Total</b>	<b>\$ 10,600,724</b>	<b>\$ 12,888,962</b>	<b>\$ 12,593,089</b>	<b>\$ 13,367,599</b>	<b>4%</b>
<b><i>Sources of Funding</i></b>					
Charges for Services	50,071	50,071	44,200	61,300	22%
Grants	60,858	60,858	70,000	-	-100%
City of Lone Tree	75,945	75,945	79,300	81,100	7%
Douglas County School District	50,992	50,992	44,600	45,600	-11%
General Fund	10,362,857	12,651,096	12,354,989	13,179,599	4%
<b>Total</b>	<b>\$ 10,600,724</b>	<b>\$ 12,888,962</b>	<b>\$ 12,593,089</b>	<b>\$ 13,367,599</b>	<b>4%</b>

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>
<b><i>Authorized FTE positions</i></b>				
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	10.0	10.0	11.0
Police Officer/Detective	47.0	50.0	50.0	50.0
Communications Supervisor	2.0	2.0	2.0	2.0
Communications Technician	13.0	13.0	13.0	15.0
Records Supervisor	1.0	1.0	1.0	1.0
Records Clerk	2.0	2.0	2.0	3.0
Report Technician	3.2	4.2	4.2	4.2
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	2.0	2.0	2.0	2.0
Animal Welfare Officer	1.8	1.8	1.8	2.0
Operations Service Technician	0.8	0.8	0.8	0.8
<b>Total</b>	<b>94.8</b>	<b>99.8</b>	<b>99.8</b>	<b>104.0</b>

**Explanation of Budget Variances**

- Salary and Benefits – 9 percent increase due to the addition of 1 sergeant, 2 communications technicians, 1 records clerk and upgrading a part-time animal welfare officer to full-time
- Purchased Services – 11 percent increase primarily due to the change in the Internal Service Fund allocation for IT, vehicle fuel and travel and training
- Capital Outlay
  - \$56,000 – two (2) administration vehicles
  - \$60,000 – one sergeant patrol vehicles
  - \$120,000 – Dispatch software upgrades
  - \$13,600 – five (5) wearable camera units
  - \$65,000 – one animal services vehicle



**2014 Highlighted Accomplishments**

- Received national accreditation through the International Association of Property and Evidence for the Department’s Evidence Room
- Obtain CALEA Public Safety Communication accreditation for the Department’s Communications Center
- Achieved the ranking of 47<sup>th</sup> Safest City in America based on nationwide crime data research performed by NeighborhoodScout
- Recognized by SafeWise as the 18<sup>th</sup> Safest City in Colorado with a population of 2,000 or more residents
- Recognized by Movoto as the 4<sup>th</sup> Safest Place in the State with a population of 10,000 residents or more
- Began to host quarterly Coffee With a Cop events at local coffee shops / restaurants
- Updated the 9-1-1 Public Education program and have reached over 3,500 residents and children with this program
- Launched a new comprehensive web site and began to utilize LinkedIn and YouTube to reach citizens
- Officer Eric Graham and Officer Kris Kozuch graduated from the 2014 Colorado Department of Transportation Drug Recognition Expert School
- Implemented E-Ticketing
- Completed the second phase of a five year program to replace all mobile and portable radios in the Police Department. This program is being implemented to meet a 2017 FCC requirement and to update old radio equipment
- Replaced and upgraded all dispatch radio consoles and customer enterprise network. The system that was replaced was no longer supported by the manufacturer and was not compatible with concurrent upgrades to the Statewide Radio Network. This upgrade provides the Police Department the newest and most capable dispatch radio system available
- The Police Department deployed new VPN software for all of the Mobile Data Computers. This software greatly improved connectivity to mobile computers in all of the department’s patrol vehicles.
- Participated in Operation Mountain SYNC
- Conducted two Citizen Police Academies and graduated 55 citizens
- Sponsored several training classes, which included:
  - Leading by Legacy Training
  - ICS 400 Training
  - Y.E.S.S. Training

- Power Phone 9-1-1 Liability Class
- Protection Order Training
- Basic and Advanced CPTED Course
- PATC Kinesic Roadside Interview/Interrogation Training
- CIT Training
- CDR Technician I & II Training
- Provided emergency management training to citizens regarding emergency preparedness
  - Be READY – 7 people
  - Citizen Emergency Response Training (CERT) – 23 people
  - Become a Weather Spotter – 60 people
- Conducted a DUI checkpoint funded by the Department of Transportation.
- Conducting various Community Outreach events and programs to include:
  - National Night Out
  - Christmas Open House and Food Drive
  - TOP Ample Harvest
  - Boy Scout and Girl Scout Badge events – over 150 scouts
  - Child Safety Classes – 37 children and 23 adults
  - National Drug Take-Back events
  - Special Olympics Colorado events including Tip-A-Cop, Polar Plunge, Plane Pull and Torch Run
- Hosted Functional Needs Citizen Academy with 18 citizens graduating from the five-week academy.
- Received awards for:
  - Traffic Safety Award from the 2013 Colorado Law Enforcement Challenge Traffic Safety Awards Program – the Department placed 1<sup>st</sup>.
  - Traffic Safety Champions through the Colorado Department of Transportation – Officer Casey Cashman, Officer Kris Kozuch and Officer Bryan Faulkner
  - Outstanding Service Award from the North Metro Drug Task Force – Detective Bev Wilson
  - Parker Police Officer of the Year Award for 2013-2014 awarded by the Cherry Creek Valley Rotary Club – Officers Dawn and Casey Cashman
- Four Parker Police Explorers graduated from the Explorer Academy.
- Parker Police Explorers participated in Night Moves Competition where they placed 3<sup>rd</sup> in High Risk Traffic Stops.
- Parker Police Explorers attended the 2014 LEEPAAC Conference where two of our explorers were selected to part of the Explorer Leadership Team. We had explorers place in the following competitions: High Risk Traffic, Incident Command System, Passive Resistance and Obstacle Course.

## 2015 Goals

- Upgrade Animal Control to two full-time officers
- *Organizational goals achieved – Town Core Values, Organizational Culture*
- Obtain CALEA reaccreditation
- RCIT Training
- Additional Body Worn Cameras
- Additional police vehicle replacements
- Continue optimum level of service to victims
- Continue to host statewide meetings and trainings
- Implementation of Body Worn Video
- Continue to participate in community outreach activities and explore new avenues to educate the community
- Update resources

- Continue to maximize and enhance the use of mass public notification systems through social media and all media outlets
- Continue to participate in community outreach activities and explore new avenues to educate the community
- Update resources
- Continue to maximize and enhance the use of mass public notification systems through social media and all media outlets
- Continue to provide ongoing training for retention and succession of employees to assist with personal development and growth
- Continue to build positive, lasting relationships with outside agencies
- Continue to apply for additional grants
- Purge of all applicable guns
- Continue the goal of teaching Y.E.S.S. Program at all middle schools within the Town
- Provide emergency management training opportunities to staff to include tabletop exercises
- Offer additional volunteer training and development opportunities

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.

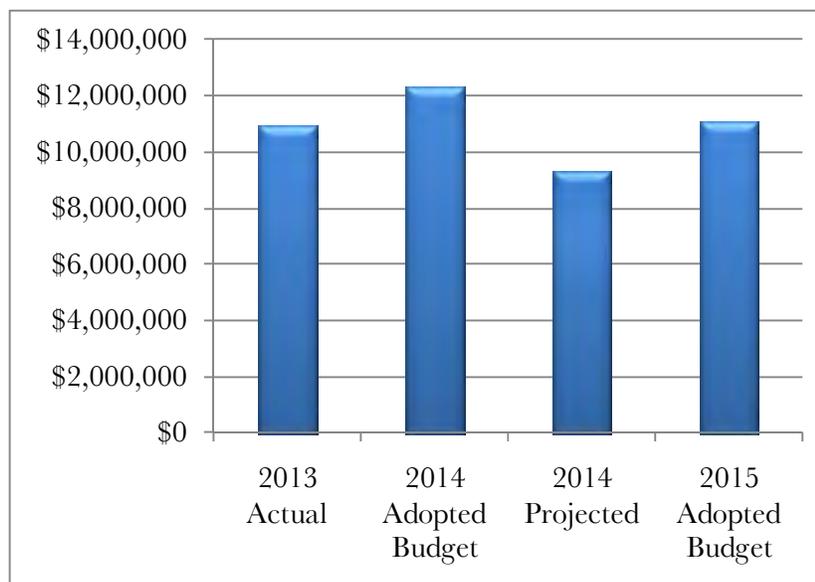
	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Administration/Engineering	\$ 1,073,741	\$ 1,511,977	\$ 1,278,882	\$ 1,477,426	-2%
Streets	5,920,993	6,506,030	6,255,214	7,329,037	13%
Traffic Services	1,148,275	1,326,373	1,081,842	1,342,775	1%
Public Works Buildings	335,284	517,500	185,009	453,700	-12%
General Government Buildings	2,464,343	2,464,343	465,678	478,200	-81%
<b>Total</b>	<b>10,942,636</b>	<b>12,326,223</b>	<b>9,266,626</b>	<b>11,081,138</b>	<b>-10%</b>
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	2,118,251	2,579,400	2,270,032	2,705,424	5%
Supplies	330,134	332,127	314,513	445,000	34%
Purchased Services	6,231,244	6,975,529	6,539,232	7,650,714	10%
Capital Outlay	2,263,007	2,439,167	142,349	280,000	-89%
<b>Total</b>	<b>\$ 10,942,636</b>	<b>\$ 12,326,223</b>	<b>\$ 9,266,126</b>	<b>\$ 11,081,138</b>	<b>-10%</b>
<b><i>Sources of Funding</i></b>					
Street Cut Permits	86,830	86,830	75,000	90,500	4%
Highway Users Tax Fund	1,020,120	1,020,120	1,050,000	1,071,800	5%
Road and Bridge Property Tax Shareback	1,223,658	1,223,658	1,266,700	1,291,800	6%
Engineer Review Fees	124,762	124,762	125,000	131,000	5%
Bus Shelter Advertising Fees	7,575	7,575	8,000	8,000	6%
Public Improvements Fund	13,400	13,400	-	-	-100%
General Fund	8,466,291	9,849,878	6,741,926	8,488,038	-14%
<b>Total</b>	<b>\$ 10,942,636</b>	<b>\$ 12,326,223</b>	<b>\$ 9,266,626</b>	<b>\$ 11,081,138</b>	<b>-10%</b>

**Explanation of Significant Budget Variances**

- Supplies – 34 percent increase due to bringing the new public works facility online in 2015

- Purchased Services – 10 percent increase due to increased allocation of funding for repair and maintenance of streets, curb, gutter and sidewalk
- Capital Outlay
  - \$30,000 Town Hall carpet replacement
  - \$250,000 building improvements to the parks maintenance facility (Motsenbocker facility)

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>
<b><i>Authorized FTE positions</i></b>				
Public Works Director	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0	1.0
Customer Service Specialist	1.2	1.1	1.1	1.1
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	2.0	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	8.0
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
<b>Total</b>	<b>30.4</b>	<b>30.3</b>	<b>30.3</b>	<b>32.3</b>



**2014 Highlighted Accomplishments**

- Resurfaced/reconstructed approximately 230,000 square yards of Town roadways. Work included, but was not limited to, replacement of over 12,000 feet of curb/gutter replacement, over 3,000 square yards of sidewalk replacement and placement of over 21,000 tons asphalt pavement
- 17 tons of crack-seal material applied to Town roadways
- 465 cubic yards of debris recovered during street sweeping operations
- Maintained over 70 acres of road shoulders and undeveloped medians
- Over 49,000 miles driven plus 1250 tons of solid deicer chemical and 93,554 gallons of liquid de-icing chemicals applied to the Town's roadway system during snow and ice operations. The snow fall total in Parker during the 2013/2014 snow season was 60.9"
- Processed over 218 CRMs (customer relationship management) responses
- LED upgrades for luminaries at 10 traffic signals
- Ongoing operation and maintenance of 82 traffic signals, 44 school flashers, thousands of street signs
- Completed the update of all pedestrian push buttons at traffic signals to a vandal resistant design
- Started construction on the Cherry Creek Stabilization Project downstream of Hess Road
- Completed the design of the Cherry Creek Stabilization Project at Norton Open Space and started construction of the improvements
- Completed the construction of the Sulphur Gulch Stabilization and Flood Improvements Project at Saddlebrook Farms
- Completed the baseline hydrology for the Newlin Gulch Major Drainageway Plan and Flood Hazard Area Delineation
- Entered into an adequate assurances agreement with Parker Water and Sanitation District, Urban Drainage and Flood Control District and Douglas County allowing for the recognition of the Rueter-Hess Reservoir as a flood control facility
- Completed the major revision and adoption of the Town's Storm Drainage and Environmental Criteria Manual
- Stormwater operations staff performed maintenance activities on over 950 drainage facilities (detention ponds, culverts, channels, storm sewers, etc.)
- Stormwater staff also performed inspections on 4,100 drainage facilities throughout Town

**2015 Goals**

- Complete the design of Chambers Road widening between Hess Road and Mainstreet. Secure Douglas County funding plus developer funding in 2015 to allow for construction to commence in 2016
- Commence the median landscaping and associated roadway improvements on the Lincoln Avenue medians between Jordan Road and Keystone Boulevard
- Complete the construction of the new Public Works facility for Streets, Traffic Services and Stormwater functions at the northwest corner of Hess Road and Tammy Lane
- Complete the construction of the Recreation Center expansion project at the existing Parker Recreation Center on Lincoln Avenue
- Continued effective management of the Town's roadways through ongoing preventative maintenance, resurfacing and reconstruction when needed to extend the useful life. Target resurfacing/reconstructing approximately 250,000 square yards of Town roadways. Continued sweeping and preventative maintenance operations, such as crack sealing, to extend the useful life of the roadways

- Complete the median landscaping on Hess Road between the Motsenbocker Road intersection and Nate/Leesburg intersection (both sides of the Cherry Creek bridge)
- Construct the Chambers Road/Compark Boulevard and the Cottonwood Drive/Cottonwood Way traffic signals
- Work to receive approval from the Colorado Department of Transportation (CDOT) to install traffic signals at Parker Road/Parkglenn Way and Parker Road/Longs Way. If approval can be received, construct the traffic signals in 2015
- Complete construction of the East Mainstreet Development – Phase 1 project that was bid in late-2014 by June. Work with various Town Departments to bid and construct the Phase 2 improvements which consist of the roadway improvements associated with the joint Town of Parker and Douglas County Library District site in 2015. Work with the various Town Department to finalize the design for the park/plaza improvements (Phase 3) in 2015. If the design is completed in 2015, competitively bid the Phase 3 improvements to allow for construction to commence
- Continued effective snow/ice control operations per the Town’s policies
- Continued effective maintenance and operation of Town and CDOT traffic signals within the Town’s incorporated boundaries
- Continued effective support of Town sponsored special events like Parker Days, Carriage Parade and Farmer’s Market
- Continue LED upgrades at traffic signal locations
- Develop travel time measurement system test bed for arterial roadways
- Update all pedestrian push buttons to vandal resistant design
- Develop guidelines for expanded pedestrian flasher use beyond Downtown area
- Ongoing maintenance and operation of signals, flashers, signs, pavement markings
- Replace the existing traffic signal monitoring system to be compatible with current technology
- Complete construction of the Cherry Creek Stabilization Project downstream of Hess Road
- Complete construction of the Cherry Creek Stabilization Project at Norton Open Space
- Complete the Newlin Gulch and Happy Canyon Creek Major Drainageway and Flood Hazard Area Delineation Studies
- Complete the Newlin Gulch Trail Crossing and Stabilization Project at Parker Homestead (Heirloom)
- Complete the construction of the Sulphur Gulch Stabilization Project downstream of Canterbury Parkway
- Complete the design and start construction of the Crown Point Regional Detention Facility

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b><i>Expenditures by Function</i></b>					
Parks	\$ 2,200,802	\$ 2,592,806	\$ 2,328,298	\$ 2,687,705	4%
Forestry and Open Space	474,651	561,913	452,270	562,719	0%
Total	2,675,453	3,154,719	2,780,568	3,250,424	3%

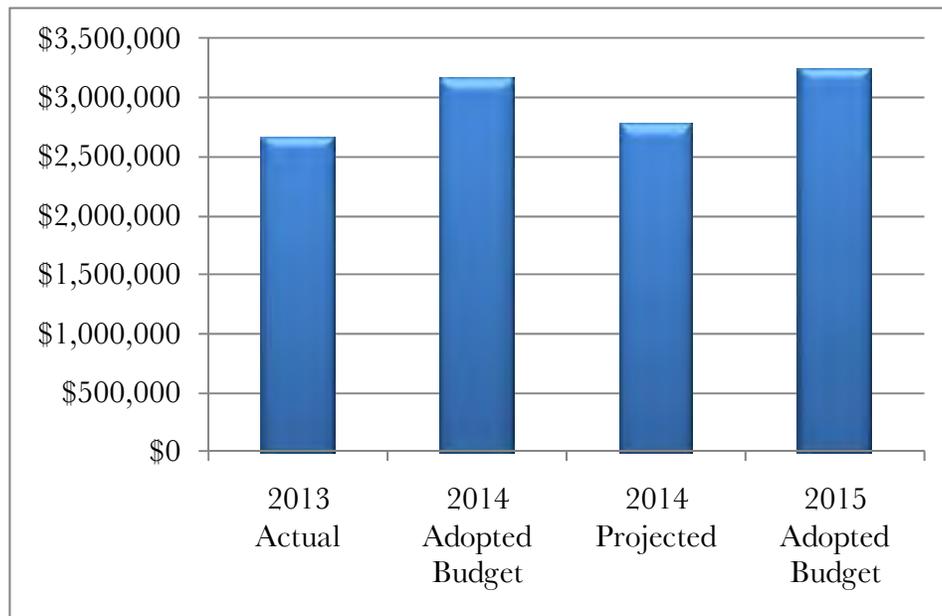
<b><i>Expenditures by Category</i></b>					
Salary and Benefits	1,451,091	1,597,700	1,532,681	1,646,900	3%
Supplies	46,117	70,700	41,350	81,100	15%
Purchased Services	1,150,403	1,403,540	1,155,346	1,397,474	0%
Capital Outlay	27,842	44,379	43,191	86,550	95%
Other	-	38,400	8,000	38,400	0%
Total	\$ 2,675,453	\$ 3,154,719	\$ 2,780,568	\$ 3,250,424	3%

<b><i>Sources of Funding</i></b>					
Conservation Trust Fund	-	-	-	-	
Parks and Recreation Fund	868,308	868,308	927,600	975,100	12%
General Fund	1,807,145	2,286,411	1,852,968	2,275,324	0%
Total	\$ 2,675,453	\$ 3,154,719	\$ 2,780,568	\$ 3,250,424	3%

<b><i>Authorized FTE positions</i></b>					
Parks and Recreation Director	0.4	0.4	0.4	0.4	
Customer Service Specialist	0.5	0.5	0.5	1.3	
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	11.0	11.0	11.0	
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	20.9	21.9	21.9	22.7	

**Explanation of Budget Variances**

- Capital Outlay
  - \$20,000 Concrete trail improvements for Stroh Soccer Park
  - \$20,000 Concrete replacement for Old Town Hall patio
  - \$6,300 Ryan Renovaire 72” tow (tractor pull-behind) aerator with ¾” coring tines
  - \$9,000 Twelve (12) 10x10 Commercial Grade Pop-up Tents
  - \$10,000 Playground equipment updates for O’Brien
  - \$5,750 Walk-behind Ryan Mataway Overseeder
  - \$5,500 Batting cage for Bar CCC Parks
  - \$10,000 ADA Accessibility Compliance- Parks/Trails



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved –Parks, Recreation and Open Space, Organizational Culture, Core Values***

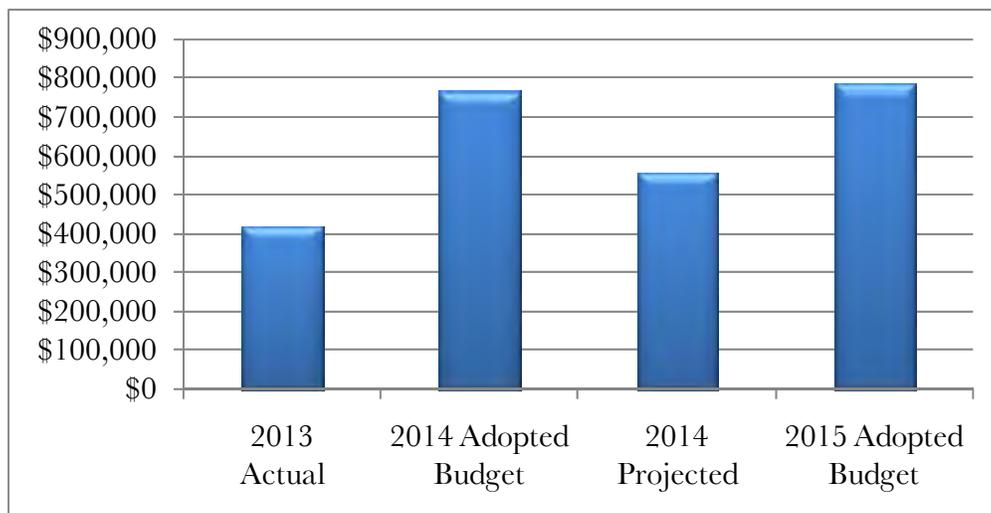
- Installed new mileage markers along the Cherry Creek Regional Trail to create uniformity along the trail throughout all included jurisdictions
- In partnership with Parker Adventist Hospital, installed an outdoor fitness park near Town Hall
- Installed a new wood fence at Preservation Park along Parker Road
- Landscaped the north entrance gateway sign at Preservation Park
- Installed a new picnic shelter at Railbender Park by the tennis courts
- Completed extensive repairs to the concrete skate surface at Railbender Park
- Installed a new accessible drinking fountain by the inclusive playground at Salisbury Park
- Created a landscape bed under the electronic PACE sign
- Re-landscaped the east entry bed at the Mainstreet Center
- Installed a new public address sound system at the Salisbury Equestrian arena
- Planted over 70 trees on Town property
- Treated 1200 acres of open space for invasive weeds
- Through Branching Out Parker, provided financial assistance for tree planting to approximately 60 homeowners to enhance the Town’s urban forest

**2015 Goals**

- Remove concrete plaza at Old Town Hall and replace with new hardscape and landscaping
  - *Organizational goals achieved – Town Core Values*
- Install a new trail access at the Stroh Soccer Park
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Install new batting cages at Bar CCC Park
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Combine the two irrigation controllers at Salisbury Park for wireless communication
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- In coordination with Facilities, redesign Motsenbocker to better utilize office, yard, and shop space following the departure of Public Works
- Replace aging components of the O'Brien playground
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Make significant progress on the trail system and Town playgrounds to fully meet 2010 DOJ-ADA accessibility standards
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Assess dead trees at all Town properties and complete a mass replanting
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures by Function</b>					
Economic Development	\$ 418,012	\$ 762,919	\$ 554,966	\$ 785,257	3%
<b>Expenditures by Category</b>					
Salary and Benefits	209,089	358,500	317,522	377,700	11%
Supplies	3,824	20,000	16,000	9,000	100%
Purchased Services	172,937	304,419	186,444	318,557	-10%
Other	32,162	80,000	35,000	80,000	-56%
Total	\$ 418,012	\$ 762,919	\$ 554,966	\$ 785,257	-5%
<b>Sources of Funding</b>					
General Fund	\$ 418,012	\$ 762,919	\$ 554,966	\$ 785,257	-5%
<b>Authorized FTE positions</b>					
Economic Development Director	1.0	1.0	1.0	1.0	
Business Recruitment Manager	1.0	1.0	1.0	1.0	
Business Development Officer	1.0	1.0	1.0	1.0	
Administrative Assistant	-	1.0	1.0	1.0	
Total	3.0	4.0	4.0	4.0	



## 2014 Highlighted Accomplishments

### New Business Development

- Solomon Foundation Office Building: A 60,000 s.f. two-story office building at intersection of Jordan Road & Pine Lane. Under construction with completion scheduled for Fall, 2015
- Carmax Auto SuperStore: A 56,000 s.f. regional auto sales and refurbishment center for Carmax at the intersection of Lincoln Road and Ponderosa Drive. Under construction with schedule completion by Summer, 2014
- Vehicle Vault: 245,000 s.f. auto museum, clubhouse and storage/display condos at the intersection of Lincoln Avenue & Lincoln Meadows Parkway. Under construction with museum building schedule to open by December, 2014
- Parker Adventist Hospital: Two level parking structure with 370 spaces approved with construction to be completed in 2015. 13,000 s.f. emergency room expansion currently underway. New medical office building planned
- Kneader's Bakery and Café: Fast casual restaurant with drive-through at southwest corner of Parker Road & Mainstreet. Opened in September, 2014
- Parker Garage: Redevelopment of the former Warhorse Restaurant at Mainstreet & Victorian Drive for a new farm-to-table upscale restaurant. Opened October, 2014
- Culvers Butter Burgers and Frozen Custard: Fast food restaurant with drive-through located at intersection of Mainstreet and Twenty Mile Road. Under construction with completion projected by late Spring, 2015

### Business Retention/Expansion

- Visited 30 businesses as part of the formal Business Retention Program. The business retention visits are still being scheduled through the end of the year.
- In 2014, PAR's Business In Transition Program (BIT), rental assistance for 9 small businesses in the Parker Central Urban Renewal Area. The BIT program exhausted all of the allocated funds to the program.

### Small Business Assistance

- Small Business Scholarship Program reimbursed a total of \$850 to businesses for education and training classes.
- Small Business Development Center provides small business consulting to Parker businesses at Town Hall, twice a month. Since consulting began in August 2013, 69 unique businesses had received consulting at Town Hall.

### Development/Redevelopment

- Cottonwood King Soopers Marketplace: A 128,000 s.f. supermarket and reconfigured shopping center at Parker Road & Cottonwood Drive. Construction to begin November 2014 with a scheduled opening November 2015. In addition to construction of the King Soopers, the Town worked with the developer to retain six businesses currently located in the center
- EastMain Development Project: A Request for Qualifications (RFQ) to develop approximately 4 acres as vertical mixed-use, including ground floor retail with residential or office above has been issued and site development will begin as early as December, 2014 with Phase 1 infrastructure improvements. Library to start construction in April/May, 2015 with opening in 1Q 2016. The Town park/plaza construction is expected to open by 2Q 2016
- Former Parker Water & Sanitation HQ redevelopment RFQ: (Northeast corner of East Mainstreet & Victorian Drive) Request of Developer qualifications to redevelop approximately 1 acre as vertical mixed-use, including ground floor retail with residential or office above
- Parker Flats: A three-story multi-family residential development containing 146 apartments located on Pikes Pike Drive & Pikes Peak Court. The applicant is in the site plan public hearing process and, if approved, will begin construction in 2015 for completion in 2016

**Marketing**

- In November of 2014, the Economic Development Department completed a new website and branding effort
- The Economic Development Department successfully positioned the Town of Parker as the focus of NAIOP’s 2014 Rocky Mountain Real Estate Challenge
- The Town of Parker co-hosted two conferences for site selection consultants in 2014. These conferences provide Parker the opportunity to highlight the many advantages of the Town to individuals working with medium to large corporations considering relocation and expansion.
- The Site Selectors Guild -- The Site Selectors Guild is the association of the world’s foremost professional site selection consultants. The Guild’s annual conference highlighted the Denver region and allowed staff members to engage these individuals that provide location strategy to corporations across the globe and for every industry, sector, and function.
- Metro Denver Economic Development Corp. Site Selector Conference – Site selectors from across the United States are invited to participate in a four-day conference that provides both an overview of the Denver region as well as the specific advantages our region provides to companies who locate here.

**2015 Goals**

*“Parker is the regional economic driver through providing expansion and annexation opportunities, capitalizing on the recruitment of new businesses in support of our existing vertical markets.”*

**COUNCIL GOALS**

**GOAL 1:** Identify and plan for Parker’s unmet opportunities and narrow targeted industries (including, but not limited to medical, R&D, healthcare, etc.)

**GOAL 2:** Formulate a Business Roundtable to create open and two-way communication in order to identify needs and align vision

**GOAL 3:** Enhance the outreach program

- Structured Retention Visits with Council attendance
- Public and business education
  - Promoting Town programs, such as PIP, BIT, etc.
    - Tie in with DOLA and the State

**GOAL 4:** Build a more comprehensive marketing program to expand business and economic development (increase Denver Business Journal exposure)

**ECONOMIC DEVELOPMENT GOALS**

1. *Retain and expand* existing businesses.
2. *Attract new* business and development.
3. *Increase and diversify* the retail tax base.
4. Implement strategies and tools to *revitalize* aging commercial, office and industrial developments.

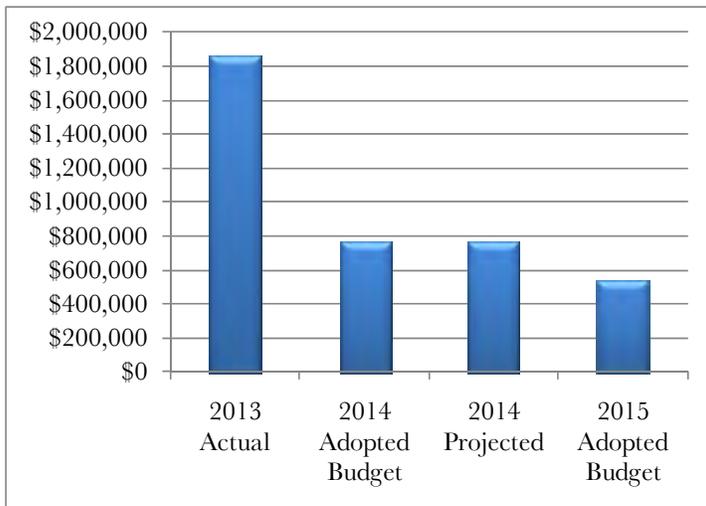
*Increase Parker’s profile* in commercial markets among brokers, developers, investors and end-users.

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.

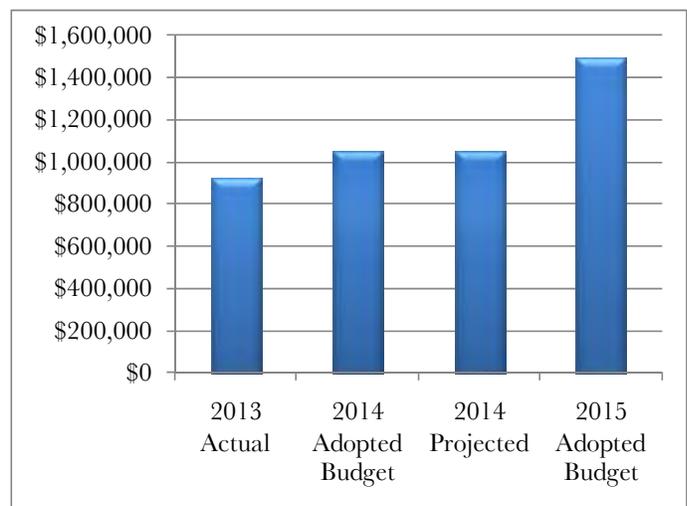
	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures by Function</b>					
Economic Incentives	\$ 1,861,988	\$ 770,000	\$ 770,000	\$ 545,000	-29%
Transfers to...					
PACE Fund	925,000	1,050,000	1,050,000	1,500,000	43%
Capital Renewal/Replacement Reserve Fund	-	-	-	-	
Public Improvements Fund	1,250,000	315,000	315,000	191,370	-39%
Parker Authority for Reinvestment	-	950,000	-	-	-100%
<b>Total</b>	<b>4,036,988</b>	<b>3,085,000</b>	<b>2,135,000</b>	<b>2,236,370</b>	<b>-28%</b>
<b>Sources of Funding</b>					
Sales Tax	1,861,988	770,000	770,000	545,000	-29%
General Fund	2,175,000	2,315,000	1,365,000	1,691,370	-27%
<b>Total</b>	<b>\$ 4,036,988</b>	<b>\$ 3,085,000</b>	<b>\$ 2,135,000</b>	<b>\$ 2,236,370</b>	<b>-28%</b>

**Explanation of Budget Variances**

- Economic Incentives - 29 percent decrease is due to expiration of one economic incentive agreements in 2014.
- Transfers
  - PACE – 43 percent increase due to addition operating subsidy
  - Public Improvement Fund – 39 percent decrease due to remaining commitment from the General Fund for the new public works facility



Economic Incentives



PACE Operating Transfer



## Special Revenue Funds

Included in this section of the budget document is the following information:

- Special Revenue Fund Summary
- Conservation Trust Fund
- Parks and Recreation Fund
- Law Enforcement Assistance Fund
- Parks Arts, Culture and Events Fund (PACE)
- Recreation Fund
- Mainstreet Center Fund
- Capital Renewal and Replacement Reserve Fund



*Parks Arts, Culture and Events Center (PACE)*

## Special Revenue Funds Summary

### Special Revenue Funds Summary

	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Beginning Fund Balances</b>	<b>\$ 7,691,563</b>	<b>\$ 10,979,009</b>	<b>\$ 12,297,536</b>	<b>\$ 12,297,536</b>	<b>\$ 11,903,684</b>	<b>-3%</b>
<b>Revenues</b>						
Taxes	5,257,548	5,536,381	5,617,900	5,856,830	6,008,000	7%
Intergovernmental	808,406	600,317	1,340,360	690,160	3,874,340	189%
Charges for Services	5,183,849	5,605,204	5,176,850	5,576,093	5,460,050	5%
Fines and Forfeitures	86,459	81,423	95,800	79,000	90,000	-6%
Miscellaneous	137,406	90,957	77,700	116,264	99,435	28%
Other Financing Sources	-	-	7,000,000	7,000,000	-	-100%
Transfers In	3,422,100	2,039,008	7,774,200	2,774,200	14,555,500	87%
<b>Total Revenues</b>	<b>14,895,769</b>	<b>13,953,290</b>	<b>27,082,810</b>	<b>22,092,547</b>	<b>30,087,325</b>	<b>11%</b>
<b>Expenditures</b>						
Salary and Benefits	3,786,924	4,042,978	4,498,100	4,403,870	5,123,498	14%
Supplies	566,595	590,515	622,610	489,914	693,600	11%
Purchased Services	2,893,252	3,489,940	4,076,295	3,786,209	4,301,934	6%
Capital Outlay	210,178	939,981	14,053,167	9,540,206	16,490,871	17%
Economic Development Incentives	496,222	349,890	329,000	329,000	93,000	-72%
Transfers Out	3,655,151	3,221,459	6,937,200	3,937,200	8,292,038	20%
<b>Total Expenditures</b>	<b>11,608,323</b>	<b>12,634,763</b>	<b>30,516,372</b>	<b>22,486,399</b>	<b>34,994,941</b>	<b>15%</b>
<b>Ending Fund Balances</b>	<b>\$ 10,979,009</b>	<b>\$ 12,297,536</b>	<b>\$ 8,863,974</b>	<b>\$ 11,903,684</b>	<b>\$ 6,996,068</b>	<b>-21%</b>

### Revenue by Fund

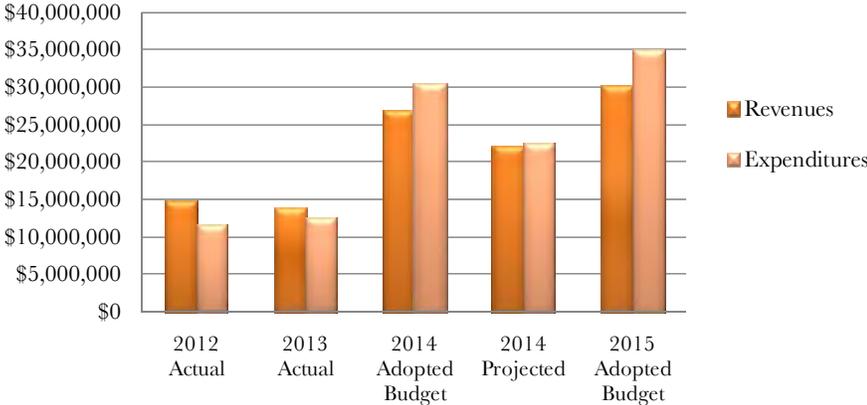
Conservation Trust	\$ 394,197	\$ 432,551	\$ 403,760	\$ 400,960	\$ 440,900	9%
Parks and Recreation	5,553,071	5,548,291	18,007,400	12,893,030	19,856,375	10%
Law Enforcement Assistance	134,599	131,033	142,200	127,619	136,500	-4%
PACE	1,714,264	2,342,962	2,643,700	2,674,953	3,231,400	22%
Recreation	5,312,924	5,262,830	4,866,150	5,205,629	5,812,850	19%
Mainstreet Center	236,677	233,627	1,017,700	785,039	607,400	-40%
Capital Renewal and Replacement	1,550,036	1,995	1,900	5,317	1,900	0%
<b>Total Revenues</b>	<b>14,895,769</b>	<b>13,953,290</b>	<b>27,082,810</b>	<b>22,092,547</b>	<b>30,087,325</b>	<b>11%</b>

### Expenditures by Fund

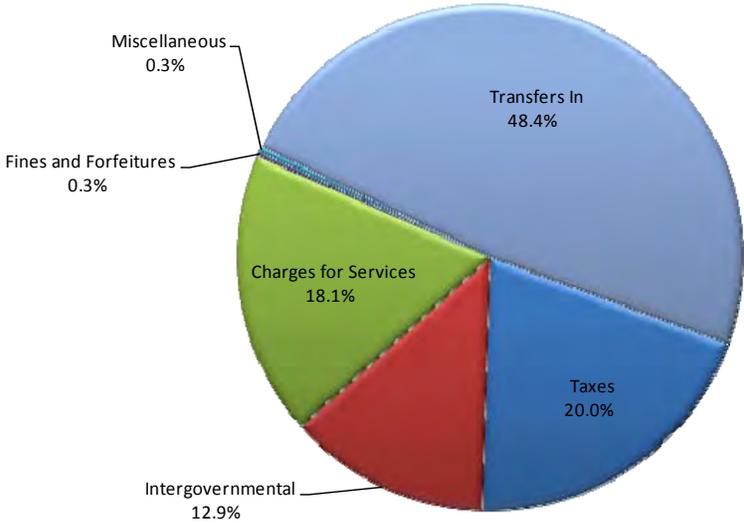
Conservation Trust	300,000	-	3,000,000	-	3,750,000	25%
Parks and Recreation	4,168,362	4,528,827	17,459,157	13,430,436	20,532,124	18%
Law Enforcement Assistance	101,380	132,658	245,900	238,633	175,400	-29%
PACE	1,846,775	2,409,267	2,897,652	2,851,906	3,273,362	13%
Recreation	4,926,005	5,361,349	5,783,647	5,416,046	6,430,892	11%
Mainstreet Center	265,800	202,662	1,130,016	549,377	833,163	-26%
<b>Total Expenditures</b>	<b>\$ 11,608,323</b>	<b>\$ 12,634,763</b>	<b>\$ 30,516,372</b>	<b>\$ 22,486,399</b>	<b>\$ 34,994,941</b>	<b>15%</b>

# Special Revenue Funds Summary

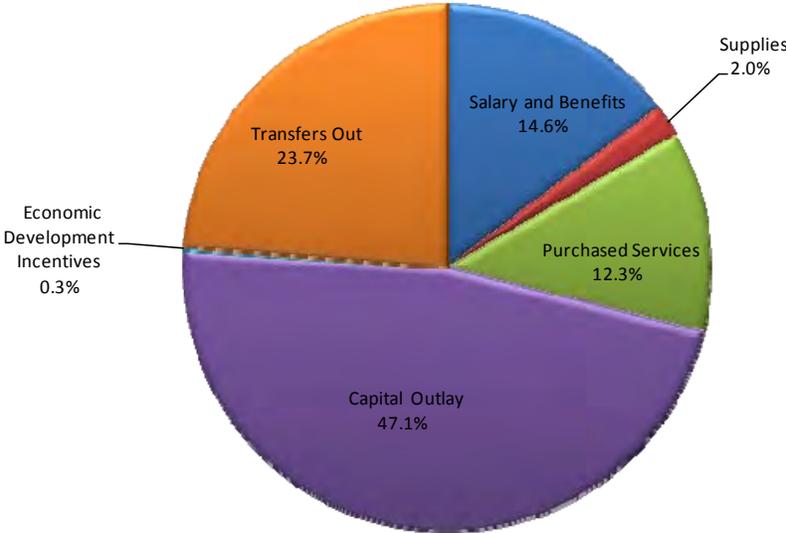
**Revenue & Expenditure Comparison**



**Sources of Revenue - Special Revenue Funds**



**Expenditures - Special Revenue Funds**

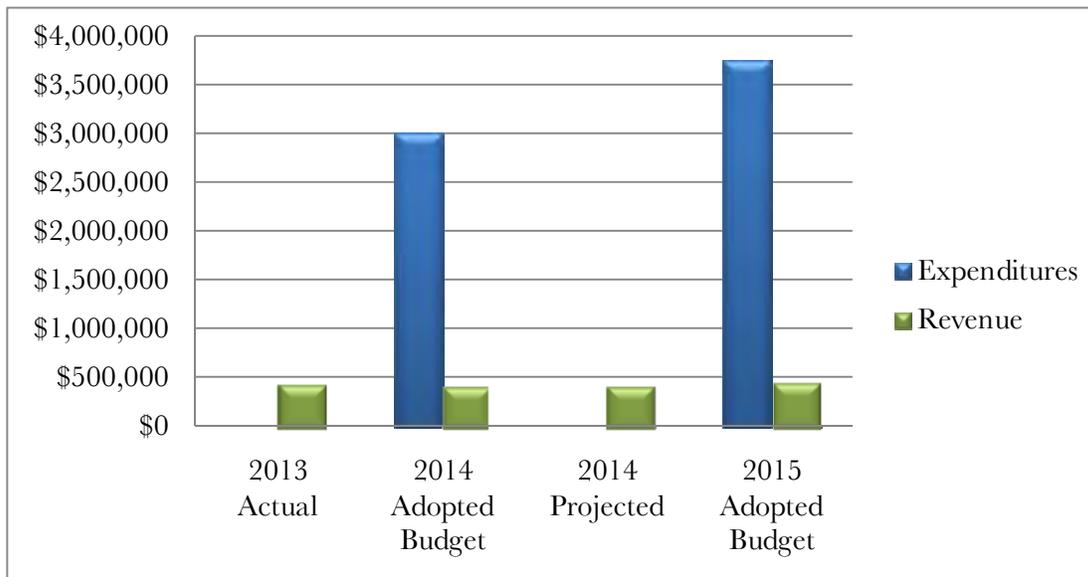


This fund accounts for lottery funds from the State of Colorado, based on a formula tied to population. These funds are restricted and can only be used for parks, recreation and open space purposes. When Council identifies a particular use, the funds are appropriated as a transfer to the fund in which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

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Transfer to General Fund	-	-	-	-	
Transfer to Parks & Rec Fund	-	3,000,000	-	3,750,000	25%
<b>Revenue</b>					
<b>Intergovernmental</b>					
State Conservation Trust Fund	431,371	399,960	399,960	431,000	8%
<b>Miscellaneous</b>					
Interest Earnings	1,181	3,800	1,000	9,900	161%
Total Revenue	432,551	403,760	400,960	440,900	9%
<b>Beginning Fund Balance</b>	2,798,324	3,230,876	3,230,876	3,631,836	12%
Revenue over (under) Exp	432,551	(2,596,240)	400,960	(3,309,100)	27%
<b>Ending Fund Balance</b>	\$ 3,230,876	\$ 634,636	\$ 3,631,836	\$ 322,736	-49%

**Explanation of Budget Variances**

- Transfer to Parks and Recreation Fund – The transfer will be used for the expansion to the Parker Recreation Center project

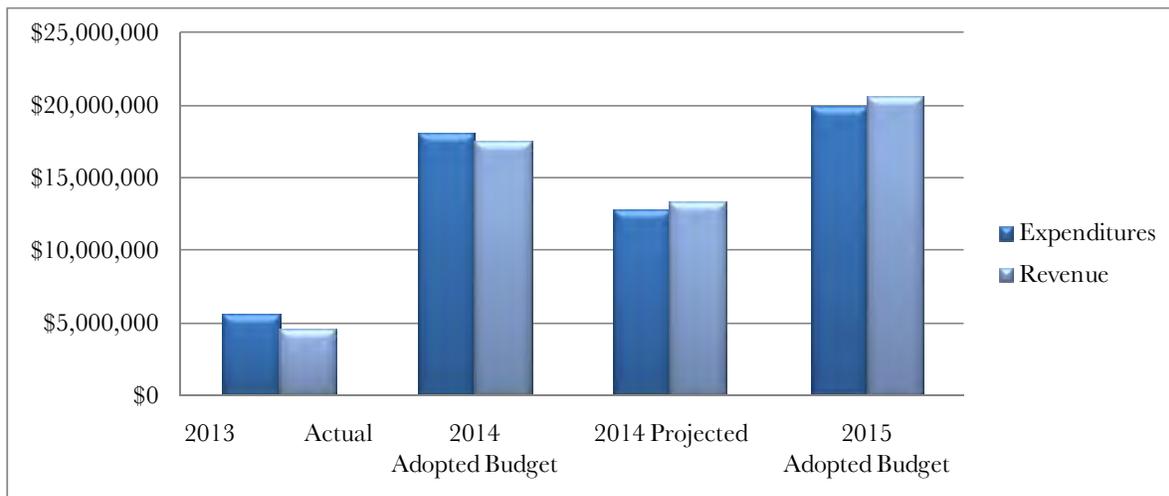


The Parks and Recreation Fund is primarily supported by the Town’s 0.5 percent sales and use tax which are to be used for parks, trails, open space and recreation purposes. Major activities that are funded through this revenue stream include planning, design and construction of parks, trails and recreation 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.

	<b>2013</b>	<b>2014</b>	<b>2014</b>	<b>2015</b>	<b>% Change</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>	<b>Adopted</b>
		<b>Budget</b>		<b>Budget</b>	<b>Budgets</b>
<b>Expenditures</b>					
Salary and Benefits	\$ 187,765	\$ 150,500	\$ 196,613	\$ 203,900	35%
Supplies	2,921	4,000	5,238	4,100	2%
Purchased Services	85,248	45,900	20,175	51,000	11%
Capital Outlay	681,545	12,992,557	8,942,210	15,638,086	20%
Economic Development Incentives	349,890	329,000	329,000	93,000	-72%
Transfer to...					
General Fund	868,308	927,600	927,600	975,100	5%
Recreation Fund	989,508	1,066,500	1,066,500	1,855,500	74%
Mainstreet Center Fund	124,500	147,700	147,700	-	-100%
Recreation Debt Service Fund	1,239,143	1,795,400	1,795,400	1,711,438	-5%
<b>Total Expenditures</b>	<b>4,528,827</b>	<b>17,459,157</b>	<b>13,430,436</b>	<b>20,532,124</b>	<b>18%</b>
<b>Revenue</b>					
<b>Taxes</b>					
Sales Taxes	5,114,756	5,214,600	5,319,800	5,532,800	6%
Sales Tax Penalty and Interest	10,421	10,200	10,200	10,500	3%
Sales Tax Audit Revenue	38,211	20,500	14,830	50,000	144%
Use Taxes	372,552	372,600	512,000	414,700	11%
<b>Total Taxes</b>	<b>5,536,381</b>	<b>5,617,900</b>	<b>5,856,830</b>	<b>6,008,000</b>	<b>7%</b>
<b>Miscellaneous</b>					
Interest Earnings	3,850	2,500	20,200	20,000	700%
Rent	8,035	9,000	16,000	8,035	-11%
Other	25	-	-	-	
Intergovernmental	-	378,000	-	2,870,340	659%
Transfers In	-	5,000,000	-	10,950,000	119%
Other Financing Sources	-	7,000,000	7,000,000	-	-100%
<b>Total Miscellaneous</b>	<b>11,910</b>	<b>12,389,500</b>	<b>7,036,200</b>	<b>13,848,375</b>	<b>12%</b>
<b>Total Revenue</b>	<b>5,548,291</b>	<b>18,007,400</b>	<b>12,893,030</b>	<b>19,856,375</b>	<b>10%</b>
<b>Beginning Fund Balance</b>	<b>4,148,017</b>	<b>5,167,481</b>	<b>5,167,481</b>	<b>4,630,075</b>	<b>-10%</b>
Revenue over (under) Exp	1,019,464	548,243	(537,406)	(675,749)	-223%
<b>Ending Fund Balance</b>	<b>\$ 5,167,481</b>	<b>\$ 5,715,724</b>	<b>\$ 4,630,075</b>	<b>\$ 3,954,326</b>	<b>-31%</b>
<b>Authorized FTE positions</b>					
Parks and Recreation Director	0.35	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	
<b>Total</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	

**Explanation of Budget Variances**

- Salary and Benefits – 35 percent increase is due to correction of allocation percentage of the Parks and Recreation Director salary
- Purchased Services - 11 percent increase is due to funding for continuing concept design work for the dog park/disc golf course
- Economic Development Incentives - 72 percent decrease is due to expiration of an economic incentive agreement in 2014
- Capital Outlay (capital project detail is located in the Capital Improvement Plan) - includes \$100,000 contingency funds
- Transfer(s) to Recreation Fund - increases to these funds are due to additional resources needed to balance the Recreation Fund during construction
- Sales Taxes - the \$318,200 or 6 percent projected increase is due to better than expected sales tax revenue in 2014 resulting in a 2 percent increase in the 2014 projection. The 2015 budget is based on a 4 percent increase over the 2014 re-projected amount using CPI (+2.5%) and population (+2.1%) growth estimates and rounding down to the nearest whole percent
- Sales Tax Audit Revenue – 144 percent increase is due to full staffing and the addition of one new auditor
- Use Taxes - the \$390,100 or 11 percent projected increase is due to an improving new home construction market. The 2015 adopted budget is based on 360 permits for new homes



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved –Parks, Recreation and Open Space, Economic Development, Organizational Culture, Core Values***

- Completed Salisbury Park North Master Plan
- Completed the land transaction for the future dog park/disc golf project
- Initiation of construction activities for the Recreation Center expansion
- Advanced the public/private partnership opportunity between the Town and Parker Tennis for an indoor tennis facility
- Continued the design and entitlement process for East Mainstreet Park/Plaza project in cooperation with the Douglas County Library team
- Finalized the design for the Bradbury Trail connection
- Finalized the design for Phase I and II of the East/West Regional Trail

## **Parks and Recreation Fund (continued)**

- Advanced the public/private partnership opportunity between the Town, Lutheran High School and Shea Homes
- Continued partnership support regarding potential recreational opportunities at Rueter-Hess Reservoir including the formation of a Recreation Authority
- Completion of design and installation of new trail mileage markers for Cherry Creek Trail
- Department support and input on the Transportation Master Plan and the Downtown Creative District Master Plan
- Coordination with Douglas County regarding the future acquisition of the Harvie Open Space property by the Town
- Provided support for the Town's "Branching Out Parker" tree planting program

### **2015 Goals**

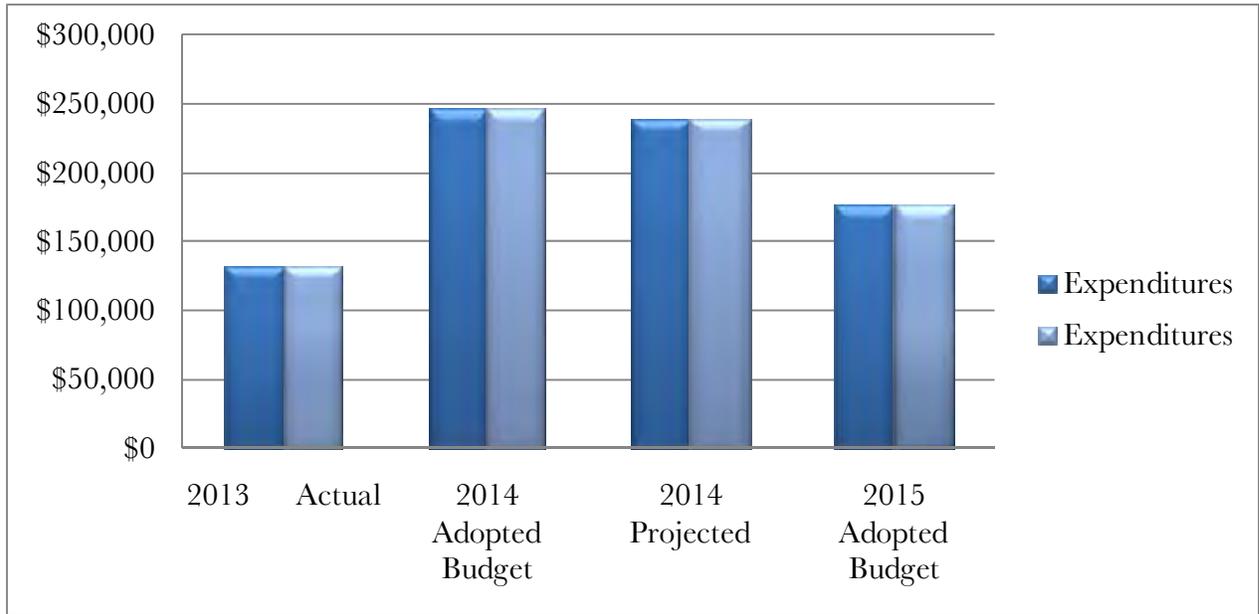
- Finish the design, construction and entitlement documents for the dog park/disc golf project and initiate construction
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Complete construction of the Parker Recreation Center expansion project
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Complete the long-term agreement for the proposed indoor tennis facility partnership
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Finalize the design, construction and entitlement documents for the East Mainstreet Park/Plaza project and initiate construction
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Construct the Bradbury Trail connection
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Initiate construct of Phase I and II of the East/West Regional Trail
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Continue to work with the Rueter-Hess Reservoir project team to advance the preparation of the Recreational Master Plan
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Complete the Harvie Open Space land transaction and begin preparation of the Master Plan for the site
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Coordinate the fabrication and installation of trail mileage markers along Sulphur Gulch similar to those recently installed along Cherry Creek
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*

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.

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Salary and Benefits	\$ 94,897	\$ 100,500	\$ 97,228	\$ 101,000	0%
Supplies	3,556	5,300	1,400	5,200	-2%
Purchased Services	9,205	10,100	10,005	9,200	-9%
Capital Outlay	25,000	130,000	130,000	60,000	-54%
Total Expenditures	132,658	245,900	238,633	175,400	-29%
<b>Revenue</b>					
<b>Intergovernmental</b>					
V.A.L.E. Grants	46,400	42,000	44,200	42,000	0%
<b>Charges for Services</b>					
Lone Tree Victim Services	2,792	4,100	3,444	4,100	0%
<b>Fines and Forfeitures</b>					
Court Surcharges	81,423	95,800	79,000	90,000	-6%
<b>Miscellaneous</b>					
Interest Earnings	371	300	975	400	33%
Total Revenue	130,986	142,200	127,619	136,500	-4%
<b>Beginning Fund Balance</b>	234,054	232,429	232,429	121,414	-48%
Revenue over (under) Exp	(1,672)	(103,700)	(111,014)	(38,900)	-62%
<b>Ending Fund Balance</b>	\$ 232,382	\$ 128,729	\$ 121,414	\$ 82,514	-36%
<b>Authorized FTE positions</b>					
Victim Witness Coordinator	1.00	1.00	1.00	1.00	
Victim Advocate	0.50	0.50	0.50	0.50	
Total	1.50	1.50	1.50	1.50	

### Explanation of Budget Variances

- Capital Outlay
  - \$60,000 – Use of Force Simulation System
- Ending Fund Balance - 36 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.

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Salary and Benefits	\$ 829,596	\$ 1,030,000	\$ 1,027,281	\$ 1,186,300	15%
Supplies	94,876	97,000	75,274	130,500	35%
Purchased Services	1,484,796	1,770,652	1,749,812	1,956,562	10%
Total Expenditures	2,409,267	2,897,652	2,852,367	3,273,362	13%
<b>Revenue</b>					
<b>Intergovernmental</b>					
Grants	103,146	191,000	217,473	250,000	31%
<b>Charges for Services</b>					
ATM Fees	133	-	146	-	
Concession Income	85,742	60,000	75,000	70,000	17%
Ticket Handling Fee	90,505	90,000	100,000	100,000	11%
Tickets Revenue	641,040	774,000	774,000	820,000	6%
Promotional Sales	-	-	7,000	5,000	
Memberships	4,690	3,500	3,000	-	-100%
Advertising Revenue	(507)	-	(537)	2,500	
Less: Patron Credit Taken	7,865	1,500	433	-	-100%
Art Sales	83,151	82,000	82,000	7,000	-91%
Rental Income	100,872	115,000	115,000	185,000	61%
Catering Fee	8,589	10,000	8,000	10,000	0%
Facility Fee	-	-	-	-	
Class Registrations	214,259	205,000	205,000	230,000	12%
Fundraising Event	500	-	-	-	
Total Charges for Services	1,236,838	1,341,000	1,369,043	1,429,500	7%
<b>Miscellaneous</b>					
Interest Earnings	(82)	700	1,500	1,900	171%
Contributions	66,825	58,000	58,000	50,000	-14%
Total Miscellaneous	66,742	58,700	59,500	51,900	-12%
<b>Transfer In</b>					
From General Fund	925,000	1,050,000	1,050,000	1,500,000	43%
Total Revenue	2,331,726	2,640,700	2,696,016	3,231,400	22%
<b>Beginning Fund Balance</b>					
Revenue over (under) Exp	(77,541)	(256,952)	(156,352)	(41,962)	-84%
<b>Ending Fund Balance</b>	\$ 390,131	\$ 144,415	\$ 245,015	\$ 208,453	44%

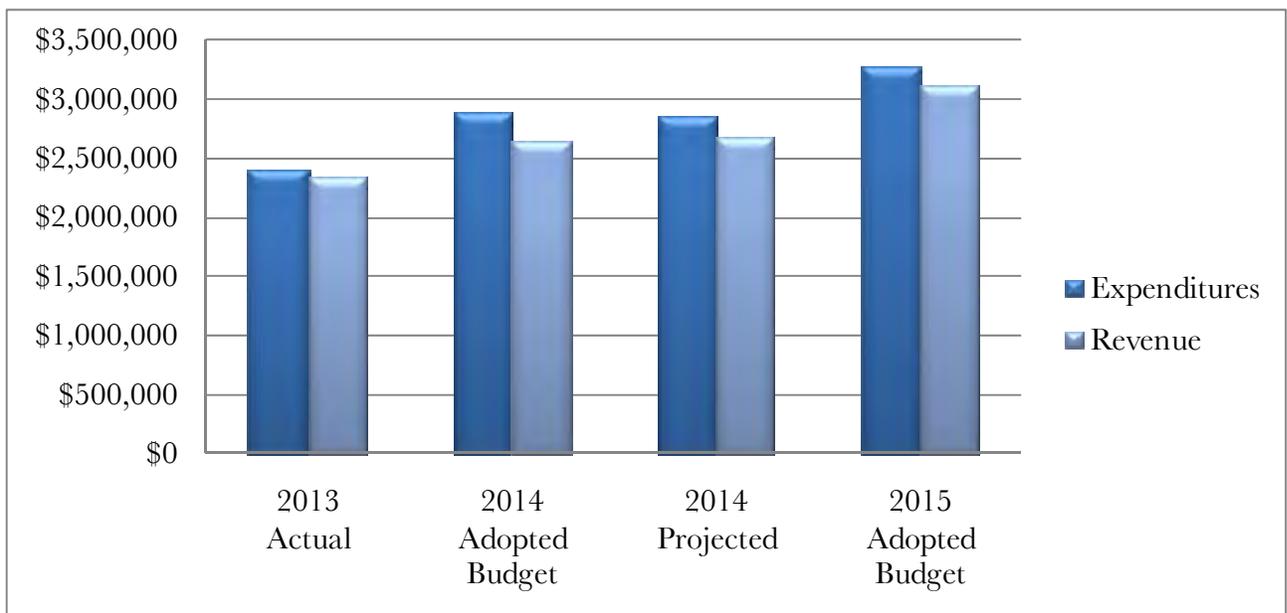
**Parker Arts, Culture and Events Fund (continued)**

**Authorized FTE positions**

Arts, Culture and History Director	1.00	1.00	1.00	1.00
Culture/Leisure Programs Coordinator	1.00	1.00	1.00	1.00
Technical Production Coordinator	1.00	1.00	1.00	1.00
Marketing Coordinator	1.00	1.00	1.00	1.00
Assistant Marketing Coordinator	-	-	-	1.00
Business Coordinator	1.00	1.00	1.00	1.00
Assistant Cultural Programs Coordinator	1.00	1.00	1.00	1.00
Assistant Facilities Rental Coordinator	1.00	1.00	1.00	1.00
Audio Technician	1.00	1.00	1.00	1.00
Production Assistant	-	-	-	1.00
Box Office Coordinator	1.00	1.00	1.00	1.00
Entertainment Lighting Technician	1.00	1.00	1.00	1.00
Cultural Facilities Rental Coordinator	0.50	0.50	0.50	0.50
<b>Total</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>12.50</b>

**Explanation of Budget Variances**

- Salary and Benefits - 22 percent increase due to the addition of a Assistant Marketing Coordinator and a Production Assistant
- Supplies – 35 percent increase due to the addition of a fall restraint system for the stage
- Purchased Services - 10 percent increase due to increase in presenting fees, classes programming, community outreach events and advertisement marketing
- Grant Revenue - 31 percent increase is due achieving Tier II SCFD status
- Ending Fund Balance - 53 percent decrease is due to expenditures outpacing revenues by \$156,962
- This trend will be monitored and adjusted as experience is gained regarding operations of the new PACE Center



**2014 Highlighted Accomplishments**

*Organizational Goals Achieved –Arts and Culture, Economic Development, Organizational Culture, Core Values*

- The Cultural Department was rebranded “Parker Arts”
- Average attendance to Parker Arts presented shows was up 20% compared the previous year and tickets sold at the PACE Center and Mainstreet Center was up by 53% to almost 50,000
- PACE Center added more national acts including Starship, Colin Quin, and Clint Black
- Launched new website with improved mobile capability
- Began rehabilitation of the Mainstreet Center and Historic Schoolhouse as heart of Creative District
- The Mainstreet Center Theater tickets were sold online for the first time, and accounted for 60 shows and 6,669 tickets sold, totaling \$64,398 in revenue
- There were over 900 rental bookings, amounting to over 4,000 rental hours
- Over 2,700 people signed up for the 359 cultural classes offered. These ranged from Zumba dancing, to Lego camps, to theater classes, to cooking lessons
- Parker Arts staff and volunteers participated in 29 outreach events in the Creative District including Wine Walks, PACE Patio Parties, Parker Days, Concerts in the Park, and Parker Quest
- Parker Arts added a student matinee series in September 2014 and introduced over 2,500 school-age kids to science and theater with sold-out performances of Doktor Kaboom, Harry the Dirty Dog and A Christmas Carol
- Parker Arts achieved Tier II status in the SCFD and increased SCFD funding by 117%.
- Launched Family Circle program and recruited 252 new members totaling \$30,400 in contributions

**2015 Goals**

- Achieve average audience capacity per presented show of 75%
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Maintain 2014 marketing and advertising penetration, focusing on Parker and Southeast metro area
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Work with a contract booking agent to book 9-10 national touring music, comedy and family acts
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Add a Discovery Series of lectures and presentations in science and nature
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Increase number of corporate rentals, particularly for daytime events
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Build partnership with the library on creative district, public art, and cultural programming
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Increase memberships from 250 to 275
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Continue to develop public art in the Creative District and expand Cultural Department outreach activities in the District
  - *Organizational goals achieved – Arts and Culture, Town Core Values*

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.

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b><i>Expenditures by Program/Function</i></b>					
Administration	\$ 780,296	\$ 976,176	\$ 951,232	\$ 1,093,887	12%
Recreation Center Building	494,646	557,110	511,649	676,385	21%
Sports and Leisure Programs	948,229	1,053,900	992,438	1,135,800	8%
Special Interest Programs	31,732	31,800	26,627	30,600	-4%
Aquatics	495,524	572,100	479,935	653,200	14%
H2O'Brien Outdoor Pool	387,682	466,400	375,138	508,200	9%
Fieldhouse	1,292,253	1,252,361	1,208,187	1,322,372	6%
Fitness Programs	491,190	449,800	471,747	508,474	13%
Therapeutic Programs	16,611	20,700	12,795	86,800	319%
Day Camp	335,477	303,600	302,352	314,550	4%
Youth Programs	87,709	99,700	83,947	100,624	1%
Total Expenditures	5,361,349	5,783,647	5,416,046	6,430,892	11%
<b><i>Expenditures</i></b>					
Salary and Benefits	2,840,637	3,102,700	2,992,443	3,541,398	14%
Supplies	483,413	505,510	398,524	536,800	6%
Purchased Services	1,803,863	2,064,827	1,926,686	2,094,909	1%
Capital Outlay	233,436	110,610	97,996	257,785	133%
Total Expenditures	5,361,349	5,783,647	5,415,648	6,430,892	11%

### Explanation of Budget Variances

- Salary and Benefits – 14 percent increase is due to the addition of three (3) new full-time staff members at the recreation center
- Capital Outlay
  - \$9,700 Fitness Equipment - (2) True Striders
  - \$13,085 - (3) Stepmills
  - \$75,000 - (12)Treadmills
  - \$45,000 - Electronic Gymnasium Basketball Hoop system (6 total)
  - \$90,000 - Parks & Recreation Management Software
  - \$25,000 - 6 new backstops for youth baseball program

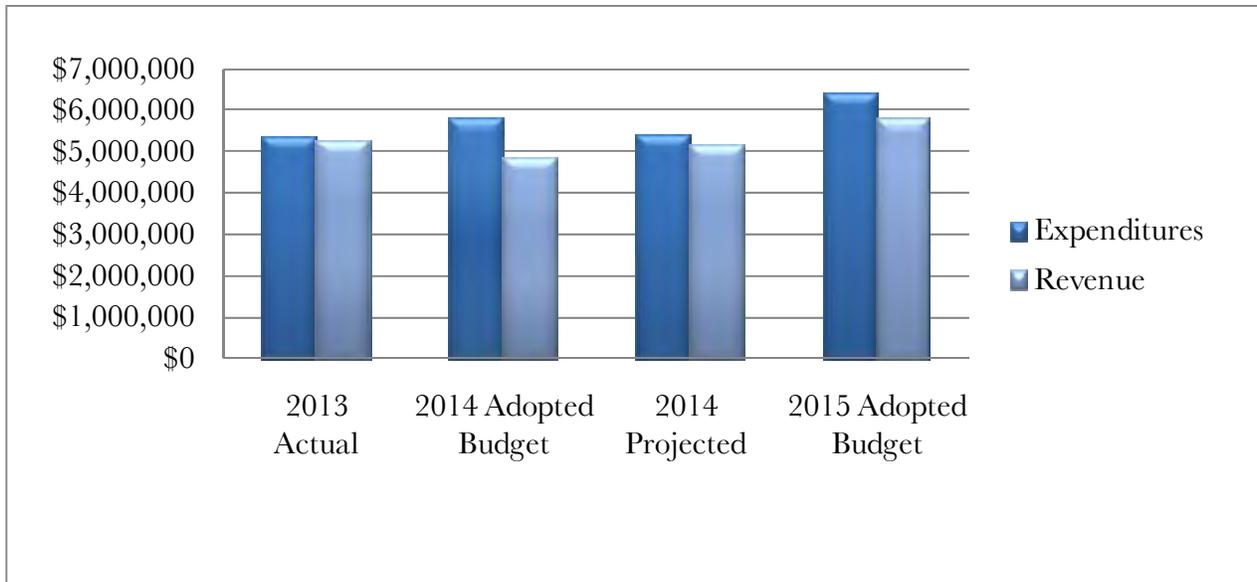
## Recreation Fund (continued)

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Revenue</b>					
<b>Intergovernmental</b>					
Grants	19,400	19,400	15,000	21,000	8%
<b>Charges for Services</b>					
Swimming Lesson Fees	179,069	160,000	136,800	180,000	13%
Memberships	860,426	636,000	900,000	700,000	10%
Daily User Fees	192,553	154,700	125,000	170,000	10%
Facility Rentals	29,868	7,500	11,977	20,000	167%
Vending Machine	51,617	50,750	40,757	50,150	-1%
Specialty Fitness	167,195	150,000	160,000	170,000	13%
Advertising Revenue	34,087	20,000	22,000	30,000	50%
Fieldhouse - Admissions	85,785	75,000	75,000	80,000	7%
Fieldhouse - Facility Rentals	170,917	124,000	140,000	140,000	13%
Fieldhouse - Equipment Rentals	2,957	3,000	3,000	3,000	0%
Fieldhouse - Merchandise Sales	1,549	2,000	2,000	2,500	25%
Fieldhouse - Advertising	21,432	26,000	14,000	22,000	-15%
Fieldhouse - Hosted Special Events	53,120	36,000	48,000	40,000	11%
Fieldhouse - Day Camp Program	427,554	380,000	400,000	400,000	5%
Fieldhouse - Sports Instruction	262,287	175,000	175,000	175,000	0%
H2O - Pool Admission Fees	146,270	160,000	145,167	146,500	-8%
H2O - Pool Rental Fees	28,649	20,000	26,352	20,000	0%
H2O - Concession Income	122,958	96,000	99,959	96,000	0%
H2O - Season Passes	17,827	16,000	16,117	16,000	0%
H2O - Merchandise Sales	2,407	2,500	1,597	2,500	0%
Personal Training	182,611	158,000	170,000	183,000	16%
Tot Programs	63,108	56,000	70,000	56,000	0%
Special Interest Programs	42,404	38,000	34,000	32,000	-16%
Adult Sports Programs	302,406	330,000	330,000	310,000	-6%
Youth Sports Programs	775,413	880,000	950,000	865,000	-2%
Therapeutic Recreation Programs	436	-	125	-	
Other	25,518	22,300	21,275	21,000	-6%
Total Charges for Services	4,250,422	3,778,750	4,118,126	3,930,650	4%
<b>Miscellaneous</b>					
Interest Earnings	1,600	1,500	5,500	5,700	280%
Other	1,901	-	503	-	
Total Miscellaneous	3,501	1,500	6,003	5,700	280%
<b>Transfer In</b>					
From Parks and Recreation Fund	989,508	1,066,500	1,066,500	1,855,500	74%
Total Revenue	5,262,830	4,866,150	5,205,629	5,812,850	19%
<b>Beginning Fund Balance</b>					
Revenue over (under) Exp	(98,518)	(917,497)	(210,019)	(618,042)	-33%
<b>Ending Fund Balance</b>	\$ 1,155,820	\$ 238,323	\$ 945,800	\$ 327,360	37%

## Recreation Fund (continued)

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget
<b><i>Authorized FTE positions</i></b>				
<u>Administration</u>				
Parks and Recreation Director	0.25	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
Maintenance & Facility Attendant	-	1.00	1.00	1.00
Administrative Clerk	-	-	-	-
<u>Sports and Leisure Programs</u>				
Assistant Director - Programs	0.90	0.90	0.90	0.90
Sports Manager	1.00	1.00	1.00	1.00
Assistant Facility Coordinator	-	1.00	1.00	2.00
Adult Athletics Coordinator	1.00	1.00	1.00	1.00
Sports Coordinator	1.00	1.00	1.00	1.00
Assistant Sports Coordinator	2.00	2.00	2.00	2.00
<u>Special Interest Programs</u>				
Assistant Director - Programs	0.10	0.10	0.10	0.10
Therapeutic Rec/Senior Prog Coordinator	-	-	-	1.00
<u>Aquatics</u>				
Aquatics Coordinator	1.00	1.00	1.00	1.00
Assistant Aquatics Coordinator	1.00	1.00	1.00	2.00
<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	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	19.90	21.90	21.90	24.90

## Recreation Fund (continued)



### 2014 Highlighted Accomplishments

#### *Organizational Goals Achieved – Parks, Recreation and Open Space, Organizational Culture, Core Values*

- Began a 30,000 square foot expansion of the Recreation Center to include a new leisure pool, therapy pool, auxiliary gym, fitness room and family locker rooms. Completion is scheduled for summer 2015
- Increased the number of aging adult recreation opportunities including new classes such as Golden Pilates, Gentle Restorative Yoga, pickle ball and the active Aging Adults Fitness Club
- Partnered with Tri-County Health Dept. to offer the evidence based Tai Chi Moving for Better Balance class
- Assisted the Mayor with the inaugural “Mayor’s Fitness Challenge”
- Increased to 300 Pickle ball players who play Monday through Friday at the Fieldhouse and Recreation Center outdoor inline rinks
- Grants – Received Therapeutic Recreation and grant for \$19,400 resulting in the award of over 200 scholarships for Individuals with Disabilities to participate in Parks and Recreation programs
- Increased membership sales and membership check-in by 10%
- Increased participation to Annual Barker Days event by 100 dogs
- Relocated the Princess Ball to the PACE center where participation doubled
- This was the first year of offering two seasons of CARA (Colorado Association of Recreation Athletics) outdoor lacrosse for beginner/recreational participants. Two teams in spring and three teams in fall participated in this league comprised of 8 other recreation departments in the metro area
- 2014 brought one of the larger CARA track programs since we began offering it 2009. A total of 113 kids, ages 5-16 years, participated in five local meets and one state meeting. The format of the program was changed to a northern and metro division to allow for meets to be completed in a shorter time frame on Saturday’s
- Archery was expanded to include January-April, held indoors, making this a year-round offering
- Bob Bullock received the CARA Professional of the Year award at the annual CPRA conference in Steamboat Springs in September
- With programs for those in kindergarten through 12<sup>th</sup> grade, youth volleyball has steadily increased and improved. Since the inception in 1995, which attracted 64 participants, 2014 registered 509 participants for the two seasons

**2015 Goals**

- Successfully complete the expansion of the Recreation Center
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Complete the Parks and Recreation Department operations manual
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values, Organizational Culture*
- Implement new Parks and Recreation management software
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values, Organizational Culture*
- Incorporate additional internal professional training sessions in Recreation Division
  - *Organizational goals achieved –Town Core Values, Organizational Culture*
- Continue expansion of active aging adult programming
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*
- Continue exploring opportunities for additional grant funding
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values, Government Transparency/Accountability, Organizational Culture*
- Complete and update the field use policy
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values,*
- Formalize agreement with Douglas County School District for joint use of facilities
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values, Government Transparency/Accountability*
- Continue exploring increased collaboration with Parker Senior Center
  - *Organizational goals achieved – Parks, Recreation and Open Space, Town Core Values*

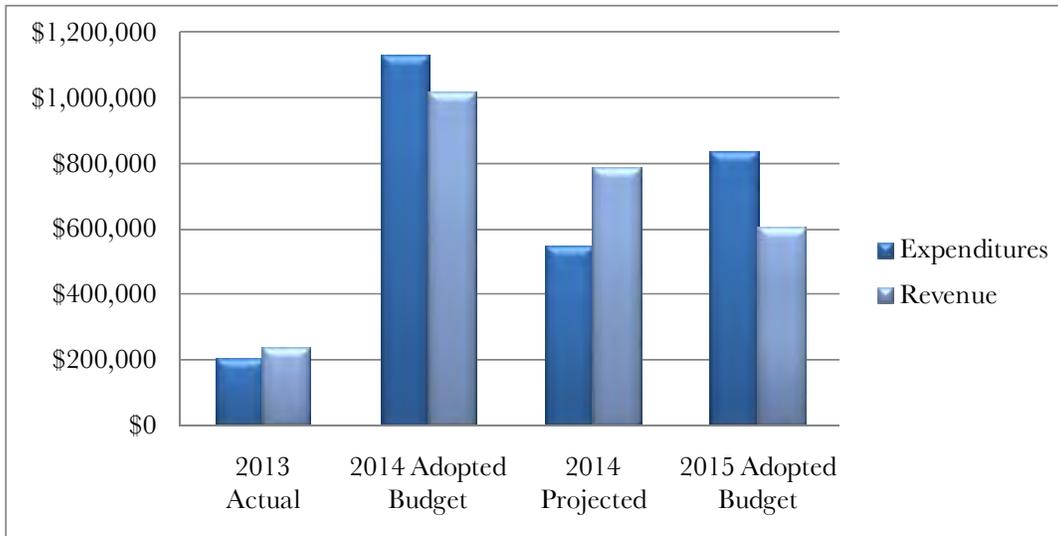
The Mainstreet Center Fund includes daily operations of the Mainstreet Center, the Ruth Memorial Chapel and the surrounding site. Included within this fund are staffing, maintenance and operations to include rentals, cultural events and classes, sports programs, community activities, historic and cultural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

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Salary and Benefits	\$ 90,084	\$ 114,400	\$ 90,305	\$ 90,900	-21%
Supplies	5,750	10,800	9,478	17,000	57%
Purchased Services	106,828	184,816	79,594	190,263	3%
Capital Outlay	-	820,000	370,000	535,000	-35%
Total Expenditures	202,662	1,130,016	549,377	833,163	-26%
<b>Revenue</b>					
<b>Charges for Services</b>					
Facility Rentals	109,050	50,000	85,470	95,800	92%
<b>Intergovernmental</b>					
CO Historical Society Grants	-	310,000	40,000	260,000	-16%
<b>Miscellaneous</b>					
Interest Earnings	71	-	1,868	1,600	
Other	5	-	1	-	
<b>Transfer In</b>					
From Parks and Rec Fund	124,500	147,700	147,700	-	-100%
From Excise Tax Fund	-	510,000	510,000	250,000	-51%
Total Revenue	233,627	1,017,700	785,039	607,400	-40%
<b>Beginning Fund Balance</b>					
Revenue over (under) Exp	\$ 136,817	\$ 167,782	\$ 167,782	\$ 403,445	140%
	30,965	(112,316)	235,662	(225,763)	101%
<b>Ending Fund Balance</b>					
	\$ 167,782	\$ 55,466	\$ 403,445	\$ 177,682	220%
<b>Authorized FTE positions</b>					
Cultural Facilities Rental Coordinator	0.50	0.30	0.30	0.30	
Custodian	1.00	1.00	1.00	1.00	
Total	1.50	1.30	1.30	1.30	

### Explanation of Budget Variances

- Salary and Benefits – 21 percent decrease due to reduction in part-time wages for 2015
- Supplies – 57 percent increase due to new furniture for dressing rooms
- Facility Rentals Revenues - \$45,800 or 92 percent increase is a result of a return to normal operations
- Transfer from Excise Tax Fund - 51 percent decrease is due to final transfer for grant match
- Capital Outlay - \$535,000 for facility rehabilitation

## Mainstreet Center Fund (continued)



### 2014 Highlighted Accomplishments

#### *Organizational Goals Achieved – Arts and Culture, Economic Development, Organizational Culture, Core Values*

- The Cultural Department was rebranded “Parker Arts”
- Average attendance at Mainstreet Center was up by 53% to almost 50,000
- Launched new website with improved mobile capability
- Began rehabilitation of the Mainstreet Center and Historic Schoolhouse as heart of Creative District
- The Mainstreet Center Theater tickets were sold online for the first time, and accounted for 60 shows and 6,669 tickets sold, totaling \$64,398 in revenue

### 2015 Goals

- Achieve average audience capacity per presented show of 75%
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Maintain 2014 marketing and advertising penetration, focusing on Parker and Southeast metro area
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Add a Discovery Series of lectures and presentations in science and nature
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Build partnership with the library on creative district, public art, and cultural programming
  - *Organizational goals achieved – Arts and Culture, Town Core Values*
- Continue to develop public art in the Creative District and expand Cultural Department outreach activities in the District
  - *Organizational goals achieved – Arts and Culture, Town Core Values*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Revenue</b>					
<u>Miscellaneous</u>					
Interest Earnings	1,995	1,900	5,317	1,900	0%
<u>Transfers In</u>					
From General Fund	-	-	-	-	
From Police Station/PACE Center Construction Fund	-	-	-	-	
Total Transfers In	-	-	-	-	
Total Revenue	1,995	1,900	5,317	1,900	0%
<b>Beginning Fund Balance</b>	1,939,786	1,941,781	1,941,781	1,947,098	0%
Revenue over (under) expenditures	1,995	1,900	5,317	1,900	0%
<b>Ending Fund Balance</b>	<b>\$ 1,941,781</b>	<b>\$ 1,943,681</b>	<b>\$ 1,947,098</b>	<b>\$ 1,948,998</b>	0%

## **Capital Project Funds**

Included in this section of the budget document is the following information:

- **Capital Projects Funds Summary**
- **Public Improvement Fund**
- **Excise Tax Fund**
- **Police Station and PACE Center Construction Fund**
- **Parkglenn Construction Fund**



*Mainstreet Center*

## Capital Projects Funds Summary

### Capital Projects Funds Summary

	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Beginning Fund Balances</b>	\$ 12,795,558	\$ 11,107,543	\$ 16,823,755	\$ 16,823,755	\$ 18,799,555	12%
<b>Revenues</b>						
Taxes	3,950,585	3,656,061	3,824,767	5,265,714	4,121,033	8%
Intergovernmental	2,838,936	2,859,069	2,603,325	2,629,263	2,729,400	5%
Miscellaneous	757,362	146,734	1,924,133	3,310,751	6,556,261	241%
Transfers In	-	1,250,000	315,000	315,000	391,638	24%
Other Financing Sources	-	-	13,095,000	13,204,976	-	-100%
<b>Total Revenues</b>	<b>7,546,883</b>	<b>7,911,865</b>	<b>21,762,225</b>	<b>24,725,703</b>	<b>13,798,332</b>	<b>-37%</b>
<b>Expenditures</b>						
Capital Outlay	7,087,481	2,182,252	23,957,553	22,239,904	17,113,675	-29%
Economic Development Incentives	85,817	-	-	-	-	
Transfers Out	2,061,600	13,400	510,000	510,000	4,150,268	714%
<b>Total Expenditures</b>	<b>9,234,898</b>	<b>2,195,652</b>	<b>24,467,553</b>	<b>22,749,904</b>	<b>21,263,943</b>	<b>-13%</b>
<b>Ending Fund Balances</b>	<b>\$ 11,107,543</b>	<b>\$ 16,823,755</b>	<b>\$ 14,118,427</b>	<b>\$ 18,799,555</b>	<b>\$ 11,333,944</b>	<b>-20%</b>

### Revenue by Fund

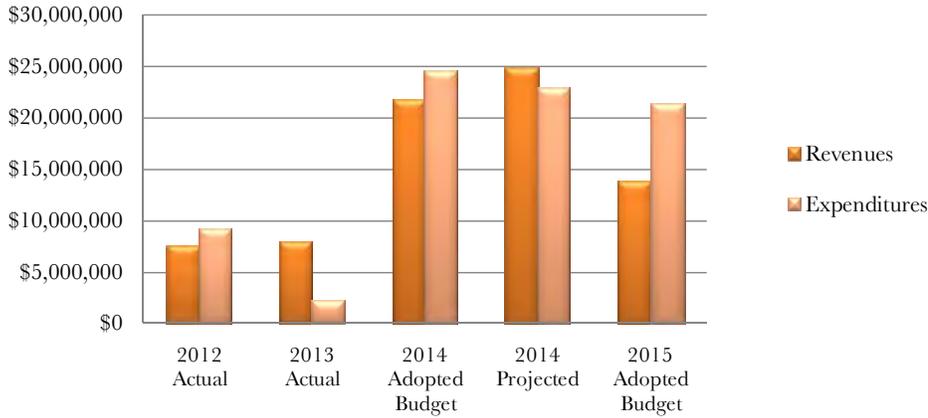
Public Improvements	\$ 5,815,962	\$ 6,460,747	\$ 20,136,425	\$ 22,357,053	\$ 12,086,171	-40%
Excise Tax	1,722,143	1,449,957	1,625,300	2,367,000	1,711,200	5%
Police Station/PACE Center						
Construction	8,230	956	100	1,000	300	200%
Parkglenn Construction	549	204	400	650	661	65%
<b>Total Revenues</b>	<b>7,546,883</b>	<b>7,911,865</b>	<b>21,762,225</b>	<b>24,725,703</b>	<b>13,798,332</b>	<b>-37%</b>

### Expenditures by Fund

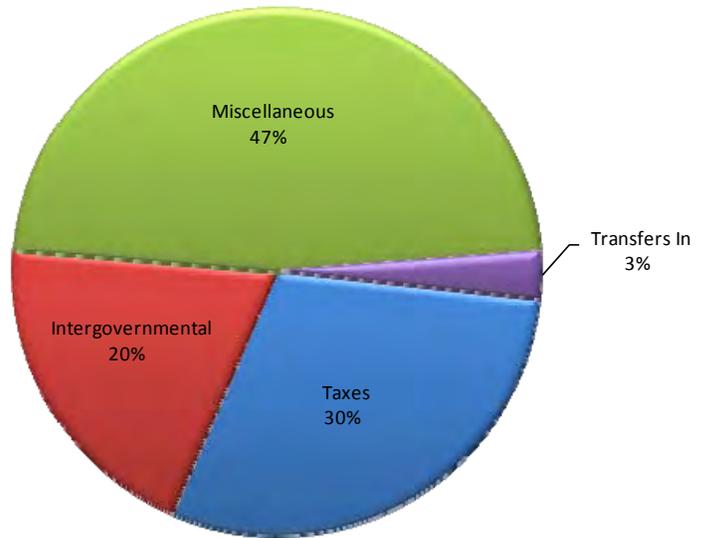
Public Improvements	7,144,524	1,974,053	23,606,796	21,932,508	17,113,675	-28%
Excise Tax	200,000	-	510,000	510,000	3,950,000	675%
Police Station/PACE Center						
Construction Fund	1,890,374	221,599	350,757	307,396	-	-100%
Parkglenn Construction	-	-	-	-	200,268	
<b>Total Expenditures</b>	<b>\$ 9,234,898</b>	<b>\$ 2,195,652</b>	<b>\$ 24,467,553</b>	<b>\$ 22,749,904</b>	<b>\$ 21,263,943</b>	<b>-13%</b>

# Capital Projects Funds Summary

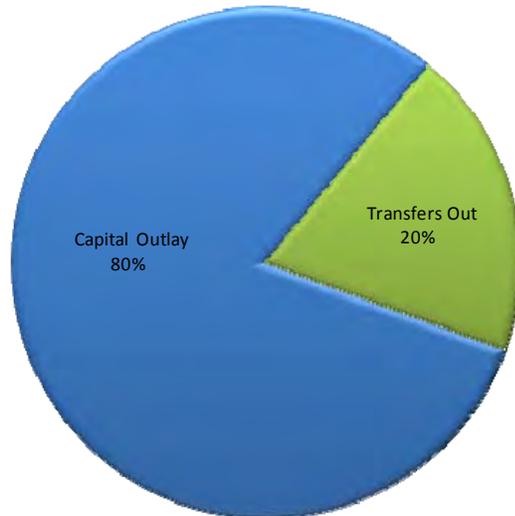
**Revenue & Expenditure Comparison**



**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.

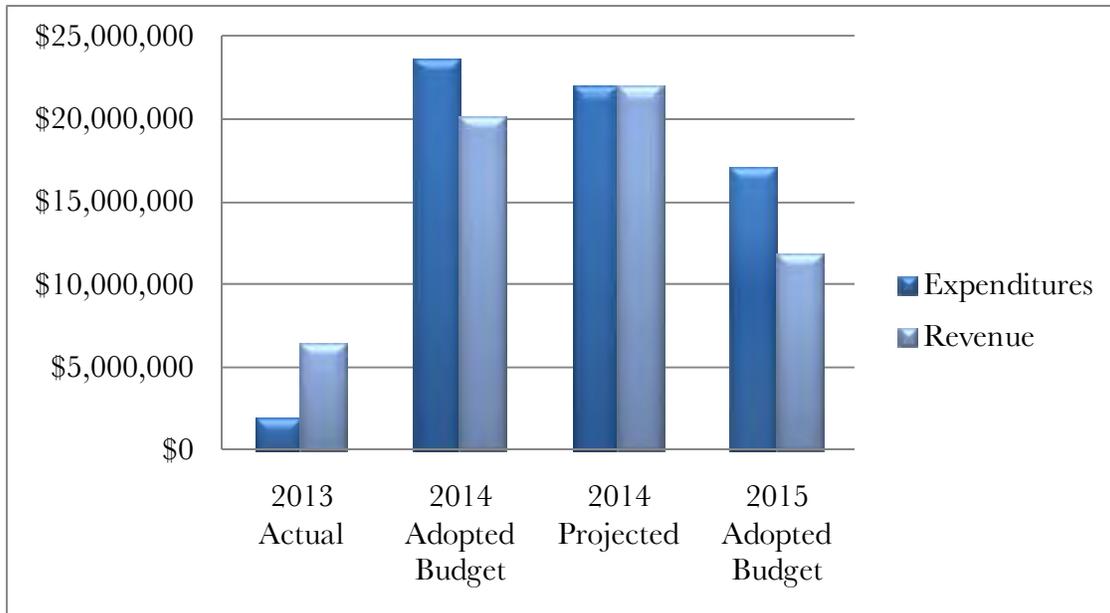
	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Economic Development Incentives	\$ -	\$ -	\$ -	\$ -	
Capital Outlay	1,960,653	23,606,796	21,952,980	17,113,675	-28%
Transfer to General Fund	13,400	-	-	-	
<b>Total Expenditures</b>	<b>1,974,053</b>	<b>23,606,796</b>	<b>21,952,980</b>	<b>17,113,675</b>	<b>-28%</b>
<b>Revenue</b>					
<b>Taxes</b>					
Use Tax	344,231	346,667	351,333	362,733	5%
Excise Taxes - Electric Undergrounding	1,864,967	1,863,200	2,500,000	2,073,400	11%
<b>Total Taxes</b>	<b>2,209,197</b>	<b>2,209,867</b>	<b>2,851,333</b>	<b>2,436,133</b>	<b>10%</b>
<b>Intergovernmental</b>					
Grants	223,556	-	11,766	-	
Roads Sales Tax Shareback	2,140,103	2,114,600	2,114,600	2,212,600	5%
Roads Use Tax Shareback	223,531	223,600	260,000	248,800	11%
HUTF - FASTER Funds	271,878	265,125	262,500	268,000	1%
<b>Total Intergovernmental</b>	<b>2,859,069</b>	<b>2,603,325</b>	<b>2,648,866</b>	<b>2,729,400</b>	<b>5%</b>
<b>Miscellaneous</b>					
Interest Earnings	6,481	6,900	47,000	30,000	335%
Contributions	136,000	1,906,333	2,931,243	6,499,000	241%
<b>Total Miscellaneous</b>	<b>142,481</b>	<b>1,913,233</b>	<b>2,978,243</b>	<b>6,529,000</b>	<b>241%</b>
<b>Transfer In</b>					
From General Fund	1,250,000	315,000	315,000	191,370	-39%
<b>Other Financing Sources</b>					
Certificates of Participation Issued	-	13,095,000	13,204,976	-	-100%
<b>Total Revenue</b>	<b>6,460,747</b>	<b>20,136,425</b>	<b>21,998,418</b>	<b>11,885,903</b>	<b>-41%</b>
<b>Beginning Fund Balance</b>	<b>7,223,404</b>	<b>11,710,098</b>	<b>11,710,098</b>	<b>12,119,918</b>	<b>3%</b>
Revenue over (under) Exp	4,486,694	(3,470,371)	45,438	(5,227,772)	51%
<b>Ending Fund Balance</b>	<b>\$ 11,710,098</b>	<b>\$ 8,239,727</b>	<b>\$ 11,755,537</b>	<b>\$ 6,892,146</b>	<b>-16%</b>

### Explanation of Budget Variances

- Capital Outlay (capital project detail is located in the Capital Improvement Plan) - includes \$100,000 contingency funds.

## Public Improvements Fund (continued)

- Contributions - the \$4,592,667 or 241 percent projected increase are from developers related to road projects that are planned for 2015.
  - Parker Homestead Metro Dist \$1,800,000 (Chambers Rd)
  - Parker Homestead Metro Dist \$200,000 (Homestead Signal)
  - Overlook at Cherry Creek \$800,000 (Motesenbocker Widening - Clarke Farms to Todd Drive)
  - Park Glenn Imp Dist \$199,000 (Parker/Parkglenn Signal)
  - Douglas County \$3,500,000 (Chambers Rd Widening)
- Roads Sales/Use Tax Shareback Revenue - same as Town sales/use tax explanations



### 2014 Highlighted Accomplishments

- Median Landscaping - The work on the Lincoln Avenue landscaped medians between Parker Road and Pine Drive was completed. The Town received numerous complements for this improvement
- Hess Road Bridge at Cherry Creek - In 2014, the construction of the “twin” 600-foot long bridge over Cherry Creek was commenced and was completed around Halloween. This project was the culmination of a 10+ year roadway capital improvement program by the Town of Parker, Douglas County and out development partners to construct a new 4-lane east-west arterial roadway through the Town
- Hilltop Road & Legend High School Access - With funding assistance from Douglas County School District (DCSD) and Douglas County, a traffic signal was constructed at the Hilltop Road and Legend High School access. This project was not on the goals listing for last year and came together in early 2014 based on Town staff working with our partners to secure funding
- Annual Reconstruct Project - The 2014 project saw the completion of the roadway maintenance in the Clarke Farms Filing 1 and Stroh Ranch Filing 2 subdivisions. In addition, the section of failing concrete pavement at the Tallman Drive & Club Drive intersection was replaced during the summer shutdown at Ironhorse Elementary. The upper section of Mountain Man Drive (nearest to Parker Road) was replaced
- Powerline Undergrounding - The Town completed the undergrounding of the existing overhead power lines on the east side of Parker Road south of Pine Lane (to Baldwin Gulch) and also on the south side of Pine Lane between Parker Road and Crown Crest Boulevard. In addition, funds were utilized to underground a section of existing overhead powerline near the Hilltop Road & Legend High School access so that the traffic signal could be constructed

## Public Improvements Fund (continued)

- Pikes Peak Court Extension - Due to a development agreement signed in June of 2013, the Town had commenced the design of the Pikes Peak Court extension project in the second half of 2013. This project design was completed in early 2014, the project bid, construction commenced in the spring of 2014 and the roadway opened to the traveling public around Thanksgiving
- Todd Drive Extension - The Town completed the design of the Todd Drive extension project in 2014 and was able to secure partial funding from Douglas County for the roadway improvements through an intergovernmental agreement (IGA). The project was bid in the second half of 2014 and construction is anticipated to commence in late-2014 with the overall project being completed by July of 2015
- East Mainstreet Development – Phase 1 - Due to the agreement executed in 2014 between the Douglas County Library District and the Town to build improvements near the Mainstreet & Pine Drive (east) intersection, the Town commenced design for the improvements. Phase 1 of the improvements was bid in late-2014 and is scheduled to be completed in May of 2015. Phase 1 improvements consists of grading and storm sewer improvements needed on the site to support the anticipated development
- Hess Road Public Works Facility - Finalized the design, secured competitive bidding and commenced the construction of the new Public Works facility for Streets, Traffic and Stormwater functions at the northwest corner of Hess Road and Tammy Lane

### 2015 Goals

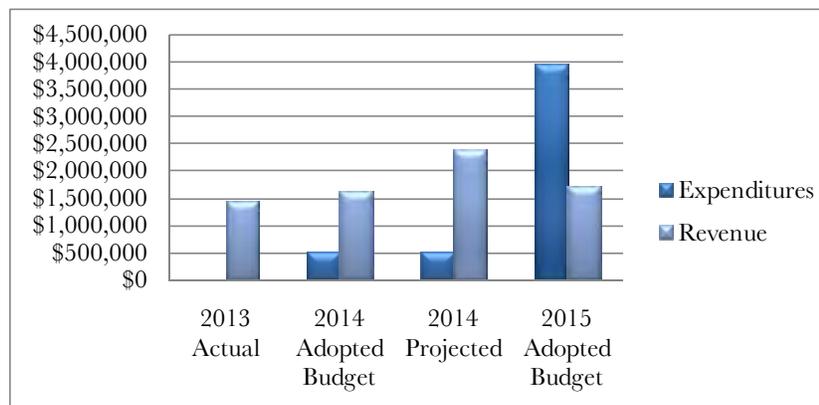
- Complete the design of Chambers Road widening between Hess Road and Mainstreet. Secure Douglas County funding plus developer funding in 2015 to allow for construction to commence in 2016.
- Commence the median landscaping and associated roadway improvements on the Lincoln Avenue medians between Jordan Road and Keystone Boulevard.
- Complete the construction of the new Public Works facility for Streets, Traffic Services and Stormwater functions at the northwest corner of Hess Road and Tammy Lane.
- Complete the median landscaping on Hess Road between the Motsenbocker Road intersection and Nate/Leesburg intersection (both sides of the Cherry Creek bridge).
- Construct the Chambers Road/Compark Boulevard and the Cottonwood Drive/Cottonwood Way traffic signals.
- Work to receive approval from the Colorado Department of Transportation (CDOT) to install traffic signals at Parker Road/Parkglenn Way and Parker Road/Longs Way. If approval can be received, construct the traffic signals in 2015.
- Complete construction of the East Mainstreet Development – Phase 1 project that was bid in late-2014 by June. Work with various Town Departments to bid and construct the Phase 2 improvements which consist of the roadway improvements associated with the joint Town of Parker and Douglas County Library District site in 2015. Work with the various Town Department to finalize the design for the park/plaza improvements (Phase 3) in 2015. If the design is completed in 2015, competitively bid the Phase 3 improvements to allow for construction to commence.
- Replace the existing traffic signal monitoring system to be compatible with current technology.

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. Revenue from the Development Excise Tax Fund may be expended for the following purposes only: Capital improvements for major streets necessary to meet the health, safety and welfare of the Town, which includes, but is not limited to, expansion of the Town's street network and capital equipment; Parks and recreation purposes necessary to meet the health, safety and welfare of the Town, which includes, but is not limited to, the expansion of regional parks and associated infrastructure and capital equipment; Expansion of administrative facilities; The provision of law enforcement services, including facilities; Cost accounting, management and government of the Development Excise Tax Fund; and Payment of obligations issued for major street purposes, parks and recreational facilities, administrative facilities or law enforcement facilities.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures</b>					
Transfers Out	\$ -	\$ 510,000	\$ 510,000	\$ 3,950,000	675%
<b>Revenue</b>					
<b>Taxes</b>					
New Development Excise Tax	1,446,864	1,614,900	2,350,000	1,684,900	4%
<b>Miscellaneous</b>					
Interest Earnings	3,093	10,400	17,000	26,300	153%
Total Revenue	1,449,957	1,625,300	2,367,000	1,711,200	5%
<b>Beginning Fund Balance</b>	3,094,486	4,544,443	4,544,443	6,401,443	41%
Revenue over (under) Exp	1,449,957	1,115,300	1,857,000	(2,238,800)	-301%
<b>Ending Fund Balance</b>	\$ 4,544,443	\$ 5,659,743	\$ 6,401,443	\$ 4,162,643	-26%

**Explanation of Budget Variances**

- Transfers Out - The \$3950,000 transfer is to the Mainstreet Center Fund (\$250,000) for the facility rehabilitation project and to the Parks and Recreation Fund (\$3,700,000) for the Civic Plaza adjacent to the new Douglas County Library
- New Development Excise Tax - the \$70,000 or 4 percent projected increase is due to an improving new home construction market.



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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures</b>					
Police Station	\$ 45,363	\$ 43,282	\$ 43,282	\$ -	-100%
PACE Center	176,236	307,475	264,114	-	-100%
Transfer to Capital Renewal and Replacement Fund	-	-	-	-	
<b>Total Expenditures</b>	<b>221,599</b>	<b>350,757</b>	<b>307,396</b>	<b>-</b>	<b>-100%</b>
<b>Revenue</b>					
<u>Miscellaneous</u>					
Interest Earnings	956	100	1,000	300	200%
<b>Total Revenue</b>	<b>956</b>	<b>100</b>	<b>1,000</b>	<b>300</b>	<b>200%</b>
<b>Beginning Fund Balance</b>					
Revenue over (under) Exp	(220,643)	(350,657)	(306,396)	300	-100%
<b>Ending Fund Balance</b>	<b>\$ 370,257</b>	<b>\$ 19,600</b>	<b>\$ 63,861</b>	<b>\$ 64,161</b>	<b>227%</b>

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

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures</b>					
Transfer to Public Improvement Fund	-	-	-	200,268	
Total Expenditures	-	-	-	200,268	
<b>Revenue</b>					
<u>Miscellaneous</u>					
Interest Earnings	\$ 204	\$ 400	\$ 650	\$ 661	65%
Total Revenue	204	400	650	661	65%
<b>Beginning Fund Balance</b>	198,753	198,957	198,957	199,607	0%
Revenue over (under) expenditures	204	400	650	661	65%
<b>Ending Fund Balance</b>	\$ 198,957	\$ 199,357	\$ 199,607	\$ 200,268	0%

**Explanation of Budget Variances**

- Transfers Out - The \$199,607 transfer is to the Public Improvement for the Parker/Parkglenn Traffic Signal

## Debt Service Fund

Included in this section of the budget document is the following information:

- General Debt Service Fund Summary
- Recreation Debt Service Fund Summary



*Parker Fieldhouse*

The General Debt Service Fund accounts for payments of principal and interest on the 2014 certificates of participation issued to finance construction of public works facility.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Original Budgets</b>
<b>Expenditures</b>					
Principal	\$ -	\$ -	\$ -	\$ 478,500	
Interest	-	276,413	261,021	462,895	67%
Other Debt Costs	-	-	-	-	
Total Expenditures	-	276,413	261,021	941,395	241%
<b>Revenue</b>					
<b>Miscellaneous</b>					
Interest Earnings	-	-	-	-	
<b>Transfers In</b>					
From General Fund	-	225,000	209,608	755,969	236%
From Stormwater Utility Fund	-	216,679	51,413	185,426	-14%
Total Revenue	-	441,679	261,021	941,395	113%
<b>Beginning Fund Balance</b>	-	-	-	-	
Revenue over (under) Exp	-	-	-	-	
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	

The Recreation Debt Service Fund accounts for payments of principal and interest on the sales and use tax bonds and certificates of participation issued to finance construction of recreation capital projects. The Town issued certificates of participation in 2014 to finance a portion of the recreation center expansion. 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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Original Budgets</b>
<b><i>Expenditures</i></b>					
Principal	\$ 725,000	\$ 977,900	\$ 977,900	\$ 1,021,500	4%
Interest	513,869	815,500	815,500	687,938	-16%
Other Debt Costs	150	2,000	2,000	2,000	0%
Total Expenditures	1,239,019	1,795,400	1,795,400	1,711,438	-5%
<b><i>Revenue</i></b>					
<b>Miscellaneous</b>					
Interest Earnings	-	-	-	-	
<b>Transfers In</b>					
From Parks and Recreation Fund	1,239,143	1,795,400	1,795,400	1,711,438	-5%
Total Revenue	1,239,143	1,795,400	1,795,400	1,711,438	-5%
<b><i>Beginning Fund Balance</i></b>	(124)	0	0	0	0%
Revenue over (under) Exp	124	-	-	-	
<b><i>Ending Fund Balance</i></b>	\$ 0	\$ 0	\$ 0	\$ 0	0%

## Enterprise Fund

Included in this section of the budget document is the following information:

- Stormwater Utility Fund



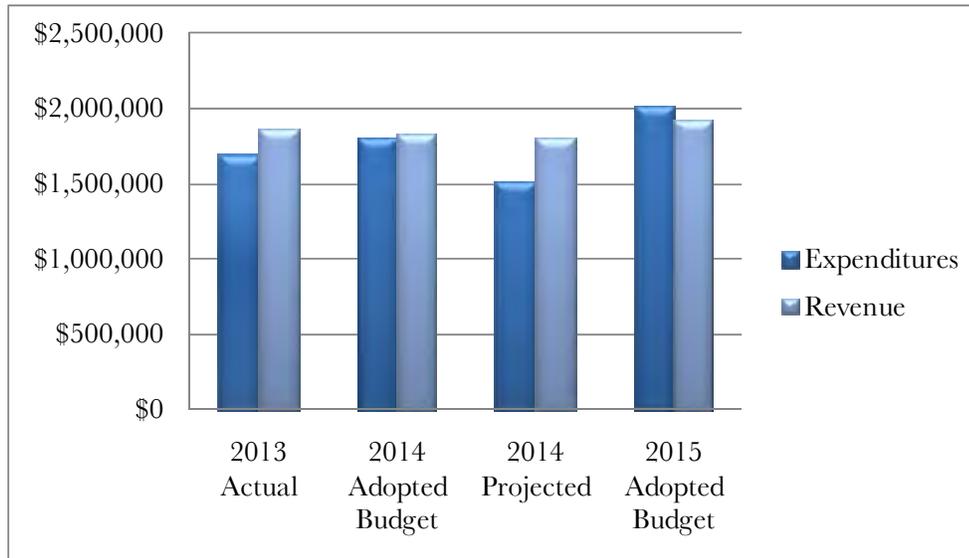
*Parker Farmer's Market*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures</b>					
Salary and Benefits	\$ 695,981	\$ 709,000	\$ 688,050	\$ 741,913	5%
Supplies	8,388	11,175	8,800	11,375	2%
Purchased Services	389,528	494,891	402,284	456,653	-8%
Capital Outlay	536,825	370,500	365,523	627,537	69%
Transfers Out	68,164	216,679	51,413	185,426	-14%
<b>Total Expenditures</b>	<b>1,698,885</b>	<b>1,802,245</b>	<b>1,516,070</b>	<b>2,022,904</b>	<b>12%</b>
<b>Revenue</b>					
<b>Charges for Services</b>					
Grading Permit Fees	119,235	54,400	7,000	55,600	2%
Commercial Stormwater Utility Fees	712,911	722,200	740,667	756,400	5%
Residential Stormwater Utility Fees	1,020,501	1,047,000	1,046,400	1,094,900	5%
Prior Year Refund	-	-	(4,390)	-	
<b>Total Charges for Services</b>	<b>1,852,647</b>	<b>1,823,600</b>	<b>1,789,678</b>	<b>1,906,900</b>	<b>5%</b>
<b>Miscellaneous</b>					
Interest Earnings	3,003	7,700	12,000	13,000	69%
Other	448	-	229	-	
<b>Total Miscellaneous</b>	<b>3,452</b>	<b>7,700</b>	<b>12,229</b>	<b>13,000</b>	<b>69%</b>
<b>Total Revenue</b>	<b>1,856,099</b>	<b>1,831,300</b>	<b>1,801,907</b>	<b>1,919,900</b>	<b>5%</b>
<b>Beginning Fund Balance</b>	<b>3,739,872</b>	<b>4,041,439</b>	<b>4,041,439</b>	<b>4,357,276</b>	<b>8%</b>
Revenue over (under) Exp	157,213	29,055	285,837	(103,004)	-455%
<b>Ending Fund Balance</b>	<b>\$ 3,897,085</b>	<b>\$ 4,070,494</b>	<b>\$ 4,327,276</b>	<b>\$ 4,254,271</b>	<b>5%</b>
<b>Authorized FTE positions</b>					
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	
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	

**Explanation of Budget Variances**

- Capital Outlay (capital project detail is located in the Capital Improvement Plan)



**2014 Highlighted Accomplishments**

***Organizational Goals Achieved – Organizational Culture, Core Values***

- Started construction on the Cherry Creek Stabilization Project downstream of Hess Road.
- Completed the design of the Cherry Creek Stabilization Project at Norton Open Space and started construction of the improvements.
- Completed the construction of the Sulphur Gulch Stabilization and Flood Improvements Project at Saddlebrook Farms.
- Completed the baseline hydrology for the Newlin Gulch Major Drainageway Plan and Flood Hazard Area Delineation.
- Entered into an adequate assurances agreement with Parker Water and Sanitation District, Urban Drainage and Flood Control District and Douglas County allowing for the recognition of the Rueter-Hess Reservoir as a flood control facility.
- Completed the major revision and adoption of the Town’s Storm Drainage and Environmental Criteria Manual.
- Stormwater operations staff performed maintenance activities on over 950 drainage facilities (detention ponds, culverts, channels, storm sewers, etc.)
- Stormwater staff also performed inspections on 4,100 drainage facilities throughout Town

**2015 Goals**

- Complete construction of the Cherry Creek Stabilization Project downstream of Hess Road.
- Complete construction of the Cherry Creek Stabilization Project at Norton Open Space.
- Complete the Newlin Gulch and Happy Canyon Creek Major Drainageway and Flood Hazard Area Delineation Studies.
- Complete the Newlin Gulch Trail Crossing and Stabilization Project at Parker Homestead (Heirloom).
- Complete the construction of the Sulphur Gulch Stabilization Project downstream of Canterbury Parkway.
- Complete the design and start construction of the Crown Point Regional Detention Facility.
- Enhance operations and maintenance program for stormwater facilities by inspecting at least 30 percent of the total facilities Townwide



## Internal Service Funds

Included in this section of the budget document is the following information:

- Internal Service Funds Summary
- Fleet Services Fund
- Technology Management Fund
- Facility Services Fund
- Medical Benefits Fund



*Carriage Rides in Downtown Parker*

## Internal Service Funds Summary

### Internal Service Funds Summary

		2012 Actual	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets					
<b>Beginning Fund Balances</b>	\$	95,318	\$	856,764	\$	3,095,302	\$	3,095,302	\$	2,999,362	-3%	
<b>Revenues</b>												
Charges for Services		2,654,279		3,041,905		4,724,610		4,686,620		7,648,627	62%	
Miscellaneous		31,664		1,205,931		1,500		81,871		3,300	120%	
Transfers In		-		84,473		-		-		-		
<b>Total Revenues</b>		<b>2,685,944</b>		<b>4,332,310</b>		<b>4,726,110</b>		<b>4,768,491</b>		<b>7,651,927</b>	<b>62%</b>	
<b>Expenditures</b>												
Salary and Benefits		721,656		822,012		1,736,700		1,746,537		1,935,464	1%	
Supplies		341,500		361,996		297,265		290,573		424,892	-2%	
Purchased Services		839,625		921,911		1,707,264		1,655,338		1,859,473		
Utilities/Insurance		-		-		-		-		1,900,000		
Capital Outlay		21,717		(28,457)		1,171,983		1,171,983		1,196,500		
Transfers Out		-		16,310		-		-		-		
<b>Total Expenditures</b>		<b>1,924,498</b>		<b>2,093,771</b>		<b>4,913,212</b>		<b>4,864,431</b>		<b>7,316,329</b>	<b>-1%</b>	
<b>Ending Fund Balances</b>	<b>\$</b>	<b>856,764</b>	<b>\$</b>	<b>3,095,302</b>	<b>\$</b>	<b>2,908,200</b>	<b>\$</b>	<b>2,999,362</b>	<b>\$</b>	<b>3,334,960</b>	<b>3%</b>	

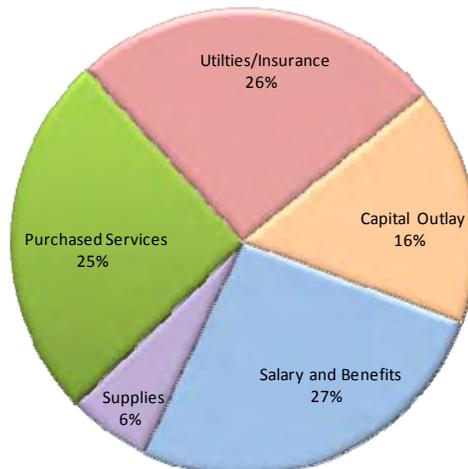
### Revenue by Fund

Fleet Services	\$	1,349,667	\$	2,868,975	\$	1,550,100	\$	1,590,112	\$	1,460,265	3%
Technology Management		653,238		768,614		2,443,310		2,445,779		2,642,175	0%
Facility Services		683,039		694,721		732,700		732,600		891,200	
Medical Benefits		-		-		-		-		2,658,287	
<b>Total Revenues</b>		<b>2,685,944</b>		<b>4,332,310</b>		<b>4,726,110</b>		<b>4,768,491</b>		<b>7,651,927</b>	<b>1%</b>

### Expenditures by Fund

Fleet Services		702,252		764,942		1,628,256		1,632,681		1,766,790	0%
Technology Management		517,772		595,870		2,547,798		2,518,078		2,670,531	-1%
Facility Services		704,474		732,960		737,158		713,672		839,008	
Medical Benefits		-		-		-		-		2,040,000	
<b>Total Expenditures</b>	<b>\$</b>	<b>1,924,498</b>	<b>\$</b>	<b>2,093,771</b>	<b>\$</b>	<b>4,913,212</b>	<b>\$</b>	<b>4,864,431</b>	<b>\$</b>	<b>7,316,329</b>	<b>-1%</b>

### Expenditures - Internal Services Funds



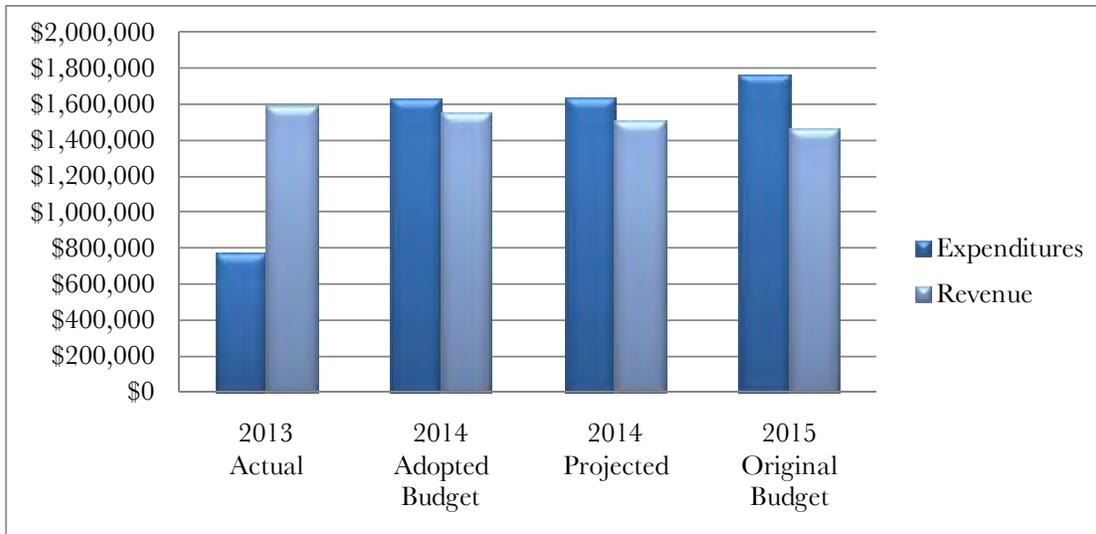
Fleet services is responsible for the acquisition, maintenance, record keeping and disposal of the Town of Parker's fleet of cars, trucks, and heavy and light equipment. Fleet services works closely with its customers to meet their changing and growing needs, finding innovative ways to reduce costs,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

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Original Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Salary and Benefits	\$ 342,969	\$ 342,200	\$ 361,439	\$ 354,100	3%
Supplies	6,146	8,600	5,650	8,475	-1%
Purchased Services	444,283	417,456	405,592	444,215	6%
Capital Outlay	(28,457)	860,000	860,000	960,000	12%
Total Expenditures	764,942	1,628,256	1,632,681	1,766,790	9%
<b>Revenue</b>					
<b>Charges for Services</b>					
Internal User Charges	1,517,121	1,434,900	1,428,291	1,337,165	-7%
Lone Tree Fleet Services	68,208	114,000	80,000	121,900	7%
Total Charges for Services	1,585,328	1,548,900	1,508,291	1,459,065	-6%
<b>Miscellaneous</b>					
Interest Earnings	373	1,200	200	1,200	0%
Total Revenue	1,585,701	1,550,100	1,508,491	1,460,265	-6%
<b>Beginning Fund Balance</b>	715,582	2,819,615	2,819,615	2,777,046	-2%
Revenue over (under) Exp	820,759	(78,156)	(124,190)	(306,525)	292%
<b>Ending Fund Balance</b>	\$ 1,536,341	\$ 2,741,459	\$ 2,695,425	\$ 2,470,521	-10%
<b>Authorized FTE positions</b>					
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	1.00	1.00	1.00	
Total	4.40	4.40	4.40	4.40	

### Explanation of Budget Variances

- Internal User Charges - 7 percent decrease is due to changes made to the allocation of internal charges based on updated vehicle replacement schedules
- Capital Outlay
  - \$960,000 - fleet replacement program

## Fleet Services Fund (continued)



### 2014 Highlighted Accomplishments

#### *Organizational Goals Achieved –Organizational Culture, Core Values*

- 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

### 2015 Goals

- Maintaining flexibility for changes in route(s), schedule(s), environments, new technology, and other impacts
  - *Organizational goals achieved –Town Core Values*
- Maintaining chassis, body, and components to manufacturers’ recommended maintenance practices
  - *Organizational goals achieved –Town Core Values*
- Systematic inspections, services, and repairs
  - *Organizational goals achieved –Town Core Values*
- Defect reporting, and tracking
  - *Organizational goals achieved –Town Core Values*
- Maintaining the proper level of fiscal control
  - *Organizational goals achieved –Town Core Values, Government Transparency/Accountability*
- The proper management of parts, equipment, budget, acquisitions’ of fleet, and personnel training
  - *Organizational goals achieved –Town Core Values, Organizational Culture*

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

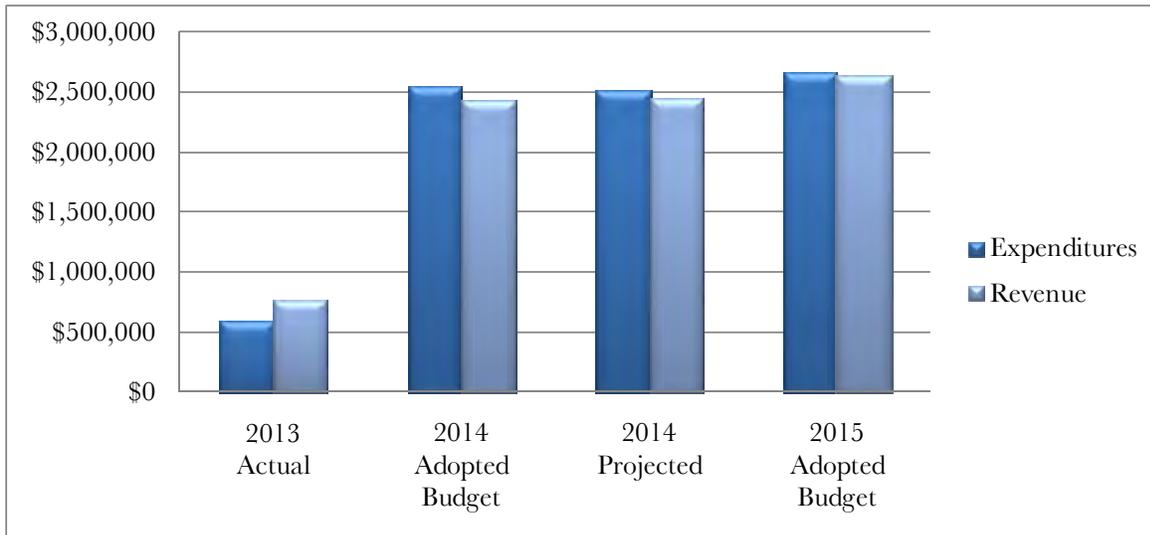
	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Salary and Benefits	\$ -	\$ 885,000	\$ 909,104	\$ 1,002,264	13%
Supplies	336,481	256,565	256,515	383,467	49%
Purchased Services	259,388	1,094,250	1,040,476	1,083,300	-1%
Capital Outlay	-	311,983	311,983	201,500	-35%
Total Expenditures	595,870	2,547,798	2,518,078	2,670,531	5%
<b>Revenue</b>					
<b>Charges for Services</b>					
Internal User Charges	767,100	2,443,110	2,445,729	2,642,075	8%
<b>Miscellaneous</b>					
Interest Earnings	1,514	200	50	100	-50%
<b>Transfers</b>					
Transfer from General Fund	-	-	-	-	
Total Revenue	768,614	2,443,310	2,445,779	2,642,175	8%
<b>Beginning Fund Balance</b>	147,837	320,581	320,581	248,282	-23%
Revenue over (under) Exp	172,744	(104,488)	(72,299)	(28,356)	-73%
<b>Ending Fund Balance</b>	\$ 320,581	\$ 216,093	\$ 248,282	\$ 219,926	2%
<b>Authorized FTE positions</b>					
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	4.0	5.0	
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	-	-	
Total	9.0	9.0	10.0	11.0	

## Technology Management Fund (continued)

### Explanation of Budget Variances

- Salary and Benefits – 13 percent increase is due to addition of a new IT support technician that will be dedicated to the Police Department.

The allocation of cost is based on the amount of IT related equipment within each department, so those departments that have a large number of computers will see a larger increase than those that have fewer computers. In addition, those departments that have software programs specific to their operations will also have those costs include in their Technology Management line item instead of the costs being allocated Townwide.



**2014 Highlighted Accomplishments**

*Organizational Goals Achieved –Organizational Culture, Core Values*

- Developed 2015 business plan for the Information Technology department
- Continued to develop the long term IT Strategic Plan for shifting the Town’s technology delivery model to be more efficient and cost effective
- Continued the rollout of Windows 7 operating system to the desktops
- Expanded the functionality of the new Storage Area Network in the private enterprise cloud (co-location) to replicate data off-site
- Continued developing Microsoft SCCM to improve our hardware and software delivery model
- IT and GIS worked with project team to successfully implement the LMS and permitting software. We are now the leader in our region at this functionality. Many other cities are coming to us to learn how we did this so successfully and quickly
- IT worked closely with the Police Department to successfully implement the electronic ticketing system project
- Implemented a Mobile Device Management solution to better manage a variety of mobile devices within the Town
- IT provided support to the Finance Department to implement the mobile application for the new timekeeping software
- Implemented a new email filtering system for the Town along with replacing our firewall system and web content filtering system

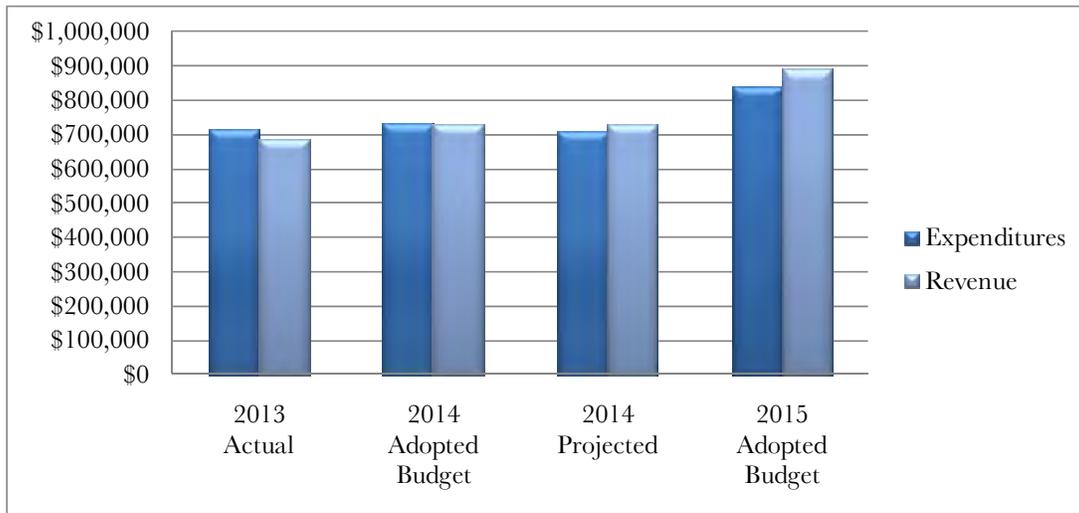
**2015 Goals**

- Develop 2016 Information Technology department business plan
  - *Organizational goals achieved –Town Core Values*
- Implement next-year Strategic Plan objectives including; moving line-of-business applications into the cloud; improving software delivery model through use of virtual desktops and user profiles
  - *Organizational goals achieved –Town Core Values, Organizational Culture*
- Redesign our Virtual Server infrastructure to better balance processing and memory needs, and to have a more resilient model for recovering from server failures
  - *Organizational goals achieved –Town Core Values*
- Perform a network management and monitoring project to improve redundancy and performance monitoring
  - *Organizational goals achieved –Town Core Values*
- Information Technology will begin rollout of Windows 8 to the desktops
  - *Organizational goals achieved –Town Core Values*
- Implement the new email archiving system
  - *Organizational goals achieved –Town Core Values*
- IT and GIS will work with the vendor and the Community Development department to continue customizing and managing the LMS and permitting system
  - *Organizational goals achieved –Town Core Values*

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.

	<b>2013 Actual</b>	<b>2014 Adopted Budget</b>	<b>2014 Projected</b>	<b>2015 Adopted Budget</b>	<b>% Change Adopted Budgets</b>
<b>Expenditures</b>					
Personal Services	\$ 479,042	\$ 509,500	\$ 475,595	\$ 579,100	14%
Supplies	19,368	32,100	28,408	32,950	3%
Purchased Services	218,240	195,558	209,270	191,958	-2%
Capital Outlay	-	-	-	35,000	
Total Expenditures	716,650	737,158	713,273	839,008	14%
<b>Revenue</b>					
<b>Charges for Services</b>					
User Charges - Custodial	217,590	236,200	236,200	241,100	2%
User Charges - Facilities	471,887	496,400	496,400	650,000	31%
Total Charges for Services	689,477	732,600	732,600	891,100	22%
<b>Miscellaneous</b>					
Interest Earnings	(45)	100	-	100	0%
Total Revenue	689,432	732,700	732,600	891,200	22%
<b>Beginning Fund Balance</b>	(6,655)	(44,894)	(44,894)	(25,966)	-42%
Revenue over (under) Exp	(27,218)	(4,458)	19,327	52,192	-1271%
<b>Ending Fund Balance</b>	\$ (33,873)	\$ (49,352)	\$ (25,567)	\$ 26,226	-153%
<b>Authorized FTE positions</b>					
Facility/Fleet Manager	0.40	0.40	0.40	0.40	
Facility	1.00	1.00	1.00	1.00	
Facility Supervisor	1.00	1.00	1.00	1.00	
Facility Maintenance Tech 1/2	1.00	1.00	1.00	2.00	
Facility Maintenance Tech 3	4.00	4.00	4.00	4.00	
Total	7.40	7.40	7.40	8.40	

## Facility Services Fund (continued)



### 2014 Highlighted Accomplishments

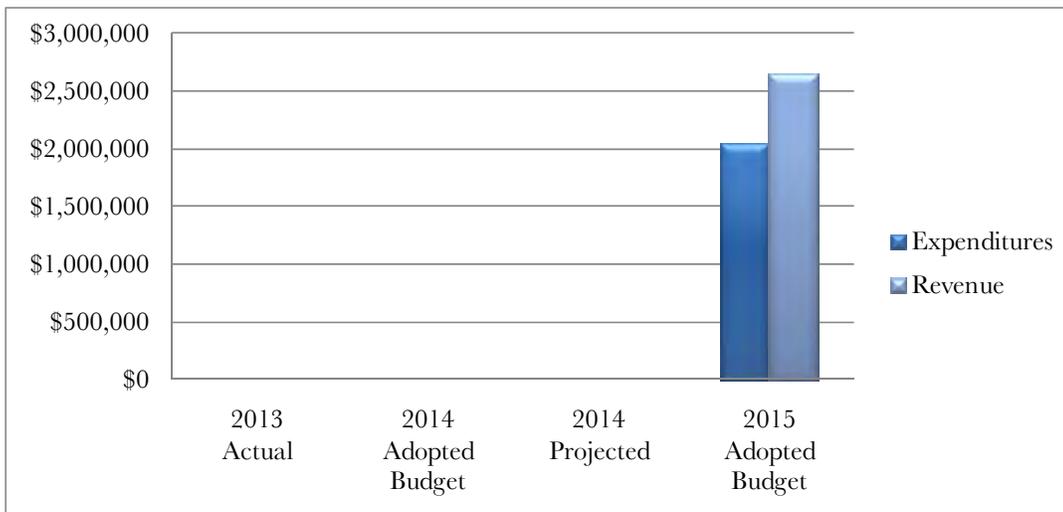
- Facilities completed 2638 routine preventive maintenance and repair work orders for 364,928 sq. ft. of Town facilities

### 2015 Goals

- Complete Key Control Program with software implementation:
  - Hard keys only
- Complete HVAC DDC controls integration:
  - Fieldhouse, Town Hall, Recreation Center, Police station
- Complete exterior lighting retrofitting of outdoor Facilities to LED:
  - Salisbury, Equestrian, McCabe, O'Brien Park

Beginning in 2015, the Town is moving from fully-insured medical benefits to partially self-funded. The Medical Benefits Fund accounts for the payment of medical claims for employees and their covered dependants. Funding is obtained through monthly premiums charges to each department based on the type of coverage and number of employees. The Town self-insures claims up to \$75,000 per covered individual. Stop-loss insurance policies have been purchased to cover losses above the \$75,000 limit.

	2013 Actual	2014 Adopted Budget	2014 Projected	2015 Adopted Budget	% Change Adopted Budgets
<b>Expenditures</b>					
Purchased Services	\$ -	\$ -	\$ -	\$ 140,000	
Insurance	-	-	-	1,900,000	
Capital Outlay	-	-	-	-	
Total Expenditures	-	-	-	2,040,000	
<b>Revenue</b>					
<b>Charges for Services</b>					
User Charges - Town Premium	-	-	-	2,125,109	
User Charges - Employee Contribution	-	-	-	531,277	
Total Charges for Services	-	-	-	2,656,387	
<b>Miscellaneous</b>					
Interest Earnings	-	-	-	1,900	
Total Revenue	-	-	-	2,658,287	
<b>Beginning Fund Balance</b>	-	-	-	-	
Revenue over (under) Exp	-	-	-	618,287	
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ 618,287	





## Capital Budget and 10 Year CIP

Included in this section of the budget document is the following information:

- **Capital Budget Message**
- **Capital Improvement Plan Summary**
- **Recreation Capital Projects**
- **Public Improvement Capital Projects**
- **Stormwater Capital Projects**
- **Facilities Capital Outlays**
- **Machinery and Equipment Capital Outlays**
- **Operating Impacts of Non-Routine Capital Projects**



*Mainstreet in Winter Parker Colorado*



## MEMORANDUM

**TO:** Mayor and Town Council

**THROUGH:** G. Randolph Young, Town Administrator  
Michelle Kivela, Deputy Town Administrator

**FROM:** Donald Warn, Finance Director

**DATE:** September 22, 2014

**SUBJECT:** 2015 Draft Capital Budget and Ten-Year Capital Improvement Plan (CIP)

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### **BACKGROUND:**

For the 2015 budget year, staff has developed a Ten-Year CIP that includes:

- A summary
- A list of all capital improvements for the current budget year and the subsequent nine years
- Cost estimates, justification and methods of financing
- The estimated annual impact on the operating budget of operating and maintaining the facilities to be constructed

The development of the Town of Parker CIP provides a ten-year horizon for capital improvement planning and provides Town Council the best cost estimates for every project on these ten-year spreadsheets. Council needs to keep in mind that the cost estimates for almost every project is a best-guess estimate and that detailed engineering has generally not been completed.

The items listed for 2015 will become the capital budget. Every project in other future years represents only a plan. You will appropriate funds only for 2015 after you have the opportunity to listen to citizen input, prioritize based on Council goals, debate and change any or all of these items before you give us authority to spend.

Our capital spending under this CIP is controlled through separate funds:

- General Fund
- Public Improvements Fund
- Parks and Recreation Fund
- Recreation Fund
- Stormwater Utility Fund

- Information Technology Fund
- Fleet Fund

The multi-fund structure is required by the need to account for various dedicated revenue streams but is also useful in helping us maintain a broad focus across all of our community's needs. This also insures that our Stormwater operations are managed as an independent business as required by governmental accounting standards for enterprise funds.

This memo highlights funds directed at existing infrastructure and new projects and the reasons why they are included in the CIP. Debt service is not included in the CIP, since it is accounted for in a separate Debt Service Fund and the principal and interest payments are included in the Town's operating budget. New Capital for 2015 is \$10,664,499, Replacement and Maintenance of Existing Capital is \$13,998,373 and Machinery, Equipment and Software is \$3,203,235 for a total proposed 2015 capital budget of \$27,866,107.

## **I. New Capital**

### Public Works Projects

- New Public Works Facility \$4,537,759

The CIP request in 2015 for the new public works facility is \$4,537,759. In 2013, Town Council gave approval to construct a new facility with a total project cost of approximately \$16,000,000 on the 13.7 acres of property the Town acquired in 2012 from Douglas County at the northwest corner of Hess Road and Tammy Lane. Construction began in 2014 with completion scheduled for late spring/early summer 2015. The project is funded through the issuance of \$13,205,000 in Certificates of Participation, a General Fund contribution of \$1,756,000 and \$1,039,000 from Douglas County for their share of a joint de-icing facility on the site.

- East-Main Site Development Phase II \$1,751,740

The Town, in collaboration with the Douglas County Library District (DCL), began Phase I site preparation in 2014 for the development of the East Mainstreet Property which is located west of the intersection of Pine Drive and East Mainstreet. The development will include a new Library, Park-Plaza, and future Mixed-Use Development. The Phase II Site Development project includes roadway, sidewalk, drainage, utilities (water, sewer, etc.), signage, lighting, site furniture, landscaping and irrigation. The roadway improvements include a new spine road through the development connecting Pine Drive to Mainstreet at the intersection of Pace Center Drive. Roadway improvements to Pine Drive and Mainstreet will also be necessary to facilitate the new access points. There is offsetting revenue of \$400,000 for a contribution from the Douglas County Library District in accordance with a cost share agreement.

- Traffic Signal at Chambers Road and Compark Boulevard \$227,000

The traffic signal at Chambers Road and Compark Boulevard is being driven by the continued development adjacent to the E-470 corridor and increased traffic on the roadways in the area. In addition, the northeast corner of this intersection is currently being developed for single family residents in 2014. This will in result in increased vehicular and pedestrian traffic in the area.

There is offsetting revenue of \$50,000 from the Compark development agreement adjacent to northeast corner of intersection.

- Traffic Signal at Cottonwood Drive and Cottonwood Way \$250,000

Due to the proposed redevelopment of the King Soopers site located at the northwest corner of Parker Road and Cottonwood Drive, a traffic impact study (TIS) was required. The TIS recommended the construction of a traffic signal at the Cottonwood Drive & Cottonwood Way intersection to support the traffic impacts caused by the redevelopment. There is offsetting revenue of \$250,000 from the Cottonwood King Soopers site redevelopment agreement.

- Traffic Signal at Parker Road and Longs Way \$284,000

Due to continued development adjacent to the Parker Road (State Highway 83) corridor, traffic has increased on the roadways in the area. The Parker Road & Longs Way intersection is an important intersection on Parker Road due to limited east-west crossings locations on Parker Road. As Parker Road is owned and maintained by the Colorado Department of Transportation (CDOT), CDOT is the entity who will ultimately approve or deny installation of a traffic signal at this location. The cost for this proposed installation is more than a typical Town of Parker installation due to CDOT requirements.

- Traffic Signal at Parker Road and Parkglenn Way \$284,000

Due to continued development adjacent to the Parker Road (State Highway 83) corridor, traffic has increased on the roadways in the area. The Parker Road & Parkglenn Way intersection is an important intersection on Parker Road due to limited east-west crossings locations on Parker Road. As Parker Road is owned and maintained by the Colorado Department of Transportation (CDOT), CDOT is the entity who will ultimately approve or deny installation of a traffic signal at this location. The cost for this proposed installation is more than a typical Town of Parker installation due to CDOT requirements. There is offsetting revenue of \$200,000 from the Parkglenn Improvement District that the Town has been holding in escrow for approximately 20 years.

### Parks and Recreation Projects

- East-Main Park Plaza (Construction) \$2,700,000

The CIP request in 2015 for the East-Main Park Plaza is \$2,700,000. In 2013, Town Council purchased a 9 acre parcel of land and donated a portion of the land to the Douglas County Library District for the construction of a new library. The remaining land will be developed by the Town with a Civic Center Park located adjacent to the new library and integrated together from a design perspective on the site located just to the northwest of Town Hall. Total project cost is estimated to be approximately \$3,450,000 with design costs of \$300,000 anticipated for 2014 and construction costs estimated at \$2,700,000 for 2015 and \$450,000 for 2016.

- Dog Park/Disc Golf (Construction) \$850,000

The CIP request in 2015 for the Dog Park/Disc Golf project is \$850,000. The Town does not currently have a dog park or disc golf course and as a result our residents are required to travel to

other locations throughout the metro area to participate in these recreational activities. The Town recently secured additional land for the dog park/disc golf course through a partnership with the developer (A. G. Spanos Company) who owns the adjacent property directly to the west. With the acquisition of this land, plus the required open space dedication by the developer, the Town will have a combined 45 acres for the dog park/disc golf course.

- Rueter-Hess Reservoir Recreational Use Master Plan (Planning & Design) \$20,000

The CIP request in 2015 for the Rueter-Hess Reservoir Recreational Use Master Plan is \$20,000. Completion of the Rueter-Hess Reservoir Recreation Master Plan provides an excellent opportunity for the Town, along with other adjacent jurisdictions, to participate in the future planning of this regional recreation amenity.

- Harvie Open Space Master Plan (Planning & Design) \$30,000

The CIP request in 2015 for the Harvie Open Space Master Plan is \$20,000. Acquisition of the Harvie property will substantially increase the Town's inventory of natural open space that will be protected and maintained in perpetuity based upon the requirements of the existing conservation easement. The site also provides sweeping views of the Front Range and an important open space resource for residents living in this portion of the Town.

## **II. Re-Investment in Existing Capital**

### Public Works Projects

The CIP request in 2014 for roadway and concrete projects is \$8,050,000. The roadway and concrete projects consist of the following:

- Chambers Road Widening - Mainstreet to Newlin Gulch Blvd (Construction) \$7,250,000
- Chambers Road Widening - Newlin Gulch Blvd to Hess Road (Design) \$100,000
- Hess Road Widening – Nate to Motsenbocker (Landscaping) \$200,000
- Miscellaneous Sidewalk Gap Closures \$100,000
- Safety Enhancements \$100,000
- Median/Entryway Lighting & Landscaping \$300,000

Roadway and concrete projects are a community enhancement as they will offer alternate routes that will have the affect of reduced congestion on other roadways and improvements in citizen safety.

The Chambers Road project from Mainstreet to Newlin Gulch Blvd is estimated to cost \$8,000,000 with design for this project occurring in 2014 and construction anticipated in 2015. Reimbursement from Parker Homestead (Heirloom) development totals \$2,000,000 (\$1,800,000 for the Chambers Road widening (including the Newlin Gulch Bridge) adjacent to the development plus \$200,000 for the traffic signal at Chambers Road/Heirloom Parkway). Reimbursement is tied to the 180<sup>th</sup> building permit for the development and it currently on track to occur in 2015 based on mid-2013 construction pace. Additional reimbursement from Douglas County for the portion of the Chambers Road widening between Mainstreet and the PSCo/Xcel transmission power lines is anticipated to be \$1,500,000. This section of Chambers Road is

located outside of the Town's incorporated boundary and an intergovernmental agreement (IGA) will need to be executed in the fall of 2014 to formalize this arrangement.

The Chambers Road project from Newlin Gulch Blvd to Hess Road is estimated at \$3,600,000 with design costs of \$100,000 for this project occurring in 2015 and construction costs of \$3,100,000 anticipated in 2016 and \$400,000 in 2017. Given the development underway east and south of the Town of Parker and the proposed Anthology development south of Hess Road, widening of this section of roadway is important to support the anticipated traffic increases. Due to the current traffic level and projected anticipated increases, the need to widen Chambers Road between Hess Road and Mainstreet is important. The widening of the Chambers Road between Mainstreet and Hess Road is being broken into two (2) phases north & south of Newlin Gulch Boulevard.

The \$200,000, 2015 project will complete the median landscaping on two (2) median islands of recently Hess Road widened roadway from the Motsenbocker Road intersection to the Nate/Leesbury intersection. A portion of the improvements including purchase/installation of the irrigation water taps was completed with the roadway widening project in 2014.

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. This is budgeted at \$100,000 annually.

The Public Works Department reviews roadway safety concerns/issues semi-annually based on a log of intersections with sight distance concerns, lacking luminaries and the complaints from the Town's citizens and HOA's that are received over time. Several times each year, this listing is re-evaluated and prioritized in order to most effectively utilize the available funding based on engineering judgment to determine projects that will be completed in a given budget year. This is budgeted at \$100,000 annually.

In 2013, Town Council provided direction that the next unfinished median to be landscaped following the work on Lincoln Avenue east of Parker Road (State Highway 83) was to be the Lincoln Avenue median between Keystone Boulevard and Jordan Road. This median is fairly substantial in size and work will continue into 2016. A water source for this location will need to be acquired from the Stonegate Village Metropolitan District (SVMD). Over the past several years, the Town has received complaints from citizens due to the "ugly" nature of this unfinished median as it is an entry point into the Town's incorporated boundary.

- Townwide Sign Program \$400,000

The CIP request in 2015 for the Townwide Sign Program is \$400,000. The specific signage associated with this request include a large gateway monument sign to be located on E-470 at the northern gateway to Town to match the new sign on Parker Road. Also contemplated is a series of wayfinding signage providing direction to important public facilities in the Town. The Program also allows the Town to respond to specific public signage needs that may come up throughout the year.

## Stormwater Projects

The CIP request in 2015 for stormwater projects is \$615,037. The stormwater projects consist of the following:

- Cherry Creek at Norton Open Space Construction \$75,000
- Sulphur Gulch at Canterbury Parkway \$125,000
- Newlin Gulch Crossing at Parker Homestead \$165,037
- Crown Point Regional Detention Pond \$200,000
- Hilltop Road Water Quality Improvements \$50,000

The Cherry Creek at Norton Open Space project is estimated to cost \$750,000, with the Town's portion consisting of \$200,000 in 2014 and \$75,000 in 2015. This reach of Cherry Creek has degraded leaving vertical banks at the channel toe. The project improvements will include stabilizing the channel invert and promote healthy riparian habitat along the corridor by reconnecting the channel with the adjacent vegetated banks.

The Sulphur Gulch Improvements in Canterbury Crossing project is estimated to cost \$775,000, with the Town's portion consisting of \$250,000 in 2015 and \$125,000 in 2016. The purpose of this project is to restore and stabilize a reach of Sulphur Gulch downstream of Canterbury Parkway. The improvements will include the construction of a drop structure to protect the bridge. The project will include bank stabilization improvements to protect adjacent properties.

The Newlin Gulch Trail Crossing at Parker Homestead project is estimated to cost \$165,037. The project costs are offset by the contribution from the Parker Homestead developer of \$165,037. The funds have already been collected by the Town as a part of the Subdivision Improvement Agreement. This trail connection was identified as a required amenity as a result of development in this part of Town. This trail will allow pedestrian access over Newlin Gulch providing an alternative option to walking along Chamber Road.

The construction of a new regional detention pond east of the apartments in the Crown Point area. The potential for flooding exists in this area of Crown Point and areas downstream in Cottonwood due to inadequately designed and constructed drainage systems. A master drainage plan was adopted by the Town and Urban Drainage which contemplated the construction of a regional detention pond in this area to reduce this flooding potential. This project will be sponsored by the Urban Drainage and Flood Control District and the Town will be requesting matching funds (\$200,000) in 2015

The construction of a new water quality structure for a portion of Hilltop Road. The Town and Douglas County constructed improvements to Hess Road and Hilltop Road several years ago. However, a portion of this roadway project did not incorporate the necessary water quality improvements. These improvements will bring this section of road up to current water quality standards.

## Parks and Recreation Projects

The CIP request in 2015 for parks and recreation projects is \$4,577,836 and consists of the following:

- Recreation Center Expansion (Construction) \$4,487,836
- General Trails Development (Construction) \$50,000
- Concrete removal and enhancement of Old Town Hall patio \$20,000
- Concrete trail improvements for Stroh Soccer Park \$20,000

The CIP request in 2015 for the Parker Recreation Center expansion is \$4,487,836. In 2013, Town Council gave approval to move ahead with the expansion with a total project cost of approximately \$16,000,000. The project is funded through the issuance of \$7,000,000 in Certificates of Participation and contribution of \$1,500,000 from the General Fund, \$4,500,000 from the Parks and Recreation Fund and \$3,000,000 from the Conservation Trust Fund.

The CIP request in 2015 for General Trails Development is \$50,000. 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 objective of this project is 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.

The patio area of Old Town Hall is located on the south/southeast side of the building. It is designed as a picnic area and also serves as the entry point for the Task Force and the east entrance to Old Town Hall. The current patio consists of aggregate concrete, grey concrete, and brick pavers. The treatments are in various states of disrepair. There is no appropriate ‘patch work’ that can be done due to the multiple hardscape styles that make up the patio. In order to create a cohesive and usable outdoor space, the entire concrete patio needs to be removed. Hardscape improvements will then include some combination of a concrete walk, rock and/or organic mulch, landscape boulders, and possibly a small shade structure and seating area.

The access trail from the parking lot at Stroh Park to the Cherry Creek Regional Trail is only 6’ wide. While this is generally wide enough for pedestrian access, it is not wide enough for necessary vehicular access. This trail is the only access point on the south side of the trail system for Town maintenance vehicles. We access the trail multiple times a week for trash pick-up, dog station maintenance, special projects, sign maintenance, and snow plowing. Utility vehicles from other organizations, such as PW&SD and IREA, also use this access trail. Since the trail is not wide enough to accommodate a vehicle, drivers must drive with one wheel either on the turf or on the native grass. A trail that is so heavily used should be well maintained. Removing a portion of the 6’ trail and replacing it with a 9’ trail would allow vehicles to stay on the concrete and not damage the surrounding landscape.

### Facilities Projects

The CIP request in 2015 for facilities projects is \$960,500 and consists of the following:

- General Government Carpet Replacement at Town Hall Program \$30,000
- Reconfigure/Update Motsenbocker Facility \$250,000
- Replace Mainstreet Center Heating Unit \$75,000
- Replace Mainstreet Center Dry Valve \$10,000

- Upgrade Mainstreet Center Electrical \$85,000
- Rehabilitation of the Mainstreet Center Old School Building \$460,000
- Repair Ruth Chapel Front Steps \$10,500
- Repair Ruth Chapel Foundation Walls \$25,000
- Fieldhouse Electrical Surge Protection (Design/Construction) \$15,000

The CIP request in 2015 for the General Government Carpet Replacement Program is \$30,000. The carpeting program has been successful in replacing worn-out and damaged carpet in common areas of Town Hall. These funds allow us to continue the program and include offices and conference rooms that have temporary patches which create a trip hazards.

The CIP request in 2015 for the reconfiguration of the Motsenbocker facility is \$250,000. The Facilities Division of Public Works is recommending replacement and repair of main salt/sand drain line, interior insulation that has been damaged over the years, install (1) new overhead door to accommodate a pass thru, upgrade security (access) to Town standards, upgrade HVAC system to meet current indoor air quality standards, office area, reconfigure interior work spaces creating better utilization, new carpet, paint interior, upgrade security access to the Town standards, install energy efficient lighting throughout.

The CIP request in 2015 for the repairs and upgrades at the Mainstreet Center is \$170,000. The Cultural Department has already received Town Council approval to move forward with a State Historic Fund grant application to begin the rehabilitation of the Old Schoolhouse portion of the Mainstreet Center. As part of the rehab, there components that must be repaired or upgraded - replacement of the boiler system, dry valve system (sprinkler) and upgrade the electrical panels. Work began in 2014 with repair of the main plumbing supply lines and sewer lines cost and a portion of the electrical at a cost of \$25,000. The remaining repairs and upgrades will continue in 2015 with a cost of \$170,000. The project costs are not eligible for grant funding.

The cost for the Old Schoolhouse rehabilitation work that is eligible for grant support is approximately \$1,000,000. The rehabilitation work will take place in multiple phases over two years. In 2014, we were awarded grant funding for phase one which included restoration of the front elevation windows and screens, construction of storm windows and restoration of the front entrance. Phase Two will include restoration of the east and west elevation windows, screens, and, ideally, an elevator installation. The total costs for Phases One and Two are estimated at \$515,000. The State grant portion would be \$310,000 and the Town's 40% match would be \$205,000.

The CIP request in 2015 for the Ruth Chapel is \$35,500. During heavy moisture the foundation around the Chapel leaks into the basement. This will require digging the entire perimeter and applying a seal coating to protect the integrity of the structure and prevent further health concerns of mold at cost of \$25,000. The existing entrance steps have become very deteriorated (wood decayed) and can no longer be patched together creating an unsafe condition for the volume of use they get. Sealing the foundation will require the steps to be removed making it impossible to reuse them; replacement costs are estimated at \$10,500.

The CIP request in 2015 for the Fieldhouse is \$15,000. Over the past year we have experienced major component failures to lighting controls, general duty outlets and HVAC components due to fluctuation in power delivered to the building. This project would include a study on the main power and design the "right" components to provide quality protection in the future.

### **III. Machinery, Equipment and Software**

The CIP request in 2015 for machinery, equipment and software is \$2,598,235 and consists of the following:

#### General Fund Expenditures:

##### Police Department

- Sergeant Patrol Vehicle \$60,000
- Administrative Vehicle (2) \$56,000
- Animal Service Vehicle \$65,000
- Wearable Camera System (5 units) \$13,600
- Police Time Division Multiple Access (TDMA) - 3rd Phase \$120,000

The addition of a Police Sergeant will require one additional patrol vehicle. Police vehicles are deployed in the field daily for all types of call response including life threatening situations. Reliable police vehicles are essential to providing residents proper police service. This vehicle will be equipped to meet its patrol mission and provide tools necessary for response. This vehicle will ensure that we maintain a proper number of vehicles to allow for proper assignment and utilization while meeting “down time” requirements for proper maintenance. This additional vehicle is needed to meet the needs of our daily deployment.

The police department is in need of two pool vehicles for staff to utilize when traveling to Court, meetings, training, etc. The mission of these vehicles is to provide reliable basic transportation to various events that do not require the use of more expensive and technically equipped vehicles. The department currently has a shortage of regular, unmarked, vehicles for civilian and administrative staff use which creates a difficult situation on a continual basis. We are proposing the purchase of two Ford Fusion sedans equipped with a basic lighting and radio package. The Ford Fusion is available on the State Bid pricing schedule.

The department only has one animal service vehicle at this time which causes issues when it is being serviced due to the lack a suitable back up vehicle. The addition of this new animal service will provide adequate back up and provide an additional vehicle when more than one animal service officer is on duty.

The police department has been committed to the use of in-car video systems for many years and purchased 5 body worn video systems in 2014. The use of this equipment has proven valuable in capturing important video evidence that has enhanced the department’s ability to successfully convict perpetrators in a wide array of criminal activity. The department is recommending the purchase of five additional Panasonic Wearable Video units to supplement the five units purchased in 2014.

Our current portable and mobile radios operate in both 700 and 800 MHz frequency ranges, but are not Time Division Multiple Access (TDMA) compatible. The Federal Communications Commission has mandated that the 700 MHz frequency range be converted to TDMA technology by 2017. The department is requesting to put into place a multi-year replacement plan. This request is the second phase of that plan.

#### Parks, Open Space & Forestry

- ADA Accessibility Compliance- Parks/Trails \$10,000
- Batting cage for Bar CCC Parks \$5,500
- Walk-behind Ryan Mataway Overseeder \$5,750
- Playground equipment updates for O'Brien \$10,000
- 10x10 Commercial Grade Pop-up Tents \$9,000
- Ryan Renovaire 72" tow aerator with ¾" coring tines \$6,300

These requested funds will be utilized for updating playground access routes which were deemed non-compliant during the playground accessibility audit we had conducted for this compliance purpose. This will entail removing/re-pouring some concrete ramps into play areas at a more ADA-compliant slope and cross-slope, as well as supplementing existing safety surfacing where needed. Additionally, extensive signage will be produced/installed at multiple locations along our trails system, for the purpose of forewarning users of potential slope or cross-slope issues outside the accessibility standards (due to natural terrain). Both of these activities will lend themselves substantially toward meeting the 2010 Standards for our playgrounds and trails system Town-wide.

In 2011, The Town of Parker partnered with Parker Youth Sports to purchase and install two batting cages at Salisbury Park and one on Town-owned land behind Challenger Park on the old skate park concrete. The batting cages at Salisbury have been a huge success, but unfortunately the cage behind Challenger was less successful. We would now like to install a batting cage at Bar CCC Park. Many of the salvaged parts from the Challenger batting cage can be used. The requested funding would be for the concrete pad, some additional netting and fixtures, and synthetic turf mats. Exact location of the cage is yet to be determined but there are many viable options. A location will be determined once the project is funded based on discussions with Parker Youth, our Sports Division, and Public Works.

We do have a large tractor-pulled overseeder, but that equipment is designed to overseed entire fields once a year in order to maintain overall turf health. To drive a tractor to all of the fields on a weekly basis to drill a small amount of seed would be impractical and inefficient. A small overseeder could be placed in the back of any pick-up truck and seeding could occur quickly as a part of routine maintenance.

The playground at O'Brien was built in 2005. After 9 years, several pieces of equipment need to be updated. Our parks need to stay relevant and attractive as they age. The O'Brien playground continues to be a huge draw to the park and is extremely well used, but the high use of the playground necessitates periodic updates.

In 2013 the Town's pop-up tents were set up for a total of 24 different events throughout the year. The existing tents vary in quality, color, and function. Over the years tents have gotten damaged and have been repaired using parts from other damaged tents. Several of our tents now come from manufactures that do not offer replacements parts. The tents have no consistency and many look frayed and dirty. Because the tents all look different and are nondescript, sometimes vendors will mistakenly take our tents at the end of an event and we end up with lower quality tents that are not ours. We would like to purchase twelve (12) brand new tents, all with green canopies. Green canopies will make the tents easily identifiable as Town tents, so that after events staff knows exactly which tents are the Town's and will collect the correct tents.

The purpose of a pull-behind core aerator is to aerate turf athletic fields and passive turf areas. Athletic fields are generally aerated 3-5 times per season and passive turf is aerated 1-2 times per season. Core aerators pull plugs allowing for reduced compaction, increased water penetration, promotion of root growth, and increased movement of fertilizer and air. Pulling cores is one of the most effective turf management techniques to promote healthy turf. Healthy turf recovers faster from overuse, reduces water use, creates a safer play surface, and is more aesthetically pleasing.

#### Parks and Recreation Fund Expenditures:

##### Recreation Center Expenditures

- Precor 835 Treadmills (12) \$75,000
- Stairmaster Stepmill (3) \$13,085
- Electronic Gymnasium Basketball Hoop system (6) \$45,000
- Parks & Recreation Management Software \$90,000

State-of-the-art equipment is a primary factor in membership retention. Our users continually search for the newest products that will help them enhance their current routine and look for machines that will offer them a beneficial workout in a shorter amount of time.

The average commercial treadmill has a lifespan of approximately 3 to 4 years based on the frequency of use. Due to the regular use and popularity of the Parker Recreation Center, we propose full replacement of all the treadmills in 2015. The current treadmills were purchased in January 2011 and have exceeded average annual mileage and will all be at the high end of a normal lifespan.

The current Stepmill trainers are at the peak of their life expectancy (purchased in 2006) causing a current increase in repair expenses. In 2013/14 approximately \$5,000 was spent in repairs on these machines, an increase from previous years. In addition, one of the three pieces is operating with an outdated software panel that cannot be replaced once it fails so replacement of the equipment is the only option. With the purchase of new equipment, repair and maintenance costs will decrease.

With the addition of the building expansion that will update and modernize the facility it is important to update certain elements in the existing building in order to give our customers the optimal experience of a newly renovated facility. One item in desperate need of updating is the side basketball hoops. These hoops (originally installed in 1994) must be manually raised and lowered to accommodate the different programs that we offer as well as the different needs of our members and guests.

Council requested that Parks and Recreation staff explore options for enhancing the existing online registration system. In response, staff developed a formal Request for Proposals and received submissions from 5 national vendors. Working with both the Finance Department and Information Technology, staff is currently reviewing and interviewing these qualified firms with the intent of acquiring and implementing a new system as soon as possible. The new recreation management software is purchased; it will be integrated with the new Parker Parks and Recreation website and the new digital signage package to provide customers with a completely updated web presence and improved technology experience.

### Capital Improvement Fund Expenditures:

#### Public Works Equipment

- Backhoe Loader – Caterpillar 430 \$120,000
- Regenerative Air Street Sweeper \$265,000
- Traffic Signal System Replacement \$220,000

The two existing backhoes in Public Works were both purchased and used primarily by the Streets Division. The backhoes are used for removal, preparation and placement of roadway and sidewalk maintenance materials. As productivity has increased, the need for a larger backhoe in the Streets division has been a limiting factor. The intent is that the existing smaller backhoe would become a Parks piece of equipment and a new (larger) backhoe would be purchased for the Streets Division to increase productivity and accountability. The Parks Division requires use of one of the backhoes on a weekly basis. They will borrow a unit from the Streets Division when one is available. This requires that Parks' work around Streets' schedule, frequently causing project delays or fractured work schedules. A short, simple task quickly becomes a long, complicated project when the right equipment is not available.

This purchase is being made to meet commitments on PM10 (winter air quality), clean air requirements and clean water requirements. The Town cannot continue to meet its commitments for roadway sweeping after snow events due to the roadway growth without additional equipment. A regenerative air street sweeper is different than the existing mechanical (broom) sweepers that the Town has now (total of two (2) mechanical sweepers) and is a relatively new technology versus mechanical sweepers. A regenerative air street sweeper can cover more lane miles per day and is less apt to break down due to less moving parts. A regenerative air street sweeper would be another tool in Public Works toolbox to address street sweeping needs and would cover the Town's projected needs for at least the next five (5) years.

The current traffic signal system has not been updated in the past (5) years by the original vendor and attempts by Town Staff to have new features added have been declined as it is outdated. While the current system continues to operate safely, there have been significant technology changes in the 12-years since it was deployed. The new monitoring system will be located in the new Public Works facility under construction on Hess Road. The field equipment improvements are estimated to cost approximately \$100,000 for replacement of outdated equipment and the central monitoring system is estimated to cost approximately \$120,000.

### Stormwater Fund Expenditures:

#### Stormwater Equipment

- Plate Compactor Attachment for Skid Steer \$6,500
- Over Seeder attachment for Skid Steer \$6,000

A plate compactor attachment for the skid steer will enable the stormwater crew to properly re-compact soil in areas that have been regraded or filled in a more efficient manner. Currently the crew re-compacts with the mini-excavator or skid steer buckets and/or with loaner compaction equipment. Compactive effort is required for the majority of the maintenance work performed by the crew and proper loaner equipment is not always available. The plate compactor attachment will enable the stormwater crew to work more efficiently when grading or filling a

site for minor construction. The attachment will also allow the stormwater crew to properly compact soil reducing the chances of settlement after the work is complete.

The stormwater crew plans to utilize an over seeder attachment in areas requiring re-seeding either due to heavy maintenance activities or areas with poor vegetative growth. The over seeder attachment will enable a single crew member to perform a maintenance task requiring a skidsteer and re-seeding. Currently, the crew hand broadcasts seed after maintenance activities or in areas requiring vegetation enhancement. Hand broadcasting seed generally requires at least twice as much seed as compared to utilizing a seeder. Hand broadcasting seed also does not provide the consistency that a seeder would provide, therefore, a seeder would help reduce the probability of needing to seed areas more than once due to poor vegetation establishment.

#### Fleet Fund Expenditures:

- Fleet Replacements \$960,000

The Town implemented a fleet replacement policy to help ensure that the Town's constantly aging fleet is properly and efficiently maintained so that users have the tools that they need to effectively and safely perform those services. The replacement schedule of specific units based on statistical criteria is \$1,300,000; however further analysis of specific units indicates the need for funding is \$960,000 for 2015.

#### Information Technology Fund Expenditures:

##### Software and Computer Equipment

- Pikes Peak Conference Room A/V equipment replacement \$19,500
- FortiGate Firewall High Availability Solution \$32,000
- Two new Storage Area Network Systems \$120,000
- New SAN switches \$30,000

With the removal of the large podium in Pikes Peak, the decision was made to re-use the existing Crestron switching and control equipment in the new cabinet. This equipment was installed in 2005 and has never been replaced or updated. The main switching unit has now failed and any replacement units are not compatible with the older equipment. We would like to replace the whole system with current technology similar to the A/V replacement project in Council Chambers. This includes the switching equipment, controllers, touch screen, projector, and all wiring necessary.

To avoid this issue, I.T. would like to install a second firewall unit and create what is known as an "HA pair", or a High Availability pair. Once configured, HA allows for one device to go offline without disrupting Internet connectivity. This, in concert with several other infrastructure changes already underway, will allow I.T. to provide maximum reliability for the Town's Internet connection.

As the Police Department grows and adds new technology, their need for data storage increases. This growth is exceeding the rate at which the Town's data storage needs are growing. So, the Police Department needs their own SAN systems so the department can continue to function at a high level going forward.

As part of the ongoing maintenance of our virtual server infrastructure, we are replacing/upgrading equipment that has reached end-of-life according to our technology management policy. The two new network switches, which will be installed as a redundant pair, have larger traffic handling capacity and can handle the higher speeds necessary to keep up with current server standards. They will also allow I.T. to simplify our network wiring and infrastructure within the data center.

Facilities Fund Expenditures:

Machinery and Equipment

- 1-Ton Service Van \$35,000

The Facility Division will be short one unit if our current (2015) FTE request is approved. This unit is essential for maintaining all Town facilities in a safe, clean and healthy manner. By purchasing a service van, it will be a more effective tool for the work that is done every day by that position.

**TOWN OF PARKER  
CAPITAL IMPROVEMENT PLAN SUMMARY  
2015 BUDGET**

Description	Public Works Infrastructure	Parks and Recreation	Stormwater Utilities	Facilities	Other Capital	Total
New Capital	7,958,675	7,030,000				14,988,675
Replacement/Maintenance of Existing Capital	7,845,000	8,508,086	615,037	1,000,500		17,968,623
Machinery, Equipment and Software	605,000	223,085	12,500		2,362,650	3,203,235
Total Expenditures	\$ 16,408,675	\$ 15,761,171	\$ 627,537	\$ 1,000,500	\$ 2,362,650	\$ 36,160,533

- **Budget Submission to Council on: October 13, 2014**
- **Public Hearings on: November 3, 2014 and December 1, 2014**
- **Budget Approval on: December 1, 2014**

**REQUESTED DIRECTION:** This is for informational purposes only.

**ATTACHMENT:** Ten Year Capital Improvement Plan

**TOWN OF PARKER  
CAPITAL IMPROVEMENT PLAN SUMMARY  
2015 BUDGET**

Description	Public Works Infrastructure	Parks and Recreation	Stormwater Utilities	Facilities	Other Capital	Total
New Capital	7,958,675	7,030,000				14,988,675
Replacement/Maintenance of Existing Capital	7,845,000	8,508,086	615,037	1,000,500		17,968,623
Machinery, Equipment and Software	605,000	223,085	12,500		2,362,650	3,203,235
Total Expenditures	\$ 16,408,675	\$ 15,761,171	\$ 627,537	\$ 1,000,500	\$ 2,362,650	\$ 36,160,533

TOWN OF PARKER  
 CAPITAL PROJECTS - PARKS & RECREATION FUND  
 TEN YEAR CAPITAL IMPROVEMENT PLAN  
 2015-2024

\*\*\* ASSUMES NO FUTURE DEBT ISSUANCE \*\*\*

DESCRIPTION	ACTUAL 2013	ADOPTED BUDGET 2014	PLANNED BUDGET 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	TOTAL 2015 TO 2024
P&R Revenue Available for Capital	1,715,493	1,100,200	723,662	986,162	1,096,812	1,256,262	1,354,878	1,449,884	1,544,115	1,641,225	1,857,040	1,963,219	13,873,258
Intergovernmental - Open Space Funds (a)	-	378,000	2,492,340	507,110	522,323	537,992	554,131	570,754	570,750	570,750	570,750	570,750	7,467,650
Transfers in form Other Funds	-	5,000,000	5,950,000	500,000	400,000	400,000	350,000	400,000	400,000	400,000	400,000	400,000	9,600,000
Debt Issuance	-	7,000,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,715,493</b>	<b>13,478,200</b>	<b>9,166,002</b>	<b>1,993,272</b>	<b>2,019,135</b>	<b>2,194,254</b>	<b>2,259,009</b>	<b>2,420,638</b>	<b>2,514,865</b>	<b>2,611,975</b>	<b>2,827,790</b>	<b>2,933,969</b>	<b>30,940,908</b>
Parker Recreation Center Expansion	593,768	10,918,396	8,458,086	-	-	-	-	-	-	-	-	-	8,458,086
Norton Farms Trail Improvements	868	14,131	-	-	-	-	-	-	-	-	-	-	-
Adaptive Playground at Salisbury Park	85,359	-	-	-	-	-	-	-	-	-	-	-	-
Bradbury/PSCO, Trail	-	-	-	-	-	-	-	-	-	-	-	-	-
Site Signage	1,000	15,030	-	-	-	-	-	-	-	-	-	-	-
DC Library / Town Park MP & Entitlements	-	300,000	-	-	-	-	-	-	-	-	-	-	-
DC Library / Town Park Construction	-	-	6,400,000	450,000	-	-	-	-	-	-	-	-	6,850,000
DC Library / Site Development	-	-	-	-	-	-	-	-	-	-	-	-	-
DC Library / Art	-	-	-	150,000	-	-	-	-	-	-	-	-	150,000
Dog Park / Disc Golf MP & Entitlements	550	270,000	500,000	-	-	-	-	-	-	-	-	-	500,000
Dog Park / Disc Golf Construction	-	-	80,000	-	-	-	-	-	-	-	-	-	80,000
East/West Regional Trail	-	1,025,000	-	-	-	-	-	-	-	-	-	-	-
Salisbury Park North Master Plan	-	100,000	-	-	-	-	-	-	-	-	-	-	-
Salisbury Park North Construction	-	-	-	-	8,000,000	-	-	-	-	-	-	-	8,000,000
Bradbury Hills Trail Gaps	-	200,000	-	-	-	-	-	-	-	-	-	-	-
O'Brien Park North Updated MP	-	-	-	35,000	-	-	-	-	-	-	-	-	35,000
O'Brien Park North Construction	-	-	-	-	3,000,000	-	-	-	-	-	-	-	3,000,000
Expansion/Renovation of H2OBrien Pool	-	-	-	-	2,500,000	-	-	-	-	-	-	-	2,500,000
Bar CCC Sports Lights/Paved Parking/Playground	-	-	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
Railbender Tennis Building	-	-	-	-	-	-	8,000,000	-	-	-	-	-	8,000,000
Expansion of Fieldhouse on adjacent 5 acre site	-	-	-	-	-	-	-	-	-	-	-	-	-
Completion of Improvements to Preservation Park	-	-	20,000	500,000	2,000,000	-	-	-	-	-	-	-	2,520,000
Rueter-Hess Reservoir Recreational Opportunities	-	-	-	-	-	-	-	5,000,000	-	-	-	-	5,000,000
Competitive Pool Facility (Reata West)	-	-	-	-	-	-	-	-	25,000,000	-	-	-	25,000,000
Second Recreation Center (Reata West)	-	-	-	-	-	-	-	-	-	6,000,000	-	-	6,000,000
Completion of Reata West Recreational Site	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional Outdoor Lighted Tennis Courts	-	-	-	-	-	-	-	2,500,000	-	-	-	-	2,500,000
Harive Open Space Planning and Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Kinney Creek Trail Undercrossing of Parker Road	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Ongoing Trails Development	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Contingency	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>681,545</b>	<b>12,992,557</b>	<b>15,638,086</b>	<b>4,285,000</b>	<b>16,150,000</b>	<b>150,000</b>	<b>8,150,000</b>	<b>7,650,000</b>	<b>25,150,000</b>	<b>6,150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>83,623,086</b>
(Use)/Accumulation of Surplus Funds	1,033,947	485,643	(6,472,084)	(2,291,728)	(14,130,865)	2,044,254	(5,890,991)	(5,229,362)	(22,635,135)	(3,538,025)	2,677,790	2,783,969	(47,014,570)
<b>Ending Available Resources</b>	<b>5,181,964</b>	<b>5,667,607</b>	<b>(804,477)</b>	<b>(3,096,205)</b>	<b>(17,227,070)</b>	<b>(15,182,816)</b>	<b>(21,073,807)</b>	<b>(26,303,169)</b>	<b>(48,938,304)</b>	<b>(52,476,329)</b>	<b>(49,798,539)</b>	<b>(47,014,570)</b>	

(a) Open Space Funds for Park Construction

## Parks and Recreation Fund

**Capital project:** Recreation Center Expansion

**Project cost:** \$16,500,000    **2015 cost:** \$8,458,086    **2014 cost:** \$10,918,396

**Operational impact:** Maintenance and repair costs.

### **Council goals achieved:**

Community Enhancement/Customer Service: The Recreation Center pool opened in 1994 and although the facility has had several minor remodels, the aquatic portion has never been expanded or updated to serve the various needs of the community, including both leisure and competitive uses. Expansion of the Center, with a focus on aquatics, will allow the Parks and Recreation Department to offer multi-generational opportunities, including more senior programming, leisure pool activities, therapy pool classes, enhanced family changing rooms, activity rooms, an improved lobby, in addition to improving the over air and water quality environment within the facility. Also included in the project is an expanded parking lot and new roof for the entire facility.

### **Description/Discussion:**

The existing recreation center is almost 20 years old and was never designed to serve a growing community of almost 50,000 people. With this expansion, the Parks and Recreation Department will be better positioned to serve the ever expanding recreation and aquatic needs of our community, especially youth and senior activities. In addition, with the expanded and remodeled facility comes the opportunity to increase our revenues and become more financially sustainable through additional parties, rentals, classes, admissions and memberships.

Major components that would be included in the proposed expansion include, expanded leisure pool with various aquatic amenities, therapy pool for senior therapeutic needs and injury rehabilitation, family changing rooms to serve a broader demographic segment of our community, additional activity rooms for youth, adult, and older adult fitness/enrichment classes, and an improved lobby area that is more customer friendly and serves as a community gathering space.



## Parks and Recreation Fund

**Capital project:** Town Park Plaza adjacent to the new Douglas County Library  
**Project cost:** \$7,300,000    **2015 cost:** \$6,400,000    **2014 costs:** \$300,000  
**Operational impact:** Maintenance and repair costs.

### Council goals achieved:

Community Enhancement/Customer Service: The Parker Library Civic Plaza Park in conjunction with the development of a new library near the intersection of Pine Drive and Mainstreet in downtown Parker will provide a community focal point and gathering area for various civic activities and events. The expanded library facility will also respond to the ever-growing library needs of the community and meet the high demand for innovative library spaces and services. Together these two amenities will enhance and expand the historic downtown area.

### Description/Discussion:

The Civic Center Park, along with the new library, will provide an additional civic amenity near the east end of downtown and within the newly formed Creative Arts District. These uses will serve as a catalyst for future pedestrian orientated activities including retail, restaurants, art shops, cultural exhibits, public art displays and outdoor entertainment venues.

The Parker Civic Center Park will be located adjacent to the new library and integrated together from a design perspective on the nine (9) acre site located just to the northwest of Town Hall (*see attached map*). It is anticipated that the park site will complement and accent the library building while providing an urban park setting with various daytime and evening activities and uses.



## Parks and Recreation Fund

**Capital project:** Dog Park/Disc Golf Course

**Project cost:** \$850,000    **2015 cost:** \$580,000    **2014 cost:** \$270,000

**Operational impact:** Maintenance and repair costs.

### Council goals achieved:

Community Enhancement/Customer Service: Over the last five years, the demand for a dog park and a disc golf course in Parker has increased significantly. We consistently hear requests from our citizens for such amenities. 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. Currently the nearest disc golf courses are located in Aurora and Littleton both of which are a substantial drive for our local residents. If developed in conjunction with the adjacent dog park (*see attached maps*), these two amenities will provide new recreational opportunities for the residents of Parker.

### Description/Discussion:

Finding a suitable location for a disc golf course in Parker has always been an issue. While the Town owns significant amounts of open space and park land, many of these areas are impacted by flood plain, grading restrictions, environmental issues, endangered/threatened species, conservation easements, access and parking constraints, or are generally unsuitable for the development of a disc golf course. The Town recently secured additional land for the dog park/disc golf course through a partnership with the developer (A. G. Spanos Company) who owns the adjacent property directly to the west. With the acquisition of this land, plus the required open space dedication by the developer, the Town will have a combined 45 acres for the dog park/disc golf course (*see attached map*). The expanded size allows the Town to expand and enhance the support amenities with more permanent features that were not allowed within the 100 year floodplain based on the prior site configuration. Many of these upgrades also ensure that this project is consistent with various Town codes and land use regulations. With the acquisition of additional land, the project now includes:

- Fully paving parking lot plus paved access drive
- Enlarged picnic/shade shelter area
- Permanent vault restroom
- Additional landscaping
- Water tap for drinking and irrigation
- Additional dog park play features

Our projected construction budget for the enhanced dog park/disc golf course is \$850,000.



## Parks and Recreation Fund

**Capital project:** Rueter-Hess Reservoir Recreational Use Master Plan – Planning & Design

**Project cost:** \$20,000

**Operational impact:** Cost of Master Plan will be shared by various jurisdictions surrounding the reservoir property as part of a draft Intergovernmental Agreement (currently under review) that would create a Recreation Authority.

### **Town goal achieved:**

Community Enhancement/Customer Service: Over the last several years citizens have shown an interest in the potential recreational opportunities at Rueter-Hess Reservoir. While actual recreational uses may be limited there's still an opportunity to develop various recreational amenities that compliment the Town's existing inventory of recreational facilities. The proposed Master Plan will explore these opportunities and constraints and create a long-term Master Plan for the site provided that any future recreational activities do not interfere with the primary purpose of the reservoir.

### **Description/Discussion:**

Rueter-Hess Reservoir is designed to serve the District's ongoing water needs and address its long-term water shortage problem. It's located about three miles southwest of downtown Parker. The reservoir water surface area will encompass 1,170 acres at maximum capacity, which is about one and half times the size of Cherry Creek Reservoir. Recreation uses at the reservoir, including the surrounding properties owned by the District, have been under consideration from the reservoir's inception. Initial conceptual amenities may include hiking, biking, and non-motorized boating. Preparation of the Master Plan will allow further exploration and planning of various recreation opportunities including on-going management and operation strategies.



## Parks and Recreation Fund

**Capital project:** Harvie Open Space – Master Plan (Planning & Design)

**Project cost:** \$30,000

**Operational impact:** Maintenance and repair costs.

### **Council goals achieved:**

Community Enhancement/Customer Service: Citizen Surveys conducted by the Town over the last several years have indicated that residents place a high priority on the preservation of open space including access to these areas. As the Town has grown over the last decade, the desire for additional open space throughout the community has also increased. The Harvie open space property (approx. 74 ac), located along Mainstreet on the east side of Town (see attached map), will serve numerous community needs including, maintaining that small Town feel, preservation of natural and environmentally sensitive areas, a community separation buffer, plus incorporation of trail and wildlife corridors.

### **Description/Discussion:**

Last year Douglas County staff approached the Town to see if we were interested in transferring ownership of the Harvie open space property from the County to the Town. Based on this Town staff investigated this property and conducted several site visits to determine the feasibility and viability of this proposal. The site currently includes significant open space areas, several stands of ponderosa pines plus a wide variety of prairie grasses and flowers. There are also several deteriorated out-buildings on the property along with numerous farm implements. Portions of the site offer views of the entire Front Range. Uses allowed per the existing Conservation Easement include soft-surface trails, interpretive signage, gravel parking lot with up to 20 spaces, picnic shelters (max. accommodation of 25 people total), tables, benches, one restroom facility, wood fencing, plus a maximum of two historic structures and one single-family residence for private use only. In addition the location of the property provides an opportunity to have available a significant public open space amenity for residents of this portion of the Town.

Based on Council's previous direction staff will be coordinating this property ownership transfer in 2015 including the subsequent preparation of a Master Plan for the site. The requested funding will allow staff to move forward with this Master Plan in 2015.



## Parks and Recreation Fund

**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 and 2013 indicated that almost 30% of residents felt that trail projects were the most important improvements for the Town to address in the next several years. 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.



TOWN OF PARKER  
 CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND  
 TEN YEAR CAPITAL IMPROVEMENT PLAN  
 2015-2024

DESCRIPTION	ACTUAL BUDGET 2013	ADOPTED BUDGET 2014	PLANNED BUDGET 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	TOTAL 2015 TO 2024
<b>REVENUES:</b>													
Use Tax	1,864,966	2,221,200	1,864,000	1,680,100	1,725,300	1,772,100	1,820,100	1,869,700	1,920,800	1,970,700	2,021,900	2,074,500	18,719,200
Excise Tax - Electric (25% Shares of Total)	344,231	351,300	367,633	386,333	404,533	423,467	443,133	463,633	483,067	505,000	525,700	547,300	4,551,800
Road Sales Tax Shareback	2,140,103	2,114,600	2,212,600	2,325,300	2,434,800	2,548,700	2,667,200	2,790,500	2,918,800	3,006,364	3,096,555	3,189,452	27,190,270
Road Use Tax Shareback	223,531	260,000	248,800	201,600	207,000	212,700	218,400	224,400	230,500	236,500	242,600	248,900	2,271,400
Parker Homestead Metro District (Chambers Road) (Per Annexation Agreement)		101,260	1,800,000										1,800,000
Parker Homestead Metro District (Chambers Road/Homestead Signal)			200,000	1,000,000	5,000,000								200,000
Anthology Development (Hess Road Widening - 12) (Current Court Case)		100,000		150,000		120,000							6,000,000
Compark Annexation (Original & 2013) Single Family Grasslands							100,000						120,000
Clarke Farms Commercial (20-Mile & Pony Express Traffic Signal)													150,000
Cottonwood Development Funds (Parkhouse Signal - Tentative)													100,000
Atuburn Hills Development Funds (Tentative)													70,000
Jordan Crossing Escrow Funds													100,000
Anthology Development Funds (Tentative)													264,000
Anthology Development Funds (Tentative)													140,000
Village on the Green Escrow, Reata West & Woody Creek (Tentative) - Traffic Signal Only													380,000
Douglas County Escrow Funds - Lincoln Creek Development													215,000
Cottonwood Drive - Condos Contribution													1,700,000
Stroh Road Contributions - PWS&D & Village on the Green		202,943											199,000
Hess Road Bridge - Parker Water & Sanitation District IGA													800,000
Hess Road Bridge - Robinson Ranch Metro District IGA (Escrowed)													3,500,000
Park Glenn Improvement District Fund - Parker/Parkgleam Traffic Signal													250,000
Motesebocker Widening - Clarke Farms to Todd Drive (New To wme) (a)		75,000											191,370
Motesebocker Widening - Clarke Farms to Todd Drive (Overlook at Cherry Creek) (a)													400,000
Douglas County Contribution - Todd Drive (b)		600,000											269,300
Douglas County Contribution - Chambers Widening (South of Mainstreet)		300,000											973,000
Parker Rd & Woodman Turn Lane		30,000											277,300
Pine Bluff Ped Signal		195,000											285,700
Hilltop Rd & Legend HS Access													303,100
Cottonwood King Soopers													312,100
Debt Issuance		13,204,000											331,145
Transfer from General Fund (c)		315,000											321,500
Douglas County Contribution - PW Facility		1,039,630											341,079
Douglas County Library - EastMain Site Development													400,000
Misc Grants		223,556											973,000
FASTER (CDOT)		271,878											3,086,736
<b>TOTAL REVENUES</b>	<b>6,454,266</b>	<b>21,375,058</b>	<b>12,302,703</b>	<b>8,833,633</b>	<b>10,437,333</b>	<b>5,586,167</b>	<b>5,551,933</b>	<b>6,094,333</b>	<b>5,876,667</b>	<b>6,049,709</b>	<b>6,227,834</b>	<b>6,411,463</b>	<b>70,871,777</b>
<b>EXPENDITURES:</b>													
<b>Facility CIP:</b>													
Publics Works Facility	540,986	10,921,255	5,163,675	500,000	-	-	-	-	-	-	-	-	5,163,675
Photovoltaics (solar panels) PW Facility	-	-	1,750,000	-	-	-	-	-	-	-	-	-	500,000
EastMain DC Library / Site Development	-	1,606,241	-	-	-	-	-	-	-	-	-	-	1,750,000
<b>Roadway CIP:</b>													
Bayou Gulch - Crowfoot to Southern Town Limit (Phase 2)	-	350,000	7,250,000	400,000	-	-	329,000	3,901,000	-	-	-	-	4,230,000
Chambers Widening - Hess to Stroh (Phase 2)	-	-	-	-	-	-	-	-	-	-	-	-	-
Chambers Widening - Mainstreet to Newlin Gulch Blvd (Phase 2)	-	-	-	-	-	-	-	-	-	-	-	-	-

TOWN OF PARKER  
 CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND  
 TEN YEAR CAPITAL IMPROVEMENT PLAN  
 2015-2024

DESCRIPTION	ACTUAL BUDGET 2013	ADOPTED BUDGET 2014	PLANNED BUDGET 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	TOTAL 2015 TO 2024
Chambers Widening - Newlin Gulch Blvd to Hess (Phase 2)			100,000	3,100,000	400,000								3,600,000
Chambers Widening - Stroth to Crowfoot (Phase 2)				631,000	6,570,000				366,000	4,352,000			4,718,000
Cottonwood Widening - Jordan to Cherry Creek													7,201,000
Crowfoot Valley Widening - Stroth to Southern Town Limit													-
Crown Crest Roundabout Modification													-
Dransfeldt Extension - 20-Mile to Moisenbocker Road													-
Dransfeldt Widening - Lincoln to Mainstreet							789,000	2,560,000					3,349,000
Hess Road Widening / Bridge(Cherry Creek) - Naite to Mols.	236,758	4,228,200	200,000										200,000
Hess Widening - Great Plain to Westlem Town Limit													-
Hess Widening - Moisenbocker to Great Plains	342,857	49,000			1,103,000								-
Jordan Road Widening to Hess Road (south of Main)					394,000	3,292,000							3,686,000
Jordan/Lincoln Intersection Improvements													3,289,000
Lincoln Widening - Keystone to Parker Road							120,000	3,169,000					7,857,000
Moisenbocker Widening - Todd Drive to Stroth Ranch								695,000	7,162,000				5,008,000
Moisenbocker Widening - Clarke Farms to Todd Drive							4,422,000						3,000,000
Park Glenn Way - South of Longs (to Brownstone extension)		150,000		3,000,000									250,000
Parker Road and Woodman Turn Lane		300,000											-
Pikes Peak Court Extension		1,129,300											-
Pine Lane Widening - Jordan to Wintergreen													-
Parker Road Sidewalk Project				1,298,000						150,000	1,350,000	1,350,000	2,850,000
Parker Road/Lincoln Deceleration Lane													1,298,000
Power Line Undergrounding		994,600											-
Stroh Rd. Widening - J. Morgan to Moisenbocker													-
Todd Drive (Jordan to Moisenbocker)		1,775,000			551,000	5,741,000							6,292,000
Misc. Sidewalk Gap Closures	67,915	132,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Roadway Safety Enhancements	54,526	185,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Median/Entryway Lighting & Landscaping	359,472	551,200	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
Townwide Sign Program	23,807	400,000	400,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,600,000
<b>Traffic Signal CIP (Standard &amp; Not In Roadway CIP Listing Above):</b>													
Chambers Road/Compark Boulevard			227,000										227,000
Cottonwood Drive/Cottonwood Way			250,000										250,000
Chambers Road/Graasslands Drive					241,000						288,000		576,000
Dransfeldt Road/Parkglenn Way							256,000						256,000
Hess Road/Great Plain Way							256,000						256,000
Jordan Road/Cedar Gulch Parkway													234,000
Jordan Road/Parkerhouse Road				234,000									234,000
Jordan Road/Todd Drive													264,000
Lincoln Avenue/Village Creek Pkwy (Lincoln Creek)										264,000			264,000
Moisenbocker Road/French Creek Avenue													279,000
Parker Road/Longs Way										279,000			279,000
Parker Road/Parkglenn Way													284,000
Parker Road/Rancho Caballo													284,000
Pine Drive/Summeret Lane													339,000
Hilltop and Legend HS Access					300,000								300,000
Stroh Road/J. Morgan Boulevard													-
Travel Time Feedback System		225,000		234,000									234,000
Twenty Mile Road/Pony Express Drive		195,000										500,000	1,000,000
							248,000						248,000
<b>Streets Division Equipment (Does Not Include Existing Fleet Replacement):</b>													
Asphalt Paver w/Roller			120,000										120,000
Backhoe													120,000
Crack seal/Mastic Machine													100,000
Dump Truck w/Snowplow													675,000
Front End Loader (4 CY)										225,000			250,000
Pickup Truck w/Snowplow					250,000								90,000
Regenerative Air Street Sweeper					45,000								250,000

TOWN OF PARKER  
 CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND  
 TEN YEAR CAPITAL IMPROVEMENT PLAN  
 2015-2024

DESCRIPTION	ACTUAL 2013	ADOPTED BUDGET 2014	PLANNED BUDGET 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	TOTAL 2015 TO 2024
Continued													
<u>Traffic Services Division Equipment (Does Not Include Existing Fleet Replacement):</u>													
Bucket Truck								150,000					150,000
Pickup Truck w/Snowplow			220,000			45,000							45,000
Traffic Signal System Replacement		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	220,000
Contingency				100,000									1,000,000
<b>TOTAL EXPENDITURES</b>	<b>1,960,652</b>	<b>23,301,796</b>	<b>17,113,675</b>	<b>10,722,000</b>	<b>10,804,000</b>	<b>10,612,000</b>	<b>7,097,000</b>	<b>11,703,000</b>	<b>8,567,000</b>	<b>5,751,000</b>	<b>3,438,000</b>	<b>3,438,000</b>	<b>89,245,675</b>
(Use)/Accumulation of Surplus Funds	4,493,614	(1,926,738)	(4,810,972)	(1,888,367)	(366,667)	(5,025,833)	(1,545,067)	(5,608,667)	(2,690,333)	298,709	2,789,834	2,973,463	
<b>ENDING FUND BALANCE</b>	<b>11,710,098</b>	<b>9,783,560</b>	<b>4,972,388</b>	<b>3,084,021</b>	<b>2,717,355</b>	<b>(2,308,479)</b>	<b>(3,853,545)</b>	<b>(9,462,212)</b>	<b>(12,152,545)</b>	<b>(11,853,856)</b>	<b>(9,362,711)</b>	<b>(8,880,373)</b>	

Note: Asterisk (\*) Projects Listed in 2023 are outside the timetable provided.

(a) The Town is currently holding \$75,000 in escrow related to the Motesenbocker Widening (Clarke Farms to Todd Drive) project. Contributions based on development agreements with Neu Towne and Overlook at Cherry Creek will be \$1,700,000 and \$800,000 respectively.

(b) The Town anticipated 50% of the project costs for Todd Drive to be contributed by Douglas County

(c) The transfer from General Fund in 2014 consists of \$315,00 for the Public Works facility

## Public Improvement Fund

**Capital project:** Public Works Facility

**Project cost:** \$16,000,000   **2015 cost:** \$5,163,675   **2014 cost:** \$10,921,255

**Operational impact:** Increased maintenance costs.

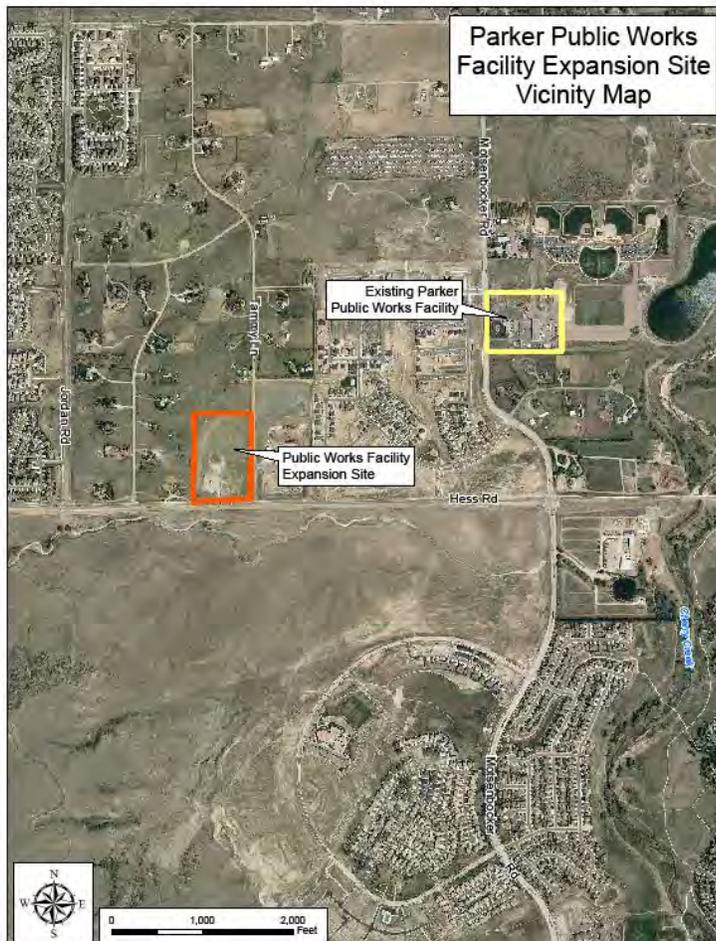
### Town goal achieved:

Community Enhancement/Customer Service: The construction of the new Public Works facility will allow for Public Works to support the anticipated build-out of the Town of Parker from a Public Works Streets, Traffic Services and Stormwater Divisions standpoint.

### Description/Discussion:

As the Town has continued to grow, so has the Public Works and Parks support effort. The current Public Works/Parks facility on Motsenbocker Road is at capacity and due to Salisbury Park programming, the facility is unable to be expanded. In 2012, the Town acquired approximately 13.7 acres of property from Douglas County at the northwest corner of Hess Road and Tammy Lane for a new Public Works facility. The property was deed restricted by Douglas County for a maintenance facility in order to be compatible with the Douglas County Public Works facility at the northeast corner of Hess Road and Tammy Lane.

Funding for the project was generated through certificates of participation (COP's) issued in 2014 and a transfer from the General Fund. Construction began in 2014 and will be completed in Spring/Summer 2015.



## Public Improvement Fund

**Capital project:** Site Development for Parks Plaza and Douglas County Library Project

**Project cost:** \$3,356,241    **2015 cost:** \$1,750,000    **2014 costs:** \$1,606,241

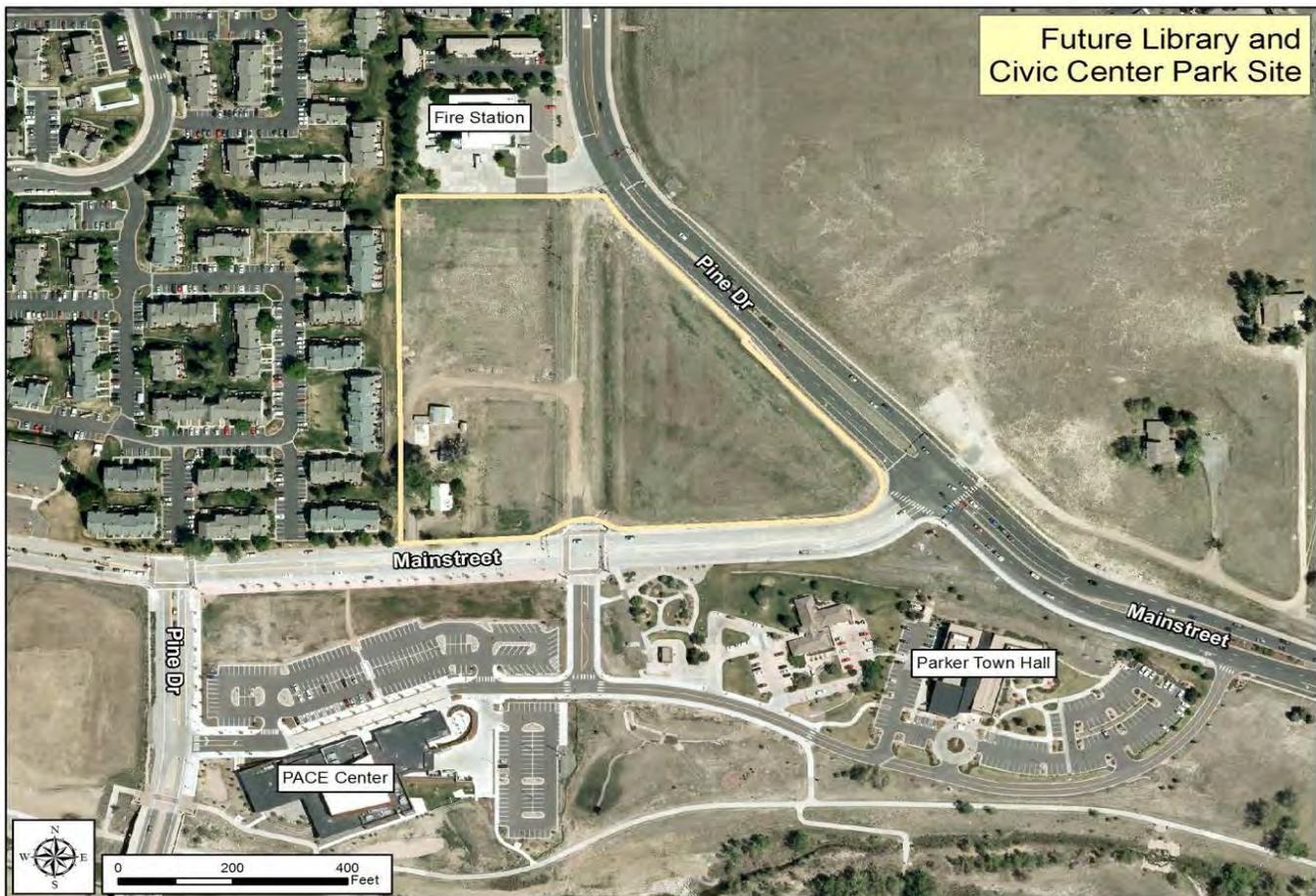
**Operational impact:** Maintenance and repair costs.

### Council goals achieved:

Community Enhancement/Customer Service: The Parker Library Civic Plaza Park in conjunction with the development of a new library near the intersection of Pine Drive and Mainstreet in downtown Parker will provide a community focal point and gathering area for various civic activities and events. The expanded library facility will also respond to the ever-growing library needs of the community and meet the high demand for innovative library spaces and services. Together these two amenities will enhance and expand the historic downtown area.

### Description/Discussion:

The Town purchased a nine (9) acre site located just to the northwest of Town Hall. The Town donated approximately five (5) acres to the Douglas County Library District for construction of a new library in Parker. The Town is working on site development for both the library site and the park plaza that will be located adjacent to the new library and integrated together from a design perspective on the nine (9) acre site (*see attached map*).



## Public Improvement Fund

**Capital project:** Chambers Road Widening – Mainstreet to Newlin Gulch Blvd (Design)

**Project cost:** \$8,000,000    **2015 cost:** \$7,250,000    **2014 cost:** \$350,000

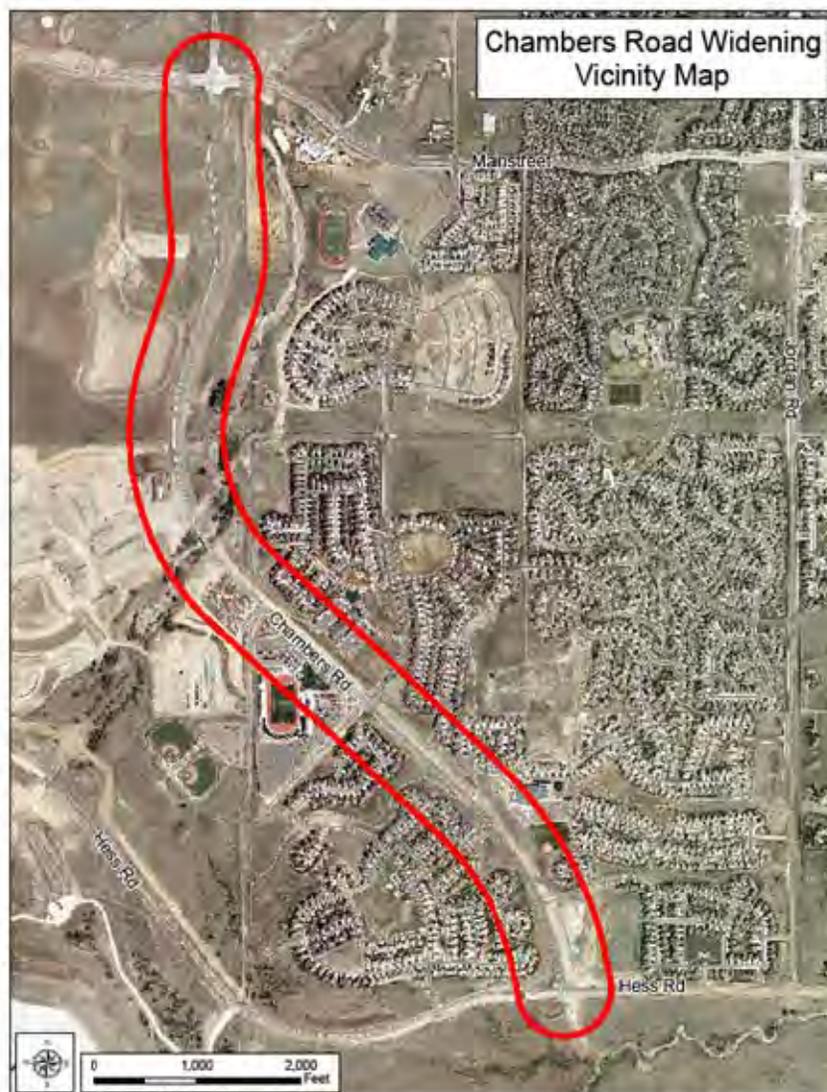
**Operational impact:** Increased maintenance costs.

### Town goal achieved:

Community Enhancement/Customer Service: The widening of Chambers Road will be a community enhancement as it will offer an alternate north-south route that will have reduced congestion versus Parker Road.

### Description/Discussion:

Douglas County opened Mainstreet/RidgeGate to I-25 in late-2010 and additionally opened Hess Road to I-25/Castle Pines in early-2012. With both of these roadways open to the traveling public, this has affected the traffic patterns in the Town of Parker and north-central Douglas County. Due to the addition of these “southern” east-west routes by Douglas County, the traffic on Chambers Road north of Hess Road “jumped” in 2012 to approximately 12,000 vehicles per day. Due to the current traffic level and projected anticipated increases, the need to widen Chambers Road between Hess Road and Mainstreet is important.



## Public Improvement Fund

**Capital project:** Chambers Road Widening – Newlin Gulch Boulevard to Hess Road (Design)

**Project cost:** \$3,600,000    **2015 cost:** \$100,000

**Operational impact:** Increased maintenance costs.

### Town goal achieved:

**Community Enhancement/Customer Service:** With the Anthology development anticipated to proceed and additional development south and east of the Town, there will be increased traffic on Chambers Road. The widening of Chambers Road will be a community enhancement as it will offer an alternate north-south route that will have reduced congestion versus Parker Road.

### Description/Discussion:

Douglas County opened Mainstreet/RidgeGate to I-25 in late-2010 and additionally opened Hess Road to I-25/Castle Pines in early-2012. With both of these roadways open to the traveling public, this has affected the traffic patterns in the Town of Parker and north-central Douglas County.

Please note that the widening of the Chambers Road between Mainstreet and Hess Road is being broken into two (2) phases north & south of Newlin Gulch Boulevard. While it may make sense to construct a single project, budgetary constraints are driving the need to phase the construction of the actual widening over two (2) years. It is currently anticipated that the portion of Chambers Road north of Newlin Gulch Boulevard will be widened in 2015 (separate budget request). The proposed 2017 expenditure will be for median landscaping.



## Public Improvement Fund

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

**Project cost:** \$4,664,958    **2015 cost:** \$200,000    **2014 cost:** \$4,228,200    **2013 cost:** \$236,758

**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. Installation of median landscaping and lighting on Hess Road between Motsenbocker Road and Nate/Leesburg intersections will occur in 2015.



## Public Improvement Fund

**Capital project:** Motsenbocker Widening – Clarke Farms to Todd Drive (Design)

**Project cost:** \$150,000 (\$3,000,000 for construction in 2015)

**Operational impact:** Increased maintenance costs.

### Town goal achieved:

Community Enhancement/Customer Service: The widening of Motsenbocker Road will be a community enhancement that is driven by the adjacent development.

### Description/Discussion:

In the prior decade, Town Council approved development agreements with both the Neu Towne subdivision and the Overlook at Cherry Creek subdivision. Both of these development agreements contemplated widening Motsenbocker Road between the existing Clarke Farms subdivision to the Todd Drive intersection as a residential boulevard collector section. The intent of the agreements was that the Town would complete the widening following payment from the proposed development per the agreements.

The project will widen Motsenbocker Road between the existing Clarke Farms subdivision to the XCEL/PSCo transmission lines just north of Todd Drive to a residential boulevard collector section. A concrete box culvert grade crossing of Motsenbocker Road for the regional east-west trail is included in this project.



## Public Improvement Fund

**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

**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 Public Works Department reviews roadway safety concerns/issues on a semi-annual basis. This is based on a log of intersections with lacking luminaries, sight distance concerns and the complaints from the Town's citizens and HOA's that are received over time. Several times each year, this listing is re-evaluated times in order to most effectively utilize the available funding based on engineering judgment. Some concerns can be addressed with minimal funds while some concerns are significantly expensive (versus this annual budget). Minor projects cost-wise may include the replacement of landscaping at or near an intersection to improve sight distance(s). Depending on nearby electrical sources, luminaries can run in excess of \$20k per intersection to install. The plan for funding in 2014 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. This annual fund allows the Town to be proactive in these safety areas. Based on past experience, landscaping sight distance issues will come up in 2014 as have in past years that will need to be addressed in a timely manner.

## Public Improvement Fund

**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 project commenced in 2013 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 and is anticipated to be completed in 2015 (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

**Capital project:** Town-wide Sign Program

**Project cost:** \$400,000

**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

**Capital project:** Chambers Road/Compark Boulevard Lane Traffic Signal

**Project cost:** \$227,000

**Operational impact:** Increased maintenance costs.

### Town goal achieved:

Community Enhancement/Customer Service: Since annexation of a portion of the Compark area by the Town several years ago, the Town has been working through Economic Development to market the Compark area for additional development. As the development has increased, also has the traffic increased which drives the need for this traffic signal at this major intersection with the Town's incorporated section of Compark.

### Description/Discussion:

Due to continued development adjacent to the E-470 corridor, traffic has increased on the roadways in the area. The Compark Boulevard & Chambers Road intersection is a major intersection within the Town's incorporated portion of Compark. Several years ago, the Town completed a Federal traffic signal warrant study for this location. At that time, the location did not meet minimum warrants for a traffic signal. Since that time, the area has seen increased development and traffic. In addition, the northeast corner of this intersection is currently being developed for single family residents in 2014. This will in result in increased vehicular and pedestrian traffic in the area. Based on this information, Public Works feels that this location will meet minimum Federal warrants for traffic signal installation in 2015.



## Public Improvement Fund

**Capital project:** Cottonwood Drive/Cottonwood Way Traffic Signal

**Project cost:** \$250,000

**Operational impact:** Increased maintenance costs.

### Town goal achieved:

Community Enhancement/Customer Service: Since the closure of the Cottonwood King Soopers numerous years ago, the Town has been working through Economic Development to market the area for reuse and/or redevelopment. Based on the traffic impact study for the proposed redevelopment as a new King Soopers, a traffic signal will be required at the Cottonwood Drive/Cottonwood Way intersection.

### Description/Discussion:

The redevelopment will result in increased vehicular and pedestrian traffic in the area. The developer of the site has requested that the Town handle the design and construction of the traffic signal but they will contribute the full estimated funding needed. This arrangement has been formalized in the development agreements associated with the redevelopment.



## Public Improvement Fund

**Capital project:** Parker Road/Parkglenn Way Traffic Signal

**Project cost:** \$284,000

**Operational impact:** Increased maintenance costs.

### Town goal achieved:

Community Enhancement/Customer Service: The Town has actively pursued economic development opportunities on the Parker Road corridor for numerous years with a large portion of development along Parker Road being between Mainstreet & Lincoln Avenue. Due to increased development in the Parker area, there has been an increase in traffic on Parker Road. The installation of a traffic signal at this location will support continued economic development in this area.

### Description/Discussion:

Several years ago, the Town completed a Federal traffic signal warrant study for this location. At that time, the location did not meet minimum warrants for a traffic signal. The area has seen increased development and traffic and Public Works feels that this location will meet minimum Federal warrants for traffic signal installation in 2015. Parker Road is owned and maintained by the Colorado Department of Transportation (CDOT), and will ultimately approve or deny installation of a traffic signal at this location. The cost for this proposed installation is more than a typical Town of Parker installation due to CDOT requirements.



**Capital project:** Parker Road/Longs Way Traffic Signal

**Project cost:** \$284,000

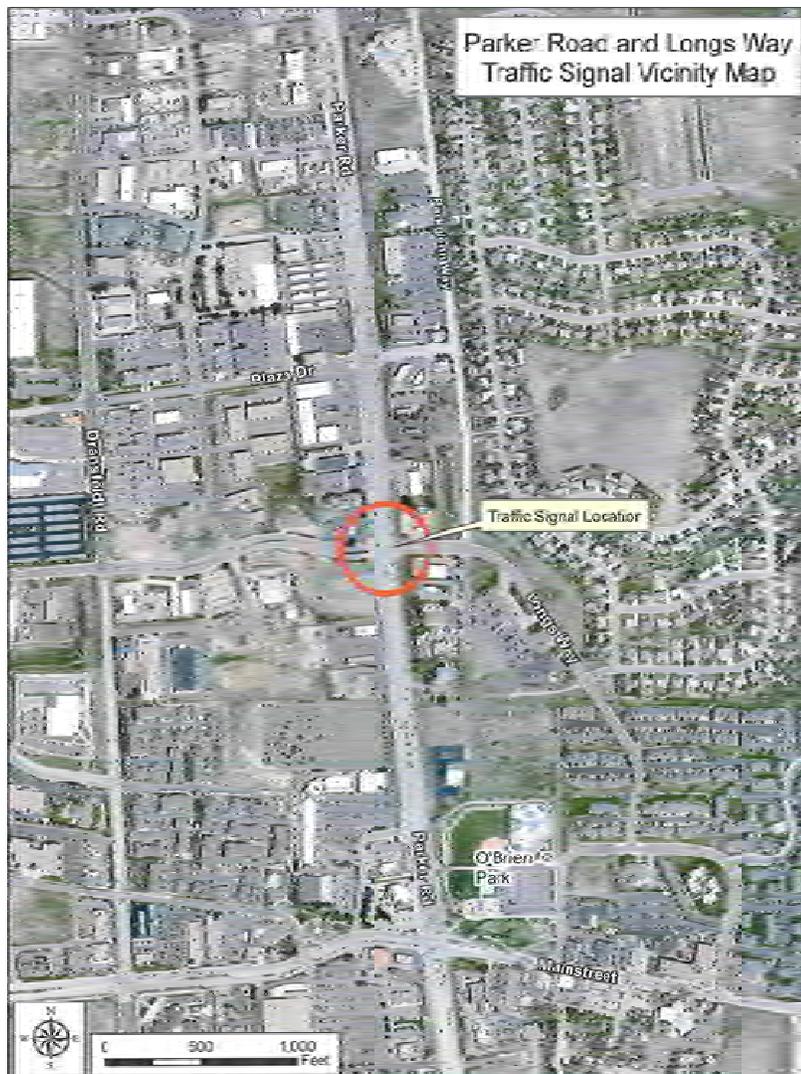
**Operational impact:** Increased maintenance costs.

**Town goal achieved:**

Community Enhancement/Customer Service: The Town has actively pursued economic development opportunities on the Parker Road corridor for numerous years with a large portion of development along Parker Road being between Mainstreet & Lincoln Avenue. Due to increased development in the Parker area, there has been an increase in traffic on Parker Road. The installation of a traffic signal at this location will support continued economic development in this area.

**Description/Discussion:**

Several years ago, the Town completed a Federal traffic signal warrant study for this location. At that time, the location did not meet minimum warrants for a traffic signal. The area has seen increased development and traffic and Public Works feels that this location will meet minimum Federal warrants for traffic signal installation in 2015. Parker Road is owned and maintained by the Colorado Department of Transportation (CDOT), and will ultimately approve or deny installation of a traffic signal at this location. The cost for this proposed installation is more than a typical Town of Parker installation due to CDOT requirements.



## Public Improvement Fund

**Capital project:** Traffic Signal System Replacement

**Project cost:** \$220,000

**Operational impact:** Increased maintenance costs.

### **Town goal achieved:**

Community Enhancement/Customer Service/Economic Development: In order to support continued economic development of the community, efficient travel for residents and patrons of the Town is critical. The Town continues to coordinate signals and monitor them for errors but due to continued growth of signal counts and evolving technology, the current system has become outdated and is in need of replacement. The replacement system will lead to the Town's forces being more accountable as modern systems better support on-call emergency response which is part of the core values. The new system will better support integration of operations with neighboring jurisdictions and will support advanced features such as travel time monitoring that the current system is not set up to do.

### **Description/Discussion:**

The current traffic signal system has not been updated in the past (5) years by the original vendor and attempts by Town Staff to have new features added have been declined as it is outdated. While the current system continues to operate safely, there have been significant technology changes in the 12-years since it was deployed. For example, the current system utilizes a numeric pager for error notification. Numeric paging support is dwindling and in some places in the greater Parker area pager service coverage has been eliminated. The system needs to evolve to be compatible with smart phone via emails and/or texting which has universal coverage. Additionally, communication methods have evolved beyond the basic phone modems used in 2002 to a serial communications over fiber optic cables and wireless (radio) today. While this functions with the existing system, serial communication does not support the use of remote connections to advanced features like monitoring of detection systems and we have been forced to maintain a parallel Ethernet system to provide proper levels of service to the traveling public. A new integrated traffic signal system should take advantage of advanced Ethernet based communications which is becoming the standard across traffic vendors.

The proposed capital outlay is a combination of field equipment replacement to improve communications to Ethernet based communication and a new centrally based monitoring software system. The new monitoring system will be located in the new Public Works facility under construction on Hess Road. The field equipment improvements are estimated to cost approximately \$100,000 for replacement of outdated equipment. The Town staff decided numerous years ago to begin migration to Ethernet communications with the traffic signals and some progress has been made to support the currently parallel Ethernet system but significant upgrades remain. The central monitoring system is being proposed to be compatible with emails and/or texting. The new central monitoring system is estimated to cost approximately \$120,000.

TOWN OF PARKER  
 CAPITAL PROJECTS - STORMWATER UTILITY  
 TEN YEAR CAPITAL IMPROVEMENT PLAN  
 2015-2024

DESCRIPTION	ACTUAL 2013	ADOPTED BUDGET 2014	PLANNED BUDGET 2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL 2014 TO 2023
<b>REVENUES:</b>												
Stormwater Utility Fund (5% growth starting in 2015)	600,000	600,000	630,000	661,500	694,575	729,304	765,769	804,057	844,260	886,473	930,797	7,546,736
Misc Grants	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Misc Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Escrow from Parker Homestead SIA	-	22,000	143,037	-	-	-	-	-	-	-	-	165,037
<b>TOTAL REVENUES</b>	<b>600,000</b>	<b>622,000</b>	<b>773,037</b>	<b>661,500</b>	<b>694,575</b>	<b>729,304</b>	<b>765,769</b>	<b>804,057</b>	<b>844,260</b>	<b>886,473</b>	<b>930,797</b>	<b>7,711,773</b>
<b>EXPENDITURES:</b>												
Cherry Creek at Norton Open Space (a)	40,000	200,000	75,000									275,000
Sulphur Gulch at Canterbury Parkway (a)	250,000	-	125,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Miscellaneous Capital Improvements	-	-	-									
Sierra Middle School at Pine Lane Elem Drainage	178,661	-	165,037									50,000
Potosio Brothers Drainage Improvements (a)	-	50,000	200,000									10,000
Pine Gulch Regional Detention Pond (a)(b)	-	100,000	50,000									315,000
Newlin Gulch Crossing at Parker Homestead (c)	-	-	200,000									600,000
Crown Point Regional Detention Pond	-	-	50,000									550,000
Hilltop Road Water Quality Improvements	-	-	50,000									352,000
MSC Parking Lot	-	-	10,000									710,000
Cherry Creek at KOA (a)	-	-	65,000	250,000								550,000
Cherry Creek at Mainstreet (a)	-	-	200,000									550,000
Sulphur Gulch at Canterbury Trail (a)	-	-	50,000									500,000
Tallman Gulch at Wanderlust (a)	-	-	70,000									710,000
Cherry Creek at Lincoln (a)	-	-	600,000									550,000
Cherry Creek at Cottonwood Phase 1 (a)	-	-	50,000									550,000
Cherry Creek at Cottonwood Phase 2 (a)	-	-	200,000									150,000
Tallman Tributary (a)	-	-	50,000									285,000
Tallman Gulch at Hidden River (a)	-	-	60,000									300,000
Sara Gulch (a)	-	-	60,000									280,000
Lemon Gulch (a)	-	-	60,000									6,500
Newlin Gulch (a)	-	-	60,000									6,000
Oak Gulch (a)	-	-	60,000									14,000
Plate Compactor Attachment	-	-	6,500									45,000
Overseeder Attachment	-	-	6,000									110,000
Rototiller Attachment	-	-	6,500									995,000
Dump Trailer	-	-	14,000									1,000,000
F350 Pickup with Dump Bed	-	-	45,000									250,000
Single Axle Dump Truck	-	-	45,000									280,000
<b>TOTAL EXPENDITURES</b>	<b>468,661</b>	<b>370,500</b>	<b>627,537</b>	<b>775,000</b>	<b>420,000</b>	<b>845,000</b>	<b>915,000</b>	<b>727,000</b>	<b>830,000</b>	<b>995,000</b>	<b>1,000,000</b>	<b>7,505,037</b>
(Use)/Accumulation of Surplus Funds	131,339	251,500	145,500	(113,500)	274,575	(115,696)	(149,231)	77,057	14,260	(108,527)	(69,203)	
<b>ENDING FUND BALANCE</b>	<b>266,339</b>	<b>517,839</b>	<b>663,339</b>	<b>549,839</b>	<b>824,414</b>	<b>708,718</b>	<b>559,487</b>	<b>636,544</b>	<b>650,804</b>	<b>542,278</b>	<b>473,075</b>	

(a) Projects assume matching funds from other governmental agencies i.e. Urban Drainage and Flood Control District, Cherry Creek Basin Water Quality Authority, Douglas County

## Stormwater Utility Fund

**Capital project:** Cherry Creek at Norton Open Space

**Project cost:** \$315,000   **2015 cost:** \$75,000   **2014 cost:** \$200,000   **2013 cost:** \$40,000

### Town goal achieved:

Community Enhancement/Customer Service: This reach of Cherry Creek has degraded leaving vertical banks at the channel toe. The project improvements will include stabilizing the channel invert and promote healthy riparian habitat along the corridor by reconnecting the channel with the adjacent vegetated banks. This will also reduce the risk of major bank erosion that could threaten adjacent properties. These improvements will help protect properties from the potential of bank erosion to encroach upon property lines.

### Description/Discussion:

This project is located on a reach of Cherry Creek from the existing pedestrian bridge adjacent to Cottonwood Park north to the Town Limits. The project is anticipated to entail grade control structures within the channel invert along with bank stabilization in areas where erosion has occurred leaving vertical banks. An increase in development within the watershed along with a steep existing channel slope has resulted in channel and bank erosion. Council approved ordinance No. 9.201 on May 6, 2013 to enter into an Agreement with Urban Drainage to fund the design of this project reach. The design is currently underway and is anticipated to be complete by December 31, 2013. Construction is anticipated to begin in late 2014. This budget request is for construction funding in 2014 and 2015. The current estimate for construction is \$730,000 with project sponsor contributions as follows:

#### 2014:

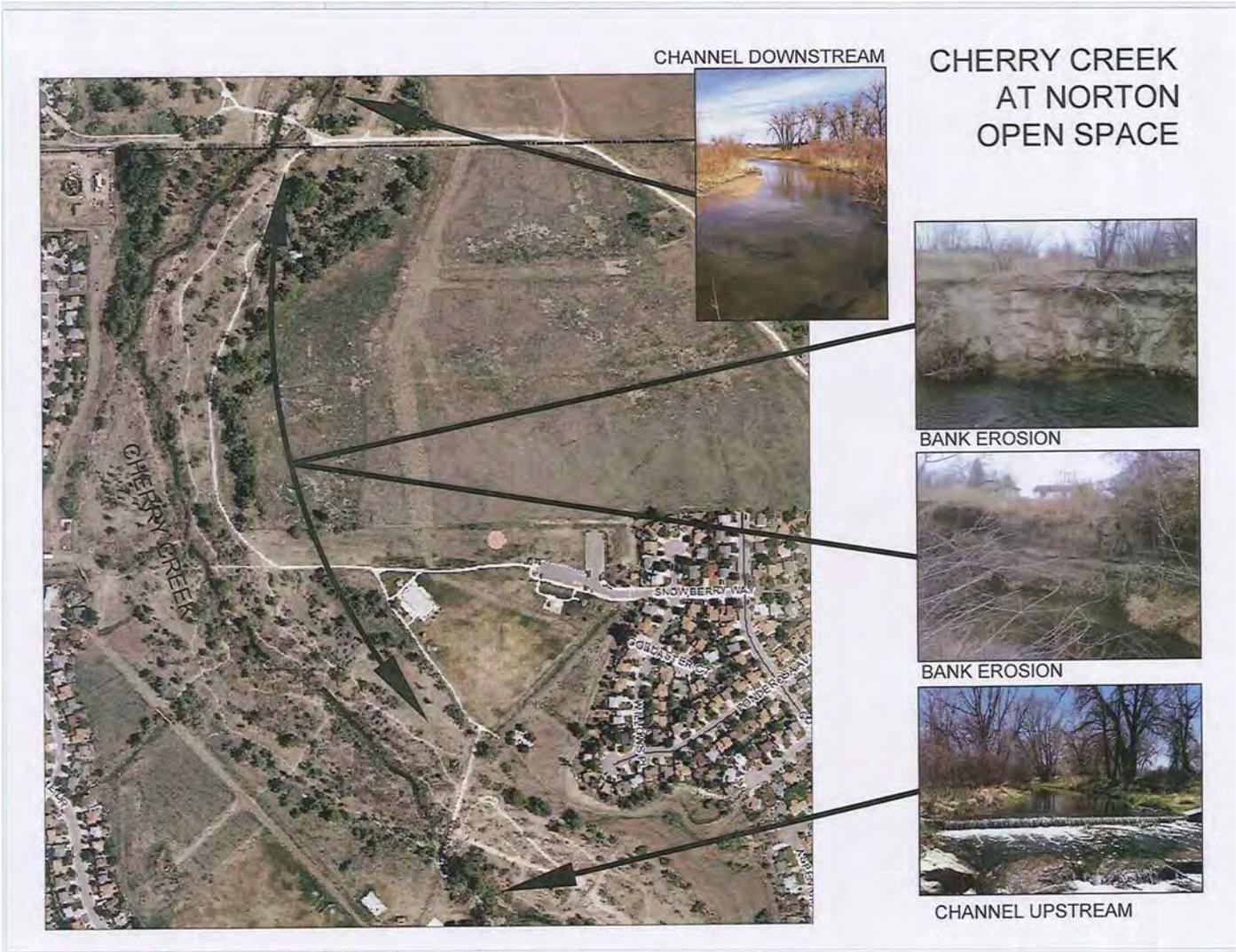
Urban Drainage and Flood Control District	\$160,000
Town of Parker	\$200,000
Cherry Creek Basin Water Quality Authority	\$150,000

#### 2015:

Urban Drainage and Flood Control District	\$100,000
Town of Parker	\$75,000
Cherry Creek Basin Water Quality Authority	<u>\$45,000</u>

**Total cost of construction: \$730,000**





**Capital project:** Newlin Gulch Trail Crossing at Parker Homestead  
**Project cost:** \$165,037

**Town goal achieved:**

Community Enhancement/Customer Service: This trail connection will provide a permanent thoroughfare for pedestrians in and around the Parker Homestead development sites including pedestrian access to sports facilities on Double Angel Road. These improvements will provide pedestrians with a permanent improved trail crossing over Newlin Gulch offsetting the need to walk along Chambers Road.

**Description/Discussion:**

This project is located on a reach of Newlin Gulch between two new single family residential development projects. The project is anticipated to entail formalizing an interim low water crossing installed by the developer with an elevated trail crossing. The elevated trail crossing likely requires a floodplain map revision submittal to FEMA. The developer will install a low water crossing to provide connectivity in the interim while the Town proceeds with design and floodplain map revision submittal to FEMA. Once design and FEMA approval is obtained, the Town will commence construction of the ultimate trail crossing and removal of the interim low water crossing.



## Stormwater Utility Fund

**Capital project:** Sulphur Gulch Improvements in Canterbury Crossing  
**Project cost:** \$125,000

### **Town goal achieved:**

Community Enhancement/Customer Service: This reach of Sulphur Gulch experienced severe erosion during the June 6, 2012 storm. The project improvements will be focused on stabilizing the Gulch and repairing erosion on the downstream side of Canterbury Parkway. These improvements will minimize the impacts associated with flooding and erosion on Sulphur Gulch, at 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 on June 6th 2012 within the Sulphur Gulch watershed. 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 was repaired in 2012 with assistance from Urban Drainage. However, significant erosion occurred downstream of the Canterbury Parkway that required mitigation to ensure the integrity of the bridge and to protect adjacent residential property.

## Stormwater Utility Fund

**Capital project:** Crown Point Regional Detention Pond

**Project cost:** \$200,000

### Town goal achieved:

Community Enhancement/Customer Service: This project will eliminate flooding potential in the area and provide one regional detention facility rather than two smaller facilities. These improvements will help protect properties from the potential of localized flooding reducing the potential inconvenience of residents.

### Description/Discussion:

This project is located behind the Stone Canyon apartment complex adjacent to Cottonwood Drive. The project is anticipated to converting two detention ponds into a regional detention pond. When the two ponds were constructed assumptions were made regarding the upstream development potential. Those assumptions were appropriate at the time, but land uses and potential has changed in the years since the ponds were constructed and the storm infrastructure downstream of the ponds is likely undersized for major runoff events. Constructing a regional pond will save in costly stormwater infrastructure through the apartment complex and under Cottonwood Drive. This funding will include design and construction in 2015. The estimate for the design and construction is \$400,000 with 50 percent of the funding from Urban Drainage and Flood Control District.



## Stormwater Utility Fund

**Capital project:** Hilltop Road Water Quality Improvements  
**Project cost:** \$50,000

### Town goal achieved:

Community Enhancement/Customer Service: The Town has received complaints about water directly running off of Hilltop Road into the drainage system and to Tallman Gulch. This project will detain runoff and release stormwater at rates consistent with historical conditions. This project will result in a structure that will provide water quality from the Hilltop Road expansion project completed several years ago bringing it up to current standards.

### Description/Discussion:

Hilltop Road was widened in 2005 as a capital improvement project. At the time water quality treatment of the expanded road was not a requirement and the project was designed and constructed to industry standards of the time. A recent concern regarding the increase of flow and lack of water quality treatment has been raised. This project will bring the previous project up to current standards in this regard. Although designed and constructed to industry standards at the time, this project will address recent concerns about water quality of the increased runoff from the widened road. The stormwater flows through private property prior to the receiving water of Tallman Gulch and this project will reduce the peak flows through the private property and provide water quality in accordance with current standards.



TOWN OF PARKER  
 CAPITAL PROJECTS - FACILITIES  
 TEN YEAR CAPITAL IMPROVEMENT PLAN  
 2015-2024

DESCRIPTION	ACTUAL 2013	ADOPTED BUDGET 2014	PLANNED BUDGET 2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL 2014 TO 2023
<b>REVENUES:</b>												
Charges for Services:												
General Fund		359,500	320,000	125,000	225,000	115,000	145,000	70,000	-	600,000	-	1,959,500
Parks and Rec Fund		126,610	15,000	8,000	-	-	-	85,000	-	-	-	319,610
PACE Fund		-	-	200,000	-	-	-	-	-	-	-	2,200,000
Transfer in MSC		510,000	465,500	948,000	-	25,000	25,000	-	-	-	-	1,973,500
Grant Funding (a)		310,000	200,000	200,000	-	-	-	-	-	-	-	710,000
<b>TOTAL REVENUES</b>		<b>1,306,110</b>	<b>1,000,500</b>	<b>1,481,000</b>	<b>225,000</b>	<b>140,000</b>	<b>170,000</b>	<b>155,000</b>	<b>-</b>	<b>600,000</b>	<b>2,085,000</b>	<b>7,162,610</b>
<b>EXPENDITURES:</b>												
General Gov't. Carpet Program		30,000	30,000	30,000	30,000	30,000						150,000
Reconfiguration/Updates to Moisenbocker Facility		303,500	250,000									553,500
Public Works Office Bldg. roof (Flat)					35,000							35,000
Public Works Office Bldg. RTU's				20,000	25,000	30,000						75,000
Public Works Parks bldg. Roof					100,000							100,000
Public Works Parks HVAC unit					35,000		25,000					60,000
Town Hall Bldg. Controls		26,000										26,000
Town Hall Boilers							55,000					55,000
Town Hall Roof										600,000		600,000
Town Hall RTU's								70,000				70,000
PD Cooling Tower for A/C Units				75,000								75,000
Concrete removal and enhancement of Old Town Hall patio												20,000
Concrete trail improvements for Stroh Soccer Park												20,000
MSC RTU's							25,000					25,000
MSC (Old School House) Heating unit -boiler (a)		75,000	75,000									75,000
MSC Dry Valve (Fire Sprinkler)			10,000									10,000
MSC Electrical Upgrade		100,000	85,000									85,000
MSC Fire Alarm Panel				78,000								78,000
MSC Fire Sprinkler Head Replacement				10,000								10,000
MSC Gym Conversion				300,000								300,000
MSC Old School House Rehab (a)		495,000	460,000	300,000								1,255,000
MSC Parking Lot Replacement and Lighting				400,000								400,000
MSC RTU for Gym				60,000								60,000
MSC Sewer Line replacement Analysis		150,000										150,000
Ruth Chapel Front Steps			10,500									10,500
Ruth Chapel Seal Foundation Walls			25,000									25,000
PACE Upgrades. Sound Proof Air Wall in Discovery Lab												
PACE Upgrades. Second Floor Rooftop Patio Event Room												
PACE Upgrades. Amphitheatre seating												
PACE A/C Unit for Control Booth				200,000								200,000
Fieldhouse Electrical Surge Protection			15,000									15,000
Fieldhouse Bldg. Controls		29,610										29,610
O'Brien Pool Bldg. Doors				8,000								8,000
											2,000,000	2,000,000



## 2015 Capital Outlay

The following two tables list the capital outlay items that are included in the 2015 budget.

### CAPITAL OUTLAY

#### Facilities

General Government - Town Hall	30,000	<b>Carpet Replacement Program</b> - The carpeting program has been successful in replacing worn-out and damaged carpet in common areas of Town Hall. These funds allow us to continue the program and include offices and conference rooms that have temporary patches which create a trip hazards.
General Government - Parks, Recreation & Open Space	250,000	<b>Reconfiguration/Updates to Motsenbocker Facility</b> - Existing conditions within this facility that need refurbished and or replaced: Shop area, R&R Main salt/sand drain line, R&R interior insulation that has been damaged over the years, install (1) new overhead door to accommodate a pass thru, upgrade security (access) to Town Standards, upgrade HVAC system to meet current indoor air quality standards, office area, reconfigure interior work spaces creating better utilization, new carpet, paint interior, upgrade security access to the Town standards, install energy efficient lighting throughout.
General Government - Parks, Recreation & Open Space	20,000	<b>Concrete removal and enhancement of Old Town Hall patio</b> - The current patio consists of aggregate concrete, grey concrete, and brick pavers. The treatments are in various states of disrepair. There is no appropriate 'patch work' that can be done due to the multiple hardscape styles that make up the patio. In order to create a cohesive and usable outdoor space, the entire concrete patio needs to be removed. Hardscape improvements will then include some combination of a concrete walk, rock and/or organic mulch, landscape boulders, and possibly a small shade structure and seating area.
General Government - Parks, Recreation & Open Space	20,000	<b>Concrete trail improvements for Stroh Soccer Park</b> - The access trail from the parking lot at Stroh Park to the Cherry Creek Regional Trail is only 6' wide. While this is generally wide enough for pedestrian access, it is not wide enough for necessary vehicular access. This trail is the only access point on the south side of the trail system for Town maintenance vehicles. We access the trail multiple times a week for trash pick-up, dog station maintenance, special projects, sign maintenance, and snow plowing. Utility vehicles from other organizations, such as PW&SD and IREA, also use this access trail.
Fieldhouse	15,000	<b>Electrical Power Conditioner</b> - Over the past year we have experienced major component failures to lighting controls, general duty outlets and HVAC components due to fluctuation in power delivered to the building. This project would include a study on the main power and design the "right" components to provide quality protection in the future.

Cultural - Mainstreet Center	75,000	<b>Old School building boiler</b> - Current steam boiler replacement is necessary due to reliability and safety for the clients and staff using the building. Radiators are full of sediment and rust, both restricting flows for comfort and creating leaks with minimal access to replacement parts and materials.
Cultural - Mainstreet Center	10,000	<b>Fire Sprinkler Main Valve</b> - Existing dry” valve is over 15 years old and during the last shutdown/test it failed to function as required. In an emergency if this valve fails to function it would cause the fire sprinkler system to not activate creating major life safety issues.
Cultural - Mainstreet Center	85,000	<b>Upgrade Electrical Panels</b> - The Facilities Division of Public Works is recommending upgrade of electrical distribution for the entire facility. The electrical throughout the facility is in bad repair and actual “breakers” for existing panels are no longer available. New upgraded service from 450 amp to 600 amp will need to be installed to accommodate any power expansions and/or accommodate any historical preservation projects, such as elevators or HVAC units.
Cultural - Mainstreet Center	460,000	<b>Old School House Rehabilitation</b> - The Cultural Department applied for a Historical Society grant for the rehabilitation of the old school house at the Mainstreet Center. The project will restore the facility in multiple phases. Phase one will include restoration of the windows and screens, construction of storm windows, restoration of the front entrance and installation of a new boiler system. The grant will cover 55% of the cost of the project of phase one.
Cultural - Ruth Chapel	10,500	<b>Ruth Chapel front steps</b> - Existing entrance steps have become very deteriorated (wood decayed) and can no longer be patched together creating an unsafe condition for the volume of use they get. Also if the foundation sealing is approved these steps will need to be removed making it impossible to reuse them.
Cultural - Ruth Chapel	25,000	<b>Ruth Chapel Foundation Sealing</b> - During heavy moisture the foundation around the Chapel leaks into the basement. This will require digging the entire perimeter and applying a seal coating to protect the integrity of the structure and prevent further health concerns of mold.
<b>Total Facilities</b>	<b><u>\$ 1,000,500</u></b>	

TOWN OF PARKER  
 CAPITAL OUTLAY - MACHINERY, EQUIPMENT AND SOFTWARE  
 TEN YEAR CAPITAL IMPROVEMENT PLAN  
 2015-2024

DESCRIPTION	ACTUAL 2013	ADOPTED BUDGET 2014	PLANNED BUDGET 2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL 2014 TO 2023
<b>REVENUES:</b>												
General Fund		842,300	361,150	120,000	120,000							1,443,450
LEAF Fund		40,000	-	-	-							40,000
Recreation Fund		23,210	223,085	-	-							246,295
Information Technology Fund		45,350	201,500	-	-							246,850
Fleet Fund	840,478	860,000	960,000	-	-							1,820,000
Facilities Fund		-	35,000	-	-							35,000
<b>TOTAL REVENUES</b>	<b>840,478</b>	<b>1,810,860</b>	<b>1,780,735</b>	<b>120,000</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,831,595</b>
<b>EXPENDITURES:</b>												
One (1) Sergeant patrol vehicle			60,000									60,000
Administrative Vehicle (2)			56,000									56,000
Animal Service Vehicle			65,000									65,000
Wearable Camera System (5 units)			13,600									13,600
Two (2) Additional Police Vehicles		90,000										90,000
Time Division Multiple Access (TDMA) - 2nd Phase		120,000	120,000		120,000							480,000
Dispatch Radio System Replacement		550,000										550,000
Roadway Widener Skid Steer Loader Attachment		30,000										30,000
Single Drum Vibratory Roller		7,500										7,500
Concrete Breaker Backhoe Attachment		21,000										21,000
Toro Versa-Vac Turf Sweeper		23,800										23,800
ADA Accessibility Compliance- Parks/Trails			10,000									10,000
Batting cage for Bar CCC Parks			5,500									5,500
Walk-behind Ryan Mattaway Overseeder			5,750									5,750
Playground equipment updates for O'Brien			10,000									10,000
10x10 Commercial Grade Pop-up Tents			9,000									9,000
Ryan Renovaire 72 tow aerator with ¾" coring tines			6,300									6,300
Two (2) License Plate Recognition (LPR) units		40,000										40,000
Two (2) Precor Adaptive Motion Train		12,210										12,210
Octane LateraX Elliptical Trainer		11,000										11,000
Precor 835 Treadmills (12)			75,000									75,000
Stairmaster Stepmill (3)			13,085									13,085
Electronic Gymnasium Basketball Hoop system (6)			45,000									45,000
Parks & Recreation Management Software			90,000									90,000
Fleet Replacements		840,478	960,000									1,820,000
Point-to-Point and Port-to-Multiport RF Antenna Links		860,000										860,000
Software Upgrade for Bridgewater Antennas		33,800										33,800
Pikes Peak A/V Replacement		11,550										11,550
PD SANS			19,500									19,500
Firewall Project			120,000									120,000
			32,000									32,000

Continued



**CAPITAL OUTLAY**

**Machinery and equipment**

Police	60,000	<b>Police Sergeant Vehicle</b> - The police department is planning for the addition of one new Sergeant in 2015. These addition will require one additional police vehicles. Police vehicles are deployed in the field daily for all types of call response including life threatening situations. Reliable police vehicles are essential to providing residents proper police service.
Police	56,000	<b>Two (2) Additional Administrative Vehicles</b> - These vehicles are needed for daily use by various staff to attend training, perform court relays, and other administrative type duties. The pricing described is based on the purchase of two Ford Fusion sedans equipped with a basic lighting package and radio.
Police	120,000	<b>Time Division Multiple Access (TDMA)</b> - Our current portable and mobile radios operate in both 700 and 800 MHz frequency ranges, but are not TDMA compatible. The Federal Communications Commission has mandated that the 700 MHz frequency range be converted to Time Division Multiple Access (TDMA) technology by 2017. The department is requesting to put into place a multi-year replacement plan. This request is the second phase of that plan.
Police	65,000	<b>One Additional Animal Service Vehicle</b> - This additional vehicle is needed to meet the needs of our daily deployment. The department only has one animal service vehicle at this time which causes issues when it is being serviced due to the lack a suitable back up vehicle. The addition of this new animal service will provide adequate back up and provide an additional vehicle when more than one animal service officer is on duty.
Police	13,600	<b>Panasonic Wearable Camera System</b> - The police department purchased 5 body worn video systems in 2014. The use of this equipment has proven valuable in capturing important video evidence that has enhanced the department's ability to successfully convict perpetrators in a wide array of criminal activity.
Streets	120,000	<b>Backhoe Loader</b> - This additional unit would be utilized by all of Public Works' and Parks' operational divisions. The need for this additional unit was originally pursued in 2009 but "shelved" due to the economic downturn. Due to continued growth of the Town, this need has increased and should be purchased in 2015. As productivity has increased, the need for a larger backhoe in the Streets division has been a limiting factor. The intent is that the existing smaller backhoe would become a Parks piece of equipment and a new (larger) backhoe would be purchased for the Streets Division to increase productivity and accountability.
Streets	265,000	<b>Regenerative Air Street Sweeper</b> - In 2000, the Town began in-house street sweeping operations and since that time, the Town has seen significant growth in lane-miles of roadways that need sweeping with no increase in equipment. The Town cannot continue to meet its commitments for roadway sweeping after snow events due to the roadway growth without additional equipment. A regenerative air street sweeper is a very large vacuum cleaner mounted on a truck chassis that vacuums up roadway debris. In talking with other communities in the metro Denver area, a regenerative air street sweeper can cover more lane miles per day and is less apt to break down due to less moving parts.

Parks	10,000	<b>Playground Equipment Updates for O'Brien</b> - The playground at O'Brien was built in 2005. After 9 years, several pieces of equipment need to be updated. Our parks need to stay relevant and attractive as they age. The O'Brien playground continues to be a huge draw to the park and is extremely well used, but the high use of the playground necessitates periodic updates.
Parks	5,500	<b>Batting cage for Bar CCC Parks</b> - In 2011, The Town of Parker partnered with Parker Youth Sports to purchase and install two batting cages at Salisbury Park and one on Town-owned land behind Challenger Park on the old skatepark concrete. The batting cages at Salisbury have been a huge success. We would now like to install a batting cage at Bar CCC Park.
Parks	5,750	<b>Walk-behind Ryan Mataway Overseeder</b> - The purpose of a turf overseeder is to establish grass seed in worn or bare turf areas. The equipment slices the ground and drops in the proper rate of seed, thereby establishing the seed-soil contact necessary for good germination. The worst worn areas are typically sections of athletic fields that see a concentrated amount of use, such as goal mouths on soccer and lacrosse fields and the grass infield at Salisbury field #2. If you can constantly oversee these areas you can keep seedlings better established and reduce or eliminate bare spots. Without this high-intensity maintenance, goal mouths and other heavily used areas get worn down to packed dirt in a matter of weeks and must be resodded during the offseason.
Parks	10,000	<b>ADA Accessibility Compliance- Parks/Trails</b> - These requested funds will be utilized for updating playground access routes which were deemed non-compliant during the playground accessibility audit we had conducted for this compliance purpose. This will entail removing/re-pouring some concrete ramps into play areas at a more ADA-compliant slope and cross-slope, as well as supplementing existing safety surfacing where needed.
Parks	9,000	<b>Twelve (12) 10x10 Commercial Grade Pop-up Tents</b> - We will purchase twelve (12) new tents, all with green canopies. Green canopies will make the tents easily identifiable as Town tents, so that after events staff knows exactly which tents are the Town's and will collect the correct tents.
Parks	6,300	<b>Ryan Renovaire 72" Tow Aerator with 3/4" Coring Tines</b> - The purpose of a pull-behind core aerator is to aerate turf athletic fields and passive turf areas. Athletic fields are generally aerated 3-5 times per season and passive turf is aerated 1-2 times per season. Core aerators pull plugs allowing for reduced compaction, increased water penetration, promotion of root growth, and increased movement of fertilizer and air
Recreation Center	75,000	<b>Twelve (12) Precor Treadmills</b> - The average commercial treadmill has a lifespan of approximately 3 to 4 years based on the frequency of use. Due to the regular use and popularity of the Parker Recreation Center, we propose full replacement of all the treadmills in 2015.

Recreation Center	13,085	<b>Three (3) Stairmaster Stepmill</b> - We are replacing the existing 3 Stepmills that were purchased 8 years ago with 3 new Stepmills. Within this past year, our current Stepmill trainers have shown significant wear-and-tear you would expect to see on equipment of this age and with such high usage. This has led to downtime with the current pieces and has caused us to start replacing larger ticket items.
Recreation Center	45,000	<b>Gymnasium Basketball Hoop Systems (6)</b> - With the addition of the building expansion that will update and modernize the facility it is important to update certain elements in the existing building in order to give our customers the optimal experience of a newly renovated facility. One item in desperate need of updating is the side basketball hoops. These hoops (originally installed in 1994) must be manually raised and lowered to accommodate the different programs that we offer as well as the different needs of our members and guests.
Recreation Center	90,000	<b>Parks and Recreation Management Software</b> - New software provide more efficient and user-friendly experience for registrants, it will also provide a suite of additional modules: Membership and Pass Management, Patron Online Account Access, Point of Sale Software, Mobile Real-Time Access via Smartphone/tablets, Online Registration System, Financial Reporting, Incident Reporting, League Scheduling, Personal Trainer Scheduling, Inventory Control, Day Camp Program Management
Information Technology	19,500	<b>Pikes Peak Conference Room A/V Equipment Replacement</b> - With the removal of the large podium in Pikes Peak, the decision was made to re-use the existing Crestron switching and control equipment in the new cabinet. This equipment was installed in 2005 and has never been replaced or updated. The main switching unit has now failed and any replacement units are not compatible with the older equipment.
Information Technology	120,000	<b>Two (2) New Storage Area Network Systems</b> - As the Police Department grows and adds new technology, their need for data storage increases. This growth is exceeding the rate at which the Town's data storage needs are growing. So, the Police Department needs their own SAN systems so the department can continue to function at a high level going forward.
Information Technology	32,000	<b>FortiGate Firewall High Availability Solution</b> - With the purchase and integration of the new FortiGate firewall into the Town's Internet infrastructure, I.T. is providing more comprehensive system security and web filtering for the Town. But, as with any single device, having only one firewall creates a single point of failure. If that device were to go down, the Town would lose all Internet connectivity.
Information Technology	30,000	<b>New SAN Switches</b> - As part of the ongoing maintenance of our virtual server infrastructure, we are replacing/upgrading equipment that has reached end-of-life according to our technology management policy. Part of that infrastructure includes the network switches that manage traffic to our SAN hardware. In an effort to keep our technology current, and provide a quality user experience to Town staff, we are upgrading the network speeds for our entire virtual server infrastructure to 10Gb. The current network switches will not support that speed.

Stormwater Fund	6,500	<b>Plate Compactor Attachment for Skid Steer-</b> A plate compactor attachment for the skid steer will enable the stormwater crew to properly re-compact soil in areas that have been regraded or filled in a more efficient manner. Currently the crew re-compacts with the mini-excavator or skid steer buckets and/or with loaner compaction equipment. Compactive effort is required for the majority of the maintenance work performed by the crew and proper loaner equipment is not always available. The plate compactor attachment will enable the stormwater crew to work more efficiently when grading or filling a site for minor construction.
Stormwater Fund	6,000	<b>Over Seeder Attachment for Skid Steer -</b> The over seeder attachment will enable a single crew member to perform a maintenance task requiring a skidsteer and re-seeding. Currently, the crew hand broadcasts seed after maintenance activities or in areas requiring vegetation enhancement. Hand broadcasting seed generally requires at least twice as much seed as compared to utilizing a seeder. Hand broadcasting seed also does not provide the consistency that a seeder would provide, therefore, a seeder would help reduce the probability of needing to seed areas more than once due to poor vegetation establishment.
Public Works - Facilities Services Fund	35,000	<b>1-Ton Service Van -</b> With the addition of one new FTE to the Facilities Department, an additional vehicle is required. This unit is essential for maintaining all Town facilities in a safe, clean and healthy manner.
Public Works - Fleet Services Fund	960,000	<b>Fleet Replacements -</b> The fleet is one of the major tools that staff uses to provide services to our citizens. In 2012, 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. In 2013, the system was further refined to help stabilize (i.e. even out) this fluctuating impact to the General and other user Funds. The replacement schedule of specific units based on statistical criteria is \$1,006,000 ; however further analysis of specific units indicates the need for funding \$860,000. 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.
<b>Total Machinery and Equipment</b>	<u>\$ 2,178,235</u>	

TOWN OF PARKER  
 NON-ROUTINE CAPITAL IMPROVEMENT PROJECTS WITH A SIGNIFICANT IMPACT ON THE OPERATING BUDGET  
 2015-2024

Capital Project and Description of Impacts	Operating Fund Impacted	Estimated Operating Impact Per Year										
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Public Works Facility</b> With any new facility, there will be ongoing utility and maintenance costs. Pending approval of the design budget (2013 supplemental budget request), it is unknown at this time what the exact costs are anticipated to be, but estimated costs are included and will be updated as more information becomes available. The site landscaping will be as xeric and low maintenance as possible. The building is anticipated to be precast concrete which will help minimize maintenance costs.	General	\$ -	\$ 86,100	\$ 88,700	\$ 91,400	\$ 94,100	\$ 96,900	\$ 99,800	\$ 102,800	\$ 105,900	\$ 109,100	
<b>Library Civic Plaza Park</b> Completion of this project will result in increased maintenance costs associated with the site but until the design is completed, the best estimated costs have been included.	General	\$ -	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	
<b>East/West Regional Trail</b> Construction of this trail will result in approximately one additional mile of trail to repair and maintain.	General	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
<b>Recreation Center Expansion</b> The expansion will add 25,000 sq.ft. of space. Major components that would be included in the proposed expansion include, expanded leisure pool with various aquatic amenities, therapy pool for senior therapeutic needs and injury rehabilitation, family changing rooms to serve a broader demographic segment of our community, additional activity rooms for youth, adult, and older adult fitness/enrichment classes, and an improved lobby area that is more customer friendly and serves as a community gathering space. This will increase utilities and maintenance costs for the facility.	Recreation	\$ -	\$ 38,000	\$ 39,100	\$ 40,300	\$ 41,500	\$ 42,700	\$ 44,000	\$ 45,300	\$ 46,700	\$ 48,100	
<b>Pine Drive/Summeret Lane Traffic Signal</b> The traffic signal will require electricity and monthly repair & maintenance (R&M). Currently the Town's R&M rate is running \$3,000 per year and electricity is estimated at \$400 a month.	General	\$ -	\$ 200	\$ 210	\$ 221	\$ 232	\$ 244	\$ 256	\$ 269	\$ 282	\$ 296	
<b>Harive Open Space</b> Maintenance of open space will result in approximately 70 acres to maintain. The additional maintenance will require the addition of one new parks position in 2016	General	\$ -	\$ -	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	



## Appendix

Included in this section of the budget document is the following information:

- Economic and Demographic Detail
- Budget Ordinance 1.442 – Adoption of Budget
- Budget Ordinance 1.443 – Setting of Mill Levy
- Glossary
- Financial Trends Monitoring System (FTMS)



*Mayor's Holiday Lighting – Downtown Parker*

**TOWN OF PARKER, COLORADO**  
**Principal Sales and Use Tax Payers**  
**Last Seven Years**

<b>TYPE OF INDUSTRY</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Aggregate top ten filers	\$ 11,971,786	\$ 11,331,992	\$ 12,477,140	\$ 12,366,466	\$ 13,355,597	\$ 15,225,597	\$ 16,299,120
Aggregate all other filers	11,275,863	12,572,258	11,941,760	12,609,405	12,986,281	13,637,174	14,682,794
Total sales taxes	23,247,649	23,904,250	24,418,900	24,975,871	26,341,878	28,862,771	30,981,914
Top ten filers as a percentage of total sales tax	51.50%	47.41%	51.10%	49.51%	50.70%	52.75%	52.61%

2013 Top ten filers in alphabetical order: Costco Wholesale #1022, Douglas County, Intermountain Rural Electric Association, King Soopers #75, King Soopers #68, Lowes HIW Inc, Safeway Store 45 Inc, Target Corporation, The Home Depot USA Inc, Walmart Stores Inc

Source: Town of Parker Finance department



**TOWN OF PARKER, COLORADO**  
**Operating Indicators by Function**  
**Last Seven Years**

	2007	2008	2009	2010	2011	2012	2013
<b>General Government</b>							
<i>Building Permits:</i>							
Single-family residential units	232	142	43	112	183	381	332
Valuation	\$ 67,334,924	\$ 45,050,250	\$ 16,005,637	\$ 32,509,630	\$ 55,076,498	\$ 119,581,591	\$ 117,231,450
Multi-family residential units	3	-	-	7	7	38	-
Valuation	\$ 618,078	\$ -	\$ -	\$ 1,295,564	\$ 1,338,620	\$ 7,420,142	\$ -
Total commercial new, remodel and other	582	615	631	466	416	515	628
Valuation	\$ 75,476,426	\$ 45,345,961	\$ 41,666,769	\$ 36,123,583	\$ 25,251,892	\$ 19,139,318	\$ 27,232,684
<i>Tax and Licensing:</i>							
Business licenses issued	175	227	513	458	333	749	631
<i>Community Development:</i>							
Code enforcement inspections	1,700	1,721	2,200	2,059	2,221	2,589	2,047
<b>Public Safety</b>							
<i>Police:</i>							
Calls for service *	53,569	55,721	65,821	63,995	58,009	60,084	65,122
Total charges *	6,003	5,516	4,841	4,379	4,431	5,325	5,218
<i>Building Inspection:</i>							
Total building inspections	21,408	17,694	18,122	14,490	16,061	34,622	27,238
<b>Highways and Streets</b>							
<i>Streets:</i>							
New roadway additions (miles)	6	2	14	12	13	7	2
<b>Parks and Recreation</b>							
<i>Recreation:</i>							
Adult sports leagues	8	8	8	7	8	8	8
Youth sports leagues	9	9	14	15	17	17	23
Adult league attendance	4,079	5,440	6,195	5,874	5,556	6,584	6,036
Youth league attendance	8,572	8,319	8,754	8,813	8,438	9,360	10,576

\* Parker Police Department reports incidents based on the National Incident Based Reporting System. The totals shown are based on charges, not the number of incidents that occurred. It is possible, even likely, that an incident had more than one Colorado State Statute or Municipal charge associated with it. Crime Statistics are by nature dynamic, which allows for additions, deletions and modifications at any time.

**Source:** Various Town of Parker departments. Information prior to 2007 not available.

**TOWN OF PARKER, COLORADO**  
**Capital Assets by Function and Program**  
**Last Ten Years**

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>General government</b>										
Town hall	1	1	1	1	1	1	1	1	1	1
Other office buildings	1	1	1	1	1	1	1	1	1	1
<b>Public safety</b>										
Police station	1	1	1	1	1	1	1	1	1	1
<b>Public works</b>										
Facilities	1	1	1	1	1	1	1	1	1	1
Miles of roadway	132	134	137	143	145	159	171	177	178	180
<b>Parks, culture and recreation</b>										
Mainstreet Center	1	1	1	1	1	1	1	1	1	1
PACE Center	-	-	-	-	-	-	-	-	-	-
Recreation Center with indoor pool	1	1	1	1	1	1	1	1	1	1
Fieldhouse	-	-	-	1	1	1	1	1	1	1
Outdoor pool	1	1	1	1	1	1	1	1	1	1
Parks										
Regional	2	2	2	2	2	2	2	1	1	1
Local	9	9	9	10	11	11	11	11	11	12

Source: Town of Parker

**TOWN OF PARKER, COLORADO**  
**Demographic and Economic Information**  
 Last Ten Years

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Area in square miles	18.80	19.70	19.70	19.70	20.20	20.50	20.50	20.80	21.20	21.20
Housing units	14,281	15,027	15,826	16,184	16,451	16,508	16,620	16,731	17,133	17,451
Population	40,241	42,562	44,211	45,211	45,244	45,259	45,297	45,758	46,919	47,823
Average persons per household	2.92	2.92	2.88	2.88	2.85	2.85	2.85	2.84	2.84	2.84
Median age	34.50	34.50	34.50	34.50	34.50	35.40	36.60	36.10	35.80	34.40
High school graduates - persons age 25+	97.0%	97.0%	97.0%	97.0%	96.0%	97.0%	97.0%	97.1%	97.2%	97.5%
Bachelor's degree or higher - persons age 25+	51.9%	51.9%	51.9%	51.9%	56.0%	45.3%	45.3%	46.9%	47.5%	48.5%
Unemployment rate	3.4%	3.0%	2.5%	2.3%	3.0%	5.0%	5.2%	7.5%	6.8%	6.1%
Per capita income	\$ 43,115	\$ 48,416	\$ 53,329	\$ 58,305	\$ 62,633	\$ 62,500	\$ 65,874	\$ 71,463	\$ 75,317	\$ 79,127
Total personal income (in thousands)	\$ 1,734,991	\$ 2,060,682	\$ 2,357,728	\$ 2,636,027	\$ 2,833,767	\$ 2,828,688	\$ 2,983,895	\$ 3,270,004	\$ 3,533,798	\$ 3,784,091

**Source:** Town of Parker, Douglas County, Nielsen Claritas Site Reports, Bureau of Economic Analysis. Information prior to 2003 not available.  
 2013 PCI data not available. Used trend analysis to estimate value

ORDINANCE NO. 1.442, Series of 2014

**TITLE: A BILL FOR AN ORDINANCE TO ADOPT THE 2015 BUDGET 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 2015 was presented by the Town Administrator on October 13, 2014; and

WHEREAS, upon due and proper notice published and posted in accordance with the Town of Parker Home Rule Charter, said proposed budget was open for inspection by the public at the Town Hall, and a Public Hearing was held on November 3, 2014, and December 1, 2014, 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:

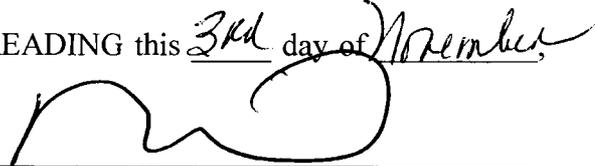
**Section 1.** The 2015 budget for the Town of Parker, Colorado, which is attached hereto as **Exhibit A** and incorporated by this reference, is hereby adopted and the monies are appropriated to the various funds as the same are budgeted.

**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 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 3rd day of November, 2014.

  
Mike Waid, Mayor

ATTEST:

  
Carol Baumgartner, Town Clerk

ADOPTED ON SECOND AND FINAL READING this 1st day of December  
2014.

  
Mike Waid, Mayor

ATTEST:

  
Carol Baumgartner, Town Clerk

APPROVED AS TO FORM:

  
James S. Maloney, Town Attorney

**Exhibit A**

**Town of Parker  
2015 Annual Budget**

**General Fund**

Beginning fund balance	\$ 22,123,735
Revenues	40,692,537
Expenditures	47,533,906
Ending fund balance	<u>\$ 15,282,367</u>

**Conservation Trust Fund**

Beginning fund balance	\$ 3,631,836
Revenues	440,900
Expenditures	3,750,000
Ending fund balance	<u>\$ 322,736</u>

**Parks and Recreation Fund**

Beginning fund balance	\$ 4,630,075
Revenues	19,856,375
Expenditures	20,532,224
Ending fund balance	<u>\$ 3,954,226</u>

**Law Enforcement Assistance Fund**

Beginning fund balance	\$ 121,414
Revenues	136,500
Expenditures	175,400
Ending fund balance	<u>\$ 82,514</u>

**PACE Fund**

Beginning fund balance	\$ 250,415
Revenues	3,231,600
Expenditures	3,273,362
Ending fund balance	<u>\$ 208,653</u>

**Recreation Fund**

Beginning fund balance	\$ 945,276
Revenues	5,812,950
Expenditures	6,430,892
Ending fund balance	<u>\$ 327,334</u>

**Exhibit A**

**Mainstreet Center Fund**

Beginning fund balance	\$ 398,446
Revenues	607,400
Expenditures	833,163
Ending fund balance	<u>\$ 172,683</u>

**Capital Renewal and Replacement Reserve Fund**

Beginning fund balance	\$ 1,948,176
Revenues	1,900
Expenditures	-
Ending fund balance	<u>\$ 1,950,076</u>

**Public Improvements Fund**

Beginning fund balance	\$ 12,119,918
Revenues	12,086,171
Expenditures	17,113,675
Ending fund balance	<u>\$ 7,092,414</u>

**Excise Tax Fund**

Beginning fund balance	\$ 6,401,443
Revenues	1,711,200
Expenditures	3,950,000
Ending fund balance	<u>\$ 4,162,643</u>

**Police Station/PACE Center Construction Fund**

Beginning fund balance	\$ 63,861
Revenues	300
Expenditures	-
Ending fund balance	<u>\$ 64,161</u>

**Parkglenn Construction Fund**

Beginning fund balance	\$ 199,607
Revenues	661
Expenditures	200,268
Ending fund balance	<u>\$ 0</u>

**Exhibit A**

**General Debt Service Fund**

Beginning fund balance	\$ -
Revenues	941,395
Expenditures	941,395
Ending fund balance	<u>\$ -</u>

**Recreation Debt Service Fund**

Beginning fund balance	\$ -
Revenues	1,711,438
Expenditures	1,711,438
Ending fund balance	<u>\$ -</u>

**Stormwater Utility Fund**

Beginning fund balance	\$ 4,357,276
Revenues	1,919,900
Expenditures	2,022,904
Ending fund balance	<u>\$ 4,254,271</u>

**Fleet Services Fund**

Beginning fund balance	\$ 2,777,046
Revenues	1,460,265
Expenditures	1,766,790
Ending fund balance	<u>\$ 2,470,521</u>

**Technology Management Fund**

Beginning fund balance	\$ 248,282
Revenues	2,642,175
Expenditures	2,670,531
Ending fund balance	<u>\$ 219,926</u>

**Facilities Services Fund**

Beginning fund balance	\$ (25,966)
Revenues	891,200
Expenditures	839,008
Ending fund balance	<u>\$ 26,226</u>

**Exhibit A**

**Medical Benefits Fund**

Beginning fund balance	\$ -
Revenues	2,658,287
Expenditures	<u>2,040,000</u>
Ending fund balance	<u><u>\$ 618,287</u></u>

ORDINANCE NO. 1.443, Series of 2014

**TITLE: A BILL FOR AN ORDINANCE TO LEVY GENERAL PROPERTY TAXES FOR THE YEAR 2014 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF PARKER, COLORADO, FOR THE 2015 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 December 1, 2014;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is **\$1,496,238**;

WHEREAS, the 2014 valuation for assessment for the Town of Parker, as certified by the County Assessor, is \$575,033,669;

WHEREAS, pursuant to the provisions of Section 39-3-119.5, C.R.S., nonexempt personal property parcels shall be exempt from the levy and collection of property tax if the personal property would otherwise be listed on a single personal property schedule and the actual value of such personal property is seven thousand dollars (\$7,000.00) or less;

WHEREAS, pursuant to Paragraph 8(b) of Section 20 of Article X of the Colorado Constitution, each taxing district in Colorado may enact cumulative uniform exemptions and credits to reduce or end business personal property taxes;

WHEREAS, the personal property tax is a tax which is levied annually and is in addition to all applicable sales and use taxes collected when any personal property is first utilized in a business;

WHEREAS, the Town Council believes that increasing the exemption amount for personal property taxes on a temporary basis for the year 2014 would benefit the businesses in the Town of Parker, would not significantly impact the Town's budgets, and would not cause a reduction in services to taxpayers and residents of the Town of Parker; and

WHEREAS, the Town Council desires to establish a tax policy, which will remain in effect on a temporary basis for the year 2014, it being the explicit purpose and understanding of the Town Council that a return to the prior exemption limits under Section 39-3-119.5, C.R.S. is not a tax policy change or a new tax as contemplated by TABOR.

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 2015 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 2014.

**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.

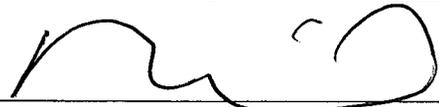
**Section 3.** The Town Council hereby establishes a temporary tax policy to increase the uniform exemption from taxation upon business personal property to cause the first hundred thousand dollars in business personal property tax listed on a single personal property schedule to be exempt from the levy and collection of personal property tax for the year 2014. This increased exemption amount shall apply to all parcels located in the Town of Parker and shall apply to those taxes levied by the Town of Parker. Town Council further directs that the Town Finance Department take whatever actions are necessary to implement this temporary policy, including any changes to the certification of mill levy filed annually with Douglas County.

**Section 4. 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 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 5. 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 6.** This Ordinance shall become effective ten (10) days after final publication.

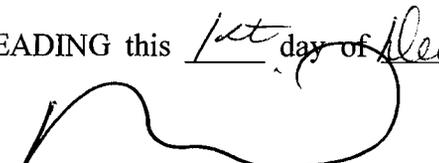
INTRODUCED AND PASSED ON FIRST READING this 3<sup>rd</sup> day of November 2014.

  
\_\_\_\_\_  
Mike Waid, Mayor

ATTEST:

  
\_\_\_\_\_  
Carol Baumgartner, Town Clerk

ADOPTED ON SECOND AND FINAL READING this 1<sup>st</sup> day of December 2014.

  
\_\_\_\_\_  
Mike Waid, 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.

***Budgetary Legal Level of Control*** – The legal level in which expenditures cannot exceed total appropriations. For the Town of Parker, that is at the fund level.

### ***Budget Procedure*** – Requirements of the Parker Town Charter

Section 9.2 of the Parker Town Charter states “A proposed budget for the ensuing fiscal year shall be presented to the Council on or before the fifteenth day of October of each year”.

Section 9.5 of the Parker Town Charter states “Not later than the 15th day of December of each year, the Council shall adopt on final reading an ordinance for the budget and an ordinance for the annual appropriations”.

This budget and the process for public hearing and Council adoption far exceed the requirements of Article XI. All of Council has copies of the Parker Town Charter, and it is widely available for public review. Article IX provides for amendments of this Budget after adoption in Section 9.12.

**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.

**Reduction of Appropriations** - If at any time during the fiscal year it appears probable to the Mayor that the revenues available will be insufficient to meet the amount appropriated, he shall

provide a report to the Council without delay indicating the estimated amount of deficit and his recommendations as to any steps to be taken. The Council shall then take such further action as it deems necessary to prevent or minimize any deficit, and for that purpose it may by ordinance reduce one (1) or more appropriations.

**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.

**Supplemental Appropriation**

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

**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.

**Transfer of Appropriations** - The Council may by resolution transfer any unencumbered appropriation, balance or portion thereof from one (1) department, office or agency to another.

**UDFCD** – Urban Drainage and Flood Control District



# **FINANCIAL TREND MONITORING SYSTEM**



## **AN EVALUATION OF FINANCIAL TRENDS 2009 - 2013**

**Prepared by**

**The Finance Department**

**TOWN OF PARKER  
AN EVALUATION OF FINANCIAL TRENDS  
2009 - 2013**

**Table of Contents**

	<b><u>Page Number</u></b>
<b>SUMMARY</b> .....	269
<b>INTRODUCTION</b>	
Financial Condition .....	271
How to Use This Report .....	272
Methodology .....	272
Definitions.....	273
<b>TREND EVALUATIONS BY FACTOR</b>	
Revenues .....	275
Expenditures.....	283
Operating Position .....	287
Debt Indicators .....	295
Unfunded Liabilities .....	300
Capital Plant .....	302
Local Economic and Demographic Characteristics .....	307

# LIST OF INDICATORS

<b>Factor</b>	<b>Indicator</b>	<b>Page</b>
<b>Revenues</b>	Revenues Per Capita .....	276
	Property Tax Revenues.....	277
	Intergovernmental Revenues .....	278
	Elastic Tax Revenues.....	279
	One-Time Revenues .....	280
	Restricted Operating Revenues .....	281
	Revenue Surplus (Shortfalls) .....	282
<b>Expenditures</b>	Expenditures Per Capita.....	284
	Employees Per 1,000 Citizens .....	285
	Employee Benefits.....	286
<b>Operating Position</b>	Operating Revenues Over (Under) Expenditures .....	289
	Fund Balances.....	290
	Liquidity .....	291
	Stormwater Utility Operations - Income and Losses .....	292
	Recreation Operations - Income and Losses.....	293
	PACE Operations - Income and Losses.....	294
<b>Debt Indicators</b>	Current Liabilities.....	296
	Combined Long-Term (Overlapping) Debt.....	297
	Debt Service – General Fund.....	298
	Debt Service – Parks and Recreation Fund.....	299
<b>Unfunded Liabilities</b>	Accumulated Employee Leave.....	301
<b>Capital Plant</b>	Capital Equipment Outlay.....	303
	Depreciation – Governmental and Business .....	304
	Type Activities Infrastructure Replacement .....	305
<b>Local Economic and Demographic Characteristics</b>	Median Age .....	308
	Property Value.....	309
	Employment Base .....	310
	Business Activity.....	311
	Population.....	312

## **SUMMARY**

As part of the annual budget review and process, the Town has prepared an historic evaluation of the financial condition of the Town. This evaluation organizes the numerous factors that affect the Town's financial condition into identifiable trends that can be monitored. Analysis of positive and negative trends allows the Town to make informed plans and recommendations.

### **Methodology:**

Financial condition is defined as the ability of the Town to fund the services required both now and in the future. Services are costs essential to maintaining the quality desired and required for the health, safety and general welfare of the citizens. The Town uses the Financial Trend Monitoring System developed specifically for local governments by the International City/County Management Association (ICMA) as the foundation for this analysis.

This analysis is developed around seven major factors, each having measurable financial condition indicators:

#### **Factors**

- Revenues
- Expenditures
- Operating Position
- Debt Indicators
- Unfunded Liabilities
- Capital Plant
- Local Economic and Demographic Characteristics

For each factor, the quantifiable indicators of the level of solvency are identified, graphed and the trend analyzed. To assist in understanding the detailed information, the definitions included in the introductory section should be reviewed.

### **Analysis:**

In 2013, the national, state, and many local economies showed more improvement from the impacts of the recession that ended in July of 2009. While the recovery has been slow, unemployment, and the housing markets showed marked improvements at the state and local level. Countywide the economy continued to expand and continues to experience a more rapid pace of employment than Metro Denver. On the national level, the numbers have been mixed and stock market volatility is still a factor. The impacts of the current economy on the Town were not as pronounced in 2009 as in the rest of the State. In fact, the Town weathered the recession fairly well and saw increase to reserves throughout recession and continues to do well. In general, both revenues and expenditures increased in 2013. The increase in expenditures is primarily due to funding for maintenance of the Town's roadway infrastructure and for replacement of aging or outdated equipment that was frozen as a precautionary measure during the recession. In most other areas, departments were able to maintain expenditures in line with 2012 levels. Certain trends showed an improvement in 2013, such as an increase in Elastic Tax Revenues, Revenues per Capita and Expenditures per Capita. In addition, increases in the net operating revenues reflect overall positive results for 2013. These areas still require monitoring, but none are a major cause of concern unless the trend turns negative in the future.

Over the years, the Town's revenues have been buffered by its diverse sales and use tax base. New commercial and industrial construction and a strong housing market provide for a strong property tax base. On the expense side, increasing operational costs, upward pressures on wages and benefits have the most significant impacts to the Town's budget.

The following provides additional analysis and summary of some of the specific trend areas for the Town:

■ Revenues

Certain revenues continued to remain strong through 2013, with sales taxes increasing 6.8% and use taxes increasing 195% compared to 2012. For 2014, year-to-date sales tax revenues are up 6.5% compared to 2013. For the future, new construction has made additional retail locations available within the Town. Pro-active marketing efforts continue to highlight the Town and generate interest in Parker. In addition, good use of economic incentives has helped bring new businesses to Parker.

■ Expenditures

Expenditures have been increasing over the past several years as growth occurs within the Town and on the perimeters of the Town's boundaries, service needs increase, and outside pressures on costs climb. Both salaries and benefits continue to experience upward pressure in order for the Town to recruit and retain quality employees. Health care and the related cost of insurance are expected to increase annually, but plan design changes have been utilized to keep increases manageable.

Given the slow to moderate economic recovery, the Town must continue to address expenditures to keep them in line with the anticipated revenues and find more sustainable adjustments to expenditures going forward.

■ Operating Position

The health of the Town's operating position in the General Fund is reflected in the indicators. The Fund consistently shows an operating surplus, with any deficits planned and budgeted for. Fund balances and liquidity ratios continue to be at the high end of acceptable levels.

■ Debt Indicators

In 2006, the Town issued \$17.025 million in sales and use tax bonds to construct the Town of Parker Fieldhouse. The bonds are fully insured and are pledged against sales/use tax revenues. In 2009, Certificates of Participation were issued to finance the construction of a new Police Station and the PACE center. Annual debt service is payable from all general revenues of the Town, although no particular revenues of the Town are pledged to the payments, the Town expects the majority of the funds available to pay the debt service will be derived from revenues received from a 2.5% sales tax currently levied by the Town.

■ Unfunded Liabilities

The Town contributes to the Statewide Defined Benefit Plan, a cost-sharing multiple-employer defined benefit pension plan administered by the Fire and Police Pension Association (FPPA) for all sworn police officers of the Town. Contribution requirements of plan members and the Town are established by statute. The contribution rate for plan members is 8% of covered salary and for the Town is 8% of covered salary. At this time the Town is not aware of any unfunded liability as it relates to the Town of Parker.

■ Capital Equipment

Expenditures in Public Safety and Public Works over the past several years have made significant progress in maintaining, replacing and upgrading infrastructure, buildings and equipment. Fleet, Information Technologies, Streets, and Stormwater Utilities all have standard maintenance and replacement schedules. Larger projects are laid out in the 10-Year Capital Improvement Plan.

■ Local Economic and Demographic Characteristics

Parker continues to enjoy a fairly strong local housing market with expected population growth moving forward. The demand for new single family permits slowed during the height of the recession, but 2013 saw continued increases over the previous four years. Unemployment had been dropping since 2003, but increased from 3% in 2008 to 7.5% at the end of 2011 and has decreased to 6.1% at the end of 2013. Other indicators show that the economy is stabilizing in many key areas and is showing signs of improvement in certain retail sectors.

## **INTRODUCTION**

This report provides analytical information on the Town of Parker. It is prepared in accordance with the Financial Trend Monitoring System (FTMS) developed by the International City/County Management Association (ICMA). Generally accepted government accounting standards were followed for the data presented in this report.

The FTMS was developed by the ICMA with assistance from representatives of more than 30 state and local jurisdictions. The FTMS identifies and organizes factors that affect financial condition so they can be evaluated. Data is collected from the Town's annual financial reports, budgets, local population and other demographic information. The FTMS provides for consistent reporting and display of the information to permit the analysis of historical trends.

The system incorporates the major financial indicators used by national bond-rating organizations to evaluate the Town's credit-worthiness. The FTMS identifies more than 25 measures or indicators of financial condition. Tracking the indicators over a number of years offers a way to quantify and evaluate a government's financial condition and identify strengths and potential problem areas. The indicators can be used as early warning signs when certain trends are apparent.

## **FINANCIAL CONDITION**

Sound financial condition encompasses four measures of solvency: cash, budgetary, long-term and service-level.

- Cash solvency is the ability of a government to generate sufficient cash over a 30 to 90 day period to pay its bills.
- Budgetary solvency is the ability to generate enough revenues during the budget year to meet expenditures and not incur deficits.
- Long-term solvency is the ability to pay not only the costs of doing business in the current year, but also those that will come due in future years (i.e., accrued employee leave, pension costs).
- Service-level solvency is the ability to provide service at the level and quality desired by citizens and required for the health, safety and welfare of the community.

The solvency or sound financial condition of the government depends on the organization's ability to balance the demands for service with its available financial resources.

Monitoring financial condition allows managers to identify existing and emerging financial problems and develop solutions in a timely manner. Effective monitoring can also provide additional information for the annual budget process, give Town Council a wider context for decision-making and establish a starting point for setting financial policies. The FTMS is just one tool to accomplish financial monitoring.

## **HOW TO USE THIS REPORT**

The report is divided into seven sections, one for each major financial condition factor:

- Revenues
- Expenditures
- Operating Position
- Debt Indicators
- Unfunded Liabilities
- Capital Plant
- Local Economic and Demographic Characteristics

Each section contains quantifiable indicators that are used to analyze the factor. The format of the analysis of each indicator is as follows:

- Formula for computing the indicator
- Yearly graphic and chart representations of the indicator's trend
- Indicator warning trends
- General description of how the indicator is used to measure financial condition
- Commentary on the Town of Parker indicators
- Analysis of the indicator trends for the Town of Parker

## **METHODOLOGY**

The objective of the review is to evaluate the financial condition of the Town of Parker for the past five years. The analysis is based on the Town's Comprehensive Annual Financial Report (CAFR), revenue and expenditure reporting, statistical/demographic data, payroll records and other subsidiary records. The Public Works Department provided capital plant measurements, and the Economic Development Department provided input on demographic and socio-economic data.

When required for analysis, indicators were expressed in constant dollars based upon the Denver-Boulder Consumer Price Index for All Urban Consumers.

The FTMS excludes Enterprise and Internal Service Funds from its definition of operating revenues and expenditures, as well as revenues dedicated to specific types of capital improvements. The following funds are excluded, except when otherwise stated: Stormwater, Fleet, Information Technology, and Facilities.

## **DEFINITIONS**

The terminology defined below is used consistently throughout this document. Reviewing definitions prior to analysis will make the report easier to understand.

### **REVENUES**

#### **■ General Fund Revenues**

The General Fund is used to account for most of the government's activities, including Police, Administration, Public Works, Streets, Municipal Court and Parks. General Fund revenues are those which are collected for unspecified uses including, but not limited to, two and half cents of the three cent sales/use tax, property taxes, lodging tax and permit fees.

#### **■ Net Operating Revenues**

Included are general fund revenues from property and sales taxes, franchise fees, administrative service fees and other user fees (not including recreation fund and stormwater enterprise fund fees which are looked at individually by fund). Also included are various intergovernmental revenues.

#### **■ Intergovernmental Revenue**

Subset of net operating revenues. Includes County and State collected shared revenues as well as grant monies received from other governmental agencies.

#### **■ Restricted Operating Revenues**

Includes general fund grant monies and funds set aside for specific capital projects.

#### **■ Elastic Tax Revenues**

Includes general fund sales tax and lodging tax.

#### **■ One-Time Revenues**

Includes all grants, and certain General Fund revenues over a base amount (building permits/fees, audit assessments, interest and miscellaneous revenue).

### **EXPENDITURES**

#### **■ Net Operating Expenditures**

Includes salaries and wages, fringe benefits, operating costs, and machinery and equipment purchased by the General Fund.

#### **■ Fringe Benefit Expenditures**

Includes General Fund vacation/sick accruals, insurance, disability and education expenditures.

■ **Capital Equipment Outlay**

Includes machinery and equipment purchased for the general government operations, primarily with General Fund dollars.

**OPERATING POSITION**

■ **General Fund Operating Surplus (Deficit)**

General Fund gross revenues less expenditures including transfers to/from other funds.

■ **Enterprise Operations Income and Loss**

Enterprise funds for the Town include the Stormwater Utility Fund. Income includes charges for services and user fees. Depreciation is included as an expense since costs of replacement should be accounted for in user charges and fees.

**DEBT LEVELS**

■ **Current Liabilities**

Includes General Fund accounts payable and accrued liabilities for amounts to be paid within the current calendar year.

■ **Net Direct Debt Service**

Includes principal and interest payments on the sales and use tax revenue bonds.

# TREND EVALUATION: REVENUES

## SUMMARY

Revenues determine the capacity of the Town to provide services. Important issues to consider in revenue analysis are growth, flexibility, elasticity, dependability, diversity and administration. Under ideal conditions, revenues would be growing at a rate equal to or greater than the combined effects of inflation and expenditures. Revenues would be sufficiently flexible (free from spending restrictions) to allow adjustments to changing conditions. Revenues would be balanced between elastic and inelastic in relation to inflation and the economic base; that is, some would grow with inflation and the economic base and others would remain relatively constant. Revenue sources would be diversified--not overly dependent on residential, commercial, industrial land uses, or on external funding sources such as federal grants or discretionary State aid. User fees would be regularly evaluated to cover cost increases.

Analyzing revenue structure will help to identify the following types of problems:

- Deterioration of the revenue base
- Practices or policies that may adversely affect revenue yields
- Lack of cost controls, or poor revenue-estimating practices
- Inefficiency in the collection and administration of revenues
- Over dependence on obsolete or intergovernmental revenue sources
- User fees that are not covering the cost of services
- Changes in the tax burden on various segments of the population

## INDICATORS

- Revenues Per Capita
- Property Tax Revenues
- Intergovernmental Revenues
- Elastic Tax Revenues
- One-Time Revenues
- Restricted Operating Revenues
- Revenue Surplus (Shortfalls)

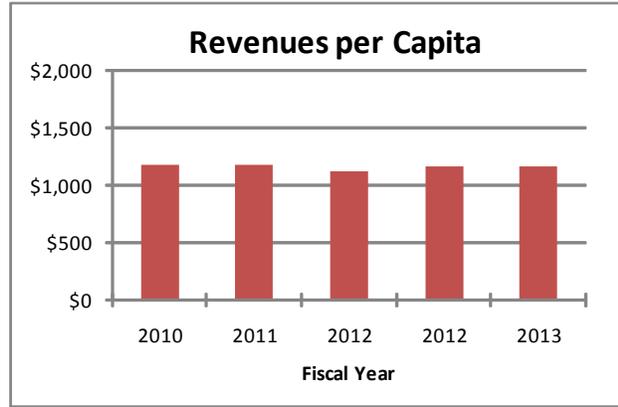
# Revenues per Capita

## Warning Trend:

Decreasing Net Operating Revenues per Capita (constant dollars)

## Formula:

$$\frac{\text{Net Operating Revenues (constant dollars)}}{\text{Population}}$$



Fiscal year:	2010	2011	2012	2012	2013
Net Operating Revenues *	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
Consumer Price Index	208.5	212.4	220.3	224.6	230.8
Net Operating Revenues (constant dollars)	<b>53,166,000</b>	<b>53,235,000</b>	<b>51,489,000</b>	<b>54,339,000</b>	<b>55,578,000</b>
Population	45,259	45,297	45,758	46,919	47,823
<b>Net Operating Revenues per Capita (constant dollars)</b>	<b>1,175</b>	<b>1,175</b>	<b>1,125</b>	<b>1,158</b>	<b>1,162</b>

\* Operating revenues : general fund revenues, including carryover cash, plus operating transfers from other funds.

## Description:

Examining per capita revenues shows changes in revenues relative to changes in population size and rate of inflation. As population increases, it might be expected that revenues and the need for services would increase proportionately and therefore that the level of per capita revenues would remain at least constant in real terms. If per capita revenues are decreasing, the government may be unable to maintain existing service levels unless it finds new revenue sources or increases productivity. This reasoning assumes that the cost of services is directly related to population size.

## Commentary:

Operating revenues consist of amounts received in the General Fund from property taxes, sales tax, lodging tax, franchise and excise taxes, fines & forfeitures, deficit reduction fees, license & permit fees, state-shared revenue, county-shared revenue, interest and unexpended cash (carryover cash) brought forward from the prior year. They are used for on-going Town services such as fire, police, public works, streets, parks, planning and central administration. The Town also transfers a significant amount of General Fund Revenues to the PACE Fund. Revenues from enterprise operations such as stormwater utility are excluded.

Decreasing operating revenues per capita may reduce a government's ability to maintain existing service levels. Therefore, decreases are a warning trend for this indicator.

## Analysis:

Net Operating Revenues increased in 2013 for a second consecutive year after a slight dip in 2011. Increases in sales tax and charges for services offset a decrease in licenses and permits which accounted for the increase in 2013. Carryover cash increased 5.2% in 2013 following a nominal increase of 1.38% in 2012, and remains sufficient to cover unexpected cash needs.

The population estimates are updated annually. New construction in 2013 resulted in a small increase in the population estimate of 2.1%.

The increase in the 2013 CPI is a good indicator that the economy is continuing to recover from recession.

For 2014, Net Operating Revenues are anticipated to maintain 2013 levels. Looking at 2014 and beyond, the prospect of additional retail development in the Cottonwood area and possibly along "Pine Curve" area and the rebound of the housing market should help the trend stay positive.

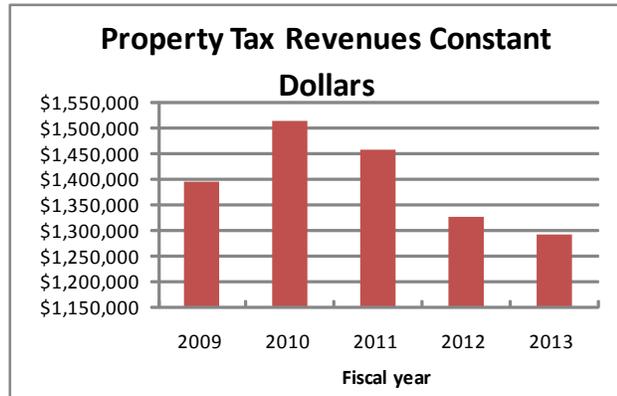
# Property Tax Revenues

## Warning Trend:

Decline in Property Tax Revenues  
(constant dollars)

## Formula:

$$\frac{\text{Property Tax Revenues}}{\text{(constant dollars)}}$$



Fiscal year:	2009	2010	2011	2012	2013
Property Tax Revenues	1,511,752	1,540,517	1,540,223	1,426,923	1,429,635
Consumer Price Index	208.5	212.4	220.3	224.6	230.8
<b>Property Tax Revenues (constant dollars)</b>	<b>1,394,000</b>	<b>1,512,000</b>	<b>1,458,000</b>	<b>1,325,000</b>	<b>1,292,000</b>

## Description:

Property Tax Revenues should be considered separately from other revenues, because most local governments rely heavily on them. A decline or a diminished growth rate in property taxes can have a number of causes. First, it may reflect an overall decline in property values resulting from the aging of buildings; a decline in local economic health; or a decline in total number of households, which can depress the housing market. Second, it may result from unwilling default on property taxes by property owners. Third, it may result from inefficient assessment or appraisal. Finally, a decline can be caused by deliberate default by property owners, who realize that delinquency penalties are less than short-run interest rates and that nonpayment is therefore an economical way to borrow money.

## Commentary:

Property taxes are paid on the assessed values of real, personal and utility property. Town property taxes are generated by a mill levy which supports on-going General Fund services and transfers to Capital Programs. The mill levy has remained constant since 1998.

The Colorado Constitution via the Taxpayer Bill of Rights amendment (TABOR) does not allow a mill levy increase without an affirmative vote of the electorate in Parker. Parker taxpayers have paid \$0.2602 per \$1,000 of assessed value each year since 1998.

Property Taxes account for approximately 4% of General Fund revenues and 3% of the total Town revenues.

Decreasing Property Tax Revenues (when expressed in constant dollars) constitute a warning trend.

## Analysis:

The health of the local housing market is indicated by the assessed valuations and related property tax revenues over the last few years. Demand for residential property in Parker is still high and residential construction has picked up over the last two years which will help improve this trend.

The slight decline in constant dollar revenues in odd numbered years is due to the biennial reassessment of property by Douglas County. Typically as the County reassesses properties, the revenues show large gains in even numbered years, however due to the recession and collapse of the housing market over the last few years, this has not been the case. This cause-and-effect relationship should return to normal as the economy continues to improve and housing values recover. Initial reports from the County Assessor indicate a double digit increase in assessed valuations for 2015 which will move the trend positive in the near future.

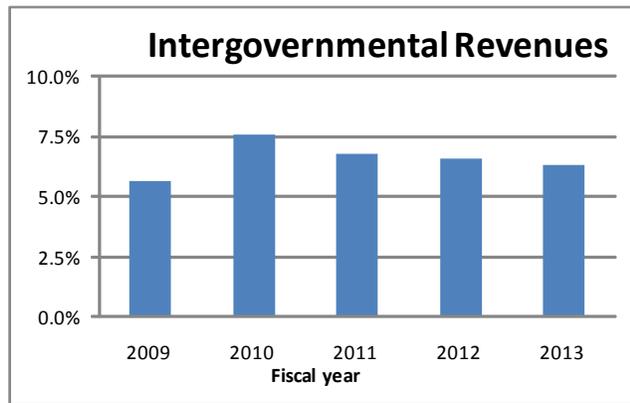
# Intergovernmental Revenues

## Warning Trend:

Increasing amount of Intergovernmental Operating Revenues as a percentage of Net Operating Revenues

## Formula:

$$\frac{\text{Intergovernmental Operating Revenues}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
Intergovernmental Operating Revenues	2,998,289	4,096,054	3,680,597	3,834,058	3,865,266
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>Intergovernmental Operating Revenues as a percentage of Net Operating Revenues</b>	<b>5.6%</b>	<b>7.6%</b>	<b>6.8%</b>	<b>6.6%</b>	<b>6.3%</b>

## Description:

Intergovernmental Revenues (revenues received from another governmental entity) are important, but an overdependence on such revenues can be harmful. Federal and state governments have struggled with their own budgetary problems in the last decade, which has led to their frequent withdrawal or reduction of payments to local governments, serving as one of their cutback measures. Local governments with budgets largely supported by intergovernmental revenues have been particularly harmed during this period, but almost all local governments have been impacted. The reduction of intergovernmental funds leaves the municipal government with the dilemma of cutting programs or funding them from general fund revenues.

Nevertheless, a municipality might want to maximize its use of Intergovernmental Revenues, consistent with its service priorities and financial condition. For example, a local government might want to rely on Intergovernmental Revenues to finance a federal or state mandated service or a one-time capital project. The primary concern in analyzing intergovernmental revenues is to know and monitor the local government's vulnerability to reductions of such revenues, and determine whether the local government is controlling its use of the external revenue, or whether these revenues are controlling local policies.

## Commentary:

Increasing Intergovernmental Revenue to support general Town services signals an overdependence on such revenue. If there is a risk that these revenues could be withdrawn, the Town would be forced to find additional revenue or to cut services to reduce costs. Therefore, an increasing percentage can be viewed as a warning.

## Analysis:

Revenues come from County shared taxes as well as State and Federal grants. The tax revenues received for Cigarette Tax and County Road and Bridge Tax are projected to decline slightly, while Highway Users Tax and Motor Vehicle Registrations are projected to increase slightly, so generally these revenues will balance each other and be a stable revenue source in the future. The increase in 2010 is the result of the Town receiving the Build America Bonds (BAB's) credit from the Federal government for issuing taxable certificates of participation in 2009. The 2013 sequestration by the Federal government resulted in a decrease of 8% across the board in Federal expenditures which resulted in a decrease of \$36,000 in the Build America Bonds (BAB's) credit the Town receives. The trend looks positive with decreasing percentages over the last four years, moving closer to the 2009 percentage.

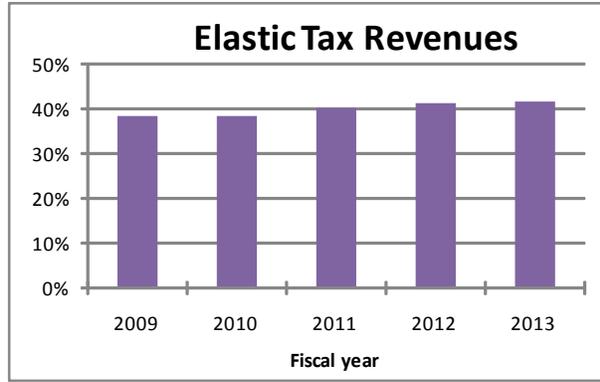
# Elastic Tax Revenues

## Warning Trend:

Decreasing amount of Elastic Tax Revenues as a percentage of Net Operating Revenues

## Formula:

$$\frac{\text{Elastic Tax Revenues}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
Elastic Tax Revenues	20,388,028	20,862,897	21,832,266	24,052,034	25,681,732
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>Elastic Operating Revenues as a percentage of Net Operating Revenues</b>	<b>38.3%</b>	<b>38.5%</b>	<b>40.1%</b>	<b>41.1%</b>	<b>41.7%</b>

## Description:

The yields of Elastic Tax Revenues are highly responsive to changes in economic base and inflation. As the economic base expands or inflation goes up, elastic revenues will generally rise proportionally, and vice versa. A good example is sales tax revenue, which increases during good economic periods through increased retail business and declines during poor times, even though the tax rate remains the same. Yields from inelastic revenue sources, such as license fees or user charges, are relatively unresponsive to changes in economic conditions and require that government officials change fees or charges to create a change in revenue. The yields from these revenues usually lag behind economic growth and inflation because local legislative bodies are reluctant to increase them each year. If properties are not frequently reassessed, property tax revenues can also be inelastic, especially during periods of economic growth.

A balance between elastic and inelastic revenues mitigates the effects of economic growth or decline. During inflation, it is desirable to have a high percentage of elastic revenues because inflation pushes up revenue yield, keeping pace with the higher prices the government must pay. If the percentage of elastic revenues declines during inflation, the government becomes more vulnerable because inflation pushes up the price of services but not the yields of new revenues. The reverse is also true (i.e., a low percentage of elastic revenues is desirable in times of deflation), but significant deflation has seldom occurred in recent years.

During a recession, a high percentage of inelastic revenues is an advantage. This insulates the tax base to some degree from the reduced yield it can receive during a recession.

## Commentary:

Elastic Tax Revenues are highly responsive to economic changes. The Town's General Fund revenues that are classified as elastic are sales tax and lodging tax. A balance between elastic and inelastic revenues mitigates the effects of economic growth and decline.

Declining elastic revenues are considered a warning trend because they may place a government in jeopardy during periods of high inflation or rapid economic growth. However, overdependence on Elastic Sales Tax Revenues can reduce resources during economic downturns.

## Analysis:

Historically, the Town has enjoyed increasing sales tax revenues as a result of a strong local economy. While the Town recognized increases in sales tax revenues during the recession, the improvement to the economy has resulted in more significant year-over-year increases in sales tax in 2012 and 2013.

Parker's sales tax base has a large component of inelastic remitters included in the utilities (including telecommunications) and grocery sectors. The percentage of sales tax paid for electricity, gas, phone service and food purchases are considered necessities and a stable tax component. Over 21% of the Town's sales tax revenues come from utilities, grocery, and telecommunications.

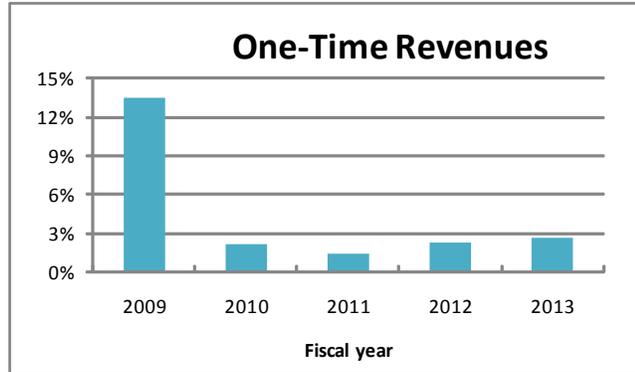
# One-Time Revenues

## Warning Trend:

Increasing use of One-Time Operating Revenues as a percentage of Net Operating Revenues

## Formula:

$$\frac{\text{One-Time Operating Revenues}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
One-Time Operating Revenues	7,132,674	1,151,559	757,291	1,315,322	1,631,036
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>One-Time Operating Revenues as a percentage of Net Operating Revenues</b>	<b>13.4%</b>	<b>2.1%</b>	<b>1.4%</b>	<b>2.2%</b>	<b>2.7%</b>

## Description:

A One-Time Revenue is one that cannot reasonably be expected to continue, such as a single-purpose federal grant, an interfund transfer, or use of a reserve. Also included as One-Time Revenues are use taxes derived from unusual new construction projects or upgrades of existing facilities. Continual use of One-Time Revenues to balance the annual budget can indicate that the revenue base is not strong enough to support current service levels. It can also mean that the government is incurring operating deficits and would have little room to maneuver if there were a downturn in revenues (such as occurs during a regional or national recession or because of the sudden expenditures occasioned by a natural disaster). Use of One-Time Revenues increases the probability that the government will have to make large cutbacks if such revenues cease to be available, which may occur when the Federal Government reduces a major grant program or when reserves are depleted.

## Commentary:

One-Time Revenues are resources that cannot reasonably be expected to continue beyond a single year. These revenues include interfund transfers and loans, grants, use of reserves and surpluses, and sales of property.

Continued use of one-time revenues to balance the budget indicates current service level costs exceed ordinary revenue. Therefore, increases constitute a warning trend.

## Analysis:

Changes in the dollar amount of one time revenues is driven by the timing of grants, new commercial construction, investment interest debt issuance and sales tax audit revenues.

The majority of the increase for 2009 is the result of issuance of tax exempt certificates of participation used for the construction of the police station. These increases are also reflected in the total Net Operating Revenues and carryover cash. The decrease in the percentage in 2010 and 2011 shows some decrease in grant revenue, but still at an acceptable level.

Overall, the Town's reliance on one-time revenues continues to be minimal and reliance on grant revenue is utilized for special projects and capital and is not used to offset operating revenues.

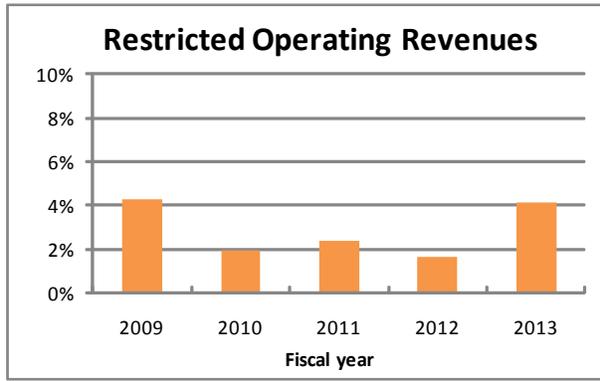
# Restricted Operating Revenues

## Warning Trend:

Increasing amount of Restricted Operating Revenues as a percentage of Net Operating Revenues

## Formula:

$$\frac{\text{Restricted Operating Revenues}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
Restricted Operating Revenues	2,272,980	1,065,402	1,291,930	957,085	2,538,926
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>Restricted Operating Revenues as a percentage of Net Operating Revenues</b>	<b>4.3%</b>	<b>2.0%</b>	<b>2.4%</b>	<b>1.6%</b>	<b>4.1%</b>

## Description:

A Restricted Operating Revenue is legally earmarked for a specific use, as may be required by state law, bond covenants, or grant requirements. For example, many states require that gas tax revenues be used only for street maintenance or construction. Also included in Restricted Operating Revenues are General Fund transfers to other funds, including the PACE Fund and the Public Improvement Fund. While these General Fund transfers are discretionary, the dollars are earmarked for specific purposes and are not budgeted as available for general expenditures.

From one perspective, it would seem that many of these restrictions, especially those relating to outside funding, should not affect a local government's financial health. The government has the option of not accepting the revenue and of not providing the service. This option, however, is not always easy to exercise; governments develop economic and political dependencies on these revenues and on the programs they support. Moreover, many governments finance their own essential services with intergovernmental revenues, making it harder to cut them out.

## Commentary:

These revenues are reserved for specific purposes including certain grants, donations, lease proceeds and capital program transfers.

As the percentage of Restricted Operating Revenues increases, the Town loses its ability to respond to changing conditions and citizen needs and demands. Increases in the use of restricted revenues may indicate an overdependence on external revenues and signal a future inability to maintain service levels. The warning trend for this indicator is an increasing percentage.

## Analysis:

Fluctuations in Restricted Operating Revenue will depend primarily on amounts transferred to other funds and on grant revenues received. Restricted Operating Revenues include Police and other grant revenues and transfers to the PACE Fund and Public Improvements Fund.

In 2009, the General Fund transferred bond proceeds of \$1,990,700 to the Police Station/PACE Construction Fund. In 2010, the General Fund transferred \$389,000 to PACE Fund and \$110,000 to the Public Improvement Fund. In 2011, the General Fund transferred \$600,000 to PACE Fund and \$387,000 to the Capital Renewal and Replacement Reserve Fund. In 2012, the General Fund transferred \$600,000 to the PACE fund. In 2013, the General Fund transferred \$925,000 to the PACE Fund and \$1,250,000 to the Public Improvement Fund.

The amount of restricted operating revenues is minimal and within acceptable limits.

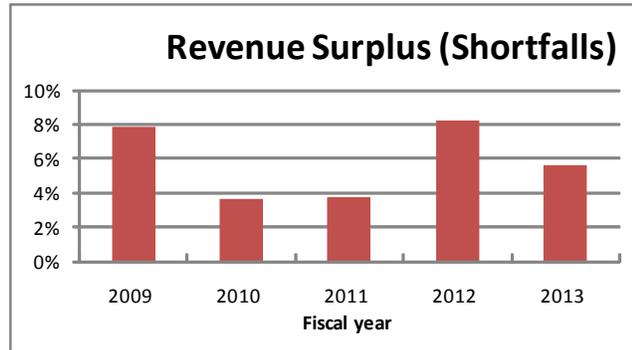
## Revenue Surplus (Shortfalls)

### Warning Trend:

Increase in revenue shortfalls as a percentage of actual Net Operating Revenues

### Formula:

$$\frac{\text{Revenue Surplus (Shortfall)}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
Revenue Surplus (Shortfall)	4,197,882	1,985,571	2,029,438	4,804,900	3,461,848
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>Revenue Surplus (Shortfall) as a percentage of Net Operating Revenues</b>	<b>7.9%</b>	<b>3.7%</b>	<b>3.7%</b>	<b>8.2%</b>	<b>5.6%</b>

### Description:

This indicator examines the differences between revenue estimates and revenues actually received during the fiscal year. Major discrepancies that continue year after year can indicate a declining economy, inefficient collection procedures, or inaccurate estimating techniques. Discrepancies may also indicate that high revenue estimates are being made to accommodate political pressures. If revenue shortfalls are increasing in frequency or size, a detailed analysis should be made to pinpoint the source.

### Commentary:

This indicator reflects the difference between revenues estimated in the Final Adopted Budget and revenues actually received. Major shortfalls can indicate inaccurate estimating techniques, sharp fluctuations in the economy or inefficient revenue collection.

Revenue shortfalls may result in mid-year cuts of services, spending of reserve funds, or increased use of short-term borrowing. Large or frequent shortfalls constitute a warning trend and indicate a need to be more conservative in revenue projections during the budget process.

### Analysis:

The Town's budgeting process combines historical revenue trends with current and anticipated economic conditions. Budget amounts are compared to actual throughout the year and adjustments made through supplemental appropriations. Surplus or shortfalls within +/- 4% are considered reasonable.

The Town has shown a surplus each of the last five years. The amount of the each surplus indicates conservative, yet reasonable budgeting.

2009: The surplus is primarily from bond proceeds.

2010: The surplus is primarily a result of increased sales tax revenue.

2011: The surplus is primarily a result of increased deficit reduction fees and sales tax revenue.

2012: The surplus primarily a result of an improved economy and significant increases in sales tax revenue and deficit reduction fees.

2013: The surplus primarily a result of an improved economy and significant increases in sales tax revenue and deficit reduction fees.

# TREND EVALUATION: EXPENDITURES

## SUMMARY

Expenditures are a rough measure of the Town's service output. Generally, the more the Town spends in constant dollars, the more services it is providing. However, this formula does not take into account how effective the services are or how efficiently they are delivered. To determine whether the Town of Parker is living within its revenues, the first issue to consider is expenditure growth rate.

Because the Town is *required* to have a balanced budget, it would seem unlikely that expenditure growth would exceed revenue growth. Nevertheless, the annual budget can be balanced in a number of subtle ways that will create a long-run imbalance in which expenditure outlays and commitments grow faster than revenues. Some of the more common ways are to borrow, use reserves, use bond proceeds for operations, or siphon small amounts from intergovernmental grants. Other ways are to defer capital maintenance or to defer funding of a future liability such as a pension plan. In each of these cases, the annual budget remains balanced, but the long-run budget develops a deficit. Although long-run deficits can be funded through windfalls such as state grants or revenue surges created by inflation, allowing such deficits to develop is risky.

A second issue to consider is expenditure flexibility. Expenditure flexibility is a measure of the freedom to adjust service levels to changing conditions and considers the level of mandatory or fixed costs. An increase in mandatory costs such as debt service, matching requirements and pension benefits renders the Town less able to adjust to change.

Analyzing the Town's expenditure profile will help to identify the following types of problems:

- Excessive growth of expenditures as compared to revenue growth or community wealth
- An undesirable increase in fixed costs
  - Ineffective budgetary controls
- A decline in personnel productivity
- Excessive growth in programs that create future expenditure liabilities

## INDICATORS

- Expenditures Per Capita
- Employees Per 1,000 Citizens
- Employee Benefits

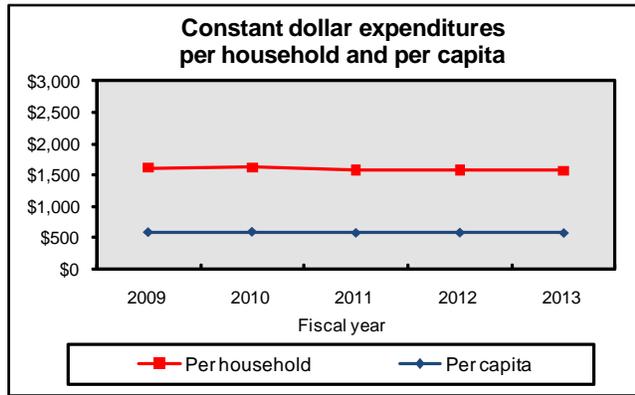
# Expenditures per Capita

## Warning Trend:

Increasing Net Operating Expenditures per Capita (constant dollars)

## Formula:

$$\frac{\text{Net Operating Expenditures (constant dollars)}}{\text{Population}}$$



Fiscal year:	2009	2010	2011	2012	2013
Net Operating Expenditures	26,670,423	27,477,691	27,909,685	29,332,361	30,364,003
Consumer Price Index	208.5	212.4	220.3	224.6	230.8
Constant dollar expenditures	26,670,000	26,973,000	26,416,000	27,234,000	27,431,000
Estimated population	45,259	45,297	45,758	46,919	47,823
Estimated households	16,508	16,620	16,731	17,133	17,451
<b>Per capita expenditures (constant dollars)</b>	<b>589</b>	<b>595</b>	<b>577</b>	<b>580</b>	<b>574</b>
<b>Per household expenditures (constant dollars)</b>	<b>1,616</b>	<b>1,623</b>	<b>1,579</b>	<b>1,590</b>	<b>1,572</b>

## Description:

Changes in per capita expenditures reflect changes in expenditures relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially if spending is increasing faster than the residents' collective personal income. From a different perspective, if the increase in spending is greater than can be accounted for by inflation or the addition of new services, it may indicate declining productivity--that is, that the government is spending more real dollars to support the same level of services.

## Commentary:

Operating expenditures include personnel costs, materials and services and capital equipment costs in the General Fund. Operating expenditures do not include transfers to other funds. Increasing expenditures per capita can indicate that service costs are exceeding the community's ability to pay. Also, increases not caused by new services many indicate declining productivity.

## Analysis:

The Town continues its moderate growth with residential and commercial development, and additional parks and open space. With these additions have come increased service needs from Police, Parks, and Public Works. Salaries generally increase an average of 2% - 4% per year. Utilities and other operating expenditures have also seen increases.

Included in expenditures are economic incentive payments from the new developments and annexations. The amount of the incentive payments increased significantly in 2009 as a major agreement was put into place. Economic Incentive payments were more than offset by revenues generated.

With the Town's efforts to keep expenditures in check along with modest increases in population and number of households, the trends are stable over the 5-year period.

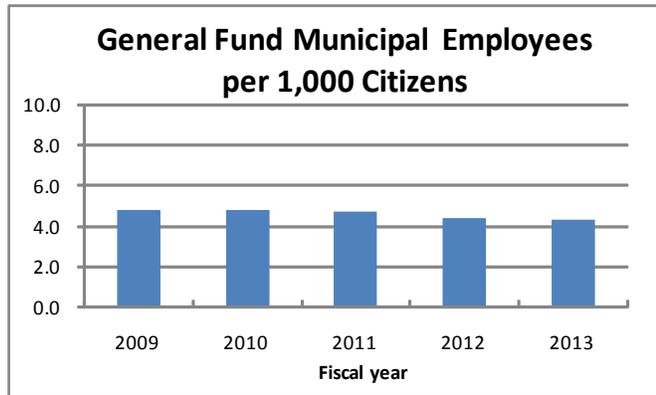
# Employees per 1,000 Citizens

**Warning Trend:**

Increasing number of municipal employees per capita

**Formula:**

$$\frac{\text{Number of municipal employees}}{\text{Population}}$$



Fiscal year:	2009	2010	2011	2012	2013
Number of general fund full-time municipal employees *	216	217	216	208	205
Population	45,259	45,297	45,758	46,919	47,823
<b>Number of City employees per 1,000 citizens</b>	<b>4.8</b>	<b>4.8</b>	<b>4.7</b>	<b>4.4</b>	<b>4.3</b>

\* Budgeted employees

**Description:**

Because personnel costs are a major portion of a local government's operating budget, plotting changes in the number of employees per capita is a good way to measure changes in expenditures. An increase in employees per capita might indicate that expenditures are rising faster than revenues, the government is becoming more labor intensive or personnel productivity is declining.

**Commentary:**

This measure is based on the number of full-time employees in the General Fund. It excludes employees of enterprise operations like stormwater and internal service functions like fleet management and facilities.

An increasing number of employees is a warning trend, which may indicate more labor intensive work or declining productivity. An increasing number of employees could also indicate a new service or a higher level of existing service.

**Analysis:**

Employees Per Capita has remained relatively stable during the 5-year period. The Town has experienced moderate growth over the past five years in terms of population, commercial/residential construction, and recreation areas.

The decrease from 2011 to 2012 was due to the Town's "right-sizing" that eliminated several positions that were not needed.

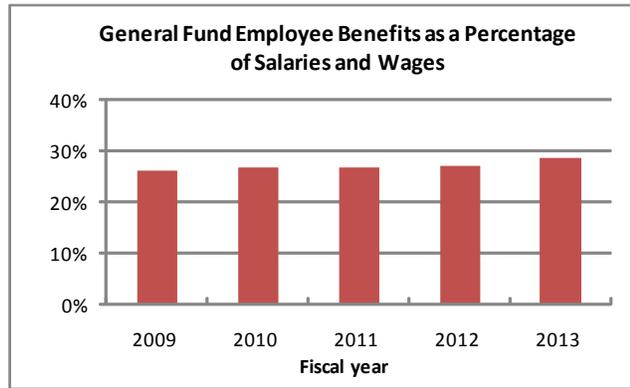
In 2013, the IT Department was moved from the General Fund to the IT Internal Service Fund, three police officers, one building inspector and two positions in economic development were added for a net decrease of three positions.

# Employee Benefits

## Warning Trend:

Increasing fringe benefit expenditures as a percentage of salaries and wages

## Formula:

$$\frac{\text{Fringe benefit expenditures}}{\text{Salaries and wages}}$$


Fiscal year:	2009	2010	2011	2012	2013
General Fund employee benefit expenditures	3,132,023	3,315,548	3,345,540	3,514,410	3,914,115
Total salaries and wages	11,948,494	12,344,054	12,446,931	12,925,817	13,688,501
<b>Employee benefits as a percentage of total salaries and wages</b>	<b>26.2%</b>	<b>26.9%</b>	<b>26.9%</b>	<b>27.2%</b>	<b>28.6%</b>

## Description:

The most common forms of fringe benefits are pension plans, health and life insurance, vacation, sick and holiday leave, deferred compensation, automobile allowances, disability insurance, educational and incentive pay. Benefits represent a significant share of operating costs, often amounting to more than 30% of employee compensation. Some benefits, such as health and life insurance, require immediate cash outlays; some, such as pension benefits or accumulated vacation pay, can be deferred for ten to twenty years; others, such as accumulated holiday and sick leave, may require either payment for the opportunity cost of not having the work done or payment to additional employees to handle the work. Because the funding and recording of fringe benefits is a complex process, these costs can escalate unnoticed, straining the government's finances.

## Commentary:

Employee benefits include the cost of health insurance, worker's compensation, retirement, unemployment insurance, long-term disability, life insurance and the employer portion of social security. Paid holidays, vacation and sick pay are not included. This analysis includes employees in the General Fund. It does not include employees from enterprise operations such as stormwater or internal service functions such as fleet management or facilities.

Increasing employee benefits as a percent of salaries is a warning trend.

## Analysis:

Expenditure dollars for Employee Benefits have continued to increase each year as a result of additional staffing and higher benefit costs. The cost of retirement benefits increases with the cost of salaries.

Salaries have increased each year as a result of the tight labor market over the past few years, as well as longevity and performance of the Town's employees. However, with the current economic conditions and higher unemployment, the rate of increase is expected to keep pace with the economy but not to experience the pressure of the past several years. In 2013, a salary increase of 3% was budgeted for all general employees and a step increase was budgeted for sworn police officers. In addition, an increase of 10% was budgeted for health insurance.

Benefit costs and plan options are carefully monitored by Human Resources. Health insurance costs are split between employees and the Town. The Front Range average for governmental entities for benefits is about 35%, including holidays, sick, and vacation pay.

## **TREND EVALUATION: OPERATING POSITION**

### **SUMMARY**

The term ***operating position*** refers to the Town's ability to (1) balance its budget on a current basis, (2) maintain reserves for emergencies and (3) have sufficient liquidity to pay its bills on time.

Operating position in the General Fund includes interest earnings and expenditures, and transfers to/from other funds. For enterprise funds, interest and transfers are not included in operating revenues and expenses.

### **BALANCING THE CURRENT BUDGET**

During a typical year, the Town generates either an operating surplus or an operating deficit. An operating surplus develops when current revenues exceed current expenditures, and an operating deficit happens when the reverse occurs. Only in rare instances do revenues and expenditures balance exactly. An operating surplus or deficit may be created intentionally by a policy decision, or unintentionally because of the difficulty of precisely predicting revenues and expenditures, or trends in the underlying local and national economies. Usually, unassigned (f.k.a. unreserved) fund balances pay for deficits while surpluses are used to increase the fund balance. By Colorado statute, the Town must always ensure that its total expenditures and reserves equal its total resources.

### **RESERVES**

The accumulation of operating surpluses builds reserves, which provide a financial cushion against events such as the loss of a revenue source, an economic downturn, unanticipated expenditures required by natural disasters, insurance loss and the like; unexpected large-scale capital expenditures, or other nonrecurring expenses; or an uneven cash flow.

Reserves are budgeted in a contingency account at the Town to ensure they are always fully discussed as part of the annual budget process.

The Town's objective is to establish the proper level for the fund balance in the General Fund, provide a budget target, maintain year-to-year consistency, avoid wide fluctuations in budget strategy and provide resources for maximum service levels, while keeping the Town in a strong financial position.

The Town's reserve policy sets the minimum fund balance to maintain in the General Fund at 17% of annual operating expenditures. The target during each budget process and at the end of each fiscal year is to keep the fund balance above the minimum requirement. This amount covers approximately two months' expenditures; an additional 3% emergency reserve is required under Colorado's TABOR Amendment.

### **LIQUIDITY**

Liquidity refers to the flow of cash in and out of the treasury. The Town receives some revenues such as property taxes, in large installments at infrequent intervals during the first half of the year. If revenues are received before they need to be spent, the result is a positive liquidity/cash flow position. Excess liquidity or "cash reserves" are a valuable cushion against unexpected financial pressures.

An analysis of operating position can help to identify the following situations:

- A pattern of continuing operating deficits
- A decline in reserves
- Ineffective revenue forecasting techniques
- Ineffective budgetary controls

### **INDICATORS**

- Operating Revenues Over/(Under) Expenditures
- Fund Balances
- Liquidity
- Stormwater Utility Operations Income and Losses
- Recreation Income and Losses
- PACE Income and Losses

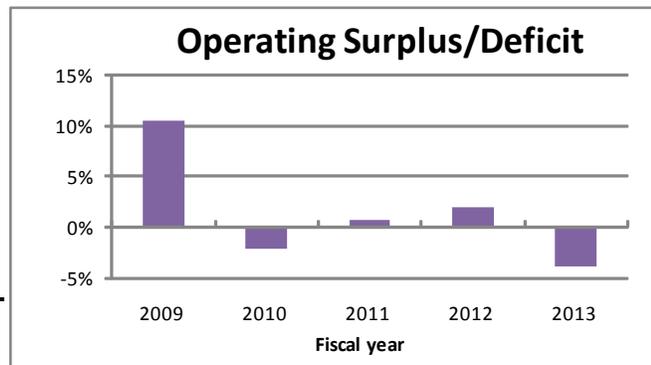
## Operating Revenues Over (Under) Expenditures

### Warning Trend:

Increasing General Fund Operating Deficits as a percentage of Net Operating Revenues

### Formula:

$$\frac{\text{General Fund Operating Surplus/Deficit}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
General Fund Operating (Deficit)/Surplus*	5,611,359	(1,160,714)	420,389	1,180,061	(2,270,613)
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,637,483	58,637,483
<b>General Fund Operating (Deficit)/Surplus as a percentage of Net Operating Revenues</b>	<b>10.6%</b>	<b>-2.1%</b>	<b>0.8%</b>	<b>2.0%</b>	<b>-3.9%</b>

\*Encumbrances not included

## Description:

An operating deficit occurs when current expenditures exceed current revenues. This may not mean that the budget will be out of balance ("budget deficit"), because reserves ("fund balances") from prior years can be used to cover the difference. It does mean, however, that during the current year, the government is spending more than it is receiving. This may be caused by an emergency (such as a natural catastrophe) requiring a large immediate expenditure or the spending pattern may be part of a policy to use accumulated surplus fund balances. An operating deficit in any one year may not be cause for concern, but frequent and increasing deficits can indicate that current revenues are not supporting current expenditures and that serious problems may lie ahead. Budgetary analysis does not always reveal operating deficits because they can be temporarily financed by short-term loans or by accounting transactions that, for example, inappropriately accrue future revenues or transfer surplus fund balances from other funds. An analyst looking for operating deficits should consider each fund separately, so that a surplus in one fund cannot hide a deficit in another. Analyzing funds separately also helps to pinpoint emerging problems. Although such transactions can provide necessary opportunities to meet current needs and can serve as a positive source of financing, they should be scrutinized and used on a short term/temporary basis only.

## Commentary:

This indicator shows the difference between the revenues and expenditures of the General Fund. Unlike the Federal government, Colorado municipalities are prohibited by Local Budget Law from spending more money than they have. However, when a Town spends more than it collects in a year, the deficit can be covered by cash reserves, transfers from other funds or from other sources. An operating deficit may occur as a result of lower revenues or higher costs than were budgeted. An operating deficit may also result when Town Council intentionally spends accumulated surplus funds.

Frequent and increasing operating deficits may indicate that revenues are not supporting current expenditures. The following occurrences are warning trends:

- Two consecutive years of operating deficits;
- A current operating fund deficit greater than that of the previous year;
- An operating deficit in two or more of the last five years;
- An abnormally large deficit - more than 5 to 10 percent of net operating revenues in any one year.

## Analysis:

The trend is positive, with surpluses in three of the last five years, although the amount of surplus had been declining in 2011 and 2012; the surplus in 2009 was greater than the last two years combined. In 2010, the Town made the decision to pay off the 2001 Certificates of Participation a year early utilizing reserves.

The surplus in 2009 is primarily due to the proceeds from the 2009 Certificates of Participation that were issued for construction of the police station and PACE center. The surpluses in 2008, 2011 and 2012 are a result of overall operations.

The deficit in 2013 is due to the decision by Town Council to purchase \$2 million worth of land across from Town Hall and partner with the Library District for a new library and park plaza to be constructed in 2015.

# Fund Balances

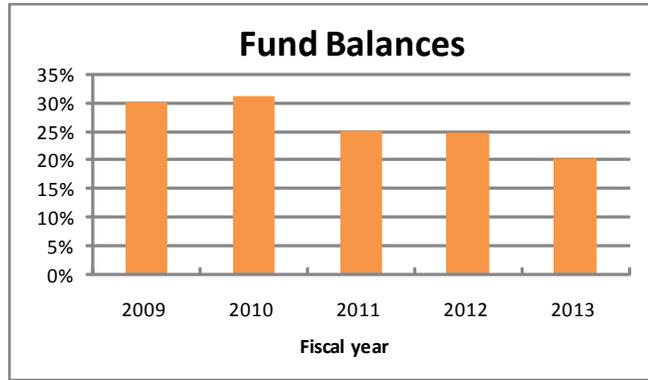
(General Fund)

## Warning Trend:

Declining unreserved Fund Balances as a percentage of Net Operating Revenues

## Formula:

$$\frac{\text{Unassigned Fund Balances}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
Unassigned Fund Balances	15,942,148	16,927,772	13,677,803	14,554,422	12,496,031
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>Unassigned Fund Balances as a percentage of Net Operating Revenues</b>	<b>30.0%</b>	<b>31.2%</b>	<b>25.1%</b>	<b>24.9%</b>	<b>20.3%</b>

## Description:

Positive fund balances can also be thought of as reserves, although the "fund balance" entry on a local government's annual report is not always synonymous with "available for appropriation." The report may show reservations on the fund balances, such as "Assigned for Prior Year's Encumbrances" or the TABOR required "Restricted Emergency Reserve".

The size of a local government's fund balances can affect its ability to withstand financial emergencies. It can also affect its ability to accumulate funds for capital purchases without having to borrow. In states that allow it, jurisdictions usually try to operate each year at a small surplus to maintain positive fund balances and thus maintain adequate reserves.

Nonspecific or general reserves are usually carried on the books as an unassigned fund balance in the general operating fund. Sometimes special reserves are maintained in a separate fund. For example, reserves for replacing equipment such as computers or vehicles may be kept in the fund balance of an internal service fund (i.e., a fund used to charge operating departments for the use of equipment). Reserves can also be appropriated as a budget item in some form of contingency account. Regardless of the way in which reserves are recorded, an unplanned decline in fund balances may mean that the government will be unable to meet a future need.

## Commentary:

The Town's Policy regarding Fund Balance is to maintain a level for the Fund Balance in the General Fund which provides a budget target, maintains year to year consistency, avoids wide fluctuations in budget strategy, and provides resources for maximum service levels to keep the Town in a strong financial position.

## Analysis:

For 2009, with good financial management, the percentage increased despite difficult economic conditions. The increase in 2010 was the result of on-going operations. For 2011, 2012 and 2013, the Town intentionally utilized reserves for one-time Townwide projects.

The percentage of Unreserved Fund Balance remains well above the Town's policy requirement and at a very healthy level.

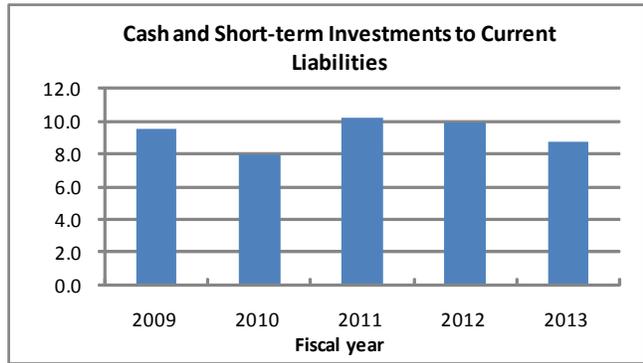
# Liquidity

## Warning Trend:

Decreasing amount of Cash and Short-term Investments as a percentage of Current Liabilities

## Formula:

$$\frac{\text{Cash and Short-term Investments}}{\text{Current Liabilities}}$$



Fiscal year:	2009	2010	2011	2012	2013
Cash and Short-term Investments	16,220,900	17,348,260	17,346,906	18,195,345	15,508,719
Current Liabilities *	1,702,658	2,175,179	1,697,895	1,836,198	1,778,808
<b>Cash and short-term investments ratio to current liabilities</b>	<b>9.5</b>	<b>8.0</b>	<b>10.2</b>	<b>9.9</b>	<b>8.7</b>

\* Includes amounts in escrow for development fees.

## Description:

A good measure of a local government's short-run financial condition is its cash position. Cash position, which includes cash on hand and in the bank, as well as other assets that can be easily converted to cash, determines a government's ability to pay its short-term obligations. This is also known as liquidity, and the immediate effect of insufficient liquidity is insolvency--the inability to pay bills. Low or declining liquidity can indicate that a government has overextended itself in the long run. A cash shortage may be the first sign.

Commercial entities use a standard ratio of liquidity called the "quick ratio"; cash, short-term investments and accounts receivable divided by current liabilities (short-term debt, current portion of long-term debt, accounts payable, accrued and other current liabilities). If this ratio is less than one to one (or less than 100%), the commercial entity is considered to be facing liquidity problems. However, most of a commercial entity's accounts receivable is collected within thirty days; a municipality's receivables are usually not collected that quickly. Accordingly, the ratio of cash and short-term investments to current liabilities is a better measure of a municipality's liquidity.

Comparing cash and short-term investments to current liabilities is also referred to as *current account analysis*. In this terminology, an excess of liabilities over cash and short-term investments (a ratio of less than one to one) would be referred to as a *current account deficit* and the reverse (a ratio of greater than one to one) would be a *current account surplus*.

## Commentary:

Liquidity is an indicator of the Town's ability to pay its short-term obligations. Liquidity is the ratio of cash and short-term investments to current liabilities. A low ratio may result in cash-flow problems for the Town and require greater use of short-term borrowing to cover expenses. The credit rating industry considers a liquidity ratio of less than 1:1 cash to current liabilities to be a negative factor, although a single year at this level is not considered serious.

Decreasing liquidity is a warning trend.

## Analysis:

The trend is positive as the ratio remains well over 1:1 and has increased over the last five years. The slight decrease in the ratio in 2010 is due to increased deferred revenues that were recognized in 2011. The decrease in 2013 was primarily due to the purchase of land for a future project.

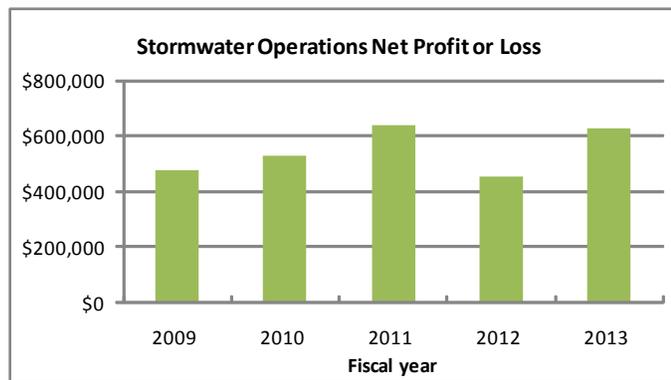
## Stormwater Operations - Income and Losses

### Warning Trend:

Recurring enterprise losses (deficits)

### Formula:

Enterprise profits or losses



Fiscal year:	2009	2010	2011	2012	2013
Stormwater Operating Results (Net Profit or Loss)	627,105	681,618	807,956	622,419	764,476
excluding depreciation					
<b>Net profit or loss*</b>	<b>478,892</b>	<b>527,622</b>	<b>638,799</b>	<b>455,586</b>	<b>628,076</b>

\*Net profit or loss is after depreciation expense and before interest or transfers

### Description:

Enterprise losses are a special and highly visible type of operating deficit because enterprise fund programs are expected to function as if they were commercially operated private entities, rather than governmental "not for profit" entities. This means that the costs (expenses, including depreciation) of providing goods and services to the public are to be recovered through user charges. In addition, enterprise operations usually need to issue revenue bonds to finance capital improvement projects, and the interest rates and covenants associated with the issuance of such bonds can be significantly affected by the operating position of the enterprise.

Enterprise fund programs common to local government are water, gas, electric utilities, swimming pools, golf courses, airports, parking garages and transit systems. In times of financial strain, a local government can raise taxes to increase support for a general fund program. However, enterprises are typically subject to the laws of supply and demand. Managers of such programs who raise user fees or rates may find that revenues actually decrease because customers limit their use of the service.

### Commentary:

The Town operates one enterprise, the stormwater utility. Like private businesses, this entity charges customers for services to cover costs of operations. Net income or loss is the difference between the revenues and costs of providing these services. Income is used to retire debt, fund capital construction, and to maintain an adequate level of working capital.

Recurrent enterprise losses represent a warning trend.

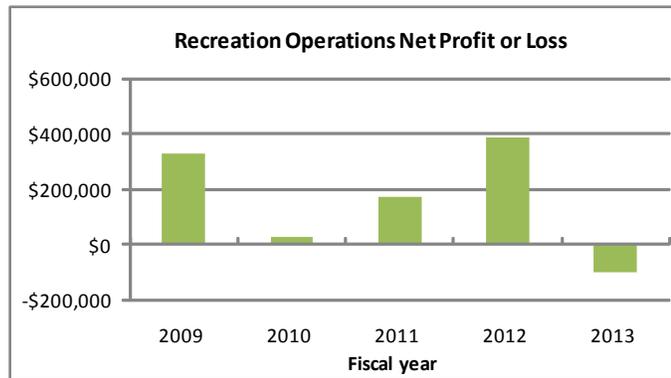
### Analysis:

Over the five year period the Stormwater Fund has shown a net profit from operations each year.

## Recreation Operations - Income and Losses

**Warning Trend:**  
Recurring losses (deficits)

**Formula:**  
Enterprise profits or losses



Fiscal year:	2009	2010	2011	2012	2013
Operating Revenue	3,551,599	3,672,154	3,765,882	4,132,752	4,271,722
Expenditures	4,212,493	4,497,776	4,554,047	4,926,022	5,361,349
<b>Operating profit or loss</b>	<b>(660,894)</b>	<b>(825,622)</b>	<b>(788,165)</b>	<b>(793,270)</b>	<b>(1,089,626)</b>
<b>Net profit or loss including interest and transfers</b>	<b>329,090</b>	<b>31,350</b>	<b>173,293</b>	<b>386,902</b>	<b>(98,518)</b>
<b>Operating Revenue as a percentage of Expenditures</b>	<b>84.3%</b>	<b>81.6%</b>	<b>82.7%</b>	<b>83.9%</b>	<b>79.7%</b>

### Description:

An operating deficit occurs when current expenditures exceed current revenues. This may not mean that the budget will be out of balance ("budget deficit"), because reserves ("fund balances") from prior years can be used to cover the difference. It does mean, however, that during the current year, the government is spending more than it is receiving. This may be caused by an emergency (such as a natural catastrophe) requiring a large immediate expenditure or the spending pattern may be part of a policy to use accumulated surplus fund balances. An operating deficit in any one year may not be cause for concern, but frequent and increasing deficits can indicate that current revenues are not supporting current expenditures and that serious problems may lie ahead. Budgetary analysis does not always reveal operating deficits because they can be temporarily financed by short-term loans or by accounting transactions that, for example, inappropriately accrue future revenues or transfer surplus fund balances from other funds. An analyst looking for operating deficits should consider each fund separately, so that a surplus in one fund cannot hide a deficit in another. Analyzing funds separately also helps to pinpoint emerging problems. Although such transactions can provide necessary opportunities to meet current needs and can serve as a positive source of financing, they should be scrutinized and used on a short term/temporary basis only.

### Commentary:

This indicator shows the difference between the revenues and expenditures of the Recreation Fund. Unlike the Federal government, Colorado municipalities are prohibited by Local Budget Law from spending more money than they have. However, when a Town spends more than it collects in a year, the deficit can be covered by cash reserves, transfers from other funds or from other sources. An operating deficit may occur as a result of lower revenues or higher costs than were budgeted. An operating deficit may also result when Town Council intentionally spends accumulated surplus funds.

Frequent and increasing operating deficits may indicate that revenues are not supporting current expenditures. The following occurrences are warning trends:

- Two consecutive years of operating deficits;
- A current operating fund deficit greater than that of the previous year;
- An operating deficit in two or more of the last five years;
- An abnormally large deficit - more than 5 to 10 percent of net operating revenues in any one year.

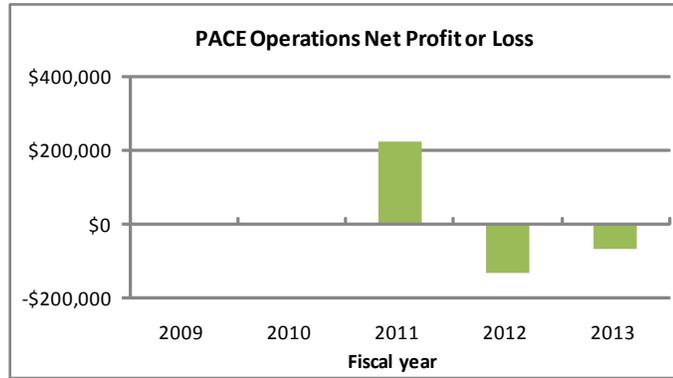
### Analysis:

The Recreation Fund is not self sustaining and will always require an operating transfer from the Parks and Recreation Fund to balance the budget. The goal of the Town is for the recreation fund to recover 80% of their annual operating costs through user charges. With this in mind, the trend is considered positive, with operating revenues covering 80% expenditures for the last five years.

## PACE Operations - Income and Losses

**Warning Trend:**  
Recurring losses (deficits)

**Formula:**  
Enterprise profits or losses



Fiscal year:	2009	2010	2011	2012	2013
Operating Revenue			550,201	1,112,329	1,418,044
Expenditures			925,844	1,846,842	2,409,267
<b>Operating profit or loss</b>			<b>(375,643)</b>	<b>(734,513)</b>	<b>(991,223)</b>
<b>Net profit or loss including interest and transfers</b>			<b>224,357</b>	<b>(132,578)</b>	<b>(66,305)</b>
<b>Operating Revenue as a percentage of Expenditures</b>			<b>59.4%</b>	<b>60.2%</b>	<b>58.9%</b>

### Description:

An operating deficit occurs when current expenditures exceed current revenues. This may not mean that the budget will be out of balance ("budget deficit"), because reserves ("fund balances") from prior years can be used to cover the difference. It does mean, however, that during the current year, the government is spending more than it is receiving. This may be caused by an emergency (such as a natural catastrophe) requiring a large immediate expenditure or the spending pattern may be part of a policy to use accumulated surplus fund balances. An operating deficit in any one year may not be cause for concern, but frequent and increasing deficits can indicate that current revenues are not supporting current expenditures and that serious problems may lie ahead. Budgetary analysis does not always reveal operating deficits because they can be temporarily financed by short-term loans or by accounting transactions that, for example, inappropriately accrue future revenues or transfer surplus fund balances from other funds. An analyst looking for operating deficits should consider each fund separately, so that a surplus in one fund cannot hide a deficit in another. Analyzing funds separately also helps to pinpoint emerging problems. Although such transactions can provide necessary opportunities to meet current needs and can serve as a positive source of financing, they should be scrutinized and used on a short term/temporary basis only.

### Commentary:

This indicator shows the difference between the revenues and expenditures of the PACE Fund. Unlike the Federal government, Colorado municipalities are prohibited by Local Budget Law from spending more money than they have. However, when a Town spends more than it collects in a year, the deficit can be covered by cash reserves, transfers from other funds or from other sources. An operating deficit may occur as a result of lower revenues or higher costs than were budgeted. An operating deficit may also result when Town Council intentionally spends accumulated surplus funds.

Frequent and increasing operating deficits may indicate that revenues are not supporting current expenditures. The following occurrences are warning trends:

- Two consecutive years of operating deficits;
- A current operating fund deficit greater than that of the previous year;
- An operating deficit in two or more of the last five years;
- An abnormally large deficit - more than 5 to 10 percent of net operating revenues in any one year.

### Analysis:

The PACE Center opened in October 2011 and the first full year of operations was 2012. The PACE Fund is not self sustaining at this point and it is anticipated that an operating transfer from the General Fund will be required to balance the budget. The ultimate goal of the Town is for the PACE fund to become self sustaining, but for the near future the goal is recover 60% to 75% of their annual operating costs through user charges. With this in mind, the trend is considered positive, with operating revenues covering 60% expenditures for the first three years of operations.

## **TREND EVALUATION: DEBT INDICATORS**

### **SUMMARY**

Debt is an effective way to finance capital improvements and to balance out short-term revenue flows, but its misuse can cause serious financial problems. Even a temporary inability to repay debt can damage the Town's credit rating, possibly increasing its rate for future borrowing.

The most common forms of long-term debt are general obligation, special assessment and revenue bonds. Even when these types of debt are used exclusively for capital projects, the Town needs to ensure that its outstanding debt does not exceed its ability to repay as measured by the wealth of the community. Another way to evaluate ability to repay is to consider the amount of principal and interest, or debt service that the Town is obligated to repay each year. Also to be considered are overlapping debt and other jurisdiction debts against which the Town has pledged its full faith and credit. Under the most favorable circumstances, the Town's debt is proportional in size and rate of growth to its tax base, does not extend past the useful life of the facilities that it finances, is not used to balance the operating budget, does not require repayment schedules that put excessive burdens on operating expenditures; and is not too high as to jeopardize its credit rating.

An examination of the Town's debt structure can reveal the following:

- Inadequacies in cash management procedures or expenditure controls
- Increasing reliance on long-term debt
- Decreasing expenditure flexibility (due to increased fixed costs in the form of debt service)
- Use of short-term debt to finance current operations
- Existence of sudden large increases or decreases in future debt service
- Amount of additional debt that the community can absorb

### **INDICATORS**

- Current Liabilities
- Combined Long-Term (Overlapping) Debt
- Debt Service

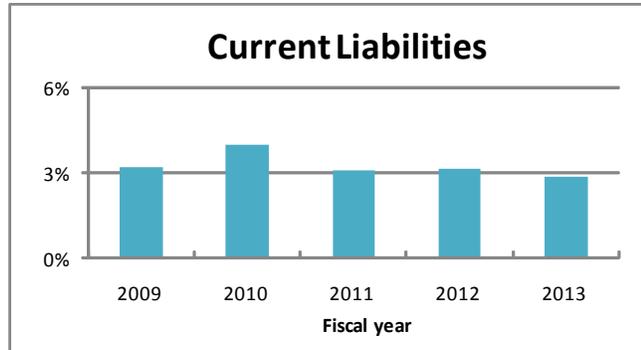
## Current Liabilities

### Warning Trend:

Increasing Current Liabilities at the end of the year as a percentage of Net Operating Revenues

### Formula:

$$\frac{\text{Current Liabilities}}{\text{Net Operating Revenues}}$$



Fiscal year:	2009	2010	2011	2012	2013
Current Liabilities *	1,702,658	2,175,179	1,697,895	1,836,198	1,778,808
Net Operating Revenues	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>Current Liabilities as a percentage of Net Operating Revenues</b>	<b>3.2%</b>	<b>4.0%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>2.9%</b>

\* Includes amounts in escrow for development fees.

### Description:

Current liabilities are defined as the sum of all liabilities due at the end of the fiscal year, including short-term debt, current portion of long-term debt, all accounts payable, accrued liabilities and other current liabilities.

A major component of current liabilities may be short-term debt in the form of tax or bond anticipation notes. Although short-term borrowing is an accepted way to deal with uneven cash flow, an increasing amount of short-term debt outstanding at the end of successive years can indicate liquidity problems, deficit spending or both. Current Liabilities do not include interfund loans between funds.

### Commentary:

Current liabilities are those amounts which the General Fund owes and expects to pay within one year. This indicator shows Town payments due at year end as a percentage of operating revenues. These liabilities are comprised of accounts payable, payroll taxes, employee benefits payable and obligations to perform a service in the near future.

Increasing current liabilities may indicate cash shortages and, therefore, is a warning trend.

### Analysis:

The trend is favorable over the five-year period, as the percentage has declined from 2010 and has remained stable over the past four years.

The addition of new long term debt will cause current liabilities to increase due to the increase in the annual debt service obligations. The Town should remain cognizant of this and monitor this trend closely when new debt is issued in the future.

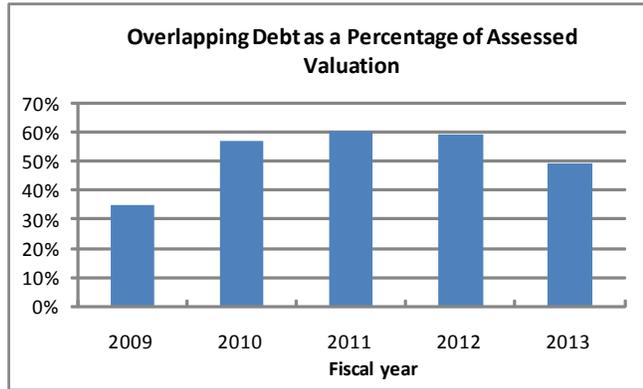
# Combined Long-term (Overlapping) Debt

## Warning Trend:

Increasing Long-term Overlapping Bonded Debt as a percentage of Assessed Valuation

## Formula:

$$\frac{\text{Long-term Direct and Overlapping G.O. Debt}}{\text{Assessed Valuation}}$$



Fiscal year:	2009	2010	2011	2012	2013
Long-term Direct and Overlapping G.O. Debt	207,617,086	343,879,404	334,197,610	332,843,220	273,580,956
Assessed Valuation	595,640,819	602,423,757	556,939,889	561,018,741	556,939,889
<b>Long-term Overlapping Debt as a percentage of Assessed Valuation</b>	<b>34.9%</b>	<b>57.1%</b>	<b>60.0%</b>	<b>59.3%</b>	<b>49.1%</b>

## Description:

Overlapping debt is the net direct bonded debt of another jurisdiction that is issued against a tax base within part or all of the boundaries of the community. Examples of other jurisdictions are school, metropolitan and utility districts. The level of overlapping debt is only that debt applicable to the property shared by the two jurisdictions.

The overlapping debt indicator measures the ability of the community's tax base to repay the debt obligations issued by all of its governmental and quasi-governmental jurisdictions. Like long-term debt of the government itself, overlapping debt can be measured in terms of assessed valuation or another tax base or repayment source.

Both special-purpose and overlapping debt need to be considered in assessing total indebtedness. First, although the probability that your community would have to repay the debt may be slim, the potential is real. Second, during depressed economic times, your government may be affected by the same adverse conditions that might cause an overlapping agency to default, which would render the burden of assuming additional debt even more severe.

## Commentary:

Combined long-term debt represents the portion of debt which is dependent on property taxes for payment. It is a measure of the community's ability to pay the combination of the Town's long-term debt with the bonded debt of jurisdictions overlapping the Town.

The warning signals are as follows:

- Combined debt exceeding 10 percent of assessed valuation;
- An increase of 20 percent over the previous year in combined debt as a percentage of market valuation;
- Combined debt as a percentage of market valuation increasing 50 percent over four years;
- Combined debt exceeding 90 percent of the amount authorized by state law.

## Analysis:

The Town's Long-term Overlapping Debt as a percentage of Assessed Valuation appears to be high, but the Town of Parker has numerous metropolitan districts and several special districts that account for 65% of the G.O. debt issued for capital construction of infrastructure. The percentage of Douglas County School District debt applicable to the Town accounts for 19% of Long-Term Direct Debt and the remaining 16% is direct debt of the Town of Parker.

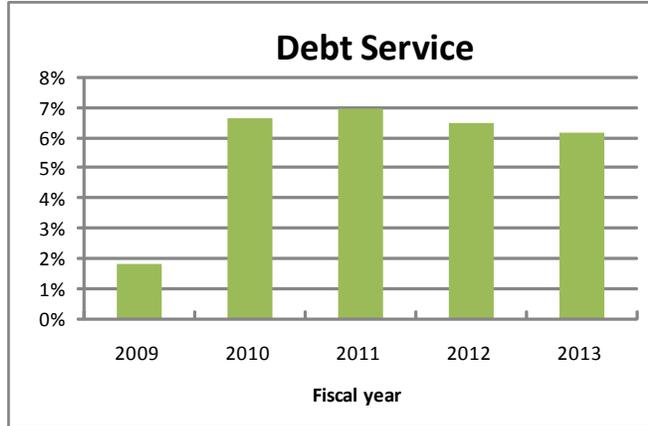
The Town's does not have any outstanding G.O. debt at this time, but the voters did give the Town authorization to issue \$12,500,000 of G.O. debt in 2001 for the acquisition and preservation of open space and parkland. The Town currently has no plans to issue the debt, but reserves the right to do so at any time.

## Debt Service - General Fund

### Warning Trend:

Increasing Net Direct Debt Service as a  
Percentage of General Revenue

### Formula:

$$\frac{\text{General Fund Net Direct Debt Service}}{\text{Net Operating Revenues}}$$


Fiscal year:	2009	2010	2011	2012	2013
Net Direct Debt Service	956,063	3,604,400	3,784,923	3,784,573	3,784,502
Net Operating Revenues *	53,165,831	54,230,377	54,400,130	58,526,977	61,519,761
<b>Net Direct Debt Service as a percentage of Net Operating Revenues</b>	<b>1.8%</b>	<b>6.6%</b>	<b>7.0%</b>	<b>6.5%</b>	<b>6.2%</b>

\* Operating revenues : general fund revenues, including carryover cash, plus operating transfers from other funds.

### Description:

Debt service is defined here as the amount of principal and interest that a local government must pay each year on net direct bonded long-term debt plus the interest it must pay on direct short-term debt. Increasing debt service reduces expenditure flexibility by adding to the government's obligations. Debt service can be a major part of a government's fixed costs, and its increase may indicate excessive debt and fiscal strain.

### Commentary:

Debt service represents the annual payment of principal and interest on long-term debt. In 2001, the Town issued \$7,715,000 in Certificates of Participation, Series 2001 (COPs) to finance the costs of constructing and equipping the "Town Hall" office building. The final debt service payment for this issue was made in 2010.

In 2009, the Town issued \$44,250,000 in Certificates of Participation (COP's) to finance the costs of constructing and equipping a new police station, as well as an arts, cultural and events center. Payments are due semi-annually in varying amounts through October 15, 2035.

### Analysis:

The increase for 2010 includes the first principal payment on the COP's. The Net Direct Debt Service as a percentage of Net Operating Revenues is relatively small and is not a warning signal.

The addition of any new long term debt that will be paid from the General Fund will cause the percentage to increase. The Town should remain cognizant of this and monitor this trend closely to ensure there isn't a decrease in expenditure flexibility (due to increased fixed costs in the form of debt service) when new debt is issued in the future.

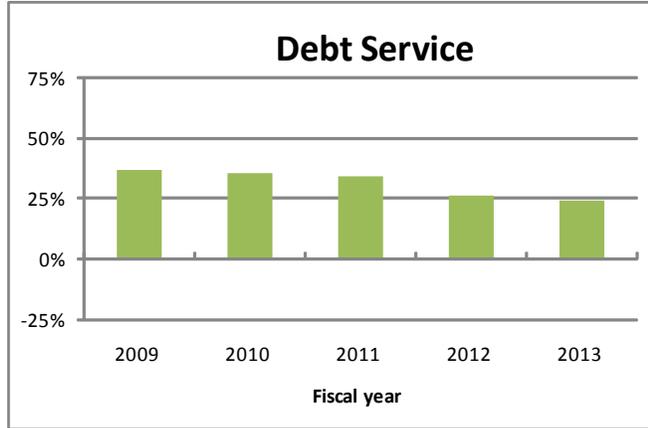
## Debt Service - Parks and Recreation Fund

### Warning Trend:

Increasing Net Direct Debt Service as a Percentage of 2.5 cent Sales/Use Tax

### Formula:

$$\frac{\text{Parks and Recreation Fund Net Direct Debt Service}}{\text{Sales/Use Tax Two and One Half Cent Capital Revenue}}$$



Fiscal year:	2009	2010	2011	2012	2013
Net Direct Debt Service	1,486,975	1,482,775	1,482,275	1,244,300	1,239,019
Sales/Use Tax 1/2 Cent Recreation Revenue	4,060,349	4,152,606	4,347,687	4,790,577	5,114,756
<b>Net Direct Debt Service as a percentage of Pledged Revenue</b>	<b>36.6%</b>	<b>35.7%</b>	<b>34.1%</b>	<b>26.0%</b>	<b>24.2%</b>

### Description:

Debt service is defined here as the amount of principal and interest that a local government must pay each year on net direct bonded long-term debt plus the interest it must pay on direct short-term debt. Increasing debt service reduces expenditure flexibility by adding to the government's obligations. Debt service can be a major part of a government's fixed costs, and its increase may indicate excessive debt and fiscal strain.

### Commentary:

Debt service represents the annual payment of principal and interest on long-term debt. In 2006, The Town issued revenue serial bonds in the original amount of \$17,025,000 with debt service payments due annually. These bonds were issued to provide funds for (a) the acquisition and construction of a fieldhouse and related improvements, (b) the current refunding of \$1,305,000 of revenue bonds and (c) the costs of issuance. The Sales and Use Tax Revenue Bonds pledge two and one half cent of the Town's three cent sales tax, however, the Parks and Recreation Fund makes the annual debt service payment is from its dedicated one half cent sales and use tax revenue.

This indicator measures debt service on the bonds to the sales & use tax revenue stream which supports it rather than the pledged stream.

### Analysis:

The trend is positive, showing a decrease in percentage of net direct debt service as a percentage of pledged revenue for the last five years.

The addition of any new long term debt that will be paid from the Parks and Recreation Fund will cause the percentage to increase. The Town should remain cognizant of this and monitor this trend closely to ensure there isn't a decrease in expenditure flexibility (due to increased fixed costs in the form of debt service) when new debt is issued in the future.

## **TREND EVALUATION: UNFUNDED LIABILITIES**

### **SUMMARY**

An unfunded liability is one that has been incurred during past/current year(s), but does not have to be paid until a future year and for which reserves have not been set aside. It is similar to long-term debt in that it represents a legal commitment to pay at some time in the future. If such obligations are permitted to grow over a long period of time they can have a substantial effect on the Town's financial condition.

One type of unfunded liability has been considered in this report; the employee leave (compensated absences) liability. The liability can have a significant potential to affect the Town's financial condition because (1) it does not show up in the primary financial statements in a way that makes its impact easy to assess and (2) it accumulate gradually over time. Employee leave liabilities may go unnoticed until they have created severe problems.

An analysis of the Town's unfunded liabilities can answer the following questions:

- Is the amount of unused vacation, sick and compensatory leave time per employee increasing?
- Are policies for the payment of unused leave realistic compared to the Town's ability to pay?

### **INDICATORS**

- Accumulated Employee Leave

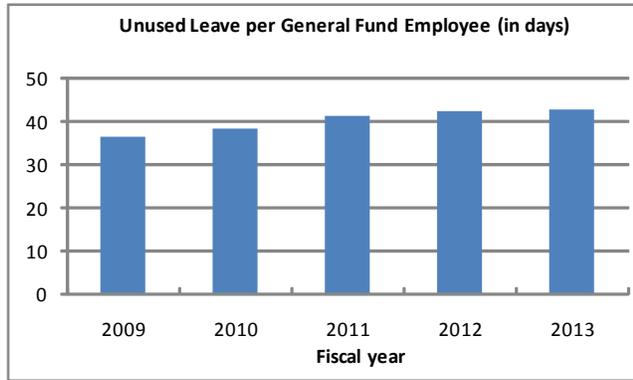
# Accumulated Employee Leave

## Warning Trend:

Increasing number of unused vacation and sick leave days per employee

## Formula:

$$\frac{\text{Total days of unused vacation and sick leave}}{\text{Number of employees}}$$



Fiscal year:	2009	2010	2011	2012	2013
Total days of unused vacation and sick leave	7,872	8,337	8,525	8,463	8,746
Number of general fund employees*	216	217	207	199	205
<b>Days of unused leave per general fund municipal employee</b>	<b>36.4</b>	<b>38.4</b>	<b>41.2</b>	<b>42.5</b>	<b>42.7</b>

\* Budgeted full-time employees

## Description:

Local governments usually allow their employees to accumulate some portion of unused vacation and sick leave to be paid at termination or retirement. Although leave benefits initially represent only the opportunity cost of not having work performed, these benefits become a real cost when employees are actually paid for their accumulated leave, either during their employment or at termination or retirement.

## Commentary:

Accumulated employee leave is the value of unused vacation, sick and compensatory time accrued by General Fund Town employees. For employees who retire or leave the employment of the Town, the unused leave represents an actual cost. For employees who remain on the payroll and use their leave, it poses no additional costs to the Town, except in loss of services while they are absent.

Increasing accumulated leave indicates growing unfunded liabilities and is considered a warning trend.

## Analysis:

Vacation time accrues anywhere from 6.67 to 14.67 hours per month depending on years of service. Sick leave accrues at 8 hours per month.

The Town caps vacation and sick time accruals at one hundred sixty (160) hours and eight hundred ninety-six (896) hours respectively. Any vacation leave in excess of one hundred sixty (160) hours will be removed from the employee's leave balance if not used by an employee by the last pay period or partial pay period of the calendar year. Any accrual of sick leave in excess of eight hundred ninety-six (896) hours will be converted to cash on a three-to-one basis; three (3) hours sick leave for one (1) hour cash compensation, at the employee's regular rate of pay at the end of the year. This limits the liability the Town incurs and provides an incentive for employees to use leave time as needed.

The trend is relatively stable and within acceptable levels.

## **TREND EVALUATION: CAPITAL PLANT**

### **SUMMARY**

Most of the Town's wealth is invested in its physical assets or capital plant (i.e. streets, buildings, stormwater utility networks and equipment). If these assets are not properly maintained or are allowed to become obsolete, the following often results: (1) decreased usefulness of the assets, (2) increased cost of maintenance and replacement, and (3) decreased attractiveness of the community as a place to live or do business.

The Town is committed to both the maintenance and upkeep of its capital assets. However, during the recent recession, the Town made some deferrals of needed capital plant expenditures. As part of its budget process beginning in 2012, the Town has committed more resources to the capital program budget to both maintaining curbs, gutters and sidewalks, and to reduce catch-up from improvements deferred in prior periods. Some of the problems associated with continued deferred maintenance are the following:

- Reduction in residential and business property values.
- Loss of efficiency that, for example, can result from an obsolete truck that spends more time in the garage than on the street.
- Increased costs of bringing a facility up to acceptable standards (retrofitting); i.e., if resurfacing a street has been delayed for too long so that the street now has to be completely reconstructed.
- Potential for a large future financial obligation to complete a backlog of maintenance work and necessary equipment purchase replacement.
- Transference of the true cost of receiving current services to future taxpayers.

### **INDICATORS**

- Capital Equipment Outlay
- Depreciation – General Government and Business Type Activities
- Infrastructure Replacement

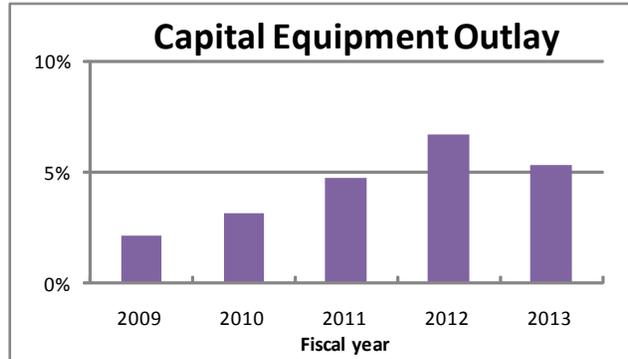
# Capital Equipment Outlay

## Warning Trend:

Three or more years decline in capital outlay from operating and internal service funds as a percentage of net operating expenditures.

## Formula:

$$\frac{\text{Capital outlay from operating and internal service funds}}{\text{Net Operating Expenditures}}$$



Fiscal year:	2009	2010	2011	2012	2013
Total Capital Equipment Outlay	566,646	865,241	1,316,767	1,965,083	1,608,870
Net Operating Expenditures	26,670,423	27,477,691	27,909,685	29,332,361	30,364,003
<b>Capital Outlay as a percentage of Operating Expenditures</b>	<b>2.1%</b>	<b>3.1%</b>	<b>4.7%</b>	<b>6.7%</b>	<b>5.3%</b>

## Description:

Expenditures for operating equipment--such as vehicles and computers--drawn from the operating budget are usually referred to as "capital outlay." Capital outlay items normally include equipment that will last longer than one year and have an initial cost above a significant minimum amount, such as \$5,000. Capital outlay does not include capital budget expenditures for construction of infrastructure such as streets, buildings or bridges. The purpose of capital outlay in the operating budget is to replace worn equipment or add new equipment. The ratio of capital outlay to net operating expenditures is a rough indicator of whether the stock of equipment is being adequately replaced. Over a number of years, the relationship between capital outlay and operating expenditures is likely to remain about the same. If this ratio declines in the short run (one to three years), it may mean that the local government's needs are temporarily satisfied, since most equipment lasts more than one year. A decline persisting over three or more years can indicate that capital outlay needs are being deferred, which can result in the use of inefficient or obsolete equipment.

## Commentary:

This category does not measure expenditures for major capital programs such as drainage, new street projects and facility construction.

The warning trend is declining capital expenditures, which may indicate the use of inefficient or obsolete equipment.

## Analysis:

With the Town's capital expenditure threshold at \$5,000, a large portion of office and computer equipment is not considered capital. A percentage of capital outlay between 5 - 7% appears to be appropriate.

The increase in 2012 was the result of the replacement of aging equipment that had been deferred in prior years.

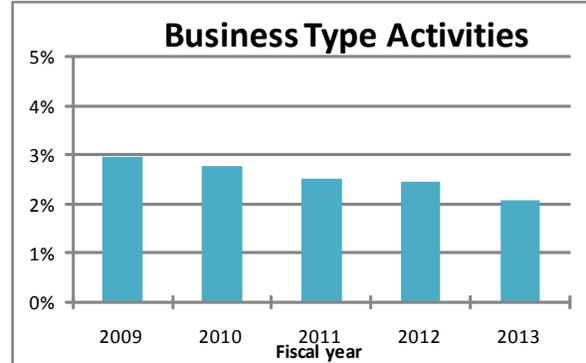
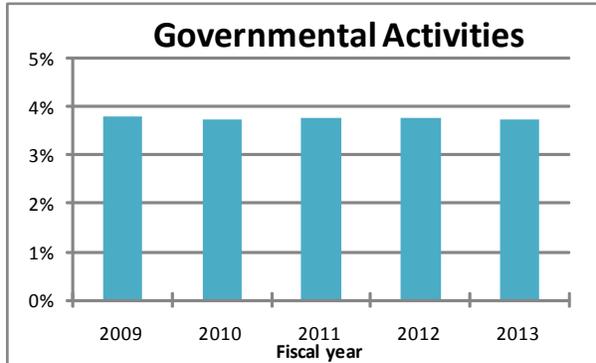
# Depreciation - Governmental and Business Type Activities

## Formula:

$$\frac{\text{Depreciation Expense}}{\text{Cost of Capital Assets}}$$

## Warning Trend:

Decreasing Depreciation Expense as a Percentage of Depreciable Capital Assets (at cost) for Governmental and Business Type Activities



Fiscal year:	2009	2010	2011	2012	2013
Depreciation Expense for Governmental Activities	12,580,311	14,080,577	15,310,267	15,469,741	15,364,469
Cost of Depreciable Capital Assets Governmental Activities	332,197,819	375,198,203	405,021,826	409,231,981	411,979,603
<b>Depreciation Expense as a Percentage of total Fixed Assets</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.7%</b>
Depreciation Expense for Business Type Activities	148,214	153,996	169,157	166,833	136,400
Cost of Depreciable Capital Assets Business Type Activities	5,002,164	5,591,764	6,761,599	6,790,049	6,572,478
<b>Depreciation Expense as a percentage of total Fixed Assets</b>	<b>3.0%</b>	<b>2.8%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.1%</b>

## Description:

Depreciation is the mechanism by which the cost of a fixed asset is amortized over its estimated useful life. Depreciation is usually recorded only in enterprise and internal service funds. Total depreciation cost is generally a stable proportion of the cost of fixed assets, because older assets that have been fully depreciated are often removed from service and replaced by newer assets.

If depreciation costs are declining as a proportion of fixed asset costs, the assets on hand are probably being used beyond their estimated useful life. This can result in the inefficiencies and higher costs discussed under Capital Equipment Outlay and Infrastructure Replacement. If the ratio is declining because obsolete assets are not being replaced, it can indicate that the enterprise or internal service funds lack the resources to remain solvent. However, it could be that the estimated useful life of an asset or assets was initially underestimated or that the scale of operations has been reduced; either instance could also produce a decline in the ratio of expenses to cost of assets.

## Commentary:

This indicator provides information about assets in the stormwater, fleet management and computer operations. Depreciation allocates the cost of a fixed asset over its useful life. Total depreciation cost is generally a stable proportion of the cost of fixed assets, because older assets that have been fully depreciated are removed from service and replaced with newer assets.

## Analysis:

The Town has an ongoing commitment to purchase and replace machinery and equipment as needed. The capitalization threshold is currently \$5,000. Large investments in capital assets in a given year can cause the percentage to decline. In 2011, the Stormwater utility added infrastructure causing Business Type Activities percentage to drop. Governmental Type Activities has remained stable in 2010 even with the addition of the new police station and PACE center.

Overall, the percentages over the five year period have remained fairly stable.

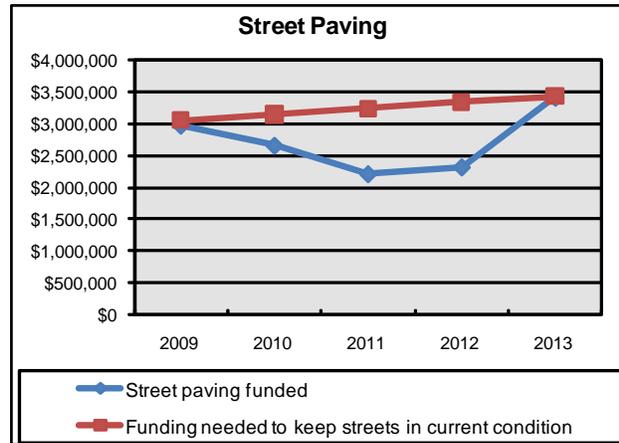
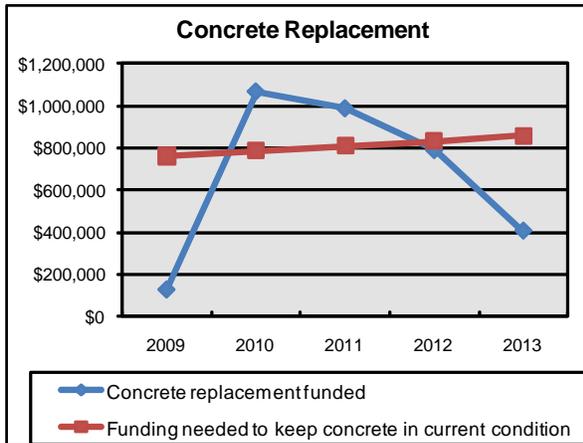
# Infrastructure Replacement

## Warning Trend:

Recurring capital funded less than capital required

## Formula:

$$\frac{\text{Capital funded}}{\text{Capital required}}$$



Fiscal year:	2009	2010	2011	2012	2013
Street paving funded	2,975,374	2,656,677	2,206,001	2,314,335	3,416,915
Funding needed to keep streets in current condition	3,053,040	3,145,360	3,240,080	3,337,520	3,435,076
Paving funded as a percentage of capital required	97.5%	84.5%	68.1%	69.3%	99.5%
Concrete replacement funded	127,399	1,069,728	989,252	790,602	407,754
Funding needed to keep concrete in current condition	763,260	786,340	810,020	834,380	858,769
Concrete replacement funded as a percentage of capital required	16.7%	136.0%	122.1%	94.8%	47.5%

## Description:

Enduring assets, such as streets, municipal buildings and bridges, are built at tremendous cost, and their decline can have far-reaching effects on business activity, property value and operating expenditures. Deferring maintenance of such assets can also create significant unfunded liability.

In general, maintenance expenditures should remain relatively stable (in constant dollars), relative to the amount and nature of the assets. A declining ratio between maintenance expenditures and size of asset stock may be a sign that the government's assets are deteriorating. If the trend persists, deterioration will push up maintenance expenditures.

**Commentary:**

Infrastructure includes streets, storm sewers, manholes, traffic lights, curb, gutter and sidewalk (concrete). The Town of Parker's Public Works Department (PW) has an excellent infrastructure management program. Public Works assesses the condition of the Town's largest infrastructure investments (streets, concrete and stormwater utility) on an annual basis. By projecting the total life of these assets with their replacement cost in today's dollars, the Town derives the annual dollar amount needed to invest in the Town's infrastructure to maintain its current condition.

Any year in which actual funding of infrastructure replacement was less than the funding needed produces a negative indicator.

**Analysis:**

The average funding for Infrastructure Replacement for the past five years is 83.7%. Street paving is funded through Highway Users Tax revenues and supplemented by General Fund revenues. Concrete replacement is funded through the Use Tax in the Public Improvement Fund and balanced against other capital requirements. Storm sewer is funded through the Stormwater Utility Fund.

Annual replacement percentages can vary based on the availability of contractors and materials, and is weather dependent. Unspent budgets are carried over to the following year to help ensure the infrastructure replacement program continues to be adequately funded.

While the Town is committed to maintaining its infrastructure and replacing old, worn out, and outdated plant and equipment as needed, the amount of street paving needed continues to outpace the amount of street paving funded. This requires public works to prioritize projects based on need and available funding.

# TREND EVALUATION: LOCAL ECONOMIC AND DEMOGRAPHIC CHARACTERISTICS

## SUMMARY

Community needs and resource indicators encompass economic and demographic characteristics, such as population, income, property value, employment and business activity. Local Economic and Demographic Characteristics is a category in which tax base and economic and demographic characteristics are treated as different sides of the same coin. On one side, tax base determines a community's wealth and its ability to generate revenue (that is, level of personal, commercial and industrial income). On the other side are economic and demographic characteristics that affect community demands, like public safety, capital improvements and social services.

Changes in community needs and resources are interrelated in a continuous, cumulative cycle of cause and effect. For example, a decrease in population lowers the demand for housing and causes a corresponding decline in the market value of homes. This in turn reduces property tax revenue. Initial population decline also has a negative effect on retail sales and income, causing Town revenues to drop even further. Expenditures for fixed costs that are impervious to declines in population and business activity cannot always be balanced to the revenue loss with a proportionate reduction in expenditures. In fact, the Town may be forced to raise taxes to make up for lost revenue, placing a greater burden on the remaining population. As economic conditions decline and taxes rise, the community becomes a less attractive place to live and the population may further decline.

An examination of local economic and demographic characteristics can identify the following situations:

- A decline in the tax base as measured by population, property value, employment or business activity;
- A need to shift public service priorities due to a change in the age or income of residents, or the type of density of physical development; and/or
- A need to reassess public policies if, for example, the jurisdiction has lost business to surrounding communities, and/or national/regional economic conditions have changed.

## INDICATORS

- Median Age
- Property Value
- Employment Base
- Business Activity
- Population

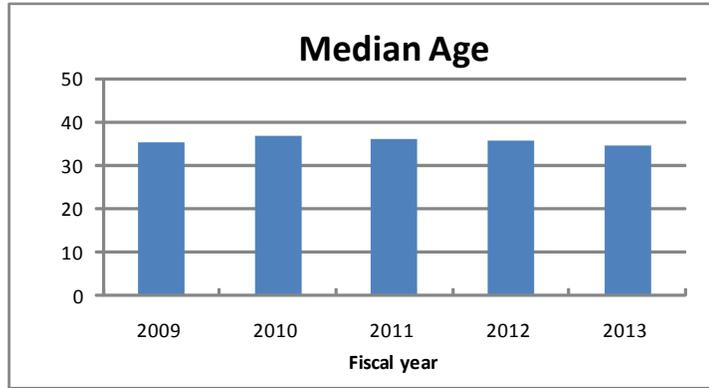
# Median Age

**Warning Trend:**

Increasing median age of population

**Formula:**

Median age of population



Fiscal year:	2009	2010	2011	2012	2013
Median Age	35.40	36.60	36.10	35.80	34.40

**Description:**

As is the case with changes in population size, the relationship between the population's median age and other economic and demographic factors is not clear. However, evidence does indicate that an aging population and an increase in the number of senior citizens can hurt both the revenue and expenditure profiles of a local government.

Revenues can be affected for two reasons: first, the income of senior citizens is often in the form of social security and pension payments, which might not change at the same rate as the general economy, and senior citizens often have full or partial exemption from property taxes and user charges; second, older persons may spend less money than younger persons.

Meanwhile, as the proportion of senior citizens increases, expenditure rates for government services may increase because senior citizens often require specialized programs, especially in the areas of health, welfare and transportation.

As younger age groups leave a community or decrease as a percentage of population, business activity can decrease in greater proportion, especially if most of the people leaving are between the age of twenty-five and forty; people in this age group usually spend more of their income than any other age group. In addition, if this age group leaves, the community loses a significant portion of its labor force, which can further damage the local economy. However, if the increase in median age is caused by a drop in the number of families with young children, this can have a favorable effect on expenditures because it reduces needs for schools, recreation, and related programs.

**Commentary:**

An aging population can affect the type of services the Town provides and the amount of resources with which the Town has to address the service need.

An increasing trend is a warning signal.

**Analysis:**

Nationally the trend has been and continues to be an aging population. The trend is not unexpected as the baby boomers advance with no offsetting increase in births. Along with this trend is the fact that many retiring baby boomers have the greatest share of disposable income.

Parker continues to have a healthy population mix with young adults and families. While the trend had been an aging population, updated census data showed a slight decrease in the median age which is favorable for the Town.

The median age information was provided by the Town's Economic Development Department

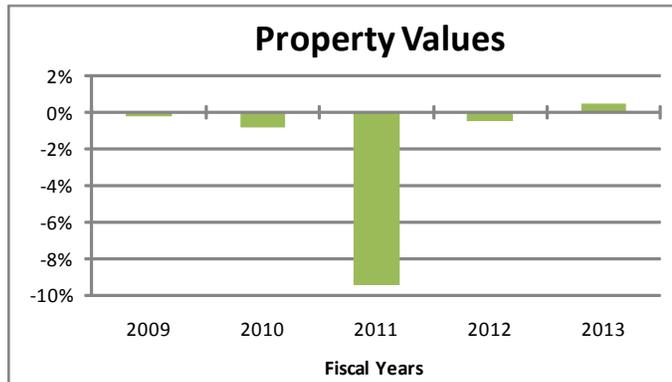
## Property Value

### Warning Trend:

Declining growth or drop in the market value of residential, commercial, or industrial property (constant dollars)

### Formula:

$$\frac{\text{Change in property value (constant dollars)}}{\text{Property value in prior year (constant dollars)}}$$



Fiscal year:	2009	2010	2011	2012	2013
Market value of property	4,964,130,814	5,013,964,926	4,707,781,891	4,775,374,576	4,932,712,386
Consumer Price Index	208.5	212.4	220.3	224.6	230.8
Property value (constant dollars)	4,964,131,000	4,921,901,000	4,455,860,000	4,433,693,000	4,456,305,000
Property value in prior year (constant dollars)	4,974,897,000	4,964,131,000	4,921,901,000	4,455,860,000	4,433,693,000
<b>Percent change in property value (constant dollars)</b>	<b>-0.2%</b>	<b>-0.9%</b>	<b>-9.5%</b>	<b>-0.5%</b>	<b>0.5%</b>

### Description:

Changes in property value are important because most local governments depend on property taxes for a substantial portion of their revenues. This is especially true in a community with a stable or fixed tax rate; the higher the aggregate property value, the higher the revenues. Communities in the midst of population and economic growth are likely to experience short-run, per unit increases in property value. This is because in the short-run, the housing supply is fixed and the increase in demand created by growth forces prices up. Declining areas are more likely to see a decrease in the market value of properties. The effect of declining property value on governmental revenues depends on the government's reliance on property taxes; the extent to which the decline will ripple through the community's economy affecting other revenues such as sales tax, is more difficult to determine. All economic and demographic factors are closely related; a decline in property value will most likely not be a cause, but a symptom of other underlying problems.

### Commentary:

Assessor's market value of taxable real, personal and utility property in the Town of Parker is expressed in constant dollars to determine if it is changing in an overall positive or negative direction.

A decreasing trend is seen as a warning signal.

Property tax accounts for 3% of the Town's total revenue.

### Analysis:

Property values are reassessed every other year (odd year) resulting in spikes in the indicator as assessments catch up with the market. The recession and the crash of the housing market that began at the end of 2007 significantly impacted property values with the worst of it being in 2011.

The slight increase in 2013 is an indication that the economy is finally out of the recession and the improving property values are due to a combination of rising residential housing prices, commercial and residential development, and annexations. The projection is that this trend will continue and be more favorable in the future and the County Assessor anticipates double digit increases for the 2015 reassessment period.

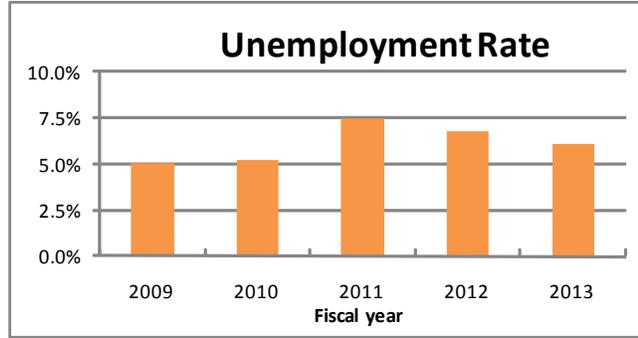
## Employment Base

### Warning Trend:

Increasing rate of local unemployment or a decline in the number of jobs within the community

### Formula:

Local unemployment rate and/or the number of jobs within the community



Fiscal year:	2009	2010	2011	2012	2013
Unemployment rate	5.0%	5.2%	7.5%	6.8%	6.1%

### Description:

The unemployment rate and the number of jobs within the community are considered together because they are closely related; for the purpose of this discussion, they will be referred to as the employment base. Employment base is related directly to business activity and personal income. Changes in the unemployment rate are related to changes in personal income; and thus a measure of, and an influence on, the community's ability to support its business sector.<sup>1</sup>

If the employment base is growing, is sufficiently diverse to provide a cushion against short-run economic fluctuations or a downturn in one sector, and it provides sufficient income to support the local business community, then it will have a positive influence on the local government's financial condition. A decline in the employment base--as measured by unemployment rate or number of available jobs--can be an early sign that overall economic activity is declining and that government revenues may be declining as well.

### Commentary:

The unemployment rate is the number of unemployed persons as a percent of all persons working or seeking work. A decline in unemployment may signal a strong employment base. An increase would signal a warning.

### Analysis:

The national recession began in late 2007 and ended in July 2009 causing increases in unemployment beginning in 2008 that has carried into 2011. The economy has been improving and unemployment rates declined in 2012 and 2013 are expected to continue to improve over the next few years, although it is not projected to return to pre recession levels.

<sup>1</sup> The unemployment rate reflects the employment status of citizens who live within a community's geographic boundaries, regardless of whether their jobs are within or outside the community.

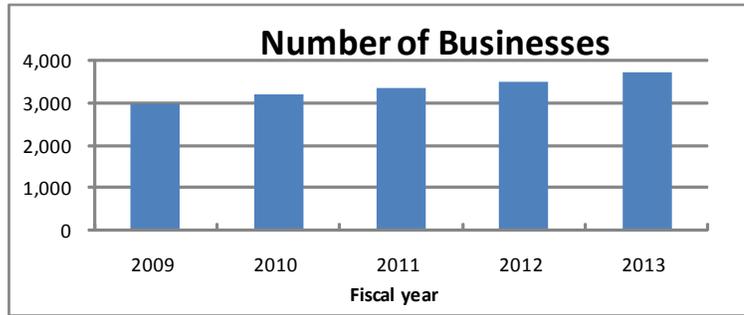
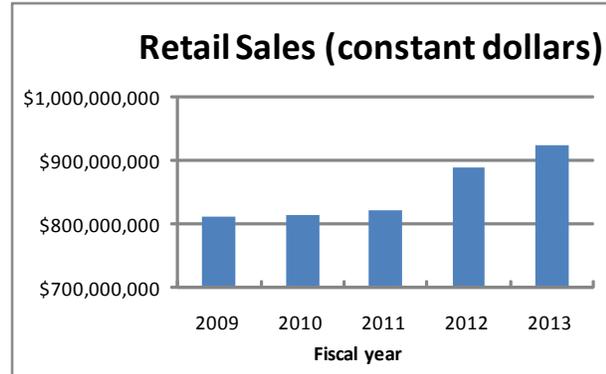
## Business Activity

### Warning Trend:

Decline in business activity as measured by retail sales, number of business units, gross business receipts, (constant dollars where appropriate)

### Formula:

Retail Sales constant dollars



Fiscal year:	2009	2010	2011	2012	2013
Retail Sales	812,070,088	830,527,314	869,273,511	958,115,409	1,023,027,568
Consumer Price Index	208.5	212.4	220.3	224.6	230.8
<b>Retail Sales (constant dollars)</b>	<b>812,070,000</b>	<b>815,278,000</b>	<b>822,712,000</b>	<b>889,435,000</b>	<b>924,222,000</b>
<b>Number of Retail Businesses</b>	<b>2,994</b>	<b>3,218</b>	<b>3,361</b>	<b>3,514</b>	<b>3,718</b>

### Description:

The level of business activity affects a local government's financial condition in two ways. First, it directly affects any revenue yields that are a product of business activity, such as those from sales or gross receipt taxes. Second, it has indirect influences; a change in business activity affects demographic and economic areas such as personal income, property value and the employment base. Changes in business activity also tend to have cumulative effects. For example, a decline in business activity can harm a community's employment base, income and property value, which can in turn create further decline in business activity.

### Commentary:

For both indicators, an increasing trend is a positive indicator. A decrease signals a downward trend in the economy which will adversely affect Town revenues.

### Analysis:

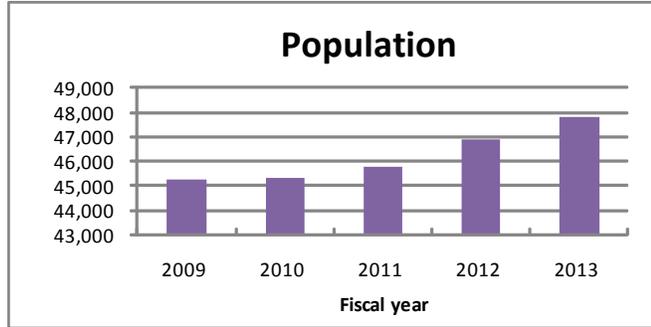
In general, through 2013, retail sales have increased at a pace greater than inflation. The recession that significantly impacted the nation was not a major factor for retail sales in the Town. This was mostly result of the timing of the new Costco opening in August of 2008.

The number of businesses can fluctuate as businesses close and new businesses open (including home based businesses). Commercial development over the last several years has provided additional locations for new businesses to locate in the Town.

# Population

**Warning Trend:**  
Rapid change in population size

**Formula:**  
Population



Fiscal year:	2009	2010	2011	2012	2013
Population	45,259	45,297	45,758	46,919	47,823

## Description:

The exact relationship between population change and other economic and demographic factors is uncertain. However, population change can directly affect governmental revenues. For example, some taxes are collected on a per capita basis, and many intergovernmental revenues and grants are distributed according to population; a sudden increase in population can create immediate pressures for new capital outlay and higher levels of service. In the case of annexations, where the capital infrastructure is already in place, there may still be a need to expand operating programs.

A decline in population would at first glance, appear to relieve the pressure for expenditures, because the population requiring services is smaller, but in practice, a local government faced with population decline is rarely able to make reductions in expenditures that are proportional to population loss. First, many costs, such as debt service, pensions and governmental mandates, are fixed and cannot be reduced in the short-run. Second, if the out-migration is composed of middle and upper-income households, then those remaining in the community are likely to be the poor and aged who depend the most on government services. In addition, the interrelationship of population levels, and other economic and demographic factors tends to give population decline a negative cumulative effect on revenues; the greater the decline, the more adverse the effects on employment, income, housing and business activity.

## Commentary:

The population of the Town of Parker is determined by the U. S. Census count made every 10 years and estimates during non-Census years prepared by the Town of Parker economic development department.

Rapid change is the warning trend for this indicator, because abrupt increases or decreases in population can increase service costs or reduce Town revenue bases.

## Analysis:

The Denver Metro Area continues to see a net population influx.

The Town's annual population changes continue to be minimal and fairly stable. The economic downturn has impacted the housing market over the last couple years as housing starts are well below the Town's ten year average.

Planning for future needs and the continued growth of the population are addressed annually in the Budget and in the 10-Year Capital Improvement Plan.