



Town of
Parker COLORADO™

A full-service community with a hometown feel

2016 Annual Budget





2016 Annual Budget

**2016 Annual Budget
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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**



O'Brien Park



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.



Renee Williams



Amy Holland



Josh Martin



John Diak



Debbie Lewis



Joshua Rivero

Councilmember Renee Williams was elected to a four-year term in November 2014.

Councilmember Amy Holland was elected to a four-year term in November 2014.

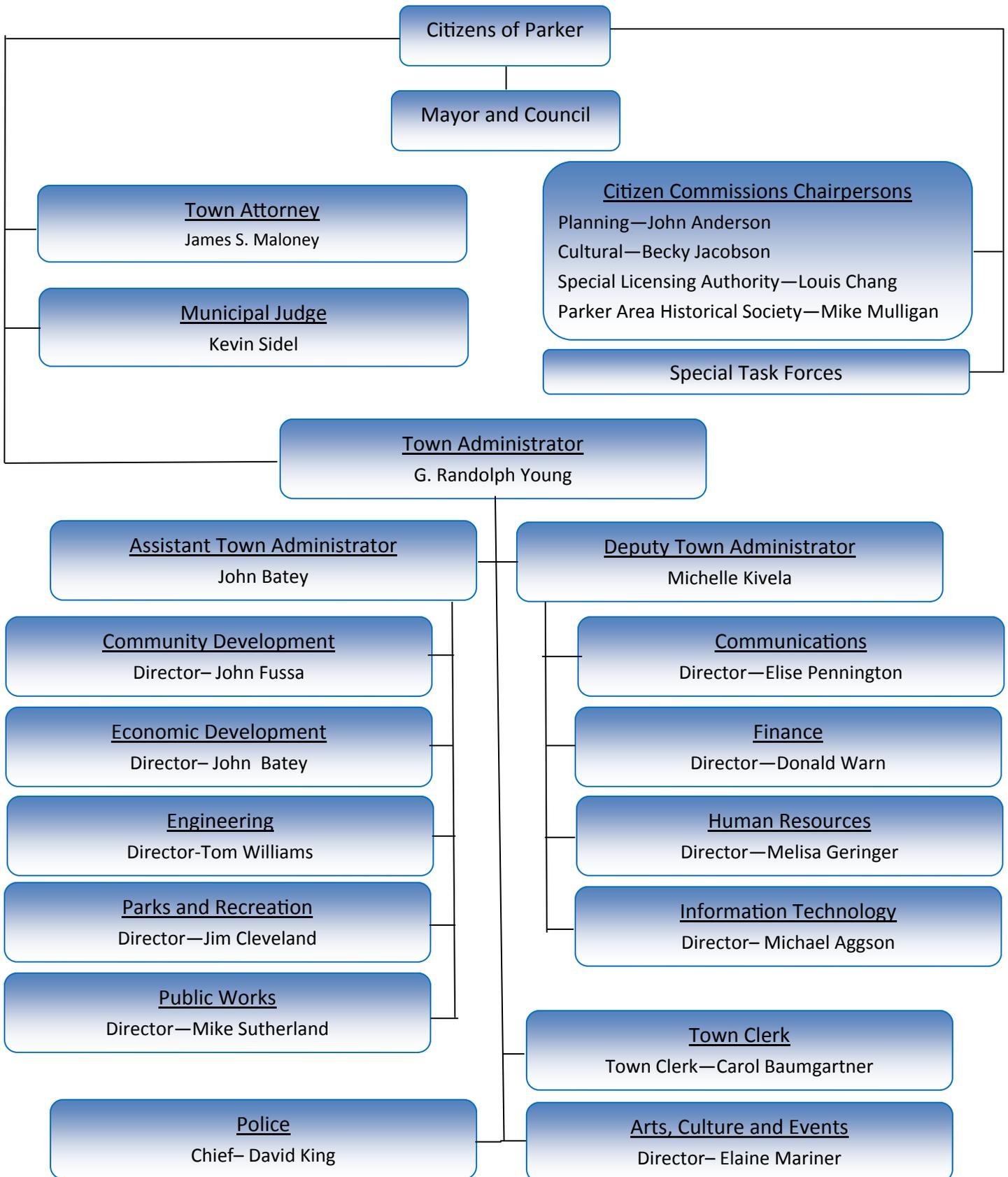
Councilmember Josh Martin was elected to a four-year term in November 2014.

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, 2015

A handwritten signature in cursive script, reading "Jeffrey R. Emmer".

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, 2015. 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. 2015 was the eleventh 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.

New Budget Initiative

In late 2015 the Town updated its long term strategic goals and made the decision to move forward with Priority Based Budgeting (PBB). This process not only provides a mechanism through which the Town can make better short-term resource allocation decisions based on the relative priority of the various programs and services, but also provides a new way to link budget decisions to the strategic results and outcomes that the organization wishes to achieve for the long term.

Beginning in 2016, Town staff will be completing an inventory of all Town programs, assigning costs and scoring the programs on various criteria including how programs tie back to the long term strategic goals. Ultimately, this allows the Town to clearly communicate what we're in the business to do, what exactly we do, what it costs to do what we do and provides a clear picture of where the organization's resources are allocated to provide improved long term decision making.



2016 Budget Calendar

April 7, 2015 Executive Management Team (EMT) meeting

- discuss 2016 budget process

April 17, 2015

- Capital Improvement Plan (CIP) Meeting #1

May 22, 2015

- budget request worksheets sent to departments

June 19, 2015

- budget requests with justification due to Finance
 - department line items, new personnel request for 2016, department capital outlay

June 26, 2015

- CIP meeting #2

July 31, 2015

- CIP meeting #3

August 11 EMT meeting

- review budget requests, capital projects plan

August 18, 2015 EMT meeting

- review compensation plan and CIP

September 18, 2015 Council Retreat

- revenue projections
- personnel
- compensation plan
- community organization funding
- capital outlay
- capital projects

October 6, 2015 EMT meeting

- discuss proposed budget and CIP

October 12, 2015 Council Study Session (Charter requires proposed budget be presented on or before Oct. 15th)

- proposed budget submitted to Council

October 26, 2015 Council Meeting Study Session

- proposed budget follow-up, if necessary
- proposed budget posted on Town Web site for public inspection

November 2, 2015 Council Meeting (Charter requires a public hearing on or before Nov. 15th)

- first reading, public hearing on proposed 2016 annual budget

December 7, 2015 Council Meeting

- second reading, public hearing and adoption of proposed 2016 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 2016 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 2016 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 2015 projected amount and 2014 actual amounts are presented alongside the 2016 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 2016 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 2016 Annual Budget. Following a lengthy budget development process, public inspection and two public hearings, the Town Council adopted the proposed annual budget on December 7, 2015.

The local economy continues to improve as indicated by increased consumer spending for 2014 and again for 2015. In addition, the housing market has rebounded with home sales in Parker increasing for the fourth straight year. As a result, the 2016 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 four years.

Year-over-year financial results have improved since 2011 and revenue projections for 2016 and beyond reflect a positive outlook. As of October 2015, 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 9.3 percent and 8.3 percent respectively. As of November 2015, with 297 single-family residential building permits issued, building-related revenues use tax, excise tax, building permit fees and other related revenues are on pace with the ten year average 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 again in 2016. 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 2016 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 2016 budget follow and many cross over into several other goals.

FINANCIAL HIGHLIGHTS

Overall budget summary

The total 2016 budget, which covers all Town funds, is \$106,262,611 (excludes interfund transfers). Even with the addition of new capital projects and the continued construction of The Plaza on Main in the Parks and Recreation Fund and the widening of Chambers Road, Summerset Drive extension and construction of several other street reconstruction projects in the Public Improvements Fund, resulted in a net decrease in the Town's overall budget from the 2015 amended budget, which was \$108,308,067.

The increase in the General Fund of \$6,310,378 or roughly 15 percent is the result of increases in salaries and benefits, fully funding five (5) new positions added during 2015, eight (8) new positions added for 2016, and a \$2,000,000 capital outlay for a new records management system (RMS) in the Police Department. The increase in the Cultural Fund of 11 percent is due to increases in salary and continued rehabilitation of the old Schoolhouse. In the Recreation Fund, the increase in budget of 5 percent is attributable to salary and benefit increases and the additional of three (3) new personnel to staff the newly expanded recreation center. Recreation debt service increased 57 percent as a result of the issuance of certificates of participation (COPs) for the construction of the expansion of the recreation center that occurred in 2015. The increase in the Fleet Services Fund is due to increases in salary and benefits and fleet replacements. The increase in the Technology Management Fund is due to increases in salary and benefits and town wide network upgrades planned for 2016. The decreases in the Parks and Recreation Fund, Law Enforcement Assistance Fund, Public Improvement Fund and Stormwater Fund are the result of major projects that were completed in 2015.

Expenditure and Budget Summary	2014	2015	2015	2016	2014 Proj
	Actual	Original Budget	Adopted Budget	Adopted Budget	to 2015 Bud % Change
General Fund	\$ 37,772,338	\$ 41,586,567	\$ 42,577,089	\$ 48,887,467	15%
Parks and Recreation Fund	8,104,318	15,990,086	17,734,750	12,448,430	-30%
Law Enforcement Assistance Fund	127,847	175,400	290,633	130,504	-55%
Cultural Fund	3,252,888	4,106,525	4,922,295	5,457,199	11%
Recreation Fund	5,508,161	6,430,892	6,638,492	6,954,210	5%
Public Improvements Fund	17,825,040	17,113,675	23,677,592	18,093,661	-24%
Police Station and PACE Center Construction Fund	316,663	-	27,212	-	-100%
General Debt Service	261,021	941,395	941,395	941,725	0%
Recreation Debt Service Fund	1,361,316	1,711,438	1,711,438	2,683,889	57%
Stormwater Utility Enterprise Fund	1,328,815	1,837,478	2,076,492	1,789,384	-14%
Fleet Services Internal Service Fund	836,372	1,766,790	1,896,790	2,217,613	17%
Technology Management Internal Services Fund	2,481,313	2,670,531	3,004,881	3,751,469	25%
Facility Services Internal Services Fund	751,349	839,008	839,008	862,860	3%
Medical Benefits Internal Services Fund	-	2,040,000	2,040,000	2,044,200	0%
Total Expenditures	\$ 79,927,440	\$ 97,209,785	\$ 108,378,067	\$ 106,262,611	

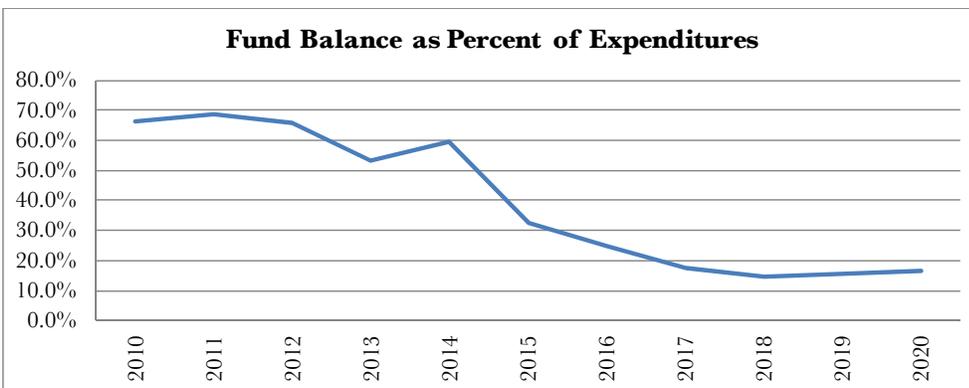
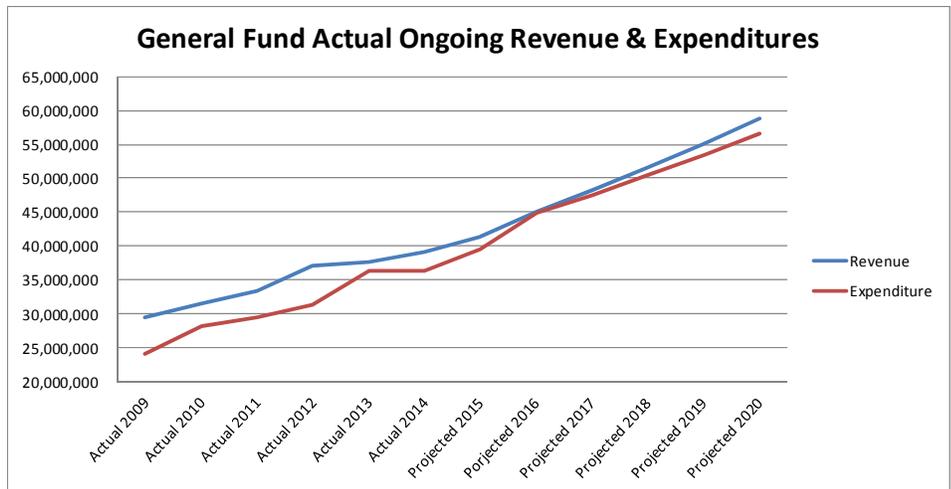
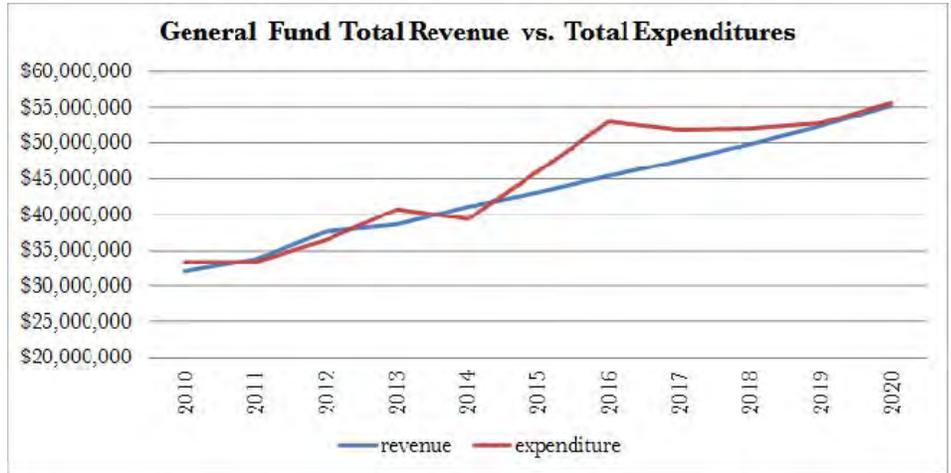
Note: Interfund transfers are not included.

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 (84 percent) comes from taxes - local and intergovernmental.

Summary of General Fund	2014		2015		2016	
	Actual	Original Budget	Adopted Budget	2015 Projected	Adopted Budget	
Beginning Fund Balance	\$ 21,783,009	\$ 23,477,317	\$ 23,477,317	\$ 23,477,317	\$ 20,530,176	
Revenues	41,041,247	40,692,537	40,692,537	43,073,254	45,415,983	
Expenditures	39,346,939	47,533,906	48,524,428	46,020,395	52,943,701	
Ending Fund Balance	\$ 23,477,317	\$ 16,635,948	\$ 15,645,426	\$ 20,530,176	\$ 13,002,458	
Fund Balance as % of Expenditures	60%	35%	32%	45%	25%	

The total 2016 budget is \$52,943,701. Projected revenues of \$45,415,983 and revenue from prior years (fund balance) of \$7,527,718 balance the budget. The General Fund has a very healthy fund balance, which the Town has planned to use to cover one-time expenditures that arose from additional capital outlays for a new Records Management System, police and parks vehicles and computer equipment in the Police Department. As the charts show, there will be a negative gap between total projected future revenue and 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 2016 is estimated to increase 5 percent from projected 2015 revenues; and the projection is exceeding the 2015 adopted budget by 6 percent.

Certain revenues are projected to increase 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 6 percent. 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 increase and is calculated using the assessed valuation of property within the Town provided by the Douglas County Assessor.

General Fund Summary	2015		2016		% Change from 2015 Budget	% Change from 2015 Projected
	2014 Actual	Adopted Budget	2015 Projected	Adopted Budget		
Revenue:						
<u>Taxes</u>						
Sales Tax	\$ 27,510,421	\$ 27,664,000	\$ 29,400,000	\$ 31,202,300	12.8%	6.1%
Property Tax	1,451,069	1,414,300	1,435,000	1,650,300	16.7%	15.0%
Other Taxes	(1,553,873)	2,534,000	2,588,000	2,696,200	6.4%	4.2%
Total Taxes	35,548,800	31,612,300	33,423,000	35,548,800	12.5%	6.4%
<u>Licenses and Permits</u>						
Building Permit Fee	1,644,823	1,425,600	1,500,000	1,528,300	7.2%	1.9%
Other Licenses and Permits	305,083	221,100	63,110	210,700	-4.7%	233.9%
Total Licenses and Permits	1,739,000	1,646,700	1,563,110	1,739,000	5.6%	11.3%
<u>Intergovernmental</u>						
Highway User Tax Fund	1,047,973	1,071,800	1,068,000	1,078,700	0.6%	1.0%
Road/Bridge Shareback	1,231,030	1,291,800	1,290,500	1,480,000	14.6%	14.7%
Build America Bonds Credit	821,393	874,737	810,882	794,771	-9.1%	-2.0%
Motor Vehicle Registration	152,935	153,200	157,600	162,300	5.9%	3.0%
Other Intergovernmental	804,266	125,100	491,027	379,812	203.6%	-22.6%
Total Intergovernmental	3,895,583	3,516,637	3,818,009	3,895,583	10.8%	2.0%
<u>Charges for Services</u>						
Deficit Reduction Fee	1,023,310	1,000,000	932,500	1,092,400	9.2%	17.1%
Intergov. Agreement Services	482,782	811,100	715,664	821,600	1.3%	14.8%
Other Charges for Services	408,473	781,400	791,076	852,500	9.1%	7.8%
Total Charges for Services	2,766,500	2,592,500	2,439,240	2,766,500	6.7%	13.4%
Fines and Forfeitures	184,179	176,700	191,600	192,900	9.2%	0.7%
Other Revenue	154,848	172,600	867,185	177,300	2.7%	-79.6%
Transfers In	927,600	975,100	975,100	1,095,900	12.4%	12.4%
Total Revenue	\$ 45,415,983	\$ 40,692,537	\$ 43,277,244	\$ 45,415,983	11.6%	4.9%

Building permit fee and deficit reduction fee revenues are projected to increase due to the resurgence of residential construction. Our 2016 projection for the number of permits to be issued for single-family residential homes is 350, which is consistent with the projection for 2015 of 325 permits. This number far exceeds the number of permits issued annually in 2007 through 2011 during the recession, but is in line with the permits issued in 2012 through 2014 which averaged 353 for the period.

General Fund expenditures

Total expenditures are budgeted to increase 9 percent or \$4,419,273.

Salaries and benefits show an increase of \$2,384,813. The increase consists of the addition of an Assistant Town Administrator, the Police Department adding a new Communications Technician and five new Patrol Officers, Finance adding a new Accounting

Technician, Public Works adding two new Street Maintenance Technicians, Parks and Recreation adding a new Parks Crew Leader and Parks Technician, an average 4.0 percent performance-based merit increase, salary range movement and step increases for police officers, and a 8 percent increase in workers compensation insurance.

Supplies expenditures are increasing by 16 percent, or \$171,985, primarily due to furniture and fixture purchases in several departments that are planned for 2016.

Purchased services expenditures are increasing by 3 percent, or \$463,711, primarily due to the Internal Service Fund allocation for Technology Management and the new Public Works facility that came online in 2015.

Capital Outlay expenditures are increasing by 225 percent, or \$2,318,369, primarily due to a new Records Management System (RMS) in the Police Department planned for 2016.

Economic development incentive expenditures are budgeted to increase due to new incentive agreements that came online at the end of 2015.

The decrease in transfers out is the net effect of the \$3.5 million transfer to the Parks and Recreation Fund for the Recreation Center Expansion that occurred in 2015 and the increase in subsidy for the PACE of \$300,000 and the transfer to the Public Improvement Fund of \$1,500,000 for street maintenance expenditures that were included in the General Fund budget in 2015, but are now included in the Public Improvement Fund budget.

General Fund Summary	2015	2016	% change
	Adopted Budget	Adopted Budget	
Expenditures:			
Salaries and Benefits	\$ 19,575,453	\$ 21,960,266	12%
Supplies	1,044,965	1,216,950	16%
Purchased Services	15,996,090	16,459,801	3%
Debt Service	3,765,300	3,743,700	-1%
Capital Outlay	1,029,581	3,347,950	225%
Economic Dev Incentives	545,000	1,500,000	175%
Other	620,700	658,800	6%
Transfers Out	5,947,339	4,056,234	-32%
Total Expenditures	\$ 48,524,428	\$ 52,943,701	9%

Notable changes in the departmental budgets are as follows:

- IT Management fees were increased an average of 30 percent to all departments to cover the cost of Town wide network upgrades.
- Merit increases are budgeted at 4 percent for 2016.
- Elected Officials increased 15 percent due to the reallocation of meeting and meal expenses for Council meetings from the Interdepartmental budget.
- Town Clerk decreased 23 percent due to the removal of budget for a vacant position that is not being filled.
- Town Administrator increased 57 percent primarily due to the addition of an Assistant Town Administrator position.
- Finance increased 13 percent due to the addition of an Accounting Technician.
- Risk Management increased due to higher premiums for liability insurance.
- Community Development increased 8 percent due to a reorganization and reclassification of staff that occurred in 2015.
- Communications increased 11 percent due to the planned implementation of the Town branding project that began in 2014.

General Fund Summary	2015	2016	% change
	Adopted Budget	Adopted Budget	
Expenditures:			
Elected Officials	\$ 130,300	\$ 149,760	15%
Town Clerk	391,496	301,163	-23%
Municipal Court	332,009	333,724	1%
Town Administrator	584,160	917,543	57%
Elections	23,000	26,000	13%
Finance	838,390	945,687	13%
Sales Tax	465,773	481,579	3%
Legal Services	517,527	552,325	7%
Human Resources	844,973	837,307	-1%
Risk Management	338,807	369,589	9%
Community Development	1,824,167	1,971,297	8%
Communications	746,588	828,235	11%
General Government Buildings	520,750	583,350	12%
Customer Service	128,822	142,278	10%
Historic Preservation	3,000	2,500	-17%
Interdepartmental	648,133	706,550	9%
Debt Service	3,765,300	3,743,700	-1%
Police	13,416,376	17,313,508	29%
Building Inspection	1,194,188	1,445,365	21%
Public Works	10,329,108	10,682,182	3%
Parks, Forestry and Open Space	3,288,396	3,652,950	11%
PWOC Buildings	138,600	144,400	4%
Parks/Public Works Buildings	692,300	310,600	-55%
Economic Development	1,008,526	945,875	-6%
Economic Incentives	545,000	1,500,000	175%
Interfund Transfers	5,947,339	4,056,234	-32%
Total Expenditures	\$ 48,663,028	\$ 52,943,701	9%

- General Government Buildings increased 12 percent primarily due to building improvements, which includes Town Hall kitchen remodel, Clerk's Office storage room remodel, Municipal Court remodel and additional storage in Community Development.
- Building Inspectors increased 21 percent primarily due to the addition of a Fire/Life Inspector.
- Police is increasing 29 percent primarily due to the addition of 6 new employees that were approved by Town Council and the implementation of a Records Management System in 2016.
- Public Works increased due to additional repair and maintenance funds for streets, curbs, gutters and sidewalks.
- Public Works Buildings is decreasing 55 percent due to the remodel of the Molsenbocker facility that occurred in 2015.
- Interfund Transfers is decreasing 32 percent primarily due to the transfer to the Parks and Recreation Fund for completion of the Recreation Center Expansion that was done in 2015 that will not occur in 2016.
- Economic Incentives is increasing 175 percent due to new agreements that triggered in 2015 and will be active starting in 2016.

Other highlights of the General Fund budget are as follows:

- \$10.6 million 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 Operations Center.
- \$1.8 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 2016 annual budget maintains a healthy fund balance in the General Fund. The resulting fund balance is 24.6 percent of expenditures, well in excess of the Town policy minimum of 16.7 percent.

Highlights of other funds

Conservation Trust Fund

The annual revenue received in the fund is being used to help with construction of major parks and recreation projects. For 2015 funds were used for a significant portion of the Recreation Center expansion and in 2016 funds will be used for The Plaza on Main, which is a new civic center park adjacent to the new Douglas County Library.

Parks and Recreation Fund

- Revenue in this fund consists mainly of sales tax, which is projected to increase 6 percent or \$360,500 over the projected 2015 amount. A total of \$17.5 million in expenditures in 2016 includes the following:
- \$8.5 million for completion of The Plaza on Main, a park plaza project adjacent to the new Douglas County Library project across from Town Hall
- \$2.68 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
- \$1.22 million to support recreation operations
- \$1.18 million for completion of the Town's portion of the East/West regional trail extending from the Cherry Creek trail to the existing undercrossing of Chambers Road; this will be part of a trail that will connect Parker to Chatfield State Park
- \$1.095 million for part of the total budget for parks maintenance in the General Fund
- \$750,000 for completion of the dog park and disc golf course
- \$400,000 for Stroh Ranch parking lot improvements
- \$300,000 to construct a pedestrian fence on Mainstreet adjacent to O'Brien Park
- \$250,000 for Sulphur Gulch trail enhancements
- \$150,000 to acquire public art for The Plaza on Main
- \$150,000 for landscape edge improvements along Parker Road
- \$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.

Cultural Fund

Beginning in 2016, the former PACE Fund and Mainstreet Center Fund will be combined to form the Cultural Fund. The Town began combining the funds for financial reporting in 2014 due to audit requirements for grant funding. Current year revenue of \$2,746,810, fund balance, a \$1,800,000 investment from the General Fund and a \$588,000 investment from the Excise Tax Fund will support expenditures of 5,457,199 which includes the fifth year of operations at the PACE Center, as well as other arts and culture activities. In addition, the Old Schoolhouse will continue 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 and a the investment from the Excise Tax Fund

Recreation Fund

This fund accounts for customer charges received to pay for the operation of the Town's recreation center, field house, waterpark and various athletic programs. A transfer from the Parks and Recreation Fund covers 25 to 30 percent of operating costs.

Public Improvements Fund

Projected revenues and beginning fund balance will provide total resources of \$22.1 million to the fund in 2016. The total \$18.1 million budget for expenditures includes the following capital projects.

- \$11.2 million for the widening of Chambers Road between Main and Hess
- \$1.5 million for the Summerset Drive extension
- \$1.5 million for various street reconstruction projects.
- \$985,000 for the Town-wide sign program.
- \$973,661 for median and entryway beautification, sidewalk gap closures and roadway safety enhancements
- \$631,000 for design work associated with the widening of Cottonwood Drive
- \$400,000 for installation of photovoltaic (solar panels) at the new Public Works facility
- \$269,000 for new traffic signals at Parkglenn and Parker Road
- \$275,000 for new traffic signals at Crowncrest and the hospital entrance
- \$150,000 for Pikes Peak Drive design
- \$100,000 for design work associated with the widening of Motsenbocker Road
- \$50,000 for Pilgrims Place design
- \$50,000 for the Parker Road sidewalk project
- \$10,000 for design work associated with traffic signals at Cottonwood Drive and Cottonwood Way



Excise Tax Fund

In 2016 \$588,000 will be transferred to the Cultural Fund for the completion of facility restoration currently underway.

Stormwater Utility Fund

A total of \$1.97 million is budgeted to provide for stormwater management, drainage repair and maintenance and capital projects. Capital projects include the following:

- \$200,000 for Newlin Gulch Crossing at East-West Trail
- \$100,000 for Parker Square drainage improvements
- \$65,000 for Cherry Creek stabilization at KAO
- \$50,000 for Oak Gulch drainage improvements
- \$50,000 for Robinson Ranch drainage improvements
- \$10,000 for the Old Schoolhouse parking lot drainage improvements

Staffing

The Summary of FTEs chart illustrates the change in FTE (full-time equivalent) from the 2015 original budget to the 2016 adopted budget.

An Accounting Technician will be added to the Finance Department. This position will work with the Cultural and Recreation departments to ensure existing and new policies regarding cash handling and time-keeping are being followed. This position would assist the departments with their daily reports and work with them if there have any issues on balancing sales to payments received, eliminating the lag in reporting of daily sales to the Finance department.

The Police Department is adding a new Communications Technician. The Division 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 staff and additional help is needed to continue the high level of service provided.

	2015		2016
Summary of FTEs	FTE	Added	FTE
General Fund:			
Town Clerk	3.00	-	3.00
Municipal Court	2.60	-	2.60
Town Administrator	4.00	-	4.00
Finance	12.00	0.34	12.34
Town Attorney	2.00	-	2.00
Human Resources	7.00	-	7.00
Community Development	13.50	-	13.50
Communications	3.50	-	3.50
Customer Service	2.60	-	2.60
Police	106.00	6.00	112.00
Building Inspection	12.00	-	12.00
Public Works	32.30	2.00	34.30
Parks/Forestry/Open Space	22.40	2.00	24.40
Economic Development	4.00	-	4.00
General Fund Total	226.90	10.34	237.24
Parks and Recreation Fund	1.60	1.33	2.93
Law Enforcement Assistance Fund	1.50	-	1.50
Cultural Fund	13.80	1.33	15.13
Recreation Fund	24.90	-	24.90
Stormwater Utility Enterprise Fund	8.00	-	8.00
Fleet Services Internal Service Fund	4.40	-	4.40
Information Technology	11.00	-	11.00
Facility Services Internal Services Fund	8.90	-	8.90
Total	301.00	13.00	314.00

Five (5) Police Officers will be added to the Police Department. The positions are needed due to the growth in residential and transient populations. New single family housing developments, multi-family housing complexes and businesses in the Town have all added to the increased growth and will continue to do so in the upcoming budget year. With the increase in growth, the amount of service provided to citizens by the police department has and will continue to increase.

Two (2) Streets Maintenance Technicians will be added to the Public Works Department. This addition will enable the Town to add another cost effective and durable repair method to our tool box, mastic application, and will also replace two essential members to the Town's roadway snow fighting effort, with the planned reassignment of Parks personnel.

A Parks Crew Leader will be added to the Parks Department. To assure that staffing is efficiently assigned, directed and managed, the third Crew Leader position is essential. Not only will this position be able to provide direct oversight and leadership of the Technicians in the field, the Crew Leader can assure greater responsiveness and problem-solving for the increasingly complex challenges faced by the Parks staff.

A Parks Technician will be added to the Parks Department. To assure that staffing levels are maintained with the addition of new parks and properties, the Technician I/II position is essential. Not only will this position be able to provide assistance with ongoing maintenance, the Tech can assist with the growing number of community events supported by the Parks staff.

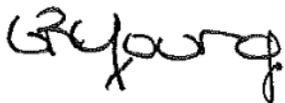
A Special Projects Analyst will be added to Parks and Recreation. The initial focus of this position will be on accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Beyond accreditation, the Special Project Analyst will be responsible for a wide range of special projects related to the Parks and Recreation Department.

A Food & Beverage Assistant Coordinator will be added to the Cultural Department at PACE. The Assistant Coordinator handles rental billing for all 3 facilities, all concessions duties, and sales/coordinating of all weddings at PACE and Ruth Chapel.

Acknowledgements

Again, we are pleased to provide you this year's budget. The annual budget was adopted by Town Council on December 7, 2015. Council and staff worked hard over the course of several months in 2015 to develop this financial plan for 2016 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

The Town of Parker's vision is to be the pre-eminent destination community of the Denver Metro area for innovative services with a hometown feel. We will be an area leader in economic and community development, and strive to be at the forefront for services, civic engagement, and quality of life.

Mission

The mission of the Town of Parker is to enrich the lives of residents by providing exceptional services, engaging community resources, and a hometown feel. We promote transparent governing, support sustainable development, and foster a strong, local economy.

Town Strategic Goals

Support an Active Community



Parker will demonstrate our commitment to the health of our community, both indoors and out by providing access to outstanding parks, trails and recreation amenities and activities. We promote a healthy lifestyle and work to meet the needs of a diverse, multigenerational community.

- We strive to provide a variety of opportunities and experiences for all of our users based on their range of abilities, physical and economic resources, specialized needs and geographic access.
- Provide superior programs, facilities and natural amenities for our community. This will be accomplished through innovative programs, facility and public space designs, ensuring a safe and secure environment and providing an atmosphere that consistently promotes health, fitness, enrichment and inclusion.
- Build and enhance parks, biking/walking trails and outdoor recreational areas
- Support our active community by designing and implementing strategic marketing initiatives to increase awareness and patronage of Parks and Recreation facilities and programs.
- Continue to support and enhance public safety and encouragement for use of the public trail systems by providing bicycle officer patrol on trails and in neighborhoods.
- Utilize our cultural facilities to present and promote recreational activities for children and adults.
- Effectively manage building development and expansion projects to support the needs of a growing, active community.
- Constructs new trails, sidewalks and bike lane to promote community activity and accessibility, and develop downtown Parker as a pedestrian-friendly destination for all ages.
- Maintains active and visually appealing parks and open spaces for public use



Foster Community Creativity and Engagement



Parker will stimulate community creativity and engagement through high quality cultural and educational programs and amenities. These will include family-friendly community events, accessible cultural venues, state-of-the-art public libraries and innovative lifelong learning opportunities, all of which are vital to a creative community.

- Promote community engagement by providing and publicizing opportunities for community involvement, participation and feedback
- Provide ongoing educational opportunities to Town businesses to enhance understanding of Town ordinances through the use of technology and face-to-face interaction
- Continue our strong efforts building community partnerships through community policing and problem solving;
- Provide innovative, engaging and relevant arts, culture, science and entertainment experiences.
- Provide opportunities for local artists and arts group to exhibit and perform.
- Provide welcoming and delightful community gathering places.
- Foster volunteer experiences that build community and create a sense of belonging
- Provide lifelong learning opportunities in the arts and sciences for youth and adults, including cultural enrichment opportunities for students in our public facilities and schools.
- Provide cultural enrichment opportunities for K-12 students in the Town's cultural facilities and in local schools.
- Develop relationships with community members through special functions, programs, education and interactive public relations messaging, Evaluate and grow our volunteer and services to expand opportunities for members of the public to dynamically engage with our departments
- We plan to meet the needs of our market in a manner that focuses on our customers and users. Through education, communication and community input, we strive for transparency, honesty and responsiveness.
- Support community events, facilities and venues through staff involvement, provision of equipment and traffic/parking control
- Supports the visual, performing, graphic and literary arts, and advances cultural enrichment
- Ensures access to quality education, technical training, information resources and lifelong learning opportunities for all ages
- Promotes a variety of community events, entertainment venues and dining opportunities that connect the community and provide for a positive environment



Enhance Economic Vitality



Parker will become an area leader for economic growth by supporting the development of thriving businesses and industry. We will play a critical role in shaping quality of life, creating a sense of place, and providing fiscal stability for the community.

- Evaluate and grow current marketing tools to ensure the Town is maximizing communication dollars and utilizing effective and innovative methods of communications to meet the needs of our customers.
- Provide strong financial leadership by aligning budget and policy initiatives with priorities of the Town for long-term economic sustainability
- Strive to be good partners with all companies conducting business in our community by providing accurate and timely information, easily accessible resources and by cultivating meaningful and informative relationships with businesses.
- Continue to enhance our loss mitigation and business education programs to establish Parker as a safe and prudent location to operate a business.
- Preserve and promote Parker's history and heritage, and facilitate the adaptive reuse of historic properties.
- Develop the downtown creative district as a cultural and entertainment destination for residents and visitors and Expand Parker's creative industries.
- Provide affordable meeting spaces for local businesses to convene and network.
- Provides a safe, efficient transportation network that enables business and industry to enjoy a sustained supply chain, and maintain access by clients and customers
- Promotes quality job creation and retention, and offers a broad range of employment opportunities
- Encourages and supports the recruitment, retention and growth of a well-balanced mix of business and industry to enhance Parker's economy and provide for the needs of our residents.
- Stimulates economic growth using well-planned development, community revitalization and stable infrastructure
- Generate earned revenue from cultural programming, leveraging the Town's financial investment.

Promote a Safe and Healthy Community



Parker will promote the public health and safety of our community by protecting our residents' welfare through prevention services and a safe transportation network. Parker fosters a feeling of personal safety and security through a visible, responsive public safety presence and a proactive focus on prevention, intervention and safety education.

- Develops a secure, reliable and sustainable network for the future. Creates a proactive security system to protect our organization and our residents
- The Finance Department will successfully safeguard and manage Town assets while maintaining the integrity of the expenditure of public funds. The Finance Department will provide top notch customer service and financial expertise built on solid ethical standards, professional integrity and strong financial leadership.
- Continue to research and develop our approach to crime prevention through evidence based policy, procedure, criminal investigations, trend analysis and resource deployment.
- Collaborate with other regional governments, and enhance our advanced approach to emergency management training and disaster/recovery preparedness through a shared emergency management coordinator position.
- Continue to maximize and research enhancements for the accurate and timely use of public safety notifications through emerging technology, social media and all media outlets, to ensure that members of the public can rely on our agency for accurate need-to-know information.
- Design and manage our programs and amenities to be both flexible and attainable with the goal of providing affordable, accessible opportunities that respond to the diverse needs of our community, and ensure cultural facilities are accessible and safe. (Cultural)
- Through development of effective traffic & transportation management programs for drivers, bicyclists and pedestrians, we supports our stakeholders' safety and ongoing health
- Plans, prepares, trains and evaluates capabilities for both emergency response and the recovery of critical infrastructure for our internal and external partners
- Provides a safe, clean and stable community environment
- Provides assurance of regulatory and policy compliance to mitigate risk and exposure to liability
- Builds and improves adequate infrastructure, including a system of well-maintained, safe and reliable roads
- Protects the community by enforcing the law, preventing crime, and is an active, reliable source of emergency communications and support services
- Fosters a feeling of community safety by proactively engaging our residents in prevention, intervention and safety education programs
- Fosters a sense of community belonging and connection to engage residents in protecting the safety and well-being of their community – thriving environment
- Keeps the community informed and quality ...
- Provides for high-quality and reliable service during times of emergency for
- Increases public awareness of their role in
- Where community members look out for each other and residents take an active role in protecting the surrounding environment



Innovate with Collaborative Governance



Parker will support transparency, accountability, and fiscal sustainability by using innovative techniques to optimize performance. We engage in regional relationships and governing partnerships, including our education, fire, and water agencies. Parker supports a high quality, dedicated workforce to support these goals.

- Supports the infrastructure technology of the organization and uses efficient, cost-effective solutions to problems in the technology environment
- Works closely with departments to help them achieve their goals and improve customer service to our residents. Provides quick, effective solutions to technological issues in the organization.
- Partner with Town Departments to provide timely and cohesive information to our community to ensure that our public is educated, informed and involved.
- Work collaboratively with other Town departments and external stakeholders to meet the priorities of Town Council and Parker citizens.
- Enhance and improve communication within the organization to ensure that employees feel heard and valued, and are informed about Town projects and initiatives.
- Promote transparency and trust by developing efficient processes and systems that allow easy access to Town fiscal data and information
- Regularly examine workflows and develop and/or upgrade systems, applications and processes to achieve greater efficiencies with the Town and its departments.
- Regularly examine fiscal policies to identify and implement opportunities to improve accuracy, effectiveness and transparency to ensure all fiduciary responsibilities are met
- Maintain transparency and accountability in the management of public funds by providing easily accessible Town financial information to its customers in a variety of formats.
- Obtain critical re-accreditations and verify the agencies policies and practices meet the highest standard in law enforcement for accountability, transparency and professionalism.
- Research, invest in and implement emerging technology to ensure transparency and accountability, and improve service delivery.
- Continue to be recognized as a progressive and cutting-edge agency by participating in pilot programs such as electronic discovery with the DA's office and electronic subpoena delivery.
- We seek and encourage partnerships that result in collaborative planning and learning, and share the responsibility of achieving a common vision for the Parker community.
- Develop partnerships with local and regional cultural organizations that enhance and extend the Town's diverse programming.
- Facilitate citizen input on organizational services and programs through surveys and other feedback methods to better assess the needs of the Town
- Engage in collaborative efforts with other agencies and jurisdictions through intergovernmental agreements
- Renovates facilities to comply with regulations and upgrade to make them more energy efficient and environmentally conscious – for efficiency



Develop a Visionary Community Through Balanced Growth



Parker will demonstrate our commitment to balanced growth, community development and infrastructure using a visionary plan for a sustainable future. We support a healthy, future-focused community with exceptional services and a hometown feel. Parker supports well-planned development supported by excellent infrastructure.

- We use innovative tools and business ideas to evolve our online tools for residents. We work to be an area leader in technological services by researching emerging technologies and support networks to better serve our residents and organization
- Develop a priority based, results driven annual budget to ensure that all services to our citizens, businesses and visitors are maintained. The Town's long-term financial well-being will be fostered through detailed review of historic financial conditions and responsible forecasting of future trends.
- Enhance employee hiring, retention and career development to ensure that our human resource infrastructure is strengthened based on strategic recruitment, enhanced continuing education, and a positive & supportive work environment.
- Research and implement a revitalized and proven infrastructure for all Town and police records
- We foster Parker's "small town feel" through an integrated park and recreation management approach that considers the natural environment, technology, community identity, physical resources and financial operations. Our goal is maintaining or adapting these resources so they may be enjoyed and utilized in a manner that benefits both current and future generations.
- Brand Parker as a creative community in which to live, work and play.
- Engage in ongoing planning to develop cultural programs that best serve our growing population and changing demographics.
- Works closely with the development community to seek sustainable and practical solutions to design or regulatory challenges across our community.
- Works closely with other departments within our organization to support development projects and planning
- Uses survey data, citizen polls and public forums to collect information from our community and area stakeholders to create a stable vision for the future, including future developments and town projects.
- Manages balanced, sustainable growth and promotes well planned strategic development
- Uses sustainable energy and conservation techniques



Town Profile

The Town is located in southeast Metro Denver and northern Douglas County. With approximately 49,400 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 49,400. 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 mid \$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 underwent a major expansion that was completed

in the late Spring of 2015. Approximately 24,600 square feet were added to the existing facility, and approximately 8,000 square feet of the current facility was renovated. Included with this construction was a new indoor leisure pool with zero-depth entry, lazy river, new waterslide, aquatic climbing wall and water play features. Additional amenities included 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 were added, men's and women's locker rooms were renovated and the lobby and reception area were expanded. The exterior of the recreation center features 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 Historic Schoolhouse, 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. 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 percent is directed to the General Fund to support the majority of the Town's operations including public safety and public works. The other 0.5 percent is dedicated to meeting parks, recreation and open space needs.

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

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

Economy and Demographics

In addition to the excellent recreation, education, health care, transportation access and water amenities currently available, strong demographics in Parker and Douglas County support the

Households			
	Town	5-mile Radius	7-mile Radius
Households	17,362	35,491	66,871
Median Household Income	\$ 99,534	\$ 99,898	\$ 105,637

source: Esri Community Analyst

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.

Unemployment								
	Dec-08	Dec-09	Dec-10	Dec-11	Dec-12	Dec-13	Dec-14	Sep-15
Parker*	3.4%	5.0%	4.9%	6.3%	6.5%	6.0%	3.8%	3.0%
Douglas County*	4.8%	6.9%	6.8%	5.8%	5.9%	4.9%	3.3%	2.6%
Colorado	6.1%	8.6%	8.9%	7.9%	7.5%	6.2%	5.2%	3.3%
U.S.	7.3%	9.9%	9.4%	8.5%	7.8%	6.7%	5.6%	5.1%

*not seasonally adjusted

source: www.google.com - public data

Assessed Valuation - Real Property (by year tax is collected)				
Year	Commercial/Industrial	Residential	Other non-exempt	Total
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
2016	\$ 193,011,170	\$ 411,750,800	\$ 35,190,970	\$ 639,952,940

source: Douglas County Assessor

Building Permits - Parker						
Year	New Single Family		New Multi-Family		Commercial	
	Permits	Value	Permits	Value	Permits	Value
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	347	\$ 119,630,934	9	\$ 34,373,298	637	\$ 88,644,852
2015 proj	325	\$ 107,177,850	15	\$ 18,069,429	515	\$ 30,815,000
2016 proj	350	\$ 127,365,000	0	\$ -	515	\$ 28,772,500

source: Town of Parker



Workforce Educational Attainment			
	Town	5-mile Radius	7-mile Radius
Less than 9th Grade	0.70%	0.06%	0.06%
Some High School, No Diploma	1.50%	1.60%	1.60%
High School Graduate or GED	12.2.%	14.20%	13.90%
Some College, No Degree	22.50%	21.10%	20.60%
Associate Degree	9.50%	9.30%	9.00%
Bachelor's Degree	39.90%	37.40%	36.20%
Graduate/ Professional Degree	13.60%	15.80%	18.00%

source: Esri Community Analyst

Population					
	Town	10-mile Radius	Douglas County	Metro Denver	State
Population	49,361	415,619	312,444	2,703,067	5,299,260
Median Age	34.90	37.00	37.50	36.60	36.90
Households	17,362	156,817	116,671	1,142,655	236,896
Median Household Income	\$ 99,534	\$ 100,472	\$ 109,706	\$ 64,675	\$ 59,306
Civilian Employed Population	26,595	266,081	164,157	1,417,855	2,666,309

source: Esri Community Analyst

Age 25+ Educational Attainment					
	Town	10-mile Radius	Douglas County	Metro Denver	State
Bachelor's Degree	40%	34%	38%	26%	24%
Graduate/ Professional Degree	14%	19%	19%	15%	14%

source: Esri Community Analyst

Population by Age Group						
	Town		5-mile Radius		7-mile Radius	
Under 15	13,327	27%	22,392	24%	41,992	24%
15 to 24	5,874	12%	10,733	12%	21,979	12%
25 to 44	14,808	30%	26,371	29%	50,391	28%
45 to 64	12,093	25%	24,613	27%	49,318	28%
65+	3,258	7%	8,420	9%	14,831	8%
Median Age	34.90		36.70		36.50	

source: Esri Community Analyst

Largest Employers in the Town of Parker		
Name of Employer	Product or Service	# Employees
Parker Adventist Hospital	Health care	500
Town of Parker	Local government	492
Wal-Mart	Retail	425
King Soopers (three stores)	Retail grocery	330
Children's Hospital - Parker Adventist	Health care	310
Valley Crest Landscape	Retail home improvement	250
Home Depot	Retail	200
Oralabs, Inc.	Manufacturing health/beauty	153
Target	Retail	150
Lowe's Home Improvement	Retail home improvement	120

source: Town of Parker



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**



New Public Works Operations Center

Fund/Department Matrix

Governmental Funds

Department/Fund	Governmental Funds						
	General Fund	Special Revenue Funds					Public Improvements Fund
	General Fund	Parks and Recreation Fund	Law Enforcement Assistance Fund	Cultural Fund	Recreation Fund	Public Improvements Fund	Excise Tax Fund
Elected Officials	X						
Town Clerk	X						
Municipal Court	X						
Town Administrator	X						
Elections	X						
Finance	X						
Sales Tax	X						
Legal Services	X						
Human Resources	X						
Risk Management	X						
Community Development	X						
Information Technology	X						
Communications	X						
General Government Buildings	X						
Customer Service	X						
Historic Preservation	X						
Interdepartmental	X						
Debt Service	X						
Police	X		X				
Building Inspection	X						
Public Works	X					X	X
Parks, Forestry and Open Space	X	X		X	X		X
Public Works Buildings	X						
Economic Development	X						
Economic Incentives	X						
Interfund Transfers	X	X	X	X	X	X	X

SECTION OVERVIEW

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.

DEPARTMENTAL NARRATIVES

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.

BASIS OF PRESENTATION, BUDGETING AND ACCOUNTING

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 finance and 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 six Special Revenue funds that it budgets; Parks and Recreation Fund, Conservation Trust Fund, Law Enforcement Assistance Fund, Cultural Fund, Recreation 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 Schoolhouse and is classified as a major fund for SCFD Tier II grant requirements.

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.

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.

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 were met. This fund will be closed out at the end of 2015.

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.

BUDGET POLICY SUMMARY

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 2016 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.

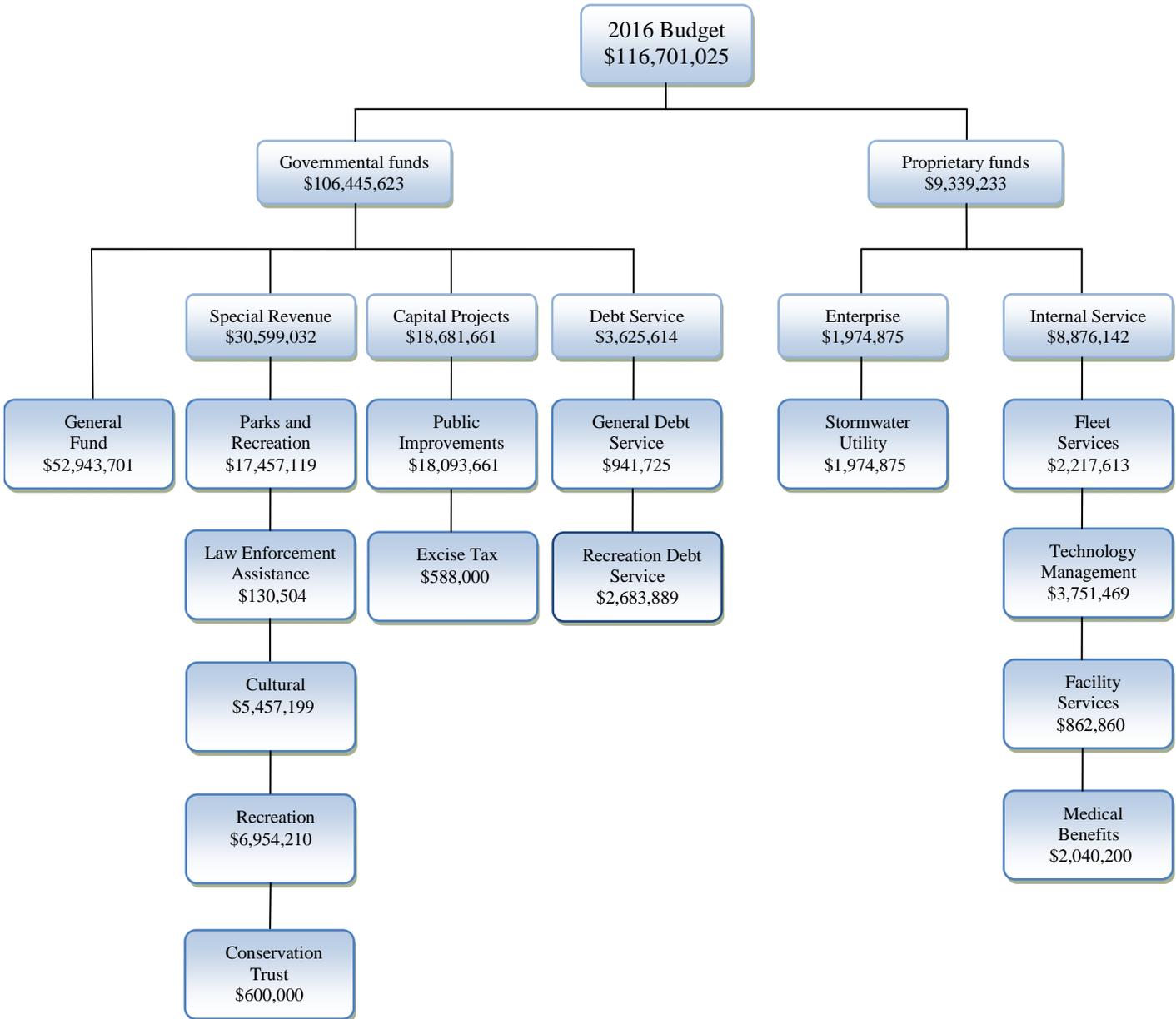
Budget Amendments

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.

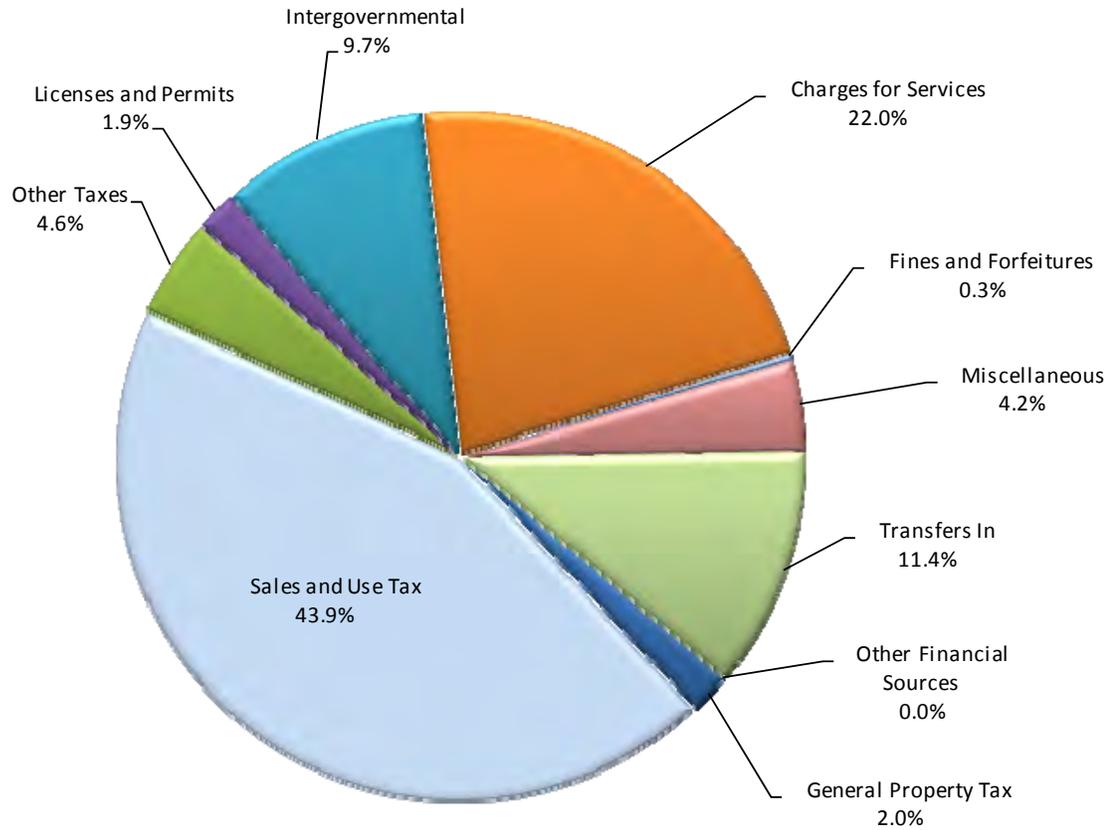
Requests for budget amendments are submitted to the Finance Director for consideration, if the request is justified and there is offsetting revenue, it is submitted to the Town Administrator for approval prior to being placed on a Council agenda. Budget amendments are presented to Town Council at a regular meeting and require two readings prior to adoption.

Fund Structure

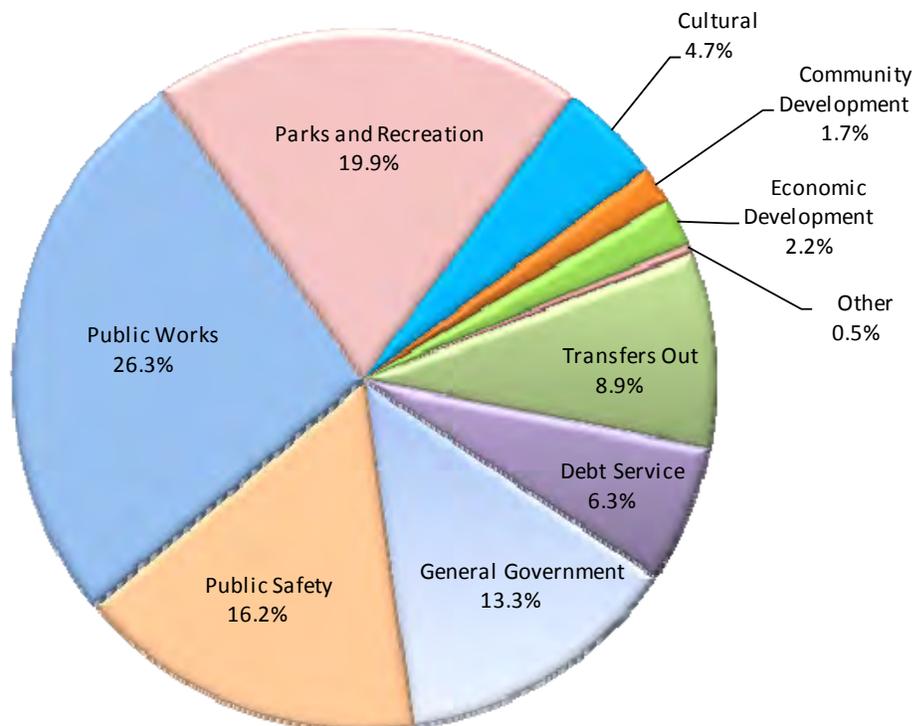
The following chart illustrates the fund structure and the various funds the Town uses. Also shown is the total budget, the total budget for each fund type and the budget for each fund. The total appropriation amount for all funds, including interfund transfers, is \$116,701,025.



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



Where it goes... expenditures (all funds)



Town of Parker
2016 Budget

FUND BALANCE PROJECTION - ALL GOVERNMENTAL FUNDS

Fund	Fund Balance 12/31/2013	2014 Revenue	2014 Expenditure	Fund Balance 12/31/2014
<u>OPERATING FUND</u>				
General Fund	21,783,009	41,041,247	39,346,939	23,477,317
<u>SPECIAL REVENUE FUNDS</u>				
Conservation Trust	3,230,876	393,756	-	3,624,632
Parks and Recreation	5,167,481	13,452,150	11,607,433	7,012,197
Law Enforcement Assistance	232,429	129,668	127,847	234,250
Cultural	646,127	3,643,412	3,252,888	1,036,651
Recreation	1,155,820	5,528,555	5,508,161	1,176,213
Capital Renewal/Replacement Reserve	1,941,781	6,014	-	1,947,795
<u>CAPITAL PROJECT FUNDS</u>				
Public Improvements	11,710,098	23,280,413	17,825,040	17,165,471
Excise Tax	4,544,443	2,674,423	510,000	6,708,866
Police Station/PACE Center Construction	370,257	660	316,663	54,254
Parkglenn Construction	198,957	616	-	199,573
<u>DEBT SERVICE FUND</u>				
Recreation Debt Service	-	261,021	261,021	-
Recreation Debt Service	-	1,361,316	1,361,316	-

FUND CASH PROJECTION - ALL PROPRIETARY FUNDS

Fund	Projected Cash 12/31/2013	2014 Revenue	2014 Expenditure	Projected Cash 12/31/2014
<u>ENTERPRISE FUNDS</u>				
Stormwater Utility	4,041,439	2,251,692	1,380,236	4,912,895
<u>INTERNAL SERVICE FUNDS</u>				
Fleet Services	1,631,137	1,654,901	836,372	2,449,666
Technology Management	342,913	2,597,209	2,481,313	458,809
Facility Services	(30,538)	737,965	751,349	(43,921)
Medical Benefits	-	-	-	-

Projected 2015 Revenue	Projected 2015 Expenditure	Fund Balance 12/31/2015	Budget 2016 Revenue	Budget 2016 Expenditure	Fund Balance 12/31/2016
43,073,254	46,020,395	20,530,176	45,415,983	52,943,701	13,002,458
400,500	3,750,000	275,132	408,100	600,000	83,232
20,317,600	14,988,069	12,341,729	8,373,300	17,457,119	3,257,910
142,205	288,718	87,737	140,700	130,504	97,933
4,157,727	3,909,765	1,284,613	5,134,810	5,457,199	962,224
6,305,393	5,870,597	1,611,010	5,675,650	6,954,210	332,450
33,222	-	1,981,017	7,900	-	1,988,917
8,706,305	14,220,133	11,651,643	10,479,467	18,093,661	4,037,449
1,568,200	3,950,000	4,327,066	1,672,200	588,000	5,411,266
200	54,454	0	-	-	0
800	-	200,373	800	-	201,173
941,395	941,395	-	941,725	941,725	-
1,711,438	1,711,438	-	2,683,889	2,683,889	-

Projected 2015 Revenue	Projected 2015 Expenditure	Projected Cash 12/31/2015	Budget 2016 Revenue	Budget 2016 Expenditure	Projected Cash 12/31/2016
2,278,183	2,150,841	5,040,237	2,082,100	1,974,875	5,147,462
1,440,140	1,918,960	1,970,846	1,588,100	2,217,613	1,341,333
2,849,723	2,981,513	327,019	3,635,996	3,751,469	211,546
904,000	774,650	85,429	862,700	862,860	85,269
2,486,581	1,657,348	829,233	2,711,400	2,044,200	1,496,433

Summary of All Funds

For the Years Ended December 31, 2013-2016

	Actual 2013	Actual 2014	Projected 2015	Adopted 2016
Revenues				
General Property Tax	\$ 1,552,808	\$ 1,584,849	\$ 1,573,000	\$ 1,796,100
Sales and Use Tax	33,219,873	36,839,920	38,114,175	40,293,600
Other Taxes	3,771,119	5,103,905	4,098,800	4,269,267
Licenses and Permits	1,537,271	1,833,383	1,563,110	1,739,000
Intergovernmental	7,201,478	7,832,176	10,220,471	8,910,178
Charges for Services	12,787,707	15,221,450	18,258,415	20,217,261
Fines and Forfeitures	255,475	265,027	276,600	282,900
Miscellaneous	559,997	4,488,917	4,784,971	3,868,100
Transfers In	5,494,332	5,639,137	18,415,325	10,438,414
Other Financial Sources	415,182	20,206,254	12,000	-
Total Revenues	66,795,243	99,015,018	97,316,867	91,814,820
Expenditures				
General Government	10,092,685	9,410,941	12,921,665	15,517,132
Public Safety	11,731,886	13,992,176	14,337,957	18,889,377
Public Works	11,902,026	28,139,273	26,377,588	30,709,627
Parks and Recreation	9,161,922	16,361,776	19,684,918	23,273,190
Cultural	2,788,165	3,553,481	3,915,152	5,457,199
Community Development	1,686,648	1,531,769	1,515,774	1,971,297
Economic Development	2,629,890	1,173,978	1,326,682	2,538,875
Other	173,747	360,300	274,083	536,600
Transfers Out	5,478,023	5,639,137	18,415,325	10,438,414
Debt Service	5,023,042	5,403,747	6,419,133	7,369,314
Total Expenditures	60,668,033	85,566,577	105,188,276	116,701,025
Net Increase (Decrease) in Fund Balances	6,127,210	13,448,441	(7,871,409)	(24,886,205)
Beginning Fund Balances	50,839,019	56,966,228	70,414,670	62,543,261
Ending Fund Balances	\$ 56,966,228	\$ 70,414,670	\$ 62,543,261	\$ 37,657,056

Summary of All Funds

2016 Annual Budget - By Fund Type

	General Fund	Enterprise Fund	Speical Revenue	Capital Projects	Internal Service	Debt Service	Total All Funds
Revenues							
General Property Tax	\$ 1,796,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,796,100
Sales and Use Tax	31,511,500	-	6,715,600	2,066,500	-	-	40,293,600
Other Taxes	2,241,200	-	-	2,028,067	-	-	4,269,267
Licenses and Permits	1,739,000	-	-	-	-	-	1,739,000
Intergovernmental	3,895,583	-	1,980,595	3,034,000	-	-	8,910,178
Charges for Services	2,766,500	2,070,700	6,585,565	-	8,794,496	-	20,217,261
Fines and Forfeitures	192,900	-	90,000	-	-	-	282,900
Miscellaneous	177,300	11,400	151,800	3,523,900	3,700	-	3,868,100
Transfers In	1,095,900	-	4,216,900	1,500,000	-	3,625,614	10,438,414
Total Revenues	45,415,983	2,082,100	19,740,460	12,152,467	8,798,196	3,625,614	91,814,820
Expenditures							
General Government	6,640,990	-	-	-	8,876,142	-	15,517,132
Public Safety	18,758,873	-	130,504	-	-	-	18,889,377
Public Works	10,826,582	1,789,384	-	18,093,661	-	941,725	31,651,352
Parks and Recreation	3,963,550	-	19,309,640	-	-	2,683,889	25,957,079
Culture	-	-	5,457,199	-	-	-	5,457,199
Community Development	1,971,297	-	-	-	-	-	1,971,297
Economic Development	2,445,875	-	93,000	-	-	-	2,538,875
Other	536,600	-	-	-	-	-	536,600
Transfers Out	4,056,234	185,491	5,608,689	588,000	-	-	10,438,414
Debt Service	3,743,700	-	-	-	-	-	3,743,700
Total Expenditures	52,943,701	1,974,875	30,599,032	18,681,661	8,876,142	3,625,614	116,701,025
Net Increase (Decrease) in Fund Balances	(7,527,718)	107,225	(10,858,572)	(6,529,194)	(77,946)	-	(24,886,205)
Beginning Fund Balances	20,530,176	5,040,237	17,581,238	16,179,083	3,212,527	-	62,543,261
Ending Fund Balances	\$ 13,002,458	\$ 5,147,462	\$ 6,722,666	\$ 9,649,889	\$ 3,134,581	-	\$ 37,657,056

Summary of All Funds
Year-to-Year Comparison

	2013	2014	2015	2015	2015	2016	% Change
	Actual	Actual	Original	Adopted	Projected	Adopted	Adopted
			Budget	Budget		Budget	Budget
Beginning Fund Balances	\$ 50,839,019	\$ 56,966,228	\$ 70,414,670	\$ 70,414,670	\$ 70,414,670	\$ 62,543,261	-11%
Revenues							
General Fund	37,653,423	40,113,647	39,717,437	39,717,437	42,098,154	44,320,083	12%
Special Revenue Funds							
Conservation Trust	432,551	393,756	440,900	440,900	400,500	408,100	-7%
Parks and Recreation	5,548,291	13,452,150	8,906,375	8,906,375	9,352,600	7,773,300	-13%
Law Enforcement Assistance	131,033	129,668	136,500	136,500	142,205	140,700	3%
Cultural	1,527,089	1,935,712	2,088,800	2,661,700	2,407,727	2,746,810	3%
Recreation	4,273,322	4,462,055	3,957,350	4,257,350	4,449,893	4,446,750	4%
Mainstreet Center							
Capital Renewal/Replacement Reserve	1,995	6,014	1,900	1,900	7,700	7,900	316%
Capital Project Funds							
Public Improvements	5,210,747	22,965,413	11,694,533	11,894,801	8,514,935	8,979,467	-25%
Excise Tax	1,449,957	2,674,423	1,711,200	1,711,200	1,568,200	1,672,200	-2%
Police Station/PACE Center Construction	956	660	300	300	200	-	-100%
Parkglenn Construction	204	616	661	661	800	800	21%
Debt Service Fund							
General Debt Service	-	-	-	-	-	-	
Recreation Debt Service	-	-	-	-	-	-	
Enterprise Fund							
Stormwater Utility	2,000,452	2,251,692	1,919,900	1,919,900	2,278,183	2,082,100	8%
Internal Service Funds							
Fleet Services	1,607,554	1,654,901	1,460,265	1,460,265	1,440,140	1,588,100	9%
Technology Management	768,614	2,597,209	2,642,175	2,642,175	2,849,723	3,635,996	38%
Facility Services	694,721	737,965	891,200	891,200	904,000	862,700	-3%
Medcial Benefits	-	-	2,658,286	2,658,286	2,486,581	2,711,400	2%
Total Revenues	61,300,911	93,375,881	78,227,782	79,300,950	78,901,542	81,376,406	3%

Summary of All Funds
Year-to-Year Comparison

	2013	2014	2015	2015	2015	2016	% Change
	Actual	Actual	Original	Adopted	2015	Adopted	Adopted
<i>Expenditures</i>			Budget	Budget	Projected	Budget	Budget
General Fund	38,630,942	37,772,338	41,586,567	42,577,089	40,073,056	48,887,467	15%
Special Revenue Funds							
Parks and Recreation	1,307,368	8,104,318	15,990,086	17,734,750	10,446,031	12,448,430	-30%
Law Enforcement Assistance	132,658	127,847	175,400	290,633	288,718	130,504	-55%
Cultural	2,611,929	3,252,888	4,106,525	4,922,295	3,909,765	5,457,199	11%
Recreation	5,361,349	5,508,161	6,430,892	6,638,492	5,870,597	6,954,210	5%
Mainstreet Center							
Capital Project Funds							
Public Improvements	1,960,653	17,825,040	17,113,675	23,677,592	14,220,133	18,093,661	-24%
Police Station/PACE Center Construction	221,599	316,663	-	27,212	28,932	-	-100%
Parkglenn Construction	-	-	-	-	-	-	
Debt Service Fund							
General Debt Service	-	261,021	941,395	941,395	941,395	941,725	0%
Recreation Debt Service	1,239,019	1,361,316	1,711,438	1,711,438	1,711,438	2,683,889	57%
Enterprise Fund							
Stormwater Utility	1,630,721	1,328,815	1,837,478	2,076,492	1,965,415	1,789,384	-14%
Internal Service Funds							
Fleet Services	764,942	836,372	1,766,790	1,896,790	1,918,960	2,217,613	17%
Technology Management	595,870	2,481,313	2,670,531	3,004,881	2,966,513	3,751,469	25%
Facility Services	716,650	751,349	839,008	839,008	774,650	862,860	3%
Medcial Benefits	-	-	2,040,000	2,040,000	1,657,348	2,044,200	0%
Total Expenditures	55,173,701	79,927,440	97,209,785	108,378,067	86,772,951	106,262,611	-2%
Ending Fund Balances	\$ 56,966,228	\$ 70,414,670	\$ 51,432,667	\$ 41,337,553	\$ 62,543,261	\$ 37,657,056	-9%

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 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.

2015 Sales and Use Tax Refunding Note

In October 2015, a refunding note was issued in the amount of \$9,880,000 to provide funds for the refunding of the 2006 Sales and Use Tax Revenue Bonds used to construct the Parker Fieldhouse and related improvements. 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 note will be fully satisfied in 2025. The debt service payment schedule for the outstanding debt is shown in the following table.

Sales and Use Tax Refunding Note			
Year	Principal	Interest	Total
2016	\$895,000	\$203,389	\$1,098,389
2017	\$915,000	\$183,341	\$1,098,341
2018	\$935,000	\$163,454	\$1,098,454
2019	\$955,000	\$143,136	\$1,098,136
2020	\$975,000	\$122,389	\$1,097,389
2021	\$995,000	\$101,211	\$1,096,211
2022	\$1,015,000	\$79,603	\$1,094,603
2023	\$1,040,000	\$57,512	\$1,097,512
2024	\$1,065,000	\$34,884	\$1,099,884
2025	\$1,090,000	\$11,718	\$1,101,718

2009 Certificates of Participation

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

Certificates of Participation Series 2009					
Year	Principal	Interest	Total	BABs credit	Net
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)	\$2,888,864
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: 2016 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.

Certificates of Participation Series 2014			
Year	Principal	Interest	Total
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.

Fund/Department	2011	2012	2013	2014	2015	2016
General Fund:						
Town Clerk	3.00	2.50	2.50	3.00	3.00	3.00
Municipal Court	2.80	2.80	2.80	2.60	2.60	2.60
Town Administrator	5.00	3.00	3.00	3.00	4.00	4.00
Finance	13.00	11.00	11.00	11.00	12.00	12.34
Town Attorney	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	5.00	6.00	6.00	7.00	7.00	7.00
Information Technology	9.00	9.00	-	-	-	-
Community Development	14.80	12.50	12.50	12.50	13.50	13.50
Communications	3.50	3.50	3.50	3.50	3.50	3.50
Customer Service	3.60	2.60	2.60	2.60	2.60	2.60
Police	90.20	91.80	94.80	99.80	106.00	112.00
Building Inspection	11.00	8.50	9.50	10.00	12.00	12.00
Engineering	-	-	-	-	-	15.80
Public Works	31.70	30.70	30.40	30.30	32.30	18.50
Parks/Forestry/Open Space	20.50	20.90	20.90	21.90	22.40	24.40
Economic Development	1.00	1.00	3.00	4.00	4.00	4.00
General Fund Total	216.10	207.80	204.50	213.20	226.90	237.24
Parks and Recreation Fund	1.75	1.60	1.60	1.60	1.60	2.93
Law Enforcement Assistance Fund	2.00	1.50	1.50	1.50	1.50	1.50
Cultural Fund (fka PACE Fund)	5.00	5.50	10.50	10.50	12.50	15.13
Recreation Fund	18.95	18.90	19.90	21.90	24.90	24.90
Mainstreet Center Fund	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	4.40	4.40	4.40	4.40
Information Technology	-	-	9.00	10.00	11.00	11.00
Facility Services Internal Services Fund	12.40	7.40	7.40	7.40	8.90	8.90
Total	269.60	255.60	268.30	279.80	301.00	314.00
Percentage Increase/Decrease	4.9%	-5.2%	5.0%	4.3%	7.6%	4.3%

2016 Staff Changes:

Finance added: 1 Accounting Technician (split evenly between Finance, Cultural and Recreation)
Police added: 1 Communications Technician, 5 Patrol Officers
Public Works added: 2 Street Maintenance Technicians
Parks, Forestry and Open Space added: 1 Crew Leader, 1 Parks Technician
Parks and Recreation added: 1 Special Projects Analyst
Cultural Fund added: 1 Food and Beverage Assistant Coordinator to PACE
Mainstreet Center Fund was combined with the PACE Fund to form the Cultural Fund in 2016



REVENUE MANUAL



AN EVALUATION OF MAJOR REVENUES 2010 - 2016

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>	<u>2014</u>
Real Property:									
Commercial	29.00	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	7.96
Personal Property:	29.00	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>	<u>2014</u>
Assessed Valuation	\$493.6	\$556.0	\$582.4	\$597.0	\$603.6	\$559.4	\$564.6	\$568.2	\$577.9

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 (4.032), Douglas County Schools (48.727), Parker Fire Protection (13.053), 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.

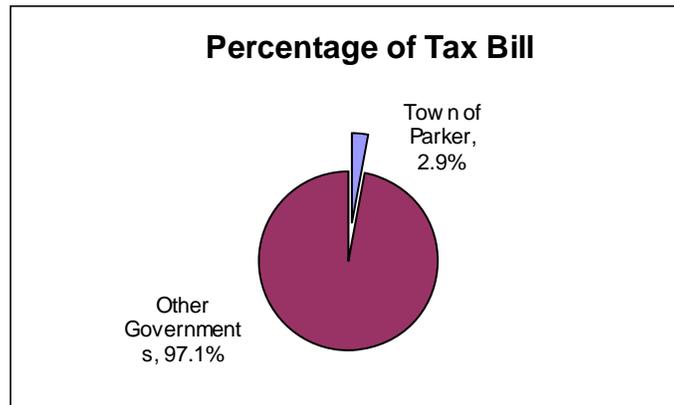
PROPERTY TAX REVENUE, continued

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

Five Year Mill Lev History

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</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	43.890	48.788	48.727	48.727	48.727
Douglas County Libraries	4.034	4.040	4.068	4.029	4.032
Parker Fire Protection	14.129	14.276	14.220	13.096	13.053
Cherry Creek Basin Water	0.441	0.500	0.500	0.500	0.500
Urban Drainage District	0.576	0.623	0.657	0.608	0.632
Total	<u>85.446</u>	<u>90.603</u>	<u>90.548</u>	<u>89.336</u>	<u>89.320</u>
Town's % of Tax Bill	3.0%	2.9%	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 2015 assessments paid in 2016, 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	\$62	\$2,133

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.

PROPERTY TAX REVENUE, continued

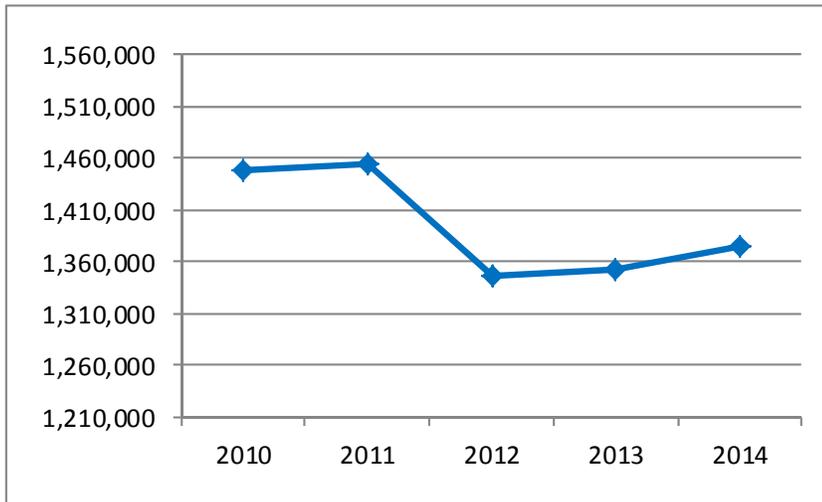
Legal Restrictions

The Taxpayer Bill of Rights (TABOR) Amendment to the Colorado Constitution limits property tax revenue growth to the amount collected the previous year increased by the Denver-Boulder Consumer Price Index and a local growth factor. However, Parker citizens have voted to exempt the Town from the revenue limit provisions of TABOR. TABOR also prohibits any increase to the mill levy except by election.

The Gallagher Amendment to the Colorado Constitution also restricts property tax growth in requiring the legislature to annually adjust the residential assessed valuation percentage to ensure that the proportion of residential to total State assessed valuation remains constant – residential properties pay 45% of the total property taxes, while commercial and industrial properties pay 55%. The decreasing residential assessment ratio noted in the table is a result of residential growth and market values rising relative to commercial market values. In order to maintain this proportional allocation, the residential property assessment percentage has declined from 21% in 1982 to the current level of 7.96%, while the non-residential property percentage has remained at 29%.

Finally, there is a statutory limitation which prohibits property tax revenue growth from exceeding 5.5% each year, adjusted for new construction, although it is generally held that home rule municipalities like Parker are exempt from this provision.

Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2010	1,447,440
2011	1,454,997
2012	1,345,955
2013	1,352,560
2014	1,374,795

The strong local housing market, along with annexations and commercial construction, has contributed to the increases in property taxes through 2011. The decrease in 2012 is due to the biennial property reassessment conducted by the County Assessor's office, it is based on historical data that was occurred during the recession.

Forecast: **2015 \$1,435,000** **2016 \$1,650,300**

Rationale: Forecast for 2015 is based on the biennial reassessment, property values are continuing to increase following the economic recession. 2016 is projected to increase 15% compared to 2015, with increase due to new construction and increased assessed values.

SALES TAX REVENUE

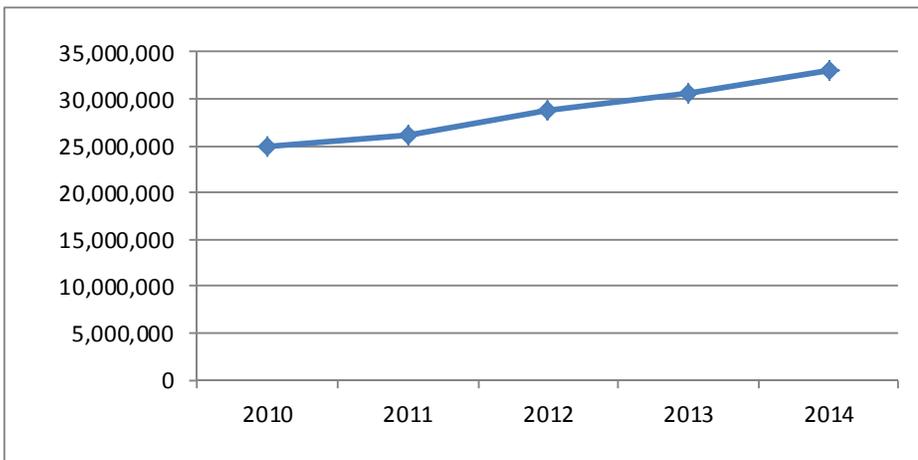
Distribution: General Fund 83%
Parks and Recreation Fund 17%

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&R Fund</u>	<u>Total</u>
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
2014	27,510,421	5,502,274	33,012,695

Local retail sales growth, as evidenced by sales tax receipts, remained positive during the downturn. Sales tax, the Town's largest revenue source increased 7.57 percent in 2014 compared 2013, which in turn was 6.77 percent greater than 2012. The Town has a strong sales tax base and it continues to grow with the addition of new retail, restaurants and grocery throughout Parker.

Forecast: **2015 \$35,280,000** **2016 \$37,442,800**

Rationale: Sales tax revenues are projected to increase gradually. Forecast anticipates a 7.0% and 6.0% growth in Sales Tax for 2015 and 2016 respectively, allowing for population increases, inflation, and new commercial activity

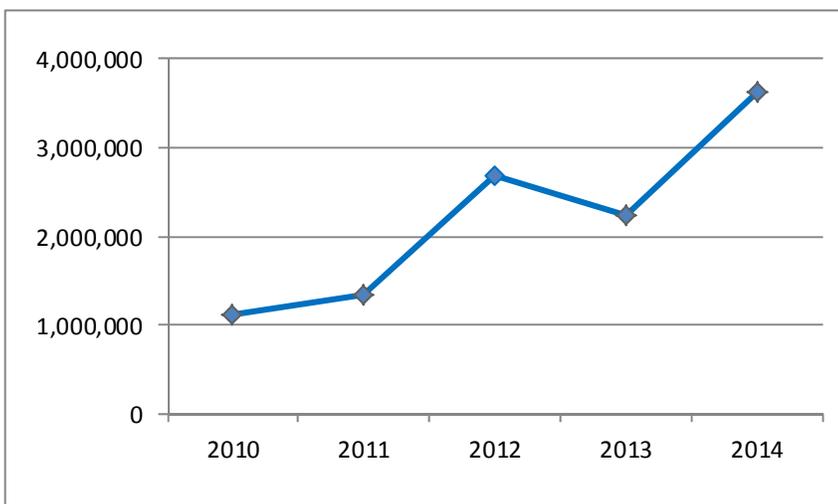
BUILDING USE TAX REVENUE

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>P&R</u>	<u>Capital</u>	<u>Total</u>
	<u>Fund</u>	<u>Improvement Fund</u>	
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
2014	588,370	3,030,938	3,619,308

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. New permits for 2014 totaled 347 which is more in line with historical averages. The spike in revenue is primarily attributable to new commercial projects, most notably the King Soopers Marketplace that will open in the fall of 2015.

Forecast: **2015 \$2,478,600** **2016 \$2,479,800**

Rationale: Forecast anticipates continued strong growth in new residential building permits in 2015 and 2016. However, residential growth is anticipated to be more in line with 2013 rather than 2014 in which several commercial projects the revenue figures. The projected spike in 2014 is due to the significant values of the commercial building permits issued in May 2014.

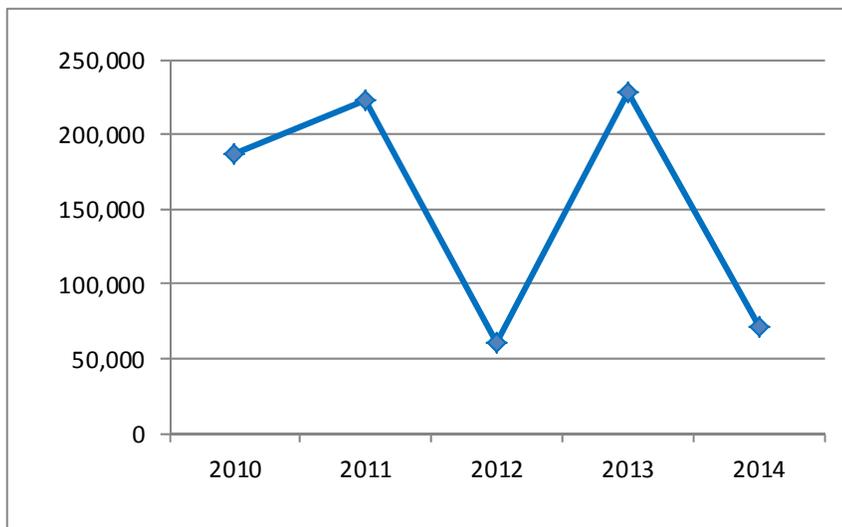
SALES & USE TAX AUDIT REVENUE

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&R Fund</u>	<u>Total</u>
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
2014	59,111	11,822	70,933

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: **2015 \$252,000** **2016 \$300,000**

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 2015 are up due to being fully staffed and the addition of one new auditor. For 2016, projections are significantly increased due to complete staffing levels and number of audits that are engaged.

LODGING TAX

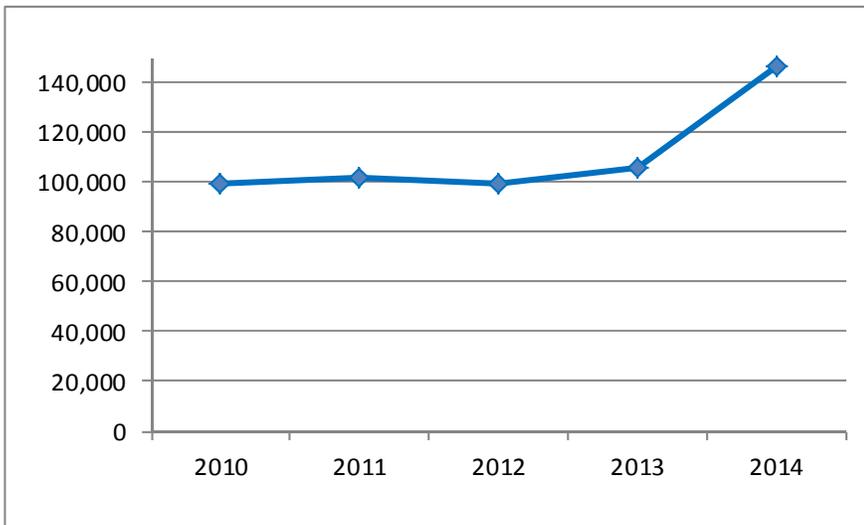
Distribution: General Fund 100%

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>
2010	99,683
2011	101,748
2012	99,149
2013	105,661
2014	146,500

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: **2015 \$161,500** **2016 \$161,500**

Rationale: Forecast anticipates stable revenue in 2015 and 2016, with an increase anticipated due to the continued residual effects of the publicity from the internationally televised 2013 Solheim Cup and an improving economy.

SPECIFIC OWNERSHIP TAX REVENUE

Distribution: General Fund 100%

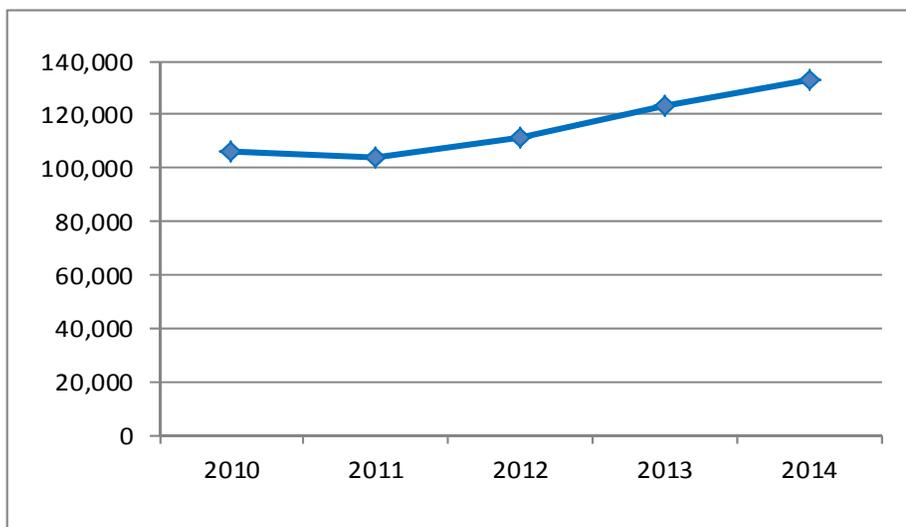
Source: Residents and businesses of Parker.

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>
2010	105,954
2011	103,804
2012	111,537
2013	123,173
2014	132,680

The fluctuations are due to changes in the patterns of new car purchases and the value of the cars purchased. With an improved economy, consumers are purchasing newer vehicles which accounts for the increase since 2011.

Forecast: **2015 \$138,000** **2016 \$145,100**

Rationale: Forecast anticipates stable revenue growth in 2015 and 2016. New car purchases and subsequent ownership tax is expected to increase as consumer confidence and the economy continue to improve.

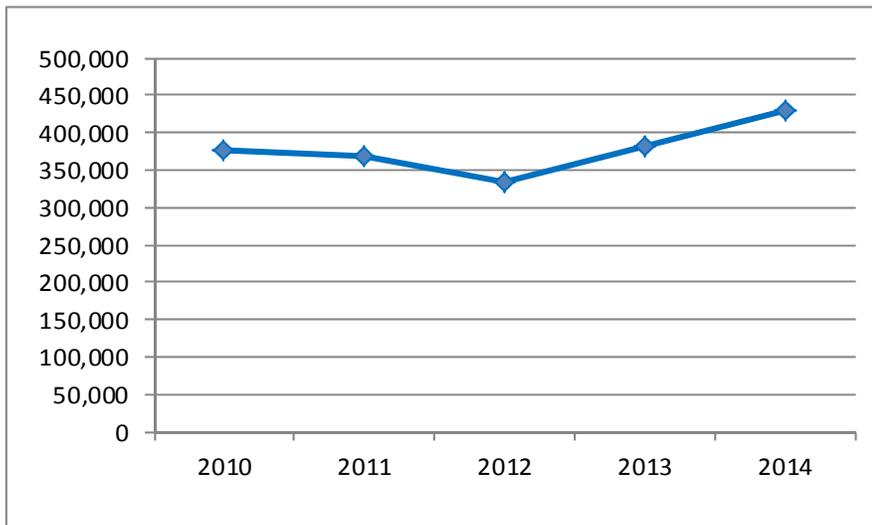
XCEL ENERGY FRANCHISE FEE

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>
2010	377,576
2011	367,785
2012	335,072
2013	381,332
2014	429,204

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 throughout the year.

Forecast: **2015 \$413,000** **2016 \$431,100**

Rationale: Forecast anticipates a decrease of approximately 3.8% in 2015 due to mild winter weather in the first part of the year. 2016 anticipates an increase of approximately 4.4% to allow for an increase in the customer base, consumption, and/or rate increases.

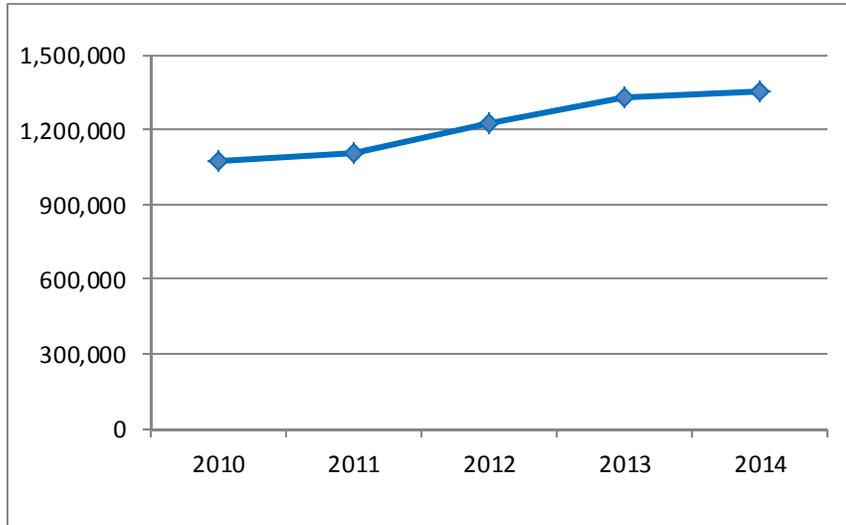
INTERMOUNTAIN RURAL ELECTRIC ASSOCIATION (IREA) EXCISE TAX

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>
2010	837,415	236,563	1,073,978
2011	881,280	221,201	1,102,481
2012	948,387	279,138	1,227,525
2013	1,032,692	293,760	1,326,452
2014	1,033,396	316,129	1,349,525

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: **2015 \$1,448,800** **2016 \$1,481,400**

Rationale: Forecast anticipates a conservative increase of approximately 5% in 2015 and 4% in 2016 to allow for an increase in the customer base, consumption, and/or rate increases.

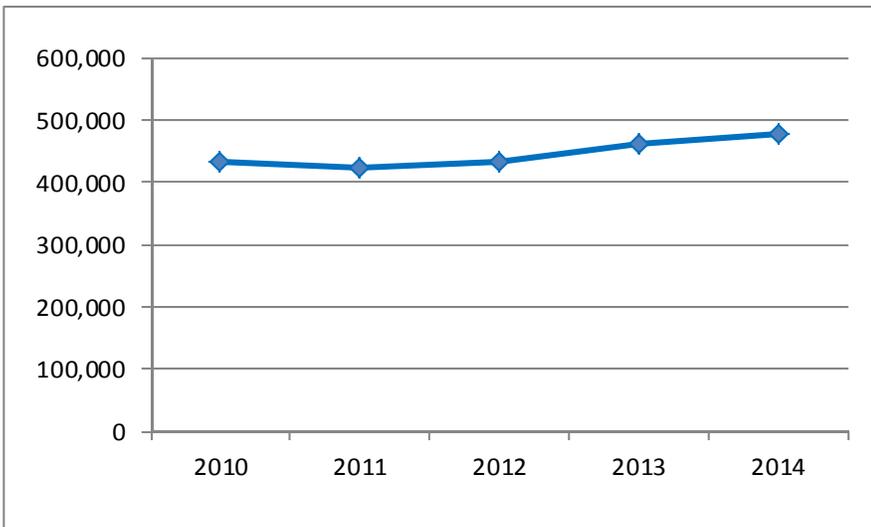
CABLE FRANCHISE FEE

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>
2010	432,672
2011	424,146
2012	432,647
2013	459,839
2014	476,257

The fluctuations reflect changes in service base and rates.

Forecast: **2015 \$520,000** **2016 \$533,000**

Rationale: Forecast anticipates a conservative increase of approximately 2.5% increases in 2016 to allow for increased population subscribing to cable service, as well as periodic rate increases.

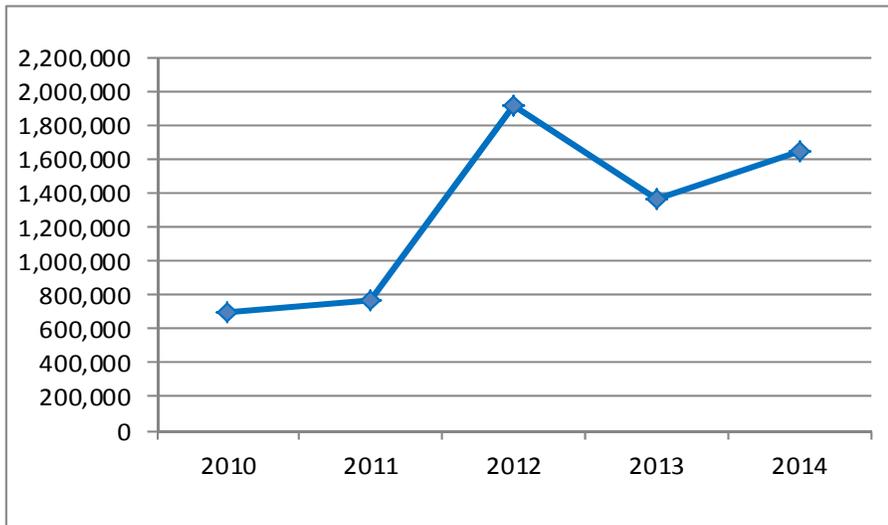
BUILDING PERMIT REVENUE

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>
2010	700,959
2011	770,985
2012	1,917,714
2013	1,368,297
2014	1,644,823

The impact of residential and commercial construction is reflected in the fluctuations in revenues. The increase in 2012 is the result of significant new home construction and numerous re-roof permits due to a summer hail storm. Both 2013 and 2014 saw an increase as home building rebounded from the recession and 2014 also saw an increase as the result of several major commercial permits.

Forecast: **2015 \$1,500,000** **2016 \$1,528,300**

Rationale: Forecast anticipates increased Building Permit revenue in 2015 and 2016 compared to historical averages. This is based on increased residential development throughout the Town with several new developments planned to begin construction in 2016.

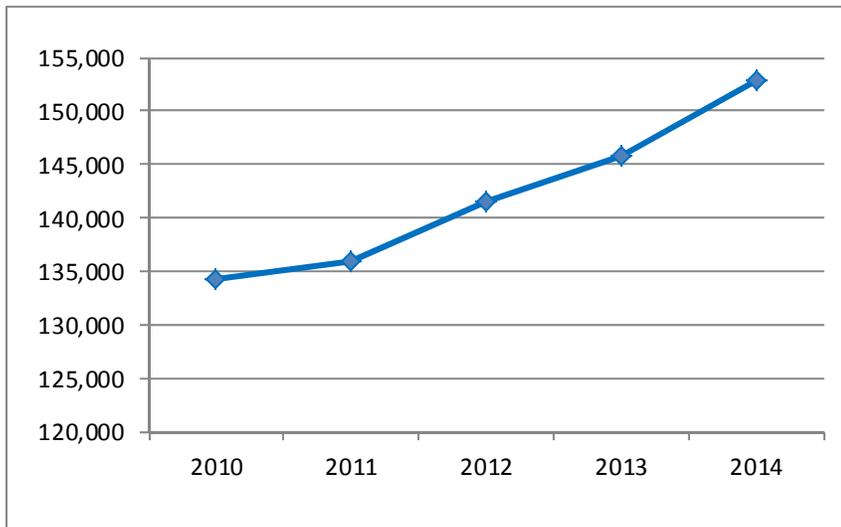
MOTOR VEHICLE REGISTRATION

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>
2010	134,235
2011	135,979
2012	141,467
2013	145,711
2014	152,935

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: **2015 \$157,600** **2016 \$162,300**

Rationale: Forecast for 2015 based on estimates from the Colorado Municipal League (CML). Forecast for 2016 anticipates a 3% annual increase to reflect Parker's ongoing proportionate share from population growth in Parker and elsewhere in the state.

HIGHWAY USERS TAX REVENUE

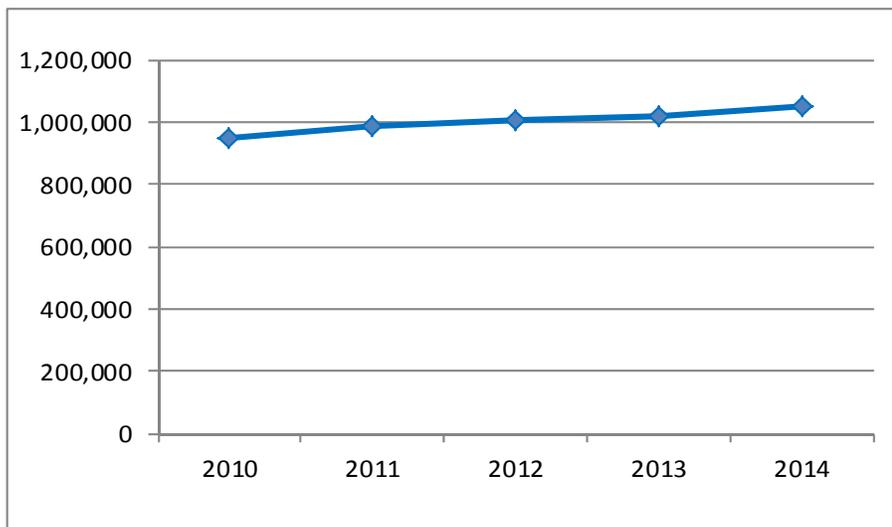
Distribution: General Fund 100%

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>
2010	946,431
2011	985,629
2012	1,006,558
2013	1,020,120
2014	1,047,973

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

Forecast: **2015 \$1,068,000** **2016 \$1,078,700**

Rationale: Forecast for 2015 based on estimates from CML. Forecast for 2016 anticipates a 1% annual increase to reflect the ongoing change in Parker's proportionate share from population growth elsewhere in the state.

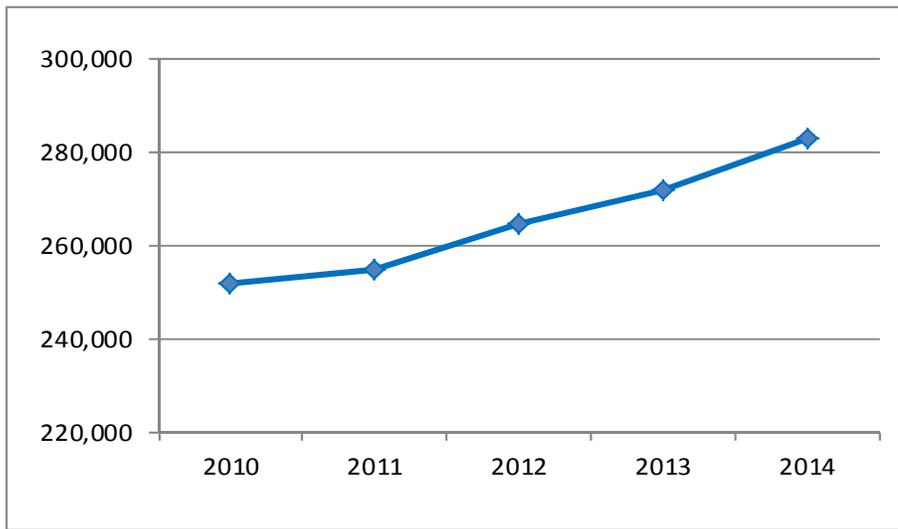
FASTER REVENUE

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>
2010	251,909
2011	254,590
2012	264,515
2013	271,878
2014	282,848

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: **2015 \$288,200** **2016 \$291,100**

Rationale: Forecast for 2015 based on estimates from CML. Forecast for 2016 anticipates a 1% annual increase to reflect the ongoing change in Parker’s proportionate share from population growth elsewhere in the state.

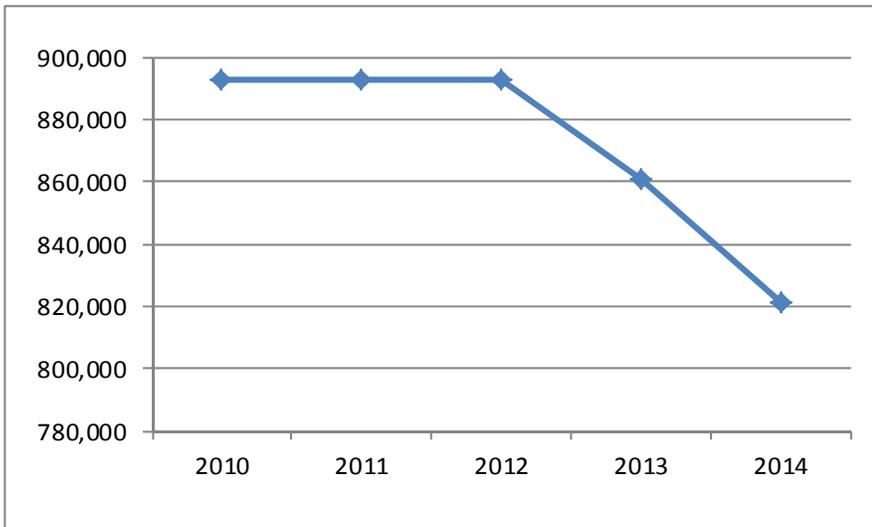
BUILD AMERICA BONDS INTEREST CREDIT

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>
2010	892,819
2011	892,819
2012	892,819
2013	860,677
2014	821,393

Interest payments on bonds remains constant through 2012, 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: **2015 \$810,880** **2016 \$794,770**

Rationale: Forecast for 2015 and 2016 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.

DEFICIT REDUCTION FEES

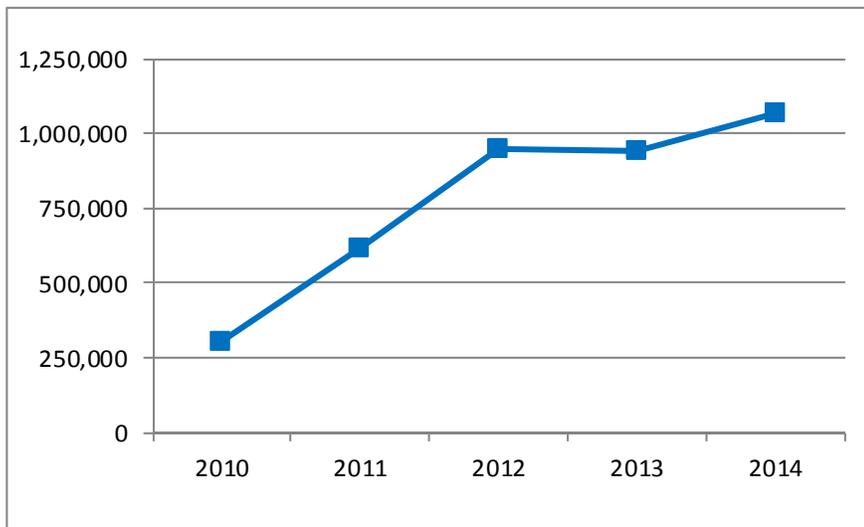
Distribution: General Fund 100%

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>
2010	265,255
2011	575,354
2012	905,543
2013	898,295
2014	1,023,310

Revenues will fluctuate based on the amount of annual development.

Forecast: **2015 \$932,500** **2016 \$1,092,400**

Rationale: Forecast for 2015 anticipated a decrease from 2014. 2016 anticipates an increase in residential development fees from 2015 as more development is planned to occur in 2016. Per Town Annexation Agreements, Deficit Reduction fees increase annually by the CPI. As of 2015, 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.

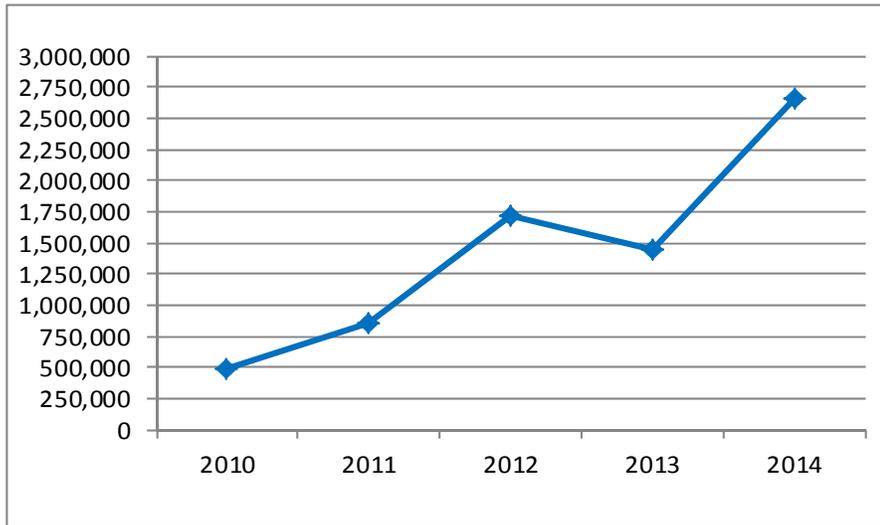
EXCISE TAX

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>
2010	492,641
2011	848,136
2012	1,715,587
2013	1,446,864
2014	2,655,816

Revenues will fluctuate based on the amount of annual development. For 2014, 347 single-family permits, 9 multi-family permits and 33 commercial permits were issued with an average value of \$344,800, \$1,679,000 and \$2,305,600 respectively. The amount of tax collected per unit is as follows and may be adjusted annually for inflation. The spike in 2014 revenue is primarily attributable to new commercial projects, most notably the King Soopers Marketplace that will open in the fall of 2015.

2015 Residential Construction:

- \$4,506 for each new single-family dwelling
- \$3,604 for each new attached dwelling (town homes and condominiums)
- \$3,266 for each new apartment dwelling

2015 Non-residential Construction (Commercial):

\$0.34 per square foot

Forecast: **2015 \$1,554,000** **2016 \$1,657,700**

Rationale: Forecast for 2015 anticipates approximately 325 single-family permits, 15 multi-family permits and 15 commercial permits will be issued with an average permit value of \$329,800, \$1,204,600 and \$1,221,000 respectively. 2016 anticipates approximately 350 single-family permits and 15 commercial permits will be issued with an average permit value of \$363,900 and \$1,251,500 respectively. Per Town Ordinance, Excise tax increases annually by the CPI.

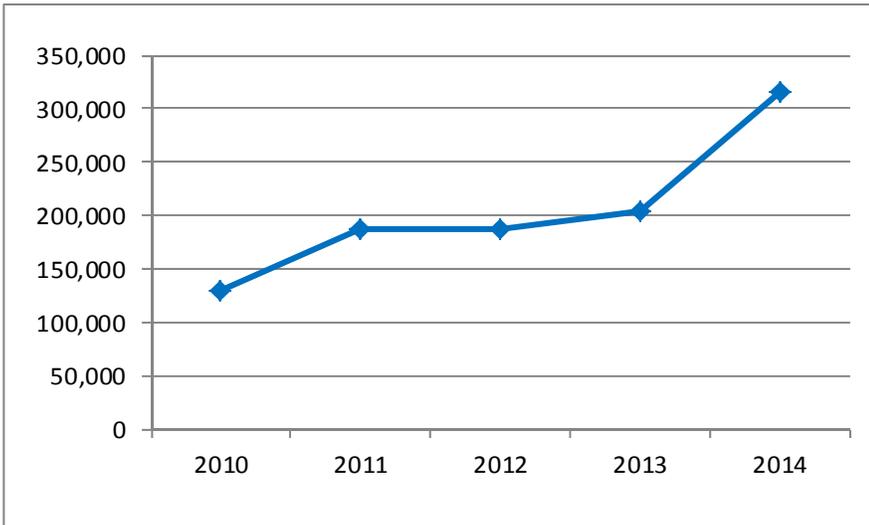
PLAN CHECK FEES

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>
2010	130,305
2011	187,482
2012	187,801
2013	203,909
2014	315,559

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: **2015 \$299,500** **2016 \$307,000**

Rationale: Forecast for 2015 is stable and 2016 is based on average revenues over the past several years with a slight increased for inflation.

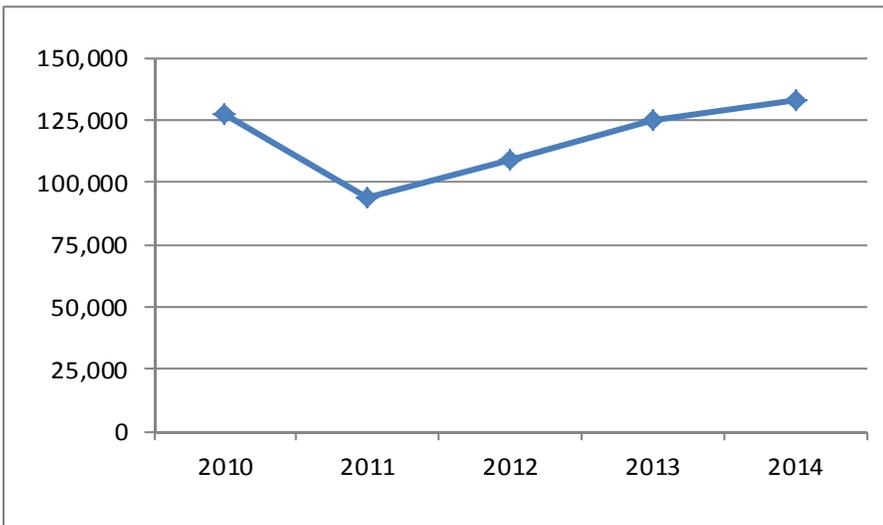
ENGINEERING REVIEW FEES

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>
2010	127,418
2011	93,915
2012	108,570
2013	124,762
2014	132,688

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: **2015 \$145,500** **2016 \$149,100**

Rationale: Forecast for 2015 anticipates an increase over 2014 due to increased development activity. 2016 is based on increased development activity over the few years with a slight increase for inflation and building growth.

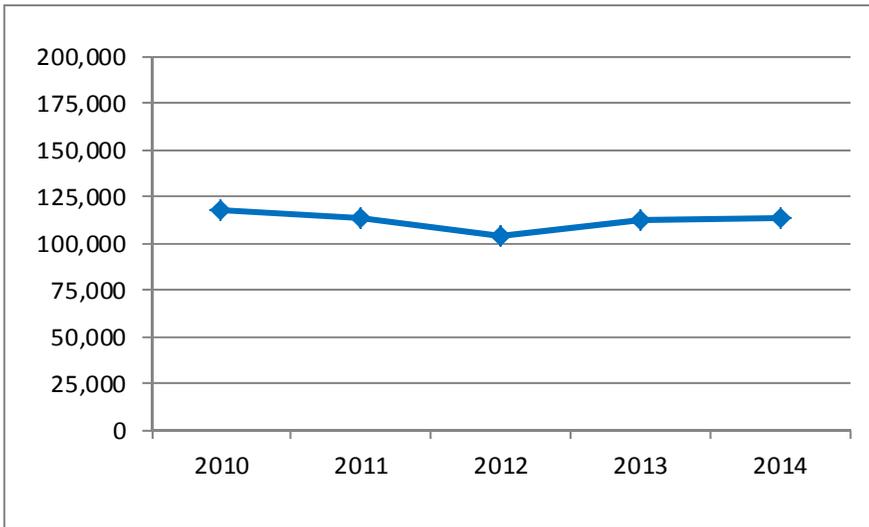
CIGARETTE TAX REVENUE

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>
2010	117,259
2011	112,871
2012	104,096
2013	112,368
2014	112,842

Revenues had been declining over the last several years as the number of smokers declined and more cigarettes are purchased out-of-state and over the internet, as a result the Town’s percentage of state sales tax collections declined due to greater growth in other areas of the state. However, 2013 saw an increase over 2012 and 2014 increased slightly over 2013, with the assumption that the number of smokers remained flat in Parker, but declined in other areas of the state.

Forecast: **2015 \$111,200** **2016 \$110,100**

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

COUNTY ROAD AND BRIDGE REVENUE

Distribution: General Fund 100%

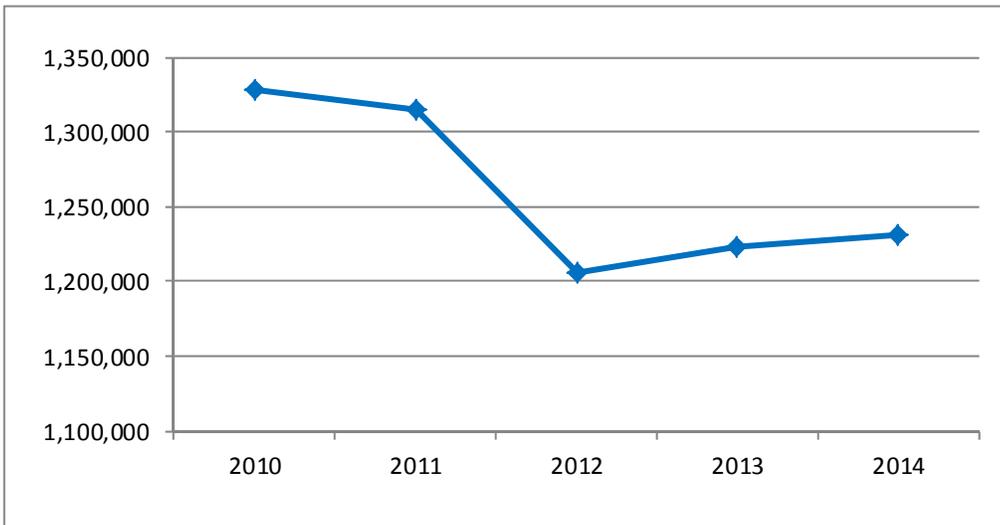
Source: Residents and businesses owning property in Douglas County.

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>
2010	1,327,822
2011	1,315,059
2012	1,205,315
2013	1,223,658
2014	1,231,030

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 2014 levy was 4.493 mills.

Forecast: **2015 \$1,290,500** **2016 \$1,480,000**

Rationale: Forecast for 2016 is based on preliminary valuation information for the County Assessor. Information from the County Assessor suggests that assessed property values will increase approximately 15% on average.

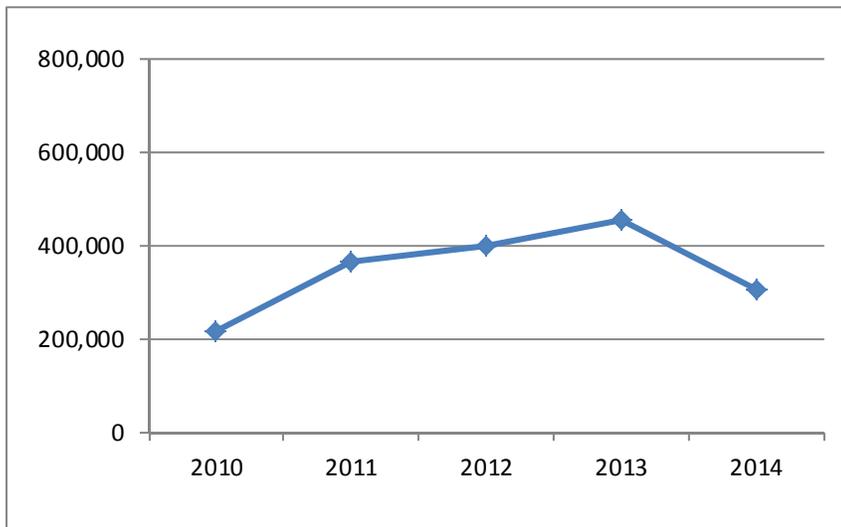
LONE TREE DISPATCH FEES

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>
2010	215,043
2011	362,598
2012	398,227
2013	453,065
2014	305,326

Revenue will

fluctuate based on actual expenditures that occur in Dispatch.

Forecast: **2015 \$600,000** **2016 \$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 forecast for 2015 anticipated the hiring of two additional dispatchers and 2016 anticipated the hiring of one additional dispatcher.

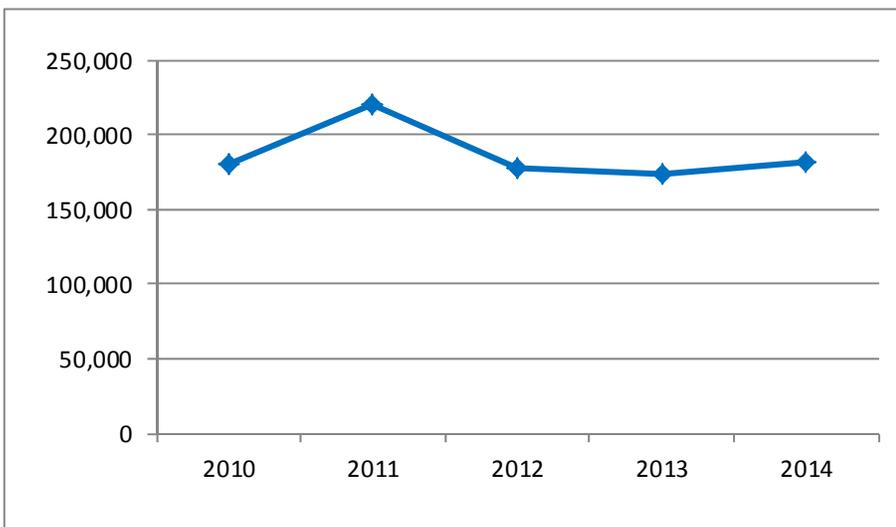
COURT FINES & FEES REVENUE

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>
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
2014	152,131	29,713	181,844

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.

Forecast: **2015 \$156,600** **2016 \$159,600**

Rationale: 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. 2016 anticipates an approximately 2% increase from to allow for increased population and traffic volume in the Town.

INVESTMENT INCOME

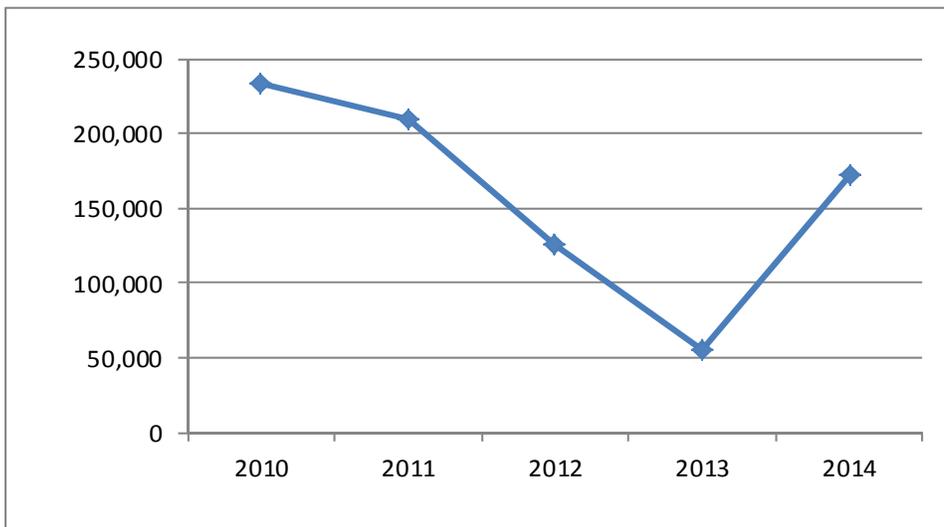
Distribution: All Funds on a pro rata basis to cash and investment balances held.

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>
2010	233,625
2011	209,955
2012	125,381
2013	54,672
2014	172,717

In 2008, the Town had a portfolio of \$51.5 million, of this \$39.5 million was invested in a Local Government Investment Pool with an annualized yield of 0.865%; the remaining \$12 million was invested in US Agency securities and money market mutual funds with an average coupon rate of 1.093%. The portfolio increased to \$62.7 million in 2014, of this \$44.7 million was invested in a Local Government Investment Pool with an annualized yield of only 0.11%; investments in US Agency securities and money market mutual funds increased to \$18 million, but the average coupon rate was only 0.91%. 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: **2015 \$239,900** **2016 \$245,100**

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

STORMWATER UTILITY FEE REVENUE

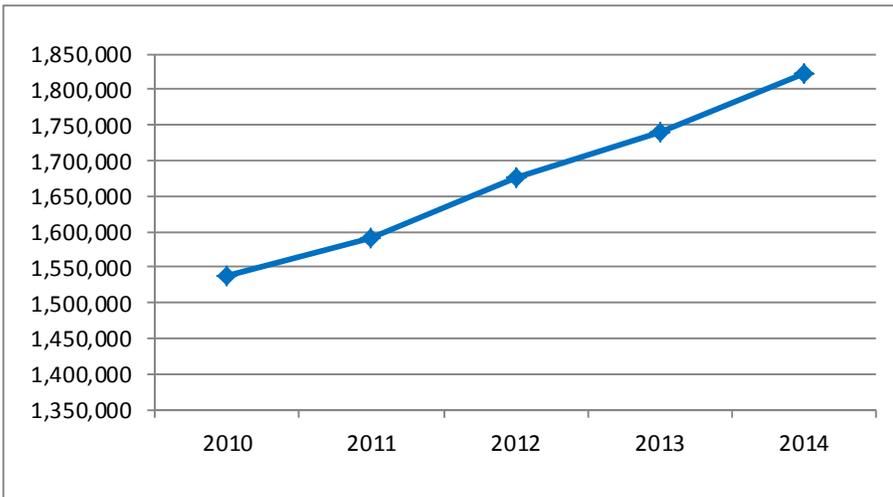
Distribution: Stormwater Utility Fund 100%

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>
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
2014	750,388	1,071,241	1,821,630

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: **2015 \$1,905,000** **2016 \$1,968,500**

Rationale: Forecast includes an increase of 3.3% for 2016 to allow for an increase in the customer base.

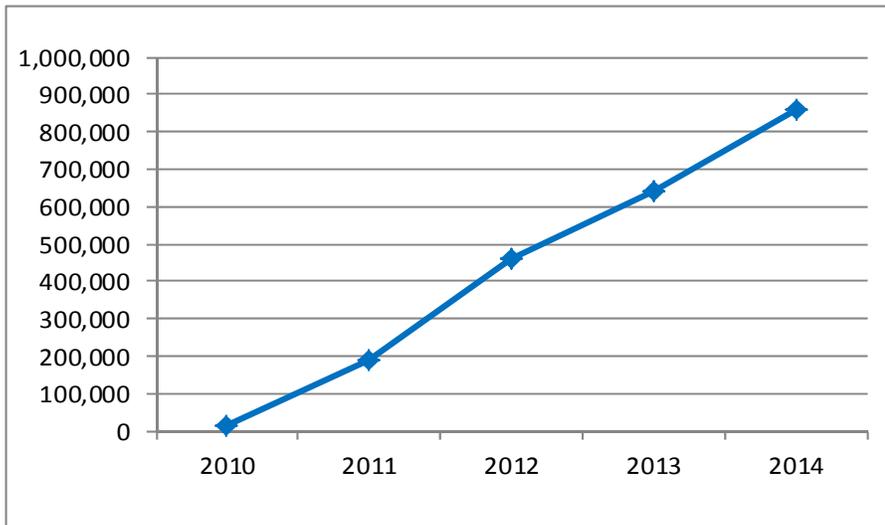
PARKER ARTS, CULTURE and EVENTS (PACE) TICKET REVENUE

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>
2010	15,228
2011	190,599
2012	460,494
2013	641,040
2014	860,361

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: **2015 \$1,000,000** **2016 \$1,184,615**

Rationale: Forecast anticipates 16% increase based on demand for 2015 and an 18% increase in revenue for 2016.

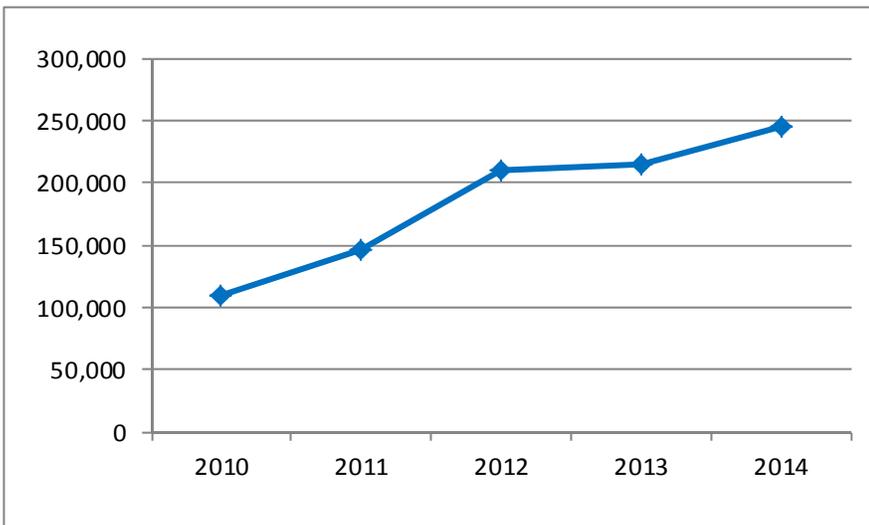
PARKER ARTS, CULTURE and EVENTS (PACE) CLASS REGISTRATION REVENUE

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>
2010	109,494
2011	146,695
2012	209,048
2013	214,259
2014	245,116

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: **2015 \$368,000** **2015 \$381,600**

Rationale: Forecast anticipates continued revenue growth based on demand for 2015.

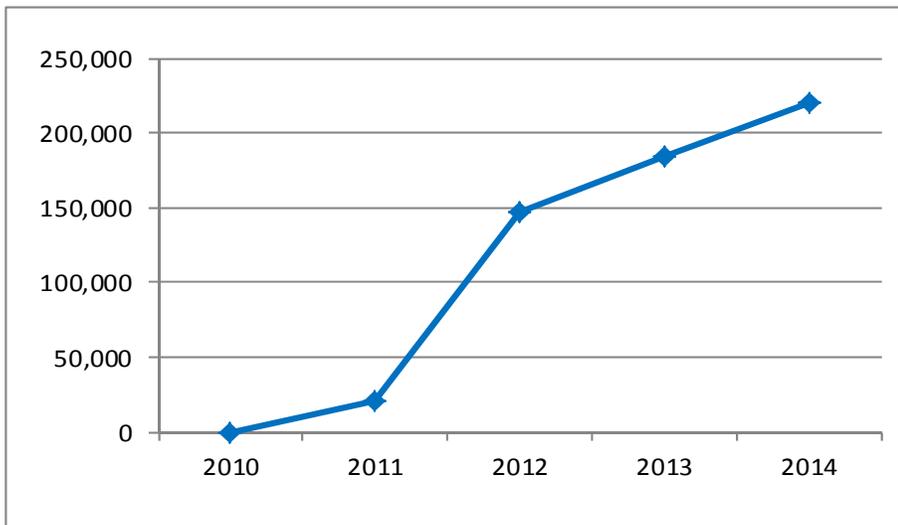
PARKER ARTS, CULTURE and EVENTS (PACE) FACILITY RENTALS

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>
2010	0
2011	21,146
2012	146,799
2013	184,023
2014	220,686

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: **2015 \$200,000** **2016 \$200,000**

Rationale: Forecast anticipates stable revenues for 2015 and 2016 due to continued marketing efforts and brand recognition.

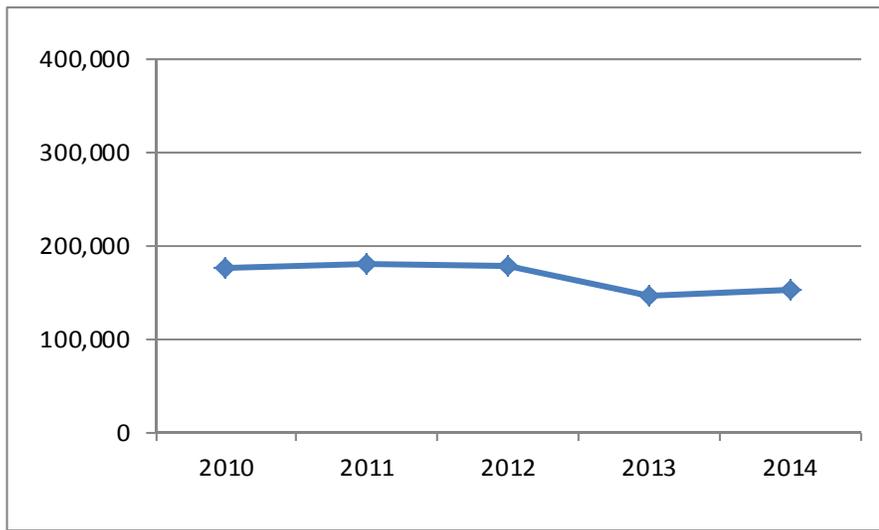
H2O'BRIEN POOL ADMISSION REVENUES

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>
2010	175,232
2011	180,567
2012	177,436
2013	146,270
2014	151,827

Revenues are primarily weather related. Warmer temperatures resulted in increased revenue in 2010-2012. Low revenues in 2013 and 2014 were a result of weather (cooler temperatures and more precipitation). Once school starts in August, revenues drop off as the loss of lifeguards reduces the hours of operation.

Forecast: **2015 \$130,000** **2016 \$147,000**

Rationale: Forecast for 2015 is related to rain and cooler temperatures during the season. 2016 anticipates average weather, but only a small increase in attendance due to remodel and new pool area at the recreation center.

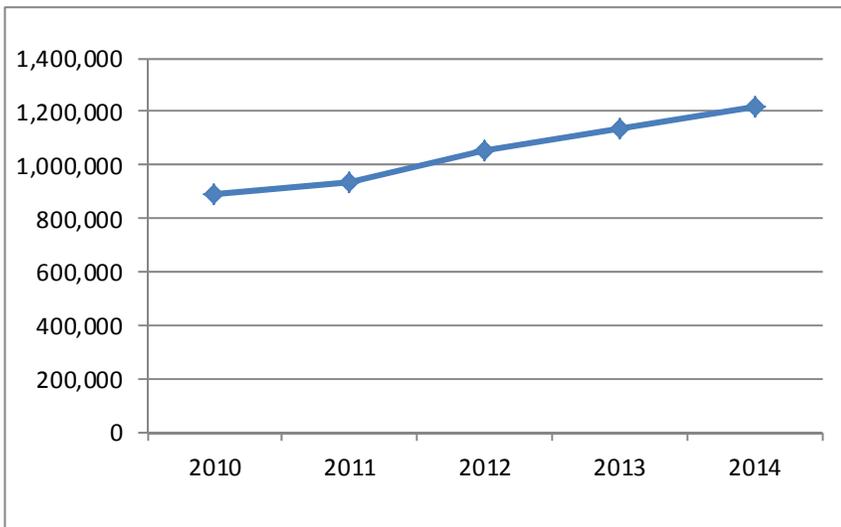
RECREATION ADMISSION REVENUE

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>
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
2014	254,424	964,202	1,218,626

Revenue decreased in 2010 due 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: **2015 \$1,246,000** **2016 \$1,272,000**

Rationale: Forecast anticipates 2015 revenue increasing as a result of the Recreation Center expansion project. The increase is anticipated to continue into 2016, with increased attendance anticipated due to the completed remodel.

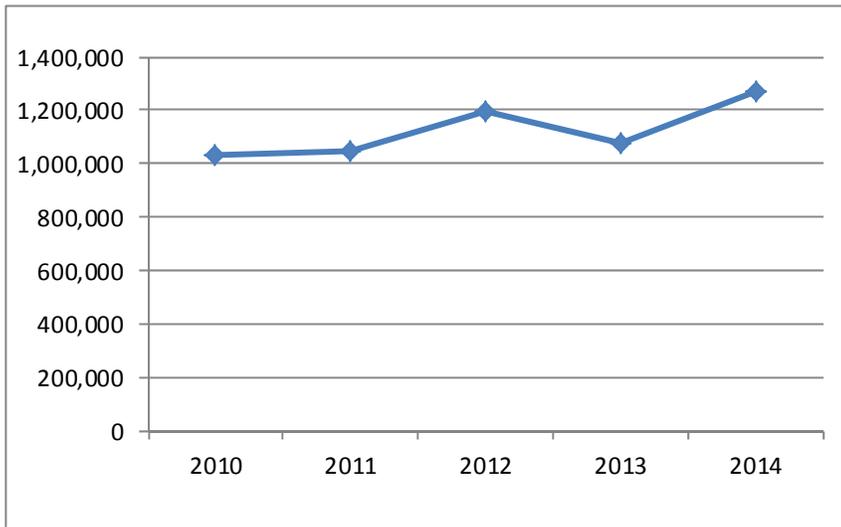
RECREATION SPORTS PROGRAM FEES

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>
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
2014	291,362	978,265	1,269,627

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: **2015 \$1,213,000** **2016 \$1,200,000**

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

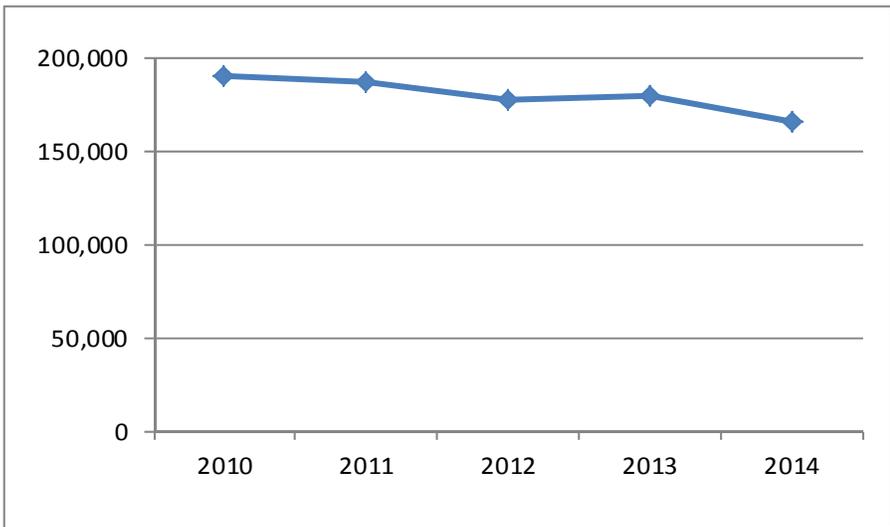
RECREATION SWIM LESSON FEES

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>
2010	190,386
2011	186,421
2012	177,269
2013	179,069
2014	165,354

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: **2015 \$162,000** **2016 \$190,000**

Rationale: Forecast anticipates 2015 revenue decreasing slightly as a result of construction that occurred with Recreation Center expansion project and then increasing in 2016 due to patrons utilizing the new pool areas.

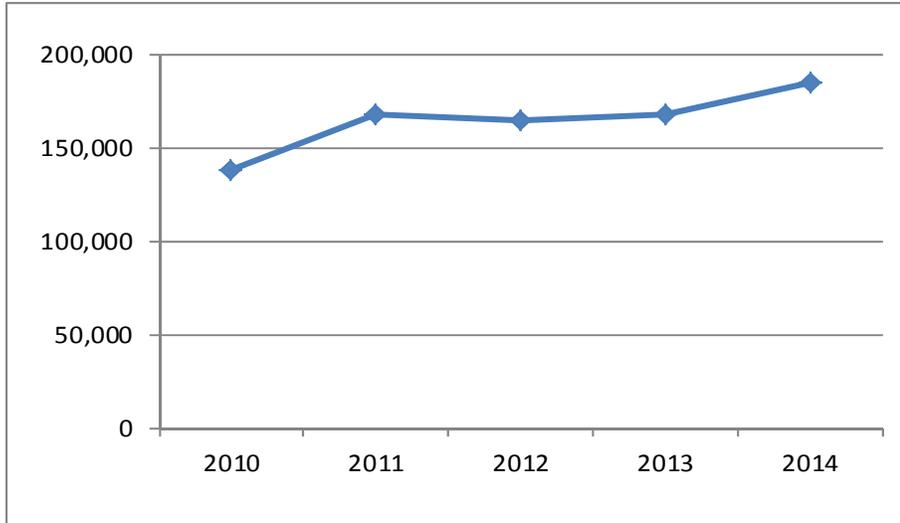
RECREATION SPECIALTY FITNESS FEES

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>
2010	137,593
2011	167,306
2012	164,519
2013	167,195
2014	184,627

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: **2015 \$193,800** **2016 \$194,000**

Rationale: Forecast for 2015 anticipates an increase due to popularity of the program and 2016 is based on approximately a 0.10% increase over 2015, with no fee increases anticipated.

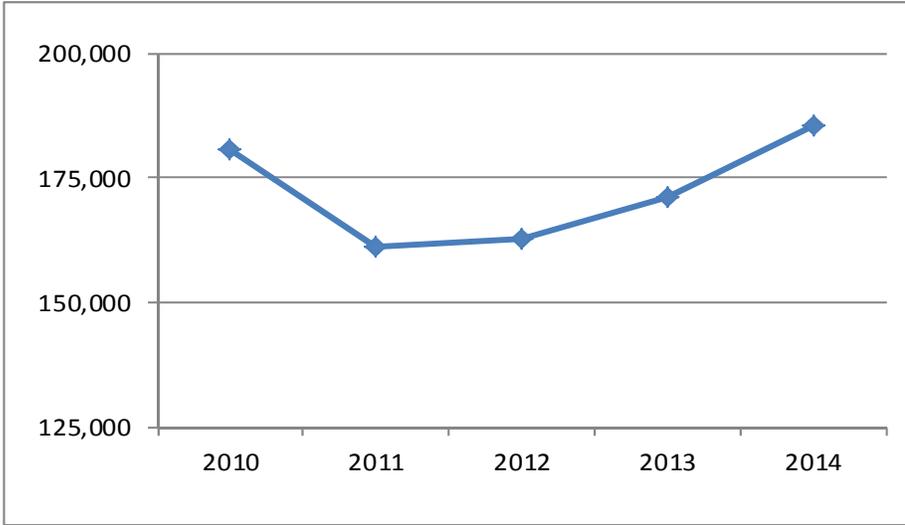
FIELDHOUSE FACILITY RENTAL FEES

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>
2010	180,755
2011	161,000
2012	162,716
2013	170,917
2014	185,383

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: **2015 \$185,000** **2016 \$185,000**

Rationale: Forecast flat but stable revenues in 2015 and 2016.

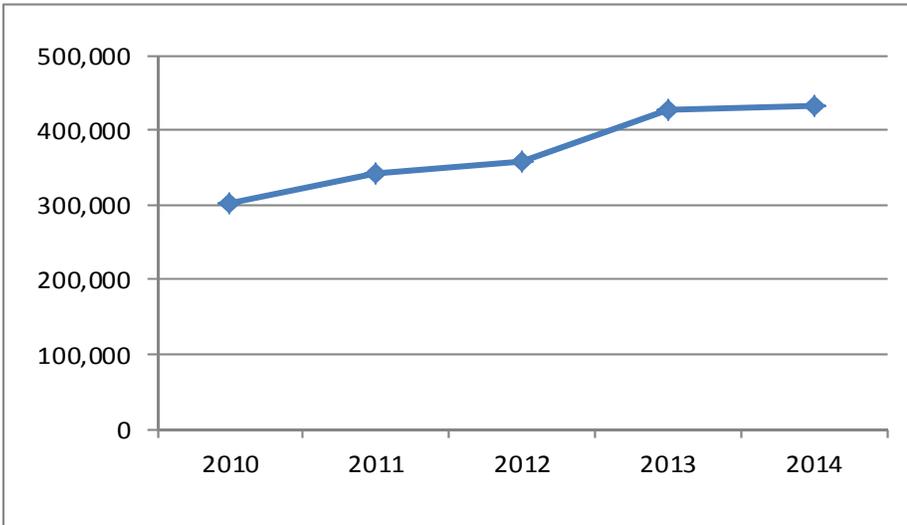
FIELDHOUSE DAY CAMP FEES

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>
2010	302,956
2011	341,420
2012	357,435
2013	427,554
2014	431,652

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: **2015 \$425,000** **2016 \$425,000**

Rationale: Forecast projects stable revenue in 2016 due to continued high demand for the program.

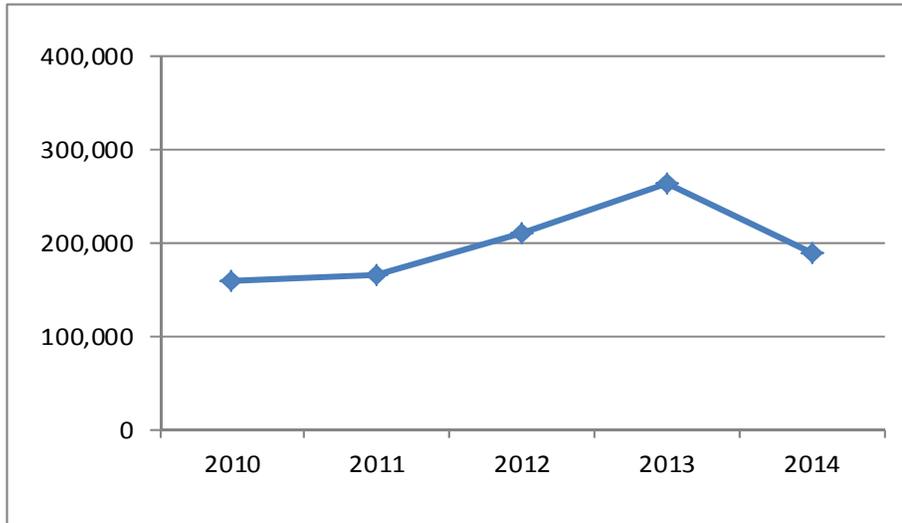
FIELDHOUSE SPORTS INSTRUCTION FEES

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>
2010	157,671
2011	165,561
2012	210,263
2013	262,287
2014	189,307

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

Forecast: **2015 \$155,000** **2016 \$175,000**

Rationale: Forecast projects approximately an 18% decrease in 2015. 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 first part of 2015. 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.

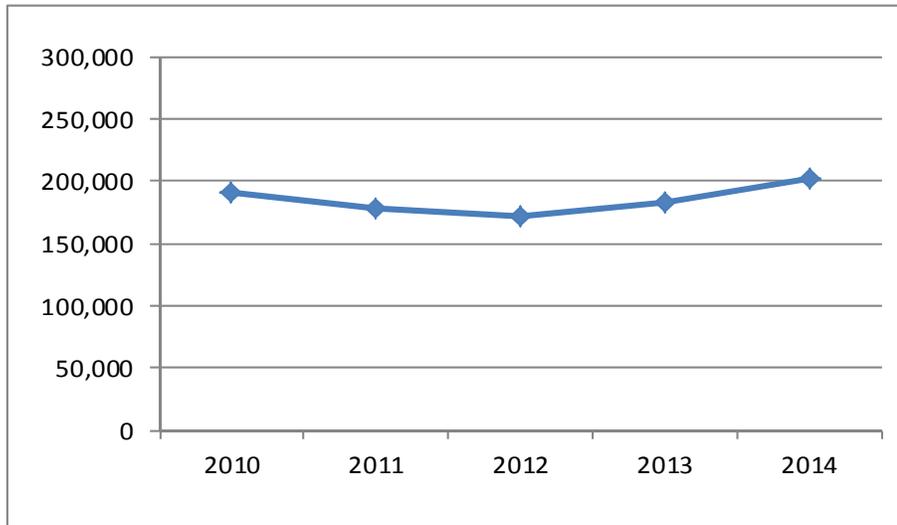
PERSONAL TRAINING FEES

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>
2010	190,398
2011	177,407
2012	170,747
2013	182,611
2014	202,389

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: **2015 \$200,000** **2016 \$185,000**

Rationale: Forecast projects level revenues in 2015 and a slightly conservative estimate in 2016 that is more in line with the 5 year average.

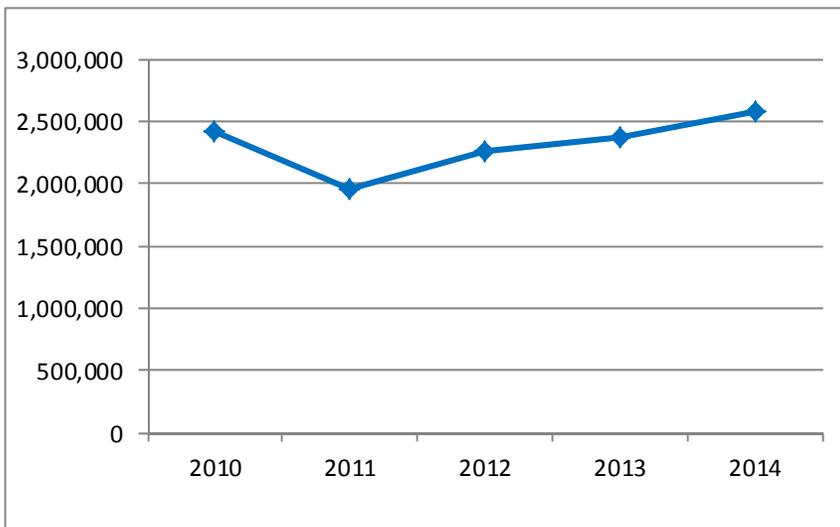
DOUGLAS COUNTY ROAD SALES TAX SHARED REVENUE

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>Sales Tax</u>	<u>Use Tax</u>	<u>Shared</u>
	<u>Revenue</u>	<u>Tax Revenue</u>	<u>Sales & Use Tax Revenue</u>
2010	2,266,080	148,231	2,414,311
2011	1,823,132	133,538	1,956,670
2012	1,995,769	268,252	2,264,021
2013	2,140,103	223,531	2,363,634
2014	2,218,219	353,022	2,571,241

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: **2015 \$2,638,800** **2016 \$2,737,800**

Rationale: Forecast anticipates tax revenues to increase slowly and gradually, 2%-4% annual increases from the average annual revenue.

LOTTERY REVENUE

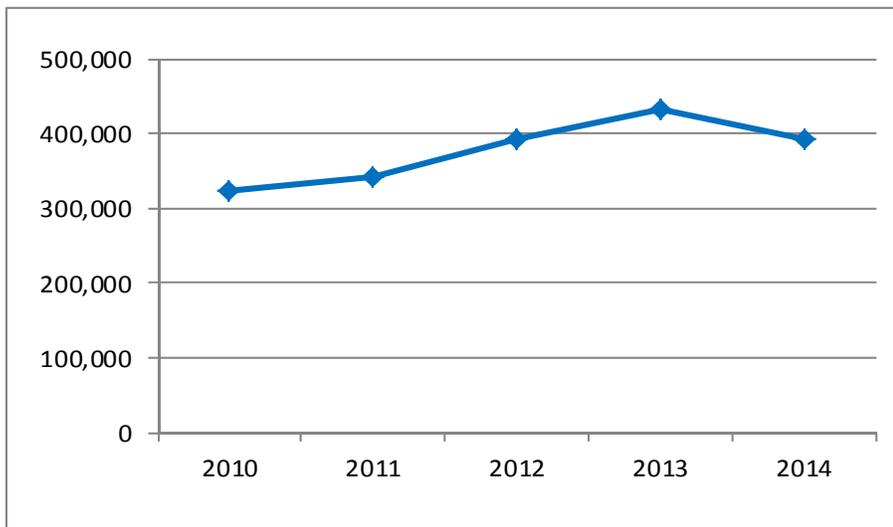
Distribution: Conservation Trust Fund 100%

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>
2010	323,325
2011	340,535
2012	392,828
2013	431,371
2014	392,734

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: **2015 \$400,000** **2016 \$407,600**

Rationale: Forecast anticipates a relatively 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



General Fund Summary

General Fund Summary

	2013 Actual	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change 2015 to 2016 Budgets
Beginning Fund Balance	\$ 24,053,820	\$ 21,783,009	\$ 23,477,317	\$ 23,477,317	\$ 20,529,924	-13%
Revenues						
Taxes	29,351,357	31,298,727	31,612,300	33,423,000	35,548,800	12%
Licenses and Permits	1,537,271	1,833,383	1,646,700	1,563,110	1,739,000	6%
Intergovernmental	3,742,093	4,320,037	3,516,637	3,614,019	3,895,583	11%
Charges for Services	2,287,951	2,322,473	2,592,500	2,439,240	2,766,500	7%
Fines and Forfeitures	174,052	184,179	176,700	191,600	192,900	9%
Interest	33,571	58,416	80,000	781,700	73,300	-8%
Miscellaneous	111,947	95,153	92,600	73,485	104,000	12%
Other Financial Sources	415,182	1,278	-	12,000	-	
Transfers In	881,708	927,600	975,100	975,100	1,095,900	12%
Total Revenues	38,535,131	41,041,247	40,692,537	43,073,254	45,415,983	12%
Expenditures						
Salary and Benefits	17,602,616	17,748,339	19,575,453	18,970,398	21,960,266	12%
Supplies	931,037	924,885	1,044,965	937,999	1,216,950	16%
Purchased Services	11,468,418	13,141,707	15,996,090	14,361,631	16,459,801	3%
Debt Service	3,784,023	3,781,410	3,765,300	3,766,300	3,743,700	-1%
Capital Outlay	2,757,937	1,250,949	1,029,581	1,151,856	3,347,950	225%
Economic Development Incentives	1,861,988	501,779	545,000	545,000	1,500,000	175%
Other	224,923	423,269	620,700	340,125	658,800	6%
Transfers Out	2,175,000	1,574,600	5,947,339	5,947,339	4,056,234	-32%
Total Expenditures	40,805,942	39,346,939	48,524,428	46,020,648	52,943,701	9%
Ending Fund Balances	\$ 21,783,009	\$ 23,477,317	\$ 15,645,426	\$ 20,529,924	\$ 13,002,206	-17%

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 12 percent or \$2.38 million is due to the budgeted merit increase and the additional of 10.34 positions in the General Fund
- Supplies – The increase of 16 percent or \$171,985 is attributable to estimated increases for general supplies in all departments, SWAT supplies and small tools and equipment in the Police Department
- Capital Outlay - The \$2.3 million or 225 percent increase is primarily to the new records management system in the Police Department. Capital outlay expenditures are detailed in the individual departmental or fund budgets and in the appendix to the budget document
- Economic Development Incentives - The \$955,000 increase is due to new economic incentive agreement that start in 2016
- Transfers Out – The decrease of 32 percent or \$1.8 million is primarily due to the transfer to the Parks and Recreation Fund for the Recreation Center Expansion that occurred in 2015

General Fund Summary

General Fund Summary

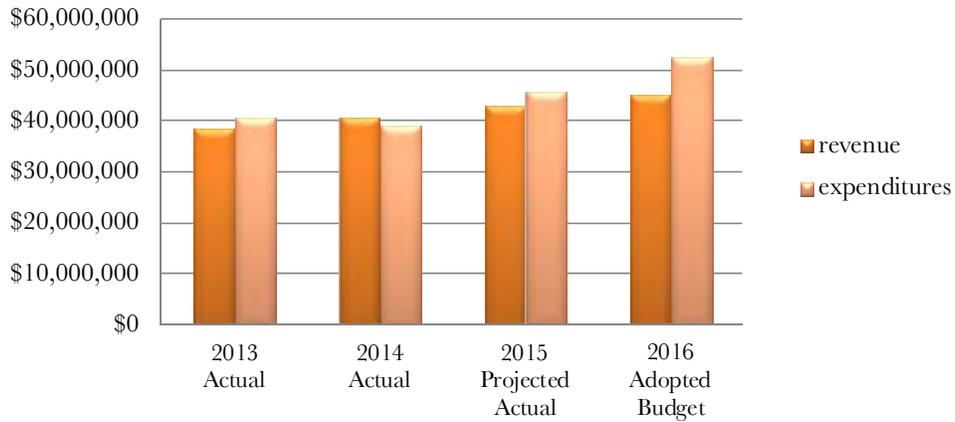
	2013 Actual	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change 2015 to 2016 Budgets
Expenditures by Department						
Elected Officials	117,859	107,284	130,300	122,445	149,760	15%
Town Clerk	238,163	318,380	391,496	326,733	301,163	-23%
Municipal Court	288,909	263,563	332,009	304,655	333,724	1%
Town Administrator	479,834	552,746	584,160	650,145	917,543	57%
Elections	26,112	26,188	23,000	26,019	26,000	13%
Finance	776,987	769,073	838,390	803,511	945,687	13%
Sales Tax	313,583	318,343	465,773	414,196	481,579	3%
Legal Services	479,956	561,818	517,527	500,428	552,325	7%
Human Resources	619,701	730,647	844,973	753,392	837,307	-1%
Risk Management	253,454	254,713	338,807	260,637	369,589	9%
Community Development	1,686,648	1,531,769	1,824,167	1,515,774	1,971,297	8%
Information Technology	1,157,535	-	-	-	-	
Communications	559,954	707,837	746,588	687,094	828,235	11%
General Government Buildings	2,464,343	476,947	520,750	496,838	583,350	12%
Customer Service	90,968	111,838	128,822	119,395	142,278	10%
Historic Preservation	2,132	682	3,000	-	2,500	-17%
Interdepartmental	303,172	502,149	648,133	412,808	706,550	9%
Debt Service	3,784,023	3,781,410	3,765,300	3,766,300	3,743,700	-1%
Police	10,600,724	12,750,985	13,416,376	12,840,588	17,313,508	29%
Building Inspection	953,141	1,097,274	1,194,188	1,185,339	1,445,365	21%
Public Works	8,143,009	8,918,241	10,329,108	10,077,655	10,682,182	3%
Parks, Forestry and Open Space	2,675,453	2,724,911	3,288,396	2,852,150	3,652,950	11%
Public Works Buildings	-	-	138,600	114,385	144,400	4%
Parks/Public Works Buildings	335,284	198,275	553,700	548,134	310,600	-44%
Economic Development	418,012	565,486	1,008,526	749,688	945,875	-6%
Economic Incentives	1,861,988	501,779	545,000	545,000	1,500,000	175%
Interfund Transfers	2,175,000	1,574,600	5,947,339	5,947,339	4,056,234	-32%
Total Expenditures	40,805,942	39,346,939	48,524,428	46,020,648	52,943,701	9%
Ending Fund Balances	\$ 21,783,009	\$ 23,477,317	\$ 15,645,426	\$ 20,529,924	\$ 13,002,206	-17%

Explanation of Significant Budget Variances

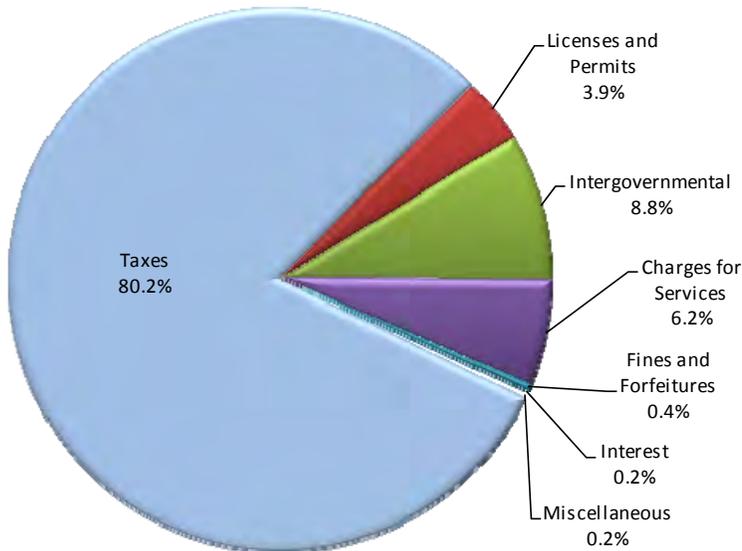
- Budget variances are explained in General Fund Expenditure Detail section

General Fund Summary

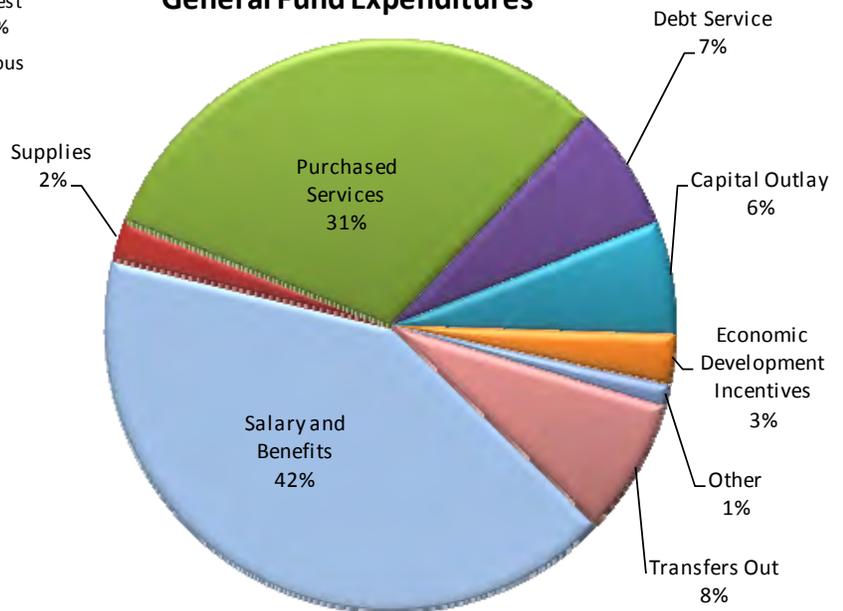
Revenue & Expenditure Comparison



Sources of Revenue - General Fund



General Fund Expenditures



General Fund Revenue Detail

	2014 Actual	2015 Amended Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Beginning Fund Balance	\$ 21,783,009	\$ 23,477,317	\$ 23,477,317	\$ 20,529,924	-13%
Revenue					
Taxes					
Real Property Taxes	1,374,795	1,414,300	1,435,000	1,650,300	17%
Personal Property Taxes	76,274	-	-	-	
Specific Ownership Taxes	132,680	136,000	138,000	145,100	7%
Sales Taxes	27,510,421	27,664,000	29,400,000	31,202,300	13%
Sales Tax Penalty and Interest	58,489	52,500	50,000	59,200	13%
Sales Tax Audit Revenue	59,111	250,000	210,000	250,000	0%
Lodging Tax	146,500	110,000	161,500	165,500	50%
Franchise Taxes - Cable	476,257	483,100	520,000	533,000	10%
Franchise Taxes - Fiber Optics	500	500	1,500	500	0%
Franchise Taxes - Gas	429,204	413,000	413,000	431,100	4%
Excise Taxes - Electric	1,033,396	1,088,200	1,094,000	1,111,100	2%
Interest - Property Taxes	1,100	700	-	700	0%
Total Taxes	31,298,727	31,612,300	33,423,000	35,548,800	12%
Licenses and Permits					
Business Licenses	64,495	75,800	40,000	67,300	-11%
Liquor Licenses and Permits	25,343	33,800	26,400	26,800	-21%
Peddler and Solicitor Permits	3,960	5,200	4,800	4,900	-6%
Building Permits	1,644,823	1,425,600	1,500,000	1,528,300	7%
Building Permits Credit	-	-	(117,690)	-	
Sign Permits	18,675	15,800	19,100	19,500	23%
Street Cut Permits	76,087	90,500	90,500	92,200	2%
Total Licenses and Permits	1,833,383	1,646,700	1,563,110	1,739,000	6%
Intergovernmental					
LEAF-DUI Enforcement Grant	11,053	-	20,000	-	
CDBG Grant	-	-	1,125	-	
911 Authority	724,402	-	-	-	
COP BABS Interest Credit	821,393	874,737	810,882	794,771	-9%
School Marshall Program	125,256	-	127,712	127,712	
EMPG Grant	38,000	-	-	-	
Other Police Grants	18,576	-	10,000	-	
Other Intergovernmental Grants	-	-	-	125,000	
Motor Vehicle Regis Fees	152,935	153,200	157,600	162,300	6%
Highway User Taxes	1,047,973	1,071,800	1,068,000	1,078,700	1%
Cigarette Taxes	112,842	110,100	113,200	112,100	2%
Severance Taxes	36,579	15,000	15,000	15,000	0%
Road and Bridge Shareback Funds	1,231,030	1,291,800	1,290,500	1,480,000	15%
Total Intergovernmental	4,320,037	3,516,637	3,614,019	3,895,583	11%

General Fund Revenue Detail

	2014 Actual	2015 Amended Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
<i>Charges for Services</i>					
Court Costs, Fees and Charges	82,319	92,600	84,500	86,100	-7%
Open Records Fees	3,452	1,000	1,000	-	-100%
Zoning and Subdivision Fees	111,208	117,600	100,100	102,600	-13%
Service Plan Fees	22,500	15,000	7,500	7,500	-50%
Deficit Reduction Fees	1,023,310	1,000,000	932,500	1,092,400	9%
Plan Checking Fees	315,559	220,400	299,500	307,000	39%
Plan Review Credit	-	-	(31,139)	-	
Rental of Kiosk Signs	11,235	15,000	12,000	15,000	0%
Sales of Maps and Publications	397	1,200	200	1,200	0%
Advertising Commissions	7,868	8,000	6,000	8,000	0%
Engineering Review Fees	132,688	131,000	145,500	149,100	14%
Administrative Fees	43,685	84,100	65,000	66,600	-21%
ATM Fees	22	-	15	-	
Misc Charges/Fees	4,527	2,200	10,000	2,200	0%
Liquor Investigations Fee	655	-	400	-	
Impound Fees	2,050	5,000	2,000	5,000	0%
Police Reports	40,479	36,700	48,500	49,400	35%
Drug Testing	10,746	19,600	10,000	20,000	2%
Lone Tree Dispatch Services	305,326	602,000	551,800	611,300	2%
School Resource Officer	39,049	45,600	41,164	46,700	2%
Lone Tree Crime/Evidence Services	47,970	81,100	40,000	83,100	2%
Foxfield Court Services	6,460	10,700	6,500	7,000	-35%
PAR Services	32,200	20,500	23,000	21,000	2%
Police Off-duty Reimbursement	4,976	-	2,000	-	
C-DOT Signal Operations	46,800	51,200	51,200	52,500	3%
Event Sponsorship	26,992	32,000	30,000	32,800	2%
<i>Total Charges for Services</i>	2,322,473	2,592,500	2,439,240	2,766,500	7%
<i>Fines and Forfeitures</i>					
Court Fines	152,131	151,200	156,600	159,600	6%
DUI Fines	29,713	25,500	32,700	33,300	31%
Miscellaneous Fines	2,335	-	2,300	-	
<i>Total Fines and Forfeitures</i>	184,179	176,700	191,600	192,900	9%
<i>Miscellaneous</i>					
Interest Earnings and Invest	56,916	80,000	71,700	73,300	-8%
Interest Earnings - 2009 COPS	4,584	7,600	4,500	19,000	150%
Contributions	1,500	-	710,000	-	
Contributions - Explorer/Cadet	8,293	-	-	-	
Contributions - Other Police	-	-	40	-	
Contrib. - Historic Preservation	80	-	45	-	
Restitution	6,099	-	3,900	-	
Other Miscellaneous Revenue	76,097	85,000	65,000	85,000	0%
<i>Total Miscellaneous</i>	153,569	172,600	855,185	177,300	3%

General Fund Revenue Detail

	2014 Actual	2015 Amended Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
<i>Other Financial Sources</i>					
Insurance Recoveries	1,278	-	12,000	-	
<i>Total Other Financial Sources</i>	1,278	-	12,000	-	
<i>Transfers In</i>					
From Parks and Recreation Fund	927,600	975,100	975,100	1,095,900	12%
<i>Total Transfers In</i>	927,600	975,100	975,100	1,095,900	12%
<i>Total Revenue</i>	41,041,247	40,692,537	43,073,254	45,415,983	12%
<i>Total Funds Available</i>	\$ 62,824,256	\$ 64,169,854	\$ 66,550,571	\$ 65,945,907	3%

Explanation of Significant Budget Variances

- Additional information on major General Fund revenues can be found in the Revenue Manual section of the Budget document
- Property Taxes - the \$236,000 or 17% increase is due to the increased property values during the reassessment by the Douglas County Assessor's office
- Sales Taxes - the \$3.53 million or 13 percent projected increase is due to better than expected sales tax revenue in 2015 resulting in a 6 percent increase in the 2015 projection. The 2016 budget is based on a 6 percent increase over the 2015 projected
- Road and Bridge Shareback the \$188,200 or 15 percent projected increase is due to valuation information for the County Assessor. Information from the County Assessor suggests that assessed property values will increase approximately 15% on average.
- Building Permits - the \$102,700 or 9 percent projected increase is due to the resurgence in home building within the Town
- Transfers In - the \$120,800 or 12 percent increase is due to the increase in parks operations in the General Fund. The Parks and Recreation Fund cover 30 percent of parks operations

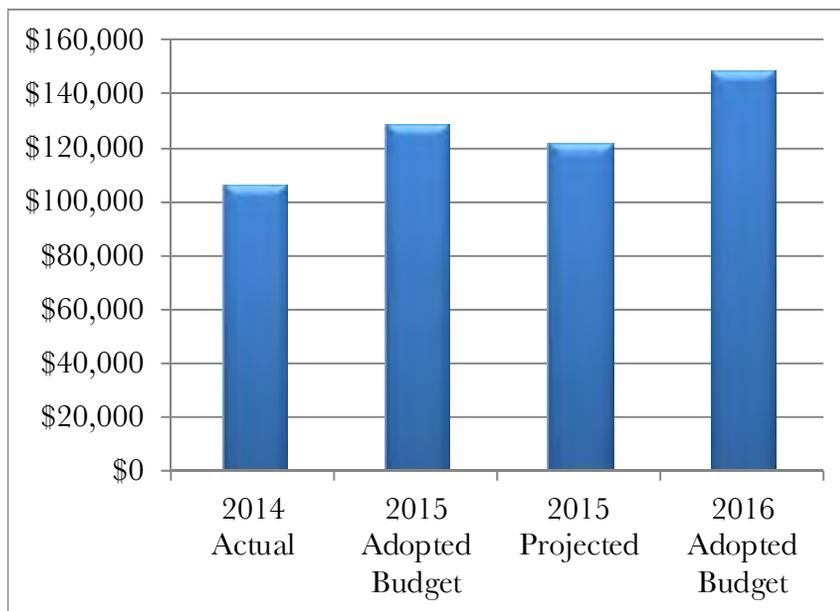
General Fund Expenditure Detail

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

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Elected Officials	\$ 107,284	\$ 130,300	\$ 122,445	\$ 149,760	15%
<i>Expenditures by Category</i>					
Salary and Benefits	87,098	90,000	97,623	99,760	11%
Supplies	2,246	6,600	3,000	24,500	271%
Purchased Services	17,940	33,700	21,822	25,500	-24%
Total	\$ 107,284	\$ 130,300	\$ 122,445	\$ 149,760	15%
<i>Sources of Funding</i>					
General Fund	\$ 107,284	\$ 130,300	\$ 122,445	\$ 149,760	15%



Explanation of Significant Budget Variances

- Supplies - 271 percent increase is due to reallocation of meetings and meals for Council meetings from Interdepartmental budget to the Elected Officials budget in 2016

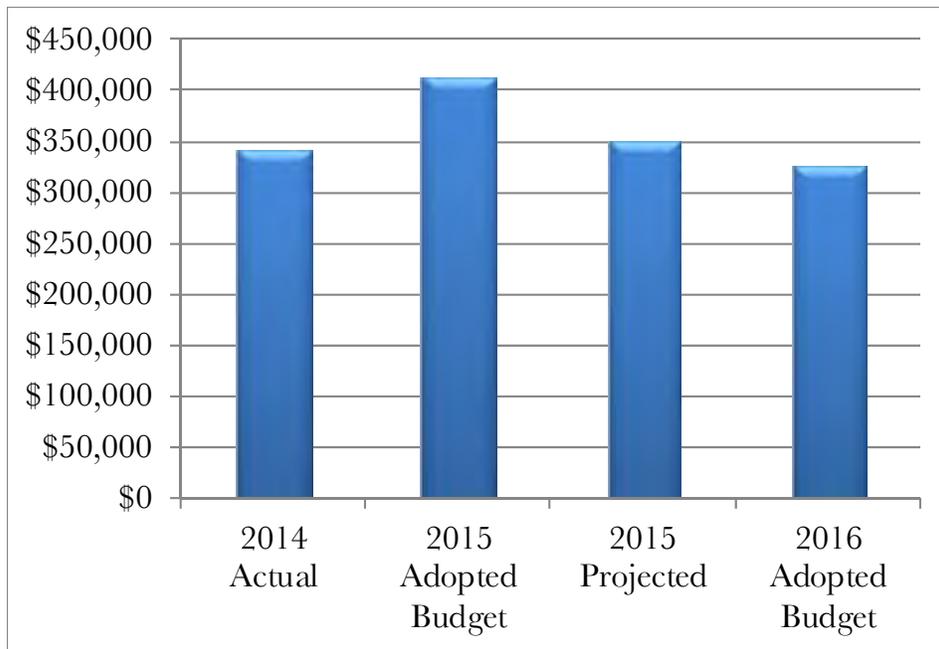


The Town Clerk is the custodian of all Town legal documents, including the Municipal Code and Home Rule Charter. The Clerk also prepares Council meeting agendas and minutes, administers municipal elections, manages the Town’s record-keeping system, administers liquor licenses, registers voters, handles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

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Town Clerk	\$ 318,380	\$ 391,496	\$ 326,733	\$ 301,163	-23%
Elections	26,188	23,000	26,019	26,000	13%
Total	344,568	414,496	352,751	327,163	-21%
<i>Expenditures by Category</i>					
Salary and Benefits	188,305	243,700	186,281	193,230	-21%
Supplies	14,203	10,900	19,254	10,900	0%
Purchased Services	142,061	159,896	147,217	123,033	-23%
Total	344,568	414,496	352,751	327,163	-21%
<i>Sources of Funding</i>					
Liquor Licenses	25,343	33,800	26,800	26,800	-21%
Peddler and Solicitor Licenses	3,960	5,200	4,900	4,900	-6%
General Fund	315,265	375,496	295,463	295,463	-21%
Total	\$ 344,568	\$ 414,496	\$ 327,163	\$ 327,163	-21%
<i>Authorized FTE positions</i>					
Town Clerk	1.0	1.0	1.0	1.0	
Deputy Town Clerk	1.0	1.0	1.0	1.0	
Administrative Clerk	1.0	1.0	1.0	1.0	
Total	3.0	3.0	3.0	3.0	

Explanation of Significant Budget Variances

- Salary and Benefits - 21 percent decrease is due to defunding of the Administrative Clerk position that was not filled in 2015 and is not anticipated to be filled in 2016; the position will remain as an authorized FTE



2015 Accomplishments

Innovate with Collaborative Governance:

- Completed conversion to electronic media for permanent commercial building plans for each access and retrieval
- Began process of converting Planning Department case files to electronic media for easy access and retrieval
- Moved records storage to lower level of Old Town Hall
- Completed Laserfiche restructure within Administrative console to assign rights to all users.

2016 Goals

Innovate with Collaborative Governance:

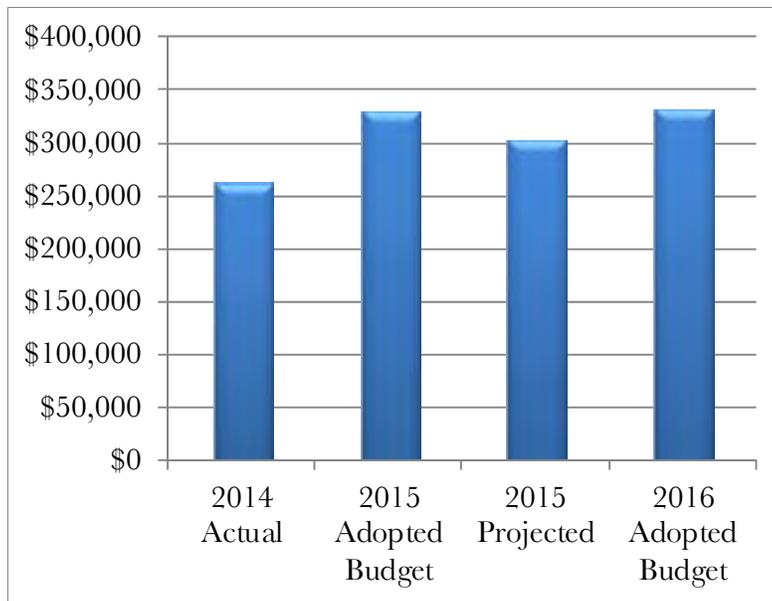
- Remodel Town Clerk office to include large file room
- Complete conversion to electronic media for Planning Department case files.
- Implement Workflow process in Police Department Records
- Ongoing goal for timely destruction of eligible records

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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Municipal Court	\$ 263,563	\$ 332,009	\$ 304,655	\$ 333,724	1%
<i>Expenditures by Category</i>					
Salary and Benefits	160,953	199,200	180,411	199,980	0%
Supplies	11,837	10,900	8,400	13,900	28%
Purchased Services	90,772	96,909	90,844	119,844	24%
Capital Outlay	-	25,000	25,000	-	-100%
Total	\$ 263,563	\$ 332,009	\$ 304,655	\$ 333,724	1%
<i>Sources of Funding</i>					
Court Cost Fees	82,319	92,600	86,100	86,100	-7%
General Fund	181,244	239,409	218,555	247,624	3%
Total	263,563	332,009	304,655	333,724	1%
<i>Authorized FTE positions</i>					
Court Administrator	1.0	1.0	1.0	1.0	
Court Clerk	1.8	1.8	1.8	1.8	
Total	2.8	2.8	2.8	2.8	

Explanation of Significant Budget Variances

- Supplies - 28 percent increase is due to additional funding for Teen Court and a budget allocation for small tools and equipment 2016
- Purchased Services - 24 percent increase is primarily due to an increase in the internal service charge for technology management



2015 Accomplishments

Promote a Safe and Healthy Community:

- Continued to work with the Police Department to perfect the interface of E-ticketing to include parking and ordinance violations.
- Continued to evaluate connection between Police Records and Court Records Management Systems to possibly reduce the use of paper.
- Continued exploring training options for Court staff to include training with Court Records Management Systems (FCE) in Chicago.
- Reviewed Court operations in different jurisdictions to seek out best practices for process improvement purposes.
- Send Customer Service surveys to attorneys that appear before the Court for constructive feedback.
- Review and update Court information brochure.
- Implemented the use of a time clock to document and evaluate wait times for those that appear before the Court.

2016 Goals

Promote a Safe and Healthy Community:

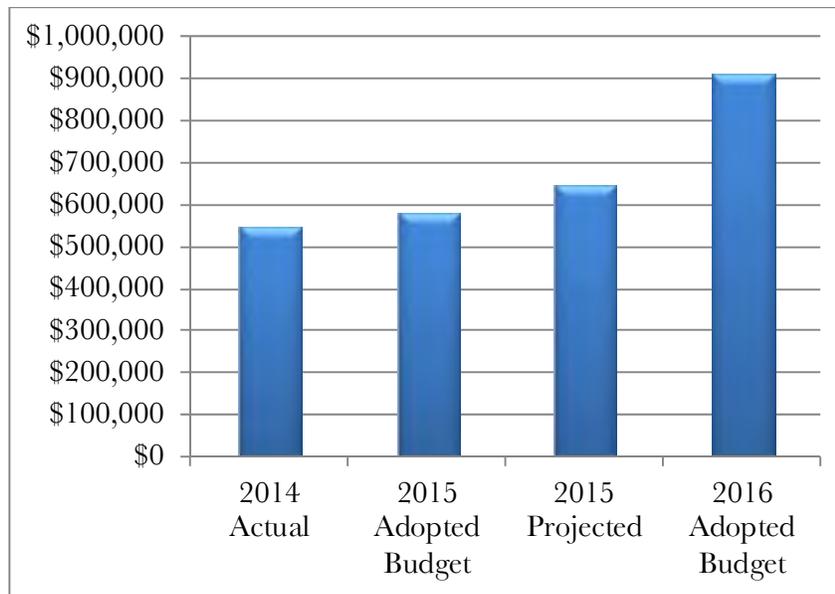
- Create access to Court Records Management Systems for the prosecutors and the judge.
- Explore public viewing on Court Records Management Systems.
- Hire and train new part time Court Clerk.
- Explore the use of scanning documents to cases in the Court system.
- Continue to evaluate wait times and Court dates to establish best practices for arraignment dates and trials.
- Electronic interface with Department of Motor Vehicles.

The Town Administrator is appointed by the Town 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 Town Council support, implementing Town Council and organizational goals, appointing department directors and the development and submission of the annual budget to Town Council. The Administrative Manager also oversees the Customer Service Division.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Town Administrator	\$ 552,746	\$ 584,160	\$ 650,145	\$ 917,543	57%
Customer Service	111,838	128,822	119,395	142,278	10%
Total	664,584	712,982	769,540	1,059,821	49%
<i>Expenditures by Category</i>					
Salary and Benefits	565,382	596,600	656,801	833,600	40%
Supplies	6,012	8,450	9,131	9,450	12%
Purchased Services	93,190	107,932	103,608	216,771	101%
Total	\$ 664,584	\$ 712,982	\$ 769,540	\$ 1,059,821	49%
<i>Sources of Funding</i>					
General Fund	\$ 664,584	\$ 712,982	\$ 769,540	\$ 1,059,821	49%
<i>Authorized FTE positions</i>					
Town Administrator	1.0	1.0	1.0	1.0	
Deputy Town Administrator	1.0	1.0	1.0	1.0	
Assistant Town Administrator	-	1.0	1.0	1.0	
Executive Assistant	1.0	-	-	-	
Administrative Manager	-	1.0	1.0	1.0	
Customer Service Specialist	2.6	2.6	2.6	2.6	
Total	5.6	6.6	6.6	6.6	

Explanation of Significant Budget Variances

- Salary and Benefits - 40 percent increase is due to full-year funding of the Assistant Town Administrator position that was added in late 2015
- Purchased Services - 101 percent increase is due to an increase in the internal service charge for technology management and an increase in other professional services as directed by the Town Administrator



2015 Accomplishments

Foster Community Creativity and Engagement:

- Developed and maintained positive partnerships with local community leaders/organizations as well as county-wide agencies
- Expanded the Parker Civic Academy from eight weeks to ten weeks. Twenty citizens participated in the weekly classes aimed at increasing knowledge about the Town. The goal of the program is to encourage participation by Parker residents in local issues and to improve the understanding and awareness of how local government works
- Updated the Community Events Permit Code and the process and procedures to improve efficiency and customer service

Innovate with Collaborative Governance:

- Hosted two retreats with the Mayor, Councilmembers and Department Directors, led by outside facilitators to work on strategic planning, future goals and community concerns.
- Continued quarterly employee “Big Picture” meetings as a source of providing current town information to employees. Hosted informative monthly luncheons to develop relationship across departments with six randomly chosen staff members attending each month.
- Hosted the Employee Years of Service Event & Dinner, recognizing the commitment and dedication of employees
- Reorganized the reporting structure of the Town Administrator’s Office, creating an Assistant Town Administrator – Development Services position to oversee Public Works, Parks and Recreation, Community Development and Economic Development in order to better meet the goals of the Town Council. This enhanced the focus on development and the future vision of the community

2016 Goals

Foster Community Creativity and Engagement:

- Build upon the current Town strategic planning goals by enhancing the Town's Vision and Mission Statements, as well as, creating a Strategic Planning document for the Town Council's Goals, through strategic visioning workshops with Council

Innovate with Collaborative Governance:

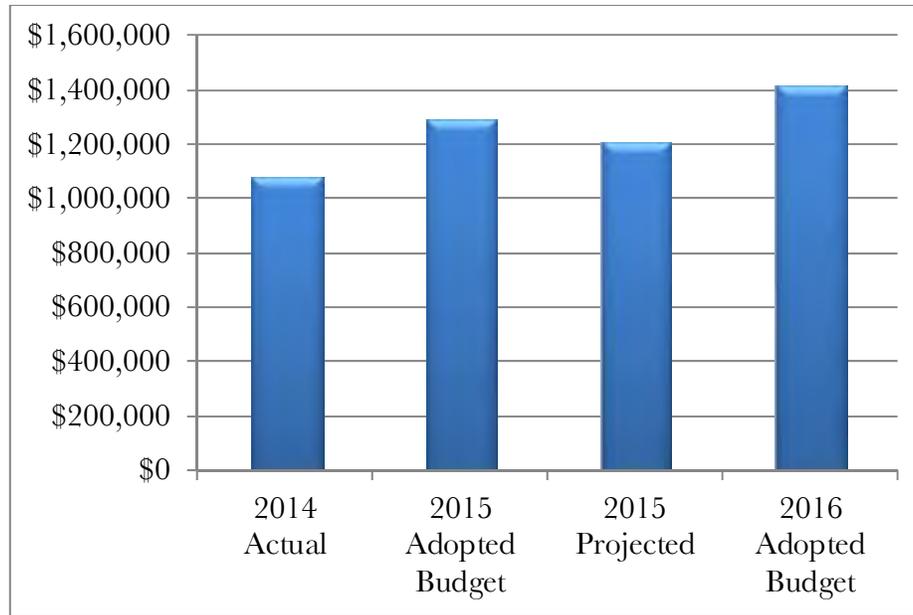
- Establish a Supervisor Academy to develop the next generation of leaders within the organization, as well as, improve the skills and knowledge of current leaders and supervisors.
- With the assistance of a consultant, implement the Town's new Employee Performance Evaluation System for integrating organizational values into the process of managing and evaluating employee performance. Using a graduated transition plan to ensure the successful implementation of the new system which includes goal setting training for employees.

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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Finance	769,073	838,390	803,511	945,687	13%
Sales Tax	318,343	465,773	414,196	481,579	3%
Total	\$ 1,087,415	\$ 1,304,163	\$ 1,217,707	\$ 1,427,266	9%
<i>Expenditures by Category</i>					
Salary and Benefits	842,836	967,744	966,335	1,070,318	11%
Supplies	17,418	16,700	23,251	9,450	-43%
Purchased Services	226,498	319,719	228,121	347,498	9%
Capital Outlay	-	-	-	-	
Total	\$ 1,086,752	\$ 1,304,163	\$ 1,217,707	\$ 1,427,266	9%
<i>Sources of Funding</i>					
Business Licenses	64,495	75,800	67,300	67,300	-11%
General Fund	1,022,920	1,228,363	1,150,407	1,359,966	11%
Total	\$ 1,087,415	\$ 1,304,163	\$ 1,217,707	\$ 1,427,266	9%
<i>Authorized FTE positions</i>					
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	4.3	
Sales Tax Auditor	2.0	3.0	3.0	3.0	
Total	11.0	12.0	12.0	12.3	

Explanation of Significant Budget Variances

- Salary and Benefits - 11 percent increase is due to the addition of an Accounting Technician that will be funded 1/3 from the General Fund, 1/3 from the Cultural Fund and 1/3 from the Parks & Recreation Fund
- Purchased Services - 9 percent increase is due to an increase in the internal service charge for technology management



2015 Accomplishments

Innovate with Collaborative Governance:

- Implemented new Town-wide purchasing card program
- Drafted debt policy that was adopted by Council and received the Certification of Excellence from the Association of Public Treasurers of the United States and Canada
- Awarded the Certificate of Achievement for Excellence in Financial Reporting for the 2014 Comprehensive Annual Finance Report
- Awarded the Distinguished Budget Presentation Award for the 2015 Budget
- Updated the Investment policy which includes the creation of an Investment Advisory Committee that was adopted by Council
- Conducted annual 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 2016 Budget and 2014 Comprehensive Annual Finance Report
- Completed and published guided webinars for sales tax on the Town website

Enhance Economic Vitality:

- Enhanced online tax payment options by offering credit card payments for sales tax
- Continued development of education opportunities for taxpayers by offering enhanced guided webinars on expanded topics as well as offering face-to-face assistance when requested
- Worked as part of the CML Sales Tax Committee on the uniform definition program
- Reviewed the Municipal Tax Code and provided changes to Council that were approved and will become effective by January 1, 2016
- Developed Construction Project Cost Reconciliation Procedures, Forms and Webinars
- Worked with the Recreation Department to implement a new point of sale system

2016 Goals**Innovate with Collaborative Governance:**

- Receive GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2015 Comprehensive Annual Finance Report
- Receive the GFOA Distinguished Budget Presentation Award for the 2016 Budget
- Receive the Certification of Excellence from the Association of Public Treasurers of the United States and Canada for the Town's Investment Policy
- Achieve the Association of Public Treasurers of the United States and Canada Cash Handling certification
- Complete a Popular Annual Financial Report (PAFR) and submit to GFOA for award
- Implement Priority Based Budgeting
- Complete process mapping of accounts payable, payroll and accounts receivable to improve efficiency
- Draft and distribute a banking RFP
- Improve transparency by implementing a contracts calendar to be published on the Town website
- Hire and train a new Accounting Technician/Interdepartmental Liaison
- Implement electronic workflow for accounts payable
- Complete a department synergy exercise
- 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
- Continue to conduct finance training for Town staff to include specific trainings on grant management, timekeeping, cash handling, and other accounting and purchasing policies
- Work with the Cultural Department on the new point of sale software selection and implementation
- Update records retention for sales tax records

Enhance Economic Vitality:

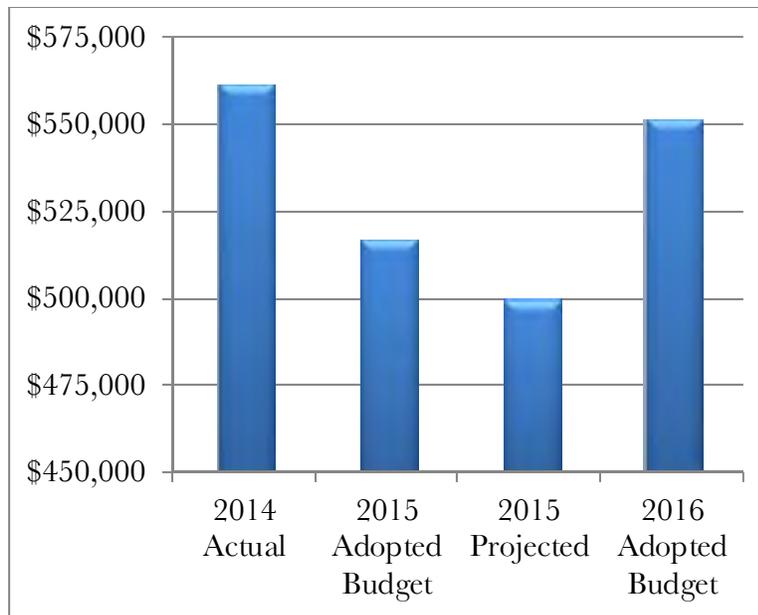
- Ensure tax revenues are being collected timely through efficient processing of sales tax returns, educational guidance through audit, and enforcement through the collections process
- Implement Construction Project Cost Reconciliation; create procedures for Sales Tax Administrator, Auditors and Analyst
- Review CML Standard Definitions for sales tax and provide feedback to CML
- Draft Municipal Code changes consistent with CML Standard Definitions
- Cross train sales tax staff to ensure personnel coverage for essential duties for unplanned absences as well as provide staff with complete understanding of various sales and use tax systems
- Implement the data capture program and train staff on reconciliation of third party entries to ensure accuracy
- Implement online payments for accounts receivable and miscellaneous payments received by the Town that are not currently accepting online payments

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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Town Attorney	\$ 561,818	\$ 517,527	\$ 500,428	\$ 552,325	7%
<i>Expenditures by Category</i>					
Salary and Benefits	308,920	304,800	324,924	334,120	10%
Supplies	11,455	13,300	12,768	13,400	1%
Purchased Services	241,443	199,427	162,736	204,805	3%
Total	\$ 561,818	\$ 517,527	\$ 500,428	\$ 552,325	7%
<i>Sources of Funding</i>					
Service Plan Fees	22,500	15,000	7,500	7,500	-50%
General Fund	539,318	502,527	492,928	544,825	8%
Total	\$ 561,818	\$ 517,527	\$ 500,428	\$ 552,325	7%
<i>Authorized FTE positions</i>					
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 Significant Budget Variances

- Salary and Benefits – 10 percent increase is due to the budgeted merit increase and health insurance premium increase



2015 Accomplishments

Innovate with Collaborative Governance:

- Acted as legal advisor concerning significant development issues, including the annexation of residential and commercial projects
- Acted as legal advisor in preparing ordinances and codifying Town ordinances
- Acted as legal advisor for Town contracts, including the annexation agreement amendments for the Stroh Ranch and the Hess Ranch, as well as several intergovernmental agreements with Douglas County, Douglas County Libraries, Parker Water and Sanitation District, 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 2015 special election
- Acted as legal counsel in defending/prosecuting litigation involving the Town

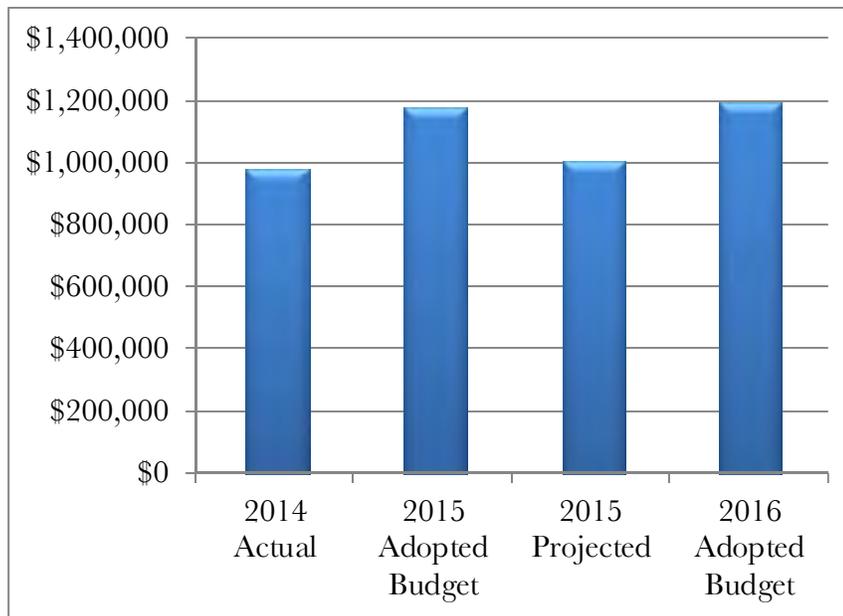
2016 Goals

Innovate with Collaborative Governance:

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

The Human Resources Department manages a variety of services including employee compensation and benefits administration; recruitment, hiring and new employee orientation processes; employee relations, training and development of staff; personnel policy development and interpretation; and personnel records tracking and retention. The Human Resources Department also oversees risk management.

	2014	2015	2015	2016	% Change
	Actual	Adopted	Projected	Adopted	Adopted
		Budget		Budget	Budgets
<i>Expenditures by Function</i>					
Human Resources	\$ 730,647	\$ 844,973	\$ 753,392	\$ 837,307	-1%
Risk Management	254,713	338,807	260,637	369,589	9%
Total	<u>985,361</u>	<u>1,183,780</u>	<u>1,014,029</u>	<u>1,206,896</u>	<u>2%</u>
<i>Expenditures by Category</i>					
Salary and Benefits	642,747	677,344	639,703	696,544	3%
Supplies	20,767	16,870	16,986	15,120	-10%
Purchased Services	321,847	489,566	357,114	495,232	1%
Total	<u>\$ 985,361</u>	<u>\$ 1,183,780</u>	<u>\$ 1,013,803</u>	<u>\$ 1,206,896</u>	<u>2%</u>
<i>Sources of Funding</i>					
General Fund	<u>\$ 985,361</u>	<u>\$ 1,183,780</u>	<u>\$ 1,014,029</u>	<u>\$ 1,206,896</u>	<u>2%</u>
<i>Authorized FTE positions</i>					
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	2.0	2.0	2.0	2.0	
Organizational Development Manager	1.0	1.0	1.0	1.0	
Risk Manager	1.0	1.0	1.0	1.0	
Total	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>	



2015 Accomplishments

Innovate with Collaborative Governance:

- Completed ACA Reporting
- Offered more opportunities within the Wellness program
- Offered a significant amount of training and Development
- Implemented self-funding for Health Insurance
- Developed program for self-funding the employer sponsored Short Term Disability Insurance
- Achieved an EMOD 0.79 lowest since 2007 for Workers' Compensation – saved \$58,000 in premium costs. # of injuries has stayed approximately the same
- Risk management policies all updated
- Updated the Personnel Manual
- New Child Protection Policy in Ops Manual

2016 Goals

Innovate with Collaborative Governance:

- Increase participation in training and development
- Refine and improve orientation and onboarding processes
- Implementation of self-funded Town sponsored Short Term Disability Insurance
- Improve information systems to assist with ACA Reporting
- New HRIS system
- Update HR procedure manuals
- Update Public Works Safety Manual
- Implement Supervisor Certificate Program
- Re-evaluate Safety Sensitive Positions

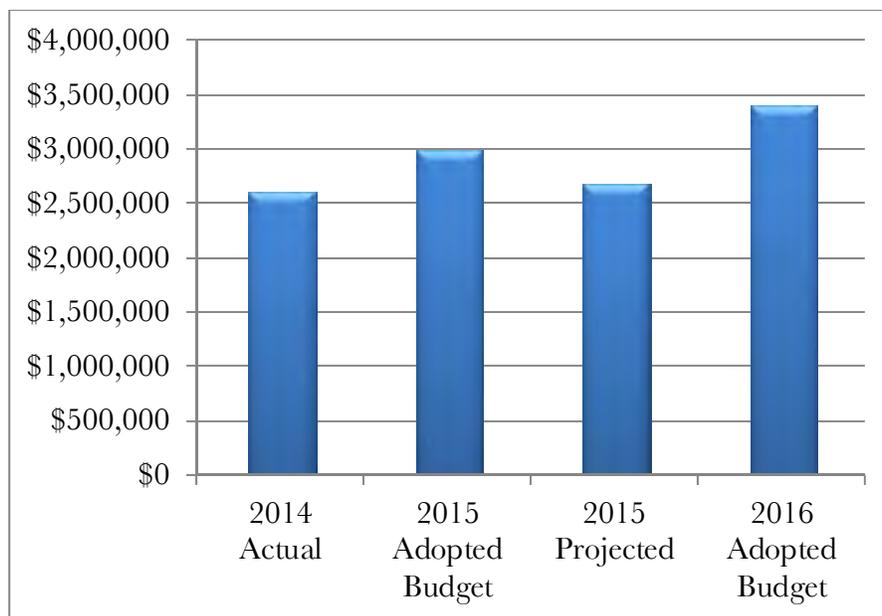
The Community Development Department is responsible for development and implementation of the Town’s Master Plan and other long-term plans, processing land use applications, reviewing sign permits, vendor and temporary use permits, home-based occupation applications and requests for variances from the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

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
Expenditures by Function					
Community Development	\$ 1,531,769	\$ 1,824,167	\$ 1,515,774	\$ 1,971,297	8%
Building Inspection	1,097,274	1,194,188	1,185,339	1,445,365	21%
Historic Preservation	682	3,000	-	2,500	-17%
Total	2,629,725	3,021,355	2,701,113	3,419,162	13%
Expenditures by Category					
Salary and Benefits	1,836,671	2,052,309	1,912,802	2,359,104	15%
Supplies	14,202	23,295	19,267	34,850	50%
Purchased Services	546,322	843,647	661,870	1,025,208	22%
Capital Outlay	231,406	52,104	57,174	-	-100%
Other	1,125	-	-	-	
Total	\$ 8,318,414	\$ 9,041,630	\$ 6,070,275	\$ 3,419,162	-62%
Sources of Funding					
Building Permits	1,644,823	1,425,600	1,528,300	1,528,300	7%
Sign Permits	18,675	15,800	19,500	19,500	23%
Zoning and Subdivision Fees	111,208	117,600	102,600	102,600	-13%
Plan Checking Fees	315,559	220,400	307,000	307,000	39%
Rental of Kiosk Signs	11,235	15,000	15,000	15,000	0%
Lone Tree Building Services	-	-	-	-	
General Fund	528,226	1,226,955	728,713	1,446,762	18%
Total	\$ 2,629,725	\$ 3,021,355	\$ 2,701,113	\$ 3,419,162	13%

Explanation of Significant Budget Variances

- Salary and Benefits – 15 percent increase is primarily due to full year funding of a Life/Safety Inspector that was added late 2015
- Supplies - 50 percent increase is primarily due to the replacement of desks and chairs for staff
- Purchased Services - 22 percent increase is primarily due to Transportation Master Plan implementation project
- Capital Outlay - 100 percent decrease is due to the completion of the TrakIt software implementation

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget
<i>Authorized FTE positions</i>				
Community Development Director	1.0	1.0	1.0	1.0
Deputy Community Development Director		1.0	1.0	1.0
Chief Building Official	1.0	1.0	1.0	1.0
Development Review Manager	1.0	1.0	1.0	1.0
Senior Building Official	-	1.0	1.0	1.0
Senior Inspector	1.0	1.0	1.0	1.0
Fire/Life Safety Inspector	-	1.0	1.0	1.0
Building/Electrical Inspector	4.0	5.0	5.0	5.0
Senior Planner	2.0	1.0	1.0	1.0
Planner and Associate Planner	3.0	4.0	4.0	4.0
Commercial Plans Examiner	-	1.0	1.0	1.0
Code Enforcement Officer	2.0	1.0	1.0	1.0
Comprehensive Planning Manager	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0	1.0
Neighborhood Services Supervisor	1.0	-	-	-
Permit Technician	2.5	2.0	2.0	2.0
Planning Technician	-	1.0	1.0	1.0
Plans Examiner	2.0	1.0	1.0	1.0
Total	22.5	25.0	25.0	25.0



2015 Accomplishments

Innovate with Collaborative Governance:

- Continued to advance succession planning, reorganization efforts and customer service delivery by obtaining Town Council approval for a new position(s), cross-training staff, establishing new functions, promoting/reassigning staff and recruiting for open positions.
- Continued the process of converting Building and Development Review Division files into digital form using Laserfiche in accordance with state regulated retention schedules and with the goal of eliminating cumbersome hardcopy files.
- Continued the Development Liaison Committee (DLC) to evaluate and determine improvements to the Town land use and development process. The DLC assisted staff with review of options for addressing the construction defect issue pertaining to the development of for-sale multi-family housing (condominiums).
- Updated the TRAKiT approvals, permitting and information management system including improvements required for credit card processing, financial controls, model homes, etc...
- Worked to improve communication and coordination with other communities in the region by hosting quarterly meetings of the Douglas County Community Development Directors group.
- Represented the Town at the annual Downtown Colorado, Inc. conference in Durango and gave a presentation entitled “Managing Main Street in a Boom Town: Balancing History, Culture, Community, and Economic Growth.”
- Supplemented existing staff resources, enhanced subject matter expertise and improved departmental capacity by issuing requests for proposals for development review, landscape architecture/urban design and transportation planning. On-call consultants have been retained in each area to work on projects as-needed.

Development Review

- Implemented revisions to the land development process with Town Council approval to maintain the Town’s competitive position in the South Metro region by increasing options for administrative review and approval as well as streamlined public notice requirements.
- Completed multiple annexations including Carousel Farms, Corporate Plaza at Stonegate, Moomah property and the pending Newlin Crossing annexation. Initiated enclave annexation work for the intersection of Parker Road and Pine Lane.
- Completed and obtained approval for multiple amendments to the Town’s Urban Growth Boundary in cooperation with Douglas County.
- Completed final acceptance of multiple residential subdivisions resulting in subdivision transfers from builder/developer to Homeowner Associations (HOA’s) and homeowners.
- Advanced a number of substantial land use applications and development proposals including but not limited to the new Douglas County Libraries Parker Branch, Cottonwood King Soopers, Parker Flats apartments, Boondocks Food & Fun Center, Gander Mountain retail store, Parker Adventist Hospital expansion, Solomon Foundation office building, Dransfeldt Business Center flex development, Enclave at Cherry Creek apartments and Anthology North/Hess Ranch rezoning.
- Continued to participate in activities, conferences and training opportunities through the Colorado Chapter of the American Planning Association and Rocky Mountain Land Use Institute.

Comprehensive Planning

- Continued to provide staff support to the Parker Authority for Reinvestment (PAR) including amendments to the Urban Renewal Plans for the Cottonwood Commercial Area, Parker Central and Parker Road Urban Renewal Areas.
- Received a DRCOG Silver Award - Local Government Action for the adopted Transportation Master Plan
- Completed and adopted the Mainstreet Master Plan establishing a blueprint for future growth and development in Downtown.
- Initiated the Way-Finding Signage Plan/Program to update the Town-wide Sign Program.
- Issued a Request for Proposals for the Parker Road Corridor Plan which is the major comprehensive planning project for 2016.
- Completed updates to the Parker 2035 Master Plan to incorporate the multiple amendments to the Town's Urban Growth Boundary that were approved in cooperation with Douglas County.
- Completed planning studies and associated land development ordinance amendments for bee-keeping, group homes and the self-storage/outdoor storage.
- Continued development of the Planned Development (PD) Searchable Data Base
- Successfully applied for and received a DRCOG Transportation Improvement Program (TIP) grant in the estimated amount of \$500,000+/- for construction of sidewalks along Parker Road.
- Established the Parker Call-n-Ride Transit Advisory Committee (TAC) in partnership with Douglas County and RTD to maintain the Parker Call-n-Ride service, seek opportunities to improve local transit service and coordinate with RTD as the local transit provider.
- Completed assignment of Private Activity Bond capacity to Douglas County Housing Partnership for a future affordable housing project in the Town.
- Participated in the Denver Regional Council of Governments (DRCOG) Sustainable Communities Initiative.
- Updated the Three Mile Plan as required by Colorado statute.
- Initiated the Planned Development (PD) planning and zoning effort for the Town-owned Pine Curve site to support future commercial development.
- Developed conceptual site plans to illustrate development opportunities and facilitate the redevelopment of key Downtown sites including the Economic Development Annex property, PACE Lot 2, Mattione property and vacant service station at the southwest corner of Parker Road and Mainstreet.
- Prepared a conceptual improvement plan for the Sulphur Gulch Trail at-grade crossing of Pikes Peak Drive as a Transportation Master Plan demonstration project.
- Continued to participate in activities, conferences and training opportunities through the Colorado Chapter of the American Planning Association and Rocky Mountain Land Use Institute.

Building Division

- Expanded the function of the Building Division to bring the administration of the fire code in-house to improve customer service, support increased building activity and strengthen local control over the development process.
- Prepared comprehensive amendments to the Parker Municipal Code to incorporate 2015 International Building Code updates for residential, building, fire protection, mechanical, plumbing, energy, fuel gas, property maintenance, etc.....
- Continued to provide technical assistance, comprehensive plan review and next day inspection services to businesses, homeowners and the development community.
- Maintained commercial plan review durations to meet business plan objectives and requests of the development community.



Neighborhood Services

- Completed the twice yearly neighborhood clean-up events in the Cottonwood and Country Meadows neighborhoods.
- Continued code enforcement activities in response to complaints from the public and for commercial parking lots, property maintenance, signs, unauthorized uses, etc.....
- Administered the Urgent Home Repair Program for eligible residents of limited means with critical mechanical or structural problems in their house.

2016 Goals**Innovate with Collaborative Governance:**

- Undertake further improvements to the Town's land use application and development process including revising the requirements for platting of non-residential properties, providing an option for priority projects to utilize preliminary design only and reducing the duration of application review.
- Implement the comprehensive amendments to the Parker Municipal Code incorporating the 2015 International Building Code updates for residential, building, fire protection, mechanical, plumbing, energy, fuel gas, property maintenance, etc.....
- Implement the Town's decision to bring the administration of the fire code in-house for building and construction projects while maintaining a productive working relationship with South Metro Fire Rescue Authority.
- Consider the creation of a Citizens Advisory Committee to increase interaction with the public, seek resident input and foster positive discussion of community development issues.
- Continue to upgrade the TRAKiT approvals, permitting and information management system to further improve customer service and the efficiency of departmental operations.
- Complete the Planned Development (PD) searchable data base and initiate efforts to link the data base to the Town Geographic Information System.
- Amend the Town sign ordinance to address the U.S. Supreme Court decision in Reed V. Gilbert and respond to Town Council direction regarding signage.
- Substantially complete the Town's mixed-use Civic Center development project including completion of the new Douglas County Libraries Parker Branch, Town park/plaza and site plan approval for the vertical mixed-use private development.
- Complete the Way-Finding Signage Plan/Program.
- Initiate and complete the Parker Road Corridor Plan (in draft).
- Amend the Greater Downtown District zoning to implement the recommendations of the Mainstreet Master Plan
- Complete the Pine Curve Planned Development (PD) planning and zoning process.
- Initiate the Parking Study/Plan recommended by the Mainstreet Master Plan
- Pursue the annexation of enclave sites surrounded by the Town and peripheral sites where available to the limits of the Town Urban Growth Boundary. Complete the Parker Road and Pine Drive enclave annexation process.
- Complete the planning study and associated land development ordinance amendments in connection with the current suspension on self-storage/outdoor storage.
- 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.
- Select a preferred design for improving the Sulphur Gulch Trail at-grade crossing of Pikes Peak Drive and initiate design, construction.

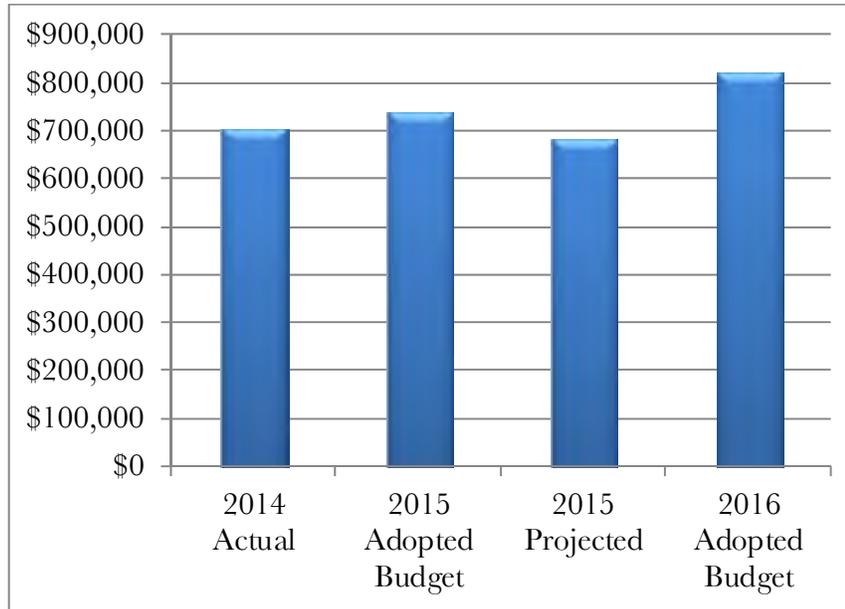
- Focus on implementing the Transportation Master Plan including amending the Roadway Design and Construction Criteria Manual to incorporate recommendations of the Plan.
- Support those residential neighborhoods that lack an HOA by maintaining code enforcement activities, periodic clean-up events and supporting the formation of organized neighborhood associations. Consider the establishment of additional tools for property maintenance.
- Monitor and refine the building and land use application processes to improve review times for commercial, light industrial and residential plans.
- Support PAR to identify, evaluate and advance opportunities for development in the Cottonwood Commercial, Parker Road and Parker Central urban renewal areas.
- 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.
- Initiate an update to the Town's Commercial, Industrial and Multi-Family Residential Design Standards.
- 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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Communications	\$ 707,837	\$ 746,588	\$ 687,094	\$ 828,235	11%
<i>Expenditures by Category</i>					
Salary and Benefits	290,100	302,400	316,412	343,210	13%
Supplies	2,135	3,300	2,447	6,700	103%
Purchased Services	415,602	440,888	368,235	478,325	8%
Total	\$ 707,837	\$ 746,588	\$ 687,094	\$ 828,235	11%
<i>Sources of Funding</i>					
Event Sponsorship	26,992	32,000	32,800	32,800	2%
General Fund	680,845	714,588	654,294	795,435	11%
Total	\$ 707,837	\$ 746,588	\$ 687,094	\$ 828,235	11%
<i>Authorized FTE positions</i>					
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 Significant Budget Variances

- Salary and Benefits – 13 percent increase is primarily due to staff turnover that resulted in higher wages for new employees that were added in 2015
- Supplies - 103 percent increase is primarily due to the replacement of desks and chairs for staff
- Purchased Services - 8 percent increase is due to increases in technology management fees and Town branding



2015 Accomplishments:

Innovate with Collaborative Governance:

- Designed and launched a new Employee Intranet with user-friendly navigation and improved site functionality

Foster Community Creativity and Engagement:

- Distributed the 2015 Citizen Survey and publicized results to the community
- Redesigned the Talk of the Town newsletter
- Designed a new monthly template for the Town Administrator’s Report to help keep Town Council informed of Town and Departmental projects and accomplishments
- Assisted with public outreach efforts for the Mainstreet Master Plan and production of final plan document
- Launched new Nextdoor social media profile to send targeted community updates to individual neighborhoods
- Increased Town Facebook followers by 27 percent

Support an Active Community:

- Increased Parks and Recreation Facebook followers by 46 percent
- Increased Parks and Recreation Department website visits by 60 percent
- Welcomed 1,200 users onto the Parks and Recreation Mobile App
- Helped roll out the marketing end of the new ACTIVE Net registration software
- Aided in the implementation and installation of the outdoor Recreation Center electronic message board and created the content for the Recreation Center interior digital signage
- Partnered with Parker Arts to build and launch a new website for Parker’s Creative District (www.ParkerCreativeDistrict.com)

2016 Goals:

Foster Community Creativity and Engagement:

- Implement Town Branding Initiative recommendations
- Increase Town presence on Nextdoor social media profile through more targeted updates to individual neighborhoods
- Achieve \$35,000 in sponsorship revenue for 2016 Town events
- Develop and implement community outreach plan for the Reuter-Hess Reservoir Recreation Master Plan process
- Produce a new State of the Town video and Hometown Feel Video

Support an Active Community:

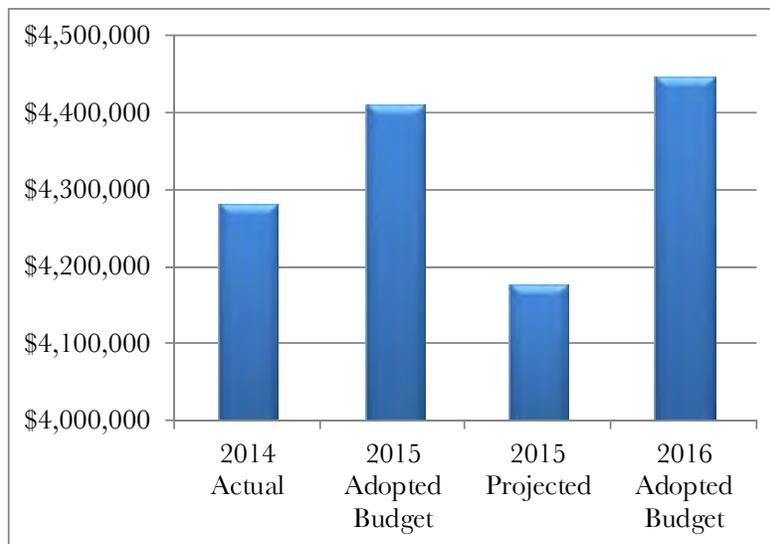
- Grow Town and Parks and Recreation website hits and social media fans by 10 percent
- Roll out and promote Town and Parks and Recreation Instagram accounts and associated initiatives
- Devise and implement an ACTIVE Net marketing plan and associated goals and tactics
- Increase Parks and Recreation mobile app users to 1,700
- Produce two new Parks and Recreation videos promoting activities and/or facilities
- Continue to grow the Town's professional photography library

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 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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
Expenditures by Function					
Interdepartmental	\$ 4,283,559	\$ 4,413,433	\$ 4,179,108	\$ 4,450,250	1%
Expenditures by Category					
Supplies	51,218	56,750	44,068	46,850	-17%
Purchased Services	90,631	113,783	94,657	123,100	8%
Debt Service	3,781,410	3,765,300	3,766,300	3,743,700	-1%
Other	360,300	477,600	274,083	536,600	12%
Total	\$ 4,283,559	\$ 4,413,433	\$ 4,179,108	\$ 4,450,250	1%
Sources of Funding					
COP BABS Credit	821,393	874,737	794,771	794,771	-9%
Contributions	1,500	-	-	-	
General Fund	3,460,666	3,538,696	3,384,337	3,655,479	3%
Total	\$ 4,283,559	\$ 4,413,433	\$ 4,179,108	\$ 4,450,250	1%

Explanation of Significant Budget Variances

- Supplies - 17 percent decrease is due to reallocation of meetings and meals for Council meetings from Interdepartmental budget to the Elected Officials budget in 2016
- Other - 12 percent increase is due to increases in contributions to outside entities



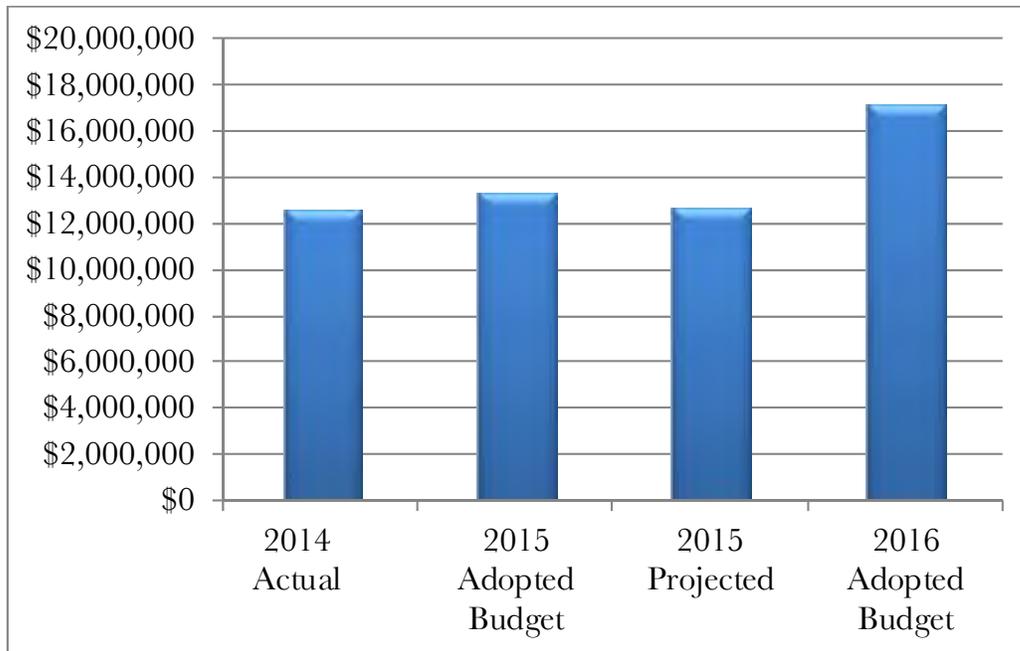
The Parker Police Department provides year-round, 24-hour service to citizens of the Town of Parker and adheres to the highest standards of ethical behavior. The Department's primary objective is to provide a safe community environment in Parker with the highest level of service possible. The organization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

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Administration	\$ 2,650,305	\$ 2,999,649	\$ 2,946,989	\$ 3,505,165	17%
Investigations	1,666,766	1,768,144	1,648,890	1,904,480	8%
Patrol	5,284,720	5,507,765	5,359,669	6,533,800	19%
Records	543,972	628,714	590,194	2,712,643	331%
Communication	1,865,493	1,492,974	1,473,075	1,620,450	9%
Police Station	507,999	609,400	542,615	645,800	6%
Emergency Management	132,862	215,500	103,742	217,370	1%
Animal Services	98,869	194,230	175,413	173,800	-11%
Total	12,750,985	13,416,376	12,840,588	17,313,508	29%
<i>Expenditures by Category</i>					
Salary and Benefits	8,809,478	9,411,332	9,272,136	10,651,010	13%
Supplies	305,597	336,300	306,097	480,330	43%
Purchased Services	2,793,856	3,280,667	2,945,730	3,723,568	14%
Capital Outlay	821,965	363,377	295,582	2,436,400	570%
Other	20,089	24,700	21,042	22,200	-10%
Total	\$ 12,750,985	\$ 13,416,376	\$ 12,840,588	\$ 17,313,508	29%
<i>Sources of Funding</i>					
Charges for Services	53,275	61,300	74,400	74,400	21%
Grants	67,629	-	-	-	
City of Lone Tree	47,970	81,100	83,100	83,100	2%
Douglas County School District	39,049	45,600	46,700	46,700	2%
General Fund	12,543,062	13,228,376	12,636,388	17,109,308	29%
Total	\$ 12,750,985	\$ 13,416,376	\$ 12,840,588	\$ 17,313,508	29%

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget
<i>Authorized FTE positions</i>				
Police Chief	1.0	1.0	1.0	1.0
Captain	2.0	2.0	2.0	2.0
Lieutenant	3.0	3.0	4.0	4.0
Sergeant	10.0	11.0	10.0	11.0
Police Officer/Detective	50.0	50.0	51.0	56.0
Communications Supervisor	2.0	2.0	2.0	2.0
Communications Technician	13.0	15.0	15.0	16.0
Records Supervisor	1.0	1.0	1.0	1.0
Records Clerk	2.0	3.0	3.0	3.0
Report Technician	4.2	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	2.0	2.0	2.0
Operations Service Technician	0.8	0.8	0.8	0.8
Total	99.8	104.0	105.0	112.0

Explanation of Significant Budget Variances

- Salary and Benefits - 13 percent increase is due to the addition of five (5) new police officers and a new communications technician in 2016
- Supplies - 43 percent increase is due to new supplies associated with the addition of new personnel
- Purchased Services - 14 percent increase is primarily due to increases in technology management fees
- Capital Outlay - 570 percent increase is due to the new records management system (RMS) that is scheduled to be replaced in 2016



2015 Accomplishments

Support an Active Community:

- Conducting various Community Outreach events and programs to include:
 - Bike Rodeo with Boy Scouts
 - Educational Booths for Barker Days
 - National Night Out
 - Special Olympics Torch Run and annual softball game
 - Lifetime Fitness Safety Day
 - Led the Bike Parade for Idyllwilde Neighborhood July 4 event

Foster Community Creativity and Engagement:

- Continued the quarterly Coffee With a Cop events at local coffee shops / restaurants.
- As of October 11, 2015 the 9-1-1 Public Education Program has reached 6,818 people in the Parker and Lone Tree communities.
- Launched video PSA’s for community education and outreach.
- Conducted a Citizen Police Academy and graduated 29 citizens.
- Re-launch of the neighborhood watch program; utilizing the NextDoor social media platform for specific information dissemination.
- Provided emergency management training to citizens regarding emergency preparedness
 - Be READY – 179 people
 - Citizen Emergency Response Training (CERT) – 27 people
 - Become a Weather Spotter – 60 people

- Conducting various Community Outreach events and programs to include:
 - Christmas Open House and Food Drive
 - TOP Ample Harvest
 - Boy Scout and Girl Scout Badge events – over 150 scouts
 - Child Safety Classes
 - National Drug Take-Back events
 - COPS Fighting Cancer
 - Shop with a COP
 - Alice 105.9 Radio 36 Hours for Kids
 - Special Olympics Colorado events including Tip-A-Cop, Polar Plunge, Plane Pull and Torch Run
 - 11 events at local elementary schools and child care education facilities reaching large numbers of students in each event
 - 2 events at the Bridge Program for developmentally disabled students, safety in the community
 - Assisted with the Douglas County School District Supply Event at Sports Authority Stadium
 - Hosted booth at the Lowe’s Safety Saturday, to include patrol, animal control and 911 education
 - First Responder HOA event for Idyllwild
- Hosted Functional Needs Citizen Academy with 15 people graduating from the five-week academy.
- 136 different members of the community have had the opportunity to ride-along with Parker Officers to gain exposure to law enforcement.
- So far in 2015, we have hosted 15 tours of the police facility for: scout groups, school groups, daycare and preschool groups, developmentally disabled adults and teens.
- Two Parker Police Explorers graduated from the Explorer Academy. The Parker Police Explorer Post represented the Town of Parker at the 17th Annual Chandler Tactical Competition in Chandler, Arizona. The competition hosted 54 Explorer Posts from four different states. The explorers competed among posts from large organizations, such as LAPD, Las Vegas Metro PD, and the Los Angeles Sheriff's Department. The Post competed in 14 different events and placed in three of them. They placed 5th in the Sniper Challenge, 4th place in EOD (explosive ordnance disposal), and 2nd in TEMS (tactical emergency medical support).
- The Parker Police Explorer Post represented the Town of Parker at the Colorado LEEPAAC Regional Conference. Our explorers walked away with four awards: 2nd and 4th place in High Risk Traffic Stops, 4th in High Risk Entry and in 4th in Domestic Violence.
- Several Communications Technicians volunteer at the national NENA conference (National Emergency Number Association).

Enhance Economic Vitality:

- Continue to enhance our loss mitigation and business education programs to establish Parker as a safe and prudent location to operate a business.

Promote a Safe and Healthy Community:

- Achieved the ranking of 78th Safest City in America based on nationwide crime data research performed by NeighborhoodScout.
- Recognized by SafeWise as the 18th Safest City in Colorado with a population of 2,000 or more residents.
- Upgraded Animal Control to two full-time officers.
- Sponsored several training classes, which included:
 - CIT
 - OODA Loop

- Preparing for Promotion in Law Enforcement
- Developing Worthy Leaders
- Protecting and Serving Our Own
- Investigative Statement Analysis
- Police Motorcycle Operator School
- Taser Instructor Training
- Krav Maga Instructor Training
- PowerPhone Protecting Law Enforcement Responders training
- Tactical Incident Dispatch Concepts training
- Conducted a DUI checkpoint funded by the Department of Transportation.
- Received a State of Colorado traffic safety award for our efforts in traffic enforcement and education programs.
- Have two Communications Technicians participating with Douglas and Arapahoe Counties in Emergency Management Teams.
- Implemented the county wide Text 2 911 program.
- Upgraded the CodeRed citizen emergency notification system and trained all of the Communications Technicians.
- Replaced twelve police vehicles. Eight of these vehicles were replacements for existing cars that had reached their maximum life expectancy, and four were additional vehicles needed for new assignments and additional staff.

Innovate with Collaborative Governance:

- Received CALEA Public Safety Communication accreditation for the Department's Communications Center.
- Prepared for the November 2015 on-site re-accreditation for CALEA.
- Deployed body worn cameras to all enforcement members, along with a policy that was recognized by the ACLU as the best-in-nation.
- Continued enhancement of the department's electronic citation system. In addition to summonses, additional functionality was added this year which includes, written warnings, parking tickets, parking warnings, field interview cards, an interface to the Records Management System, and reporting to support department efforts to collect statistics to guard against racial bias.
- Installed and deployed two License Plate Recognition units (LPR) to the field. This equipment allows the rapid clearance of license plates to aid in the location of stolen vehicles, wanted persons, and suspects. The LPR equipment has already proven beneficial in the apprehension of suspects and recovery of stolen cars.
- Received a National Award for our technological efforts in traffic education, enforcement and safety.

Develop a Visionary Community Through Balanced Growth:

- Completed the third phase of a five year program to replace all mobile and portable radios in the Police Department. This program is being implemented to bring all of the department's radio equipment up to P-25 standard and TDMA compliance.
- Parker Police Department was selected as one of two pilot sites for the statewide e-Discovery system. This system will allow electronic transfer of criminal filing information to DA's Offices and Courts. Parker was selected because of our strong policies and commitment to progressive operations.
- Created a Lead Communications Technician position and promoted two people from within the agency.
- Recertified all of the Communications Technicians through the APCO Law Enforcement Communications course.

2016 Goals**Support an Active Community:**

- Continue to support and enhance public safety and encouragement for use of the public trail systems by providing bicycle officer patrol on trails and in neighborhoods.
- Providing programs such as the Special Olympics cops vs. kids softball game and other physical activities at events like National Night Out.

Foster Community Creativity and Engagement:

- Maximize our community outreach through a comprehensive communication strategy, which will include PSA's and social media platforms.
- Continue to participate in community outreach activities and explore new avenues to educate the community.
- Continue the goal of teaching Y.E.S.S. Program at all middle schools within the Town.
- Offer additional volunteer training and development opportunities.

Enhance Economic Vitality:

- Continue to apply for additional grants.

Promote a Safe and Healthy Community:

- Continue optimum level of service to victims.
- Continue to host statewide meetings and trainings.
- Provide emergency management training opportunities to staff to include tabletop exercises.

Innovate with Collaborative Governance:

- Continue to maximize and enhance the use of mass public notification systems through social media and all media outlets.
- Continue to build positive, lasting relationships with outside agencies.
- Provide ongoing communication through Procedural Justice and Legitimacy.

Develop a Visionary Community Through Balanced Growth:

- Research and select a new Records Management System (RMS) that will meet the needs of the department for many years. The department's current RMS system will need to be replaced due to the manufacturer's decision to end development and future support. The current system has served the department well for nearly sixteen years. The selection of new software will also increase the efficiency of department staff through increased automation and elimination of duplicative effort.
- Continue to provide ongoing training for retention and succession of employees to assist with personal development and growth.
- Add two additional workstations in the Communications Center.
- Research and select a new 911 phone system. The current system is approximately eight years old and is noncompliant with Next Generation 911 capabilities. The new system will bring capabilities such as Text to 911, video and audio transfer, and could provide full integration with the department's Computer Aided Dispatch System. This project will be funded through the Douglas County Emergency Telephone Service Authority.
- Upgrade the Computer Aided Dispatch (CAD) system to be compatible with the phone system that will be upgraded in 2016.
- Implement the fourth phase of a five year program to replace all mobile and portable radios in the Police Department. This program is being implemented to bring all of the department's radio equipment up to P-25 standard and TDMA compliance.

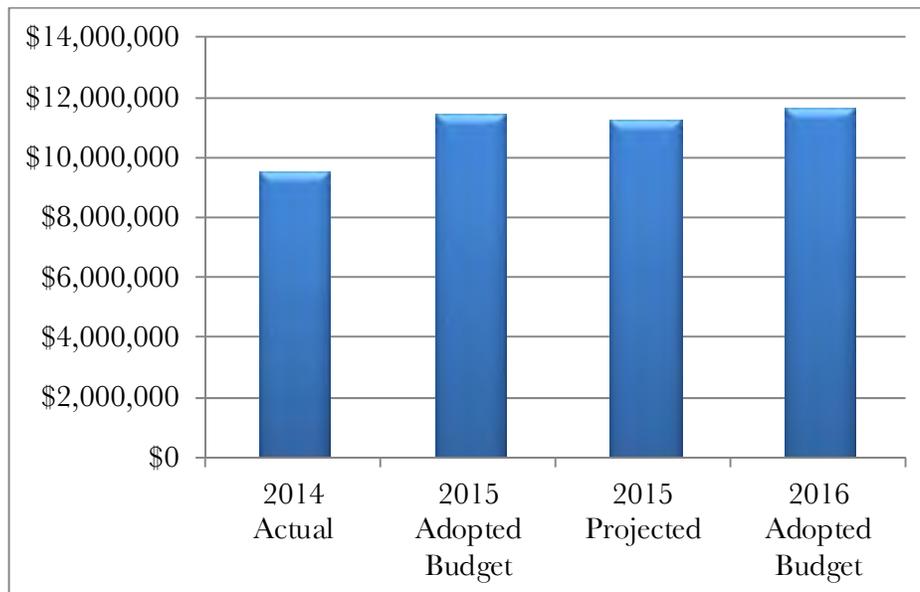
The Public Works Department is responsible for the installation, maintenance and repair of Town streets, traffic signals, traffic signs, flashing school zone signs, sidewalks, curb and gutter, development engineering, inspection and review services, stormwater management, traffic management, snow plowing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

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
Expenditures by Function					
Administration/Engineering	\$ 1,226,269	\$ 1,502,426	\$ 1,276,719	\$ 1,504,954	0%
Streets	6,465,660	7,459,407	7,415,940	7,765,230	4%
Traffic Services	1,226,312	1,367,275	1,384,996	1,411,998	3%
Public Works Buildings	198,275	692,300	662,519	455,000	-34%
General Government Buildings	476,947	520,750	583,350	583,350	12%
Total	9,593,463	11,542,158	11,323,524	11,720,532	2%
Expenditures by Category					
Salary and Benefits	2,227,215	2,705,424	2,512,838	2,903,880	7%
Supplies	402,838	446,500	409,456	464,400	4%
Purchased Services	6,808,523	7,967,684	7,707,168	7,621,202	-4%
Capital Outlay	154,388	422,550	607,550	731,050	73%
Total	\$ 9,592,963	\$ 11,542,158	\$ 11,237,012	\$ 11,720,532	2%
Sources of Funding					
Street Cut Permits	76,087	90,500	92,200	92,200	2%
Highway Users Tax Fund	1,047,973	1,071,800	1,078,700	1,078,700	1%
Road and Bridge Property Tax					
Shareback	1,231,030	1,291,800	1,480,000	1,480,000	15%
Engineer Review Fees	132,688	131,000	149,100	149,100	14%
Bus Shelter Advertising Fees	7,868	8,000	8,000	8,000	0%
General Fund	7,097,818	8,949,058	8,515,524	8,912,532	0%
Total	\$ 9,593,463	\$ 11,542,158	\$ 11,323,524	\$ 11,720,532	2%

Explanation of Significant Budget Variances

- Capital Outlay - 73 percent increase is due to the purchase of several pieces of equipment in 2016 that includes: Random Crack Router, Drag A Box - Military, Pickup Spreaders, Mastic Machine, Skid Mount Portable Mixer, Tandem Dump Truck w/Snowplow

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget
<i>Authorized FTE positions</i>				
Public Works Director	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0	1.0
Customer Service Specialist	1.1	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	8.0	8.0	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
Total	30.3	32.3	32.3	32.3



2015 Accomplishments**Promote a Safe and Healthy Community:**

- 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.
- 30 tons of crack-seal material applied to Town roadways.
- 573 cubic yards of debris recovered during street sweeping operations.
- Maintained over 70 acres of road shoulders and undeveloped medians.
- Approximately 65,000 miles driven plus 1,986 tons of solid deicer chemical and 85,609 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 2014/2015 snow season was 54.2".
- Annual Reconstruct Project: The 2015 project saw the reconstruction of the distress concrete pavement on westbound Mainstreet to a composite asphalt pavement section between Jordan Road and Motsenbocker Road. This work was completed ahead of schedule by 11-days. Work in this year's scope of work included the reconstruction of the lower parking lot at old Town Hall. In addition, the lower (west) section of Mountain Man Drive (closest to Progress Way) was repaired.
- Ongoing operation and maintenance of 85 traffic signals, 44 school flashers, thousands of street signs.

Foster Community Creativity and Engagement:

- In 2015 Public Works found several problems in the land parcels map for the Joint Service Facility (JSF) that needed correction. After challenging coordination among the three partners (Town, School District and South Metro Fire) and neighboring Parker Water and Sanitation District the replacement Subdivision Exemption Plat and related quitclaim deeds were all approved and signed by the four entities, then recorded with Douglas County.
- As a participating jurisdiction under the umbrella of Douglas County, Public Works staff completed assemblage of data and maps for the Local Hazard Mitigation Plan. FEMA and the State of Colorado approved the countywide plan and Town Council passed a resolution approving the formal Plan.
- During the fourth quarter of 2015 Public Works took the lead on locating and developing an Intergovernmental Agreement for the placement of a Public Safety Radio Tower at the Operations Center, Lot 2.

Innovate with Collaborative Governance:

- Processed over 218 CRMs (customer relationship management) responses.
- Public Works Facility: Completed the construction of the new Public Works Operations Center (PWOC) facility for Streets, Traffic and Stormwater functions at the northwest corner of Hess Road and Tammy Lane in May of 2015.
- Prepared old Parker Water building for occupancy, for the (ED) staff including upgrades and minor remodeling.
- Managed the design and completion of electrical upgrades to the Schoolhouse facility.
- Assisted with the design and build out for the new Public Works Operations Center.
- Assisted with the design and build out for the Recreation Center Expansion.
- Assisted with the Schoolhouse Historical restoration projects.
- Managed the design, bidding, and construction remodel for the Motsenbocker facility.
- Assisted with the design of the new Park Plaza/Library project.
- Following the departure of the Task Force, Facilities staff completed upgrades and coordinated moves for most every department in Town Hall/Old Town Hall.

2016 Goals

Promote a Safe and Healthy Community:

- Asphalt patching – Install 600 tons of Hot Mix Asphalt
- Crack seal – Install 30 tons of crack sealing material.
- Concrete repairs – Remove/replace 500 cubic yards of damaged concrete infrastructure
- Street sweeping – clean 10,000 miles of streets and remove 800 cubic yards of street debris
- 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.
- Continue LED upgrades at traffic signal locations.
- Develop travel time measurement system test bed for arterial roadways
- 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.
- Assuming approval of funding for the Public Safety Radio Tower by the 911 Authority in January, construction will be completed for the tower, including one transmitter/dish for the Town of Parker radio system.

Innovative Governing in a Collaborative Community:

- Design and complete remodels in 3 areas of Town Hall (Community Development/Town Clerk/ Court office).
- Following construction of the new salt storage facility at the Public Works Operations Center, Town staff determined that the storage building at JSF was no longer needed. Negotiations to sell the Town’s 88% ownership to partner Douglas County School District were commenced, and the closing will occur in early 2016.

Foster Community Creativity and Engagement:

- Continued effective support of Town sponsored special events like Parker Days, Carriage Parade and Farmer’s Market.

Support an Active Community:

- Manage remaining warranty period for new Public Works and Recreation facilities.
- Complete the construction of the new East Mainstreet Park Plaza project adjacent to the new Douglas County Library.



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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
Expenditures by Function					
Parks	\$ 2,302,088	\$ 2,725,677	\$ 2,439,454	\$ 3,099,360	14%
Forestry and Open Space	422,823	562,719	412,696	553,590	-2%
Total	2,724,911	3,288,396	2,852,150	3,652,950	11%

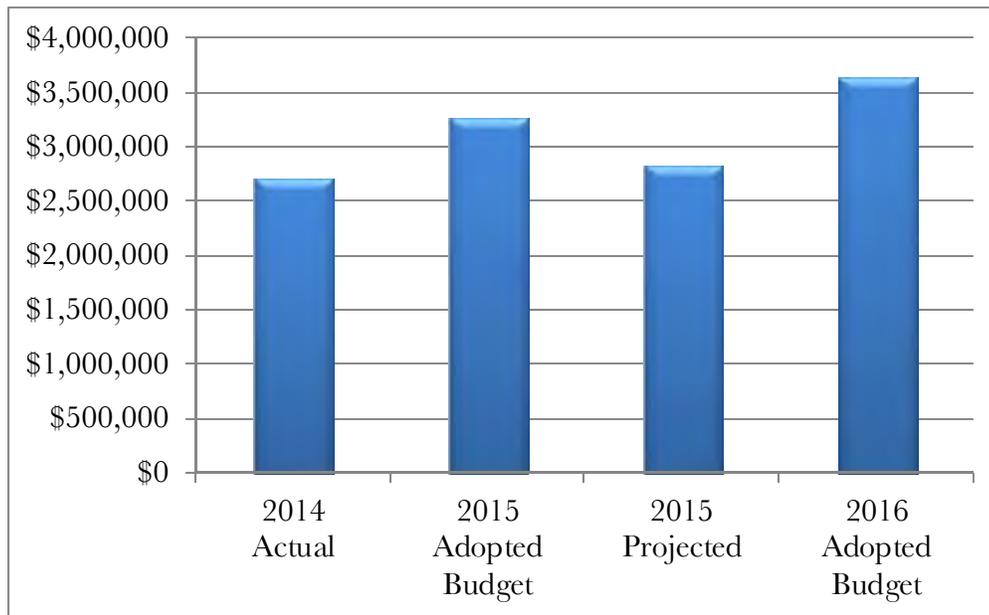
Expenditures by Category					
Salary and Benefits	1,478,383	1,646,900	1,577,817	1,878,160	14%
Supplies	45,238	81,100	58,373	75,600	-7%
Purchased Services	1,148,102	1,405,446	1,089,410	1,498,690	7%
Capital Outlay	43,191	116,550	116,550	180,500	55%
Other	9,997	38,400	10,000	20,000	-48%
Total	\$ 2,724,911	\$ 3,288,396	\$ 2,852,150	\$ 3,652,950	11%

Sources of Funding					
Conservation Trust Fund	-	-	-	-	
Parks and Recreation Fund	927,600	975,100	1,095,900	1,095,900	12%
General Fund	1,797,311	2,313,296	1,756,250	2,557,050	11%
Total	\$ 2,724,911	\$ 3,288,396	\$ 2,852,150	\$ 3,652,950	11%

Authorized FTE positions					
Parks and Recreation Director	0.4	0.4	0.4	0.4	
Customer Service Specialist	0.5	1.0	1.0	1.0	
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	3.0	
Parks Maintenance Worker III	3.0	3.0	3.0	3.0	
Parks Maintenance Worker I/II	11.0	11.0	11.0	12.0	
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	21.9	22.4	22.4	24.4	

Explanation of Significant Budget Variances

- Salary and Benefits - 14 percent increase is due to the addition of two (2) new parks staff in 2016
- Capital Outlay - 55 percent increase is due to the addition of two (2) new parks vehicles in 2016



2015 Accomplishments

Support an Active Community

- Removed failing concrete plaza at Old Town Hall and installed a new concrete walkway, landscaped beds, and additional hardscaping
- Updated and replaced multiple playground components at O’Brien Park
- Completed multiple ADA projects on the trail system and at Town playgrounds to meet 2010 DOJ-ADA accessibility standards
- Completed irrigation controller upgrades at Salisbury Park to allow for wireless communication to increase irrigation efficiency and reduce labor hours
- Replaced all dead plant material at Salisbury Park and on the medians on 20-Mile Rd. and Hess Rd.
- Removed an undersized sidewalk at Stroh Soccer Park and installed a new trail access from the park to the Cherry Creek Regional Trail
- Removed and replaced nearly 100 dead trees on Town properties
- Contracted extensive tree pruning work at Salisbury Park, Preservation Park, Bar CCC, and O’Brien
- In coordination with Facilities, redesigned Motsenbocker buildings and site to better utilize office, yard, and shop space following the departure of Public Works

2016 Goals

Support an Active Community

- Complete batting cage installation at Bar CCC Park
- Convert three remaining standalone irrigation controllers on medians to our standard Sentinel centralized computer irrigation system
- Improve Keiffers tunnel at O'Brien Park to remove dangerous tiles, create art murals, and reduce deterioration due to trapped moisture
- Redesign Trails map to make them more user friendly and easier to understand. Create an interactive on-line trails map.
- Create an orienteering course on underutilized Town open space
- Bring new events to our parks and open space to allow citizens different opportunities for outdoor recreation and draw visitors to the Town of Parker
- Assume new maintenance and oversight of new dog park, disc golf course and future East Mainstreet park and plaza.

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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>					
Economic Development	\$ 565,486	\$ 1,008,526	\$ 749,688	\$ 945,875	-6%
<i>Expenditures by Category</i>					
Salary and Benefits	310,251	377,700	326,315	397,350	5%
Supplies	19,717	14,000	5,501	11,500	-18%
Purchased Services	203,759	536,826	382,872	457,025	-15%
Other	31,758	80,000	35,000	80,000	0%
Total	\$ 565,486	\$ 1,008,526	\$ 749,688	\$ 945,875	-6%
<i>Sources of Funding</i>					
General Fund	\$ 565,486	\$ 1,008,526	\$ 749,688	\$ 945,875	-6%
<i>Authorized FTE positions</i>					
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	1.0	
Total	4.0	4.0	4.0	4.0	

Explanation of Significant Budget Variances

- Salary and Benefits - 5 percent increase is due to budgeted merit increases
- Supplies - 18 percent decrease is due to the reduction in meeting and meal expenditures for 2016
- Purchased Services - 15 percent decrease is primarily due to the reduction in marketing expenditures for 2016

2015 Accomplishments

Enhance Economic Vitality

- Business Attraction
 - Gander Mountain: A 60,000 s.f. outfitter and outdoor retailer will locate in the Crown Point area adjacent to Costco. Under construction in 2015, the store is scheduled to open in early 2016 and will create more than 100 new jobs.
 - Cottonwood King Soopers Marketplace: A 128,000 s.f. supermarket and reconfigured shopping center at Parker Road & Cottonwood Drive opened in November. In addition to the supermarket, additional local retailers are located in new construction on the site.
 - 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 opened in 2015 providing approximately 150 new jobs in Parker.
 - Parker Adventist Hospital: Parker's first structured parking garage was completed at the hospital during 2015 providing 370 additional parking spaces. Additionally, four new surgical suites and a 13,000 s.f. emergency room expansion were completed.
 - Culvers Butter Burgers and Frozen Custard: This mid-west franchisor's first Metro Denver store was completed in early 2015 and is located at the intersection of Mainstreet and Twenty Mile Road.
- New Website Launch and Marketing Campaign
- State Enterprise Zone Designation - Starting January 2016 the Town of Parker will have a State designated Enterprise Zone. The Enterprise Zone is limited to a specific geographic area of Parker. Businesses that are locating or expanding to this area will be eligible for State Enterprise Zone tax credits.
- Parker Capital Project Grant - In the summer of 2015 the Parker Capital Project Grant was developed to assist our existing businesses with capital costs associated with running or expanding their businesses.
- Innovation Pavilion Partnership - The Town of Parker has entered into an agreement with Innovation Pavilion (IP) to expand IP's model for economic development to Parker.

2016 Goals

Enhancing Economic Vitality

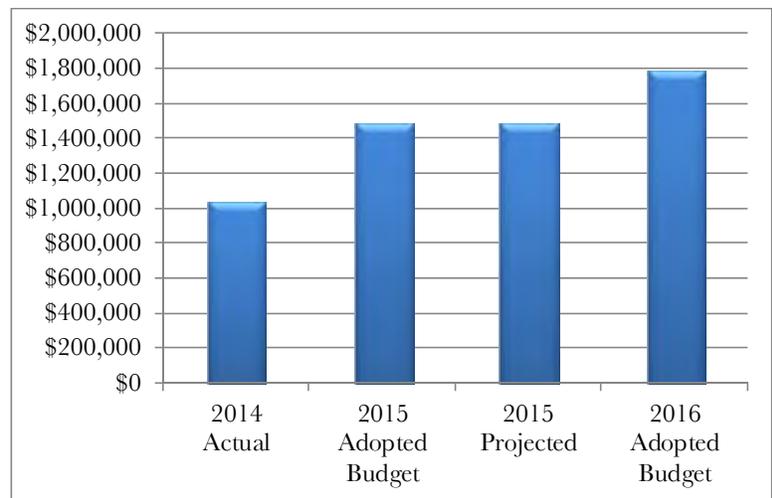
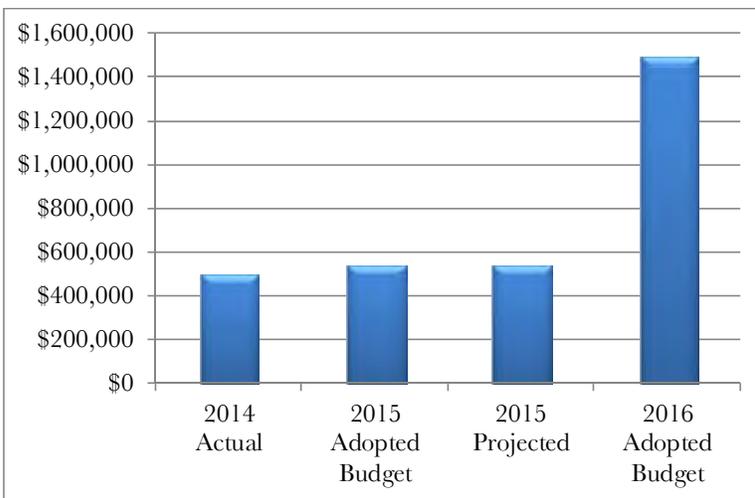
- Develop the downtown creative district as a cultural and entertainment destination for residents and visitors and Expand Parker's creative industries.
- Engage the development community to ensure Parker's land use and zoning policies keep the Town an attractive place to locate new businesses.
- Provide ongoing educational opportunities to Town existing town businesses, prospective town businesses, community stakeholders, and the general public to enhance understanding of Town ordinances through the use of technology and face-to-face interaction

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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
Expenditures by Function					
Economic Incentives	\$ 501,779	\$ 545,000	\$ 545,000	\$ 1,500,000	175%
Transfers to...					
Cultural Fund	1,050,000	1,500,000	1,500,000	1,800,000	20%
Capital Renewal/Replacement					
Reserve Fund	-	-	-	-	
Public Improvements Fund	315,000	191,370	191,370	1,500,000	684%
Parker Authority for Reinvestment	-	-	-	-	
Total	1,866,779	2,236,370	2,236,370	4,800,000	115%
Sources of Funding					
Sales Tax	501,779	545,000	545,000	1,500,000	175%
General Fund	1,365,000	1,691,370	1,691,370	3,300,000	95%
Total	\$ 1,866,779	\$ 2,236,370	\$ 2,236,370	\$ 4,800,000	115%

Explanation of Significant Budget Variances

- Economic Incentives - 175 percent increase is due to a new agreement that triggered in 2015
- Transfers to Cultural - 20 percent increase is due to additional funding needed for operations of the PACE center and the old schoolhouse.
- Transfers to Public Improvement Fund - 684 percent increase is due to the reallocation from General Fund for capital street reconstruction



Economic Incentives

Interfund Transfers

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**
- **Cultural Fund**
- **Recreation Fund**
- **Capital Renewal and Replacement Reserve Fund**



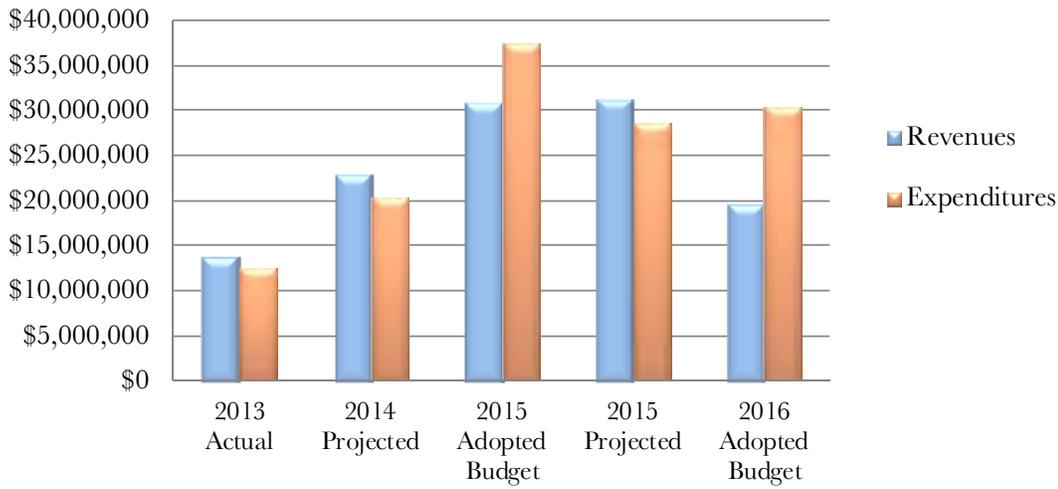
Newly Expanded Parker Recreation Center

Special Revenue Funds Summary

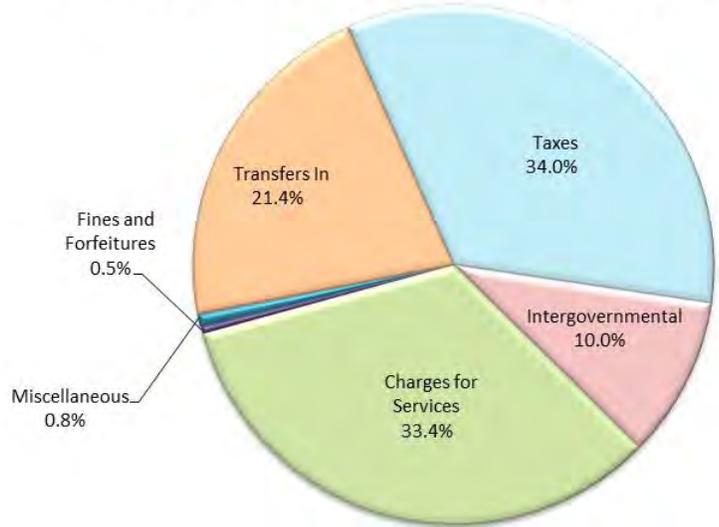
	2013 Actual	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change 2015 to 2016 Budgets
Beginning Fund Balances	\$ 11,055,986	\$ 12,374,513	\$ 15,031,739	\$ 15,031,739	\$ 17,578,584	17%
Revenues						
Taxes	5,536,381	6,114,189	6,008,000	6,345,100	6,715,600	12%
Intergovernmental	600,317	646,283	3,932,840	3,679,452	1,980,595	-50%
Charges for Services	5,605,204	6,110,255	6,232,450	6,360,619	6,585,565	6%
Fines and Forfeitures	81,423	80,849	90,000	85,000	90,000	0%
Miscellaneous	90,957	427,778	141,435	290,876	151,800	7%
Other Financing Sources	-	7,000,000	-	-	-	
Transfers In	2,039,008	2,774,200	14,597,842	14,596,022	4,216,900	-71%
Total Revenues	13,953,290	23,153,554	31,002,567	31,357,069	19,740,460	-36%
Expenditures						
Salary and Benefits	4,042,978	4,372,716	5,362,798	4,896,920	5,779,794	8%
Supplies	590,515	552,349	767,370	616,842	772,650	1%
Purchased Services	3,489,940	4,032,591	5,324,256	4,192,544	5,104,333	-4%
Capital Outlay	939,981	7,960,804	17,849,216	10,760,809	13,240,566	-26%
Economic Development Incentives	349,890	74,752	93,000	51,070	93,000	0%
Transfers Out	3,221,459	3,503,116	8,292,038	8,292,038	5,608,689	-32%
Total Expenditures	12,634,763	20,496,329	37,688,678	28,810,223	30,599,032	-19%
Ending Fund Balances	\$ 12,374,513	\$ 15,031,739	\$ 8,156,098	\$ 17,578,584	\$ 6,720,012	-18%
Revenue by Fund						
Conservation Trust	\$ 432,551	\$ 393,756	\$ 440,900	\$ 400,500	\$ 408,100	-7%
Parks and Recreation	5,548,291	13,452,150	19,871,375	20,317,996	8,373,300	-58%
Law Enforcement Assistance	131,033	129,668	136,500	142,205	140,700	3%
Cultural	2,576,589	3,643,412	4,411,700	4,157,727	5,134,810	16%
Recreation	5,262,830	5,528,555	6,112,850	6,305,418	5,675,650	-7%
Capital Renewal and Replacement	1,995	6,014	29,242	33,222	7,900	-73%
Total Revenues	13,953,290	23,153,554	31,002,567	31,357,069	19,740,460	-36%
Expenditures by Fund						
Conservation Trust	-	-	3,750,000	3,750,000	600,000	-84%
Parks and Recreation	4,528,827	11,607,433	22,276,788	15,007,145	17,457,119	-22%
Law Enforcement Assistance	132,658	127,847	290,633	293,719	130,504	-55%
Cultural	2,611,929	3,252,888	4,922,295	3,909,765	5,457,199	11%
Recreation	5,361,349	5,508,161	6,638,492	5,849,594	6,954,210	5%
Total Expenditures	\$ 12,634,763	\$ 20,496,329	\$ 37,878,208	\$ 28,810,223	\$ 30,599,032	-19%

Special Revenue Funds Summary

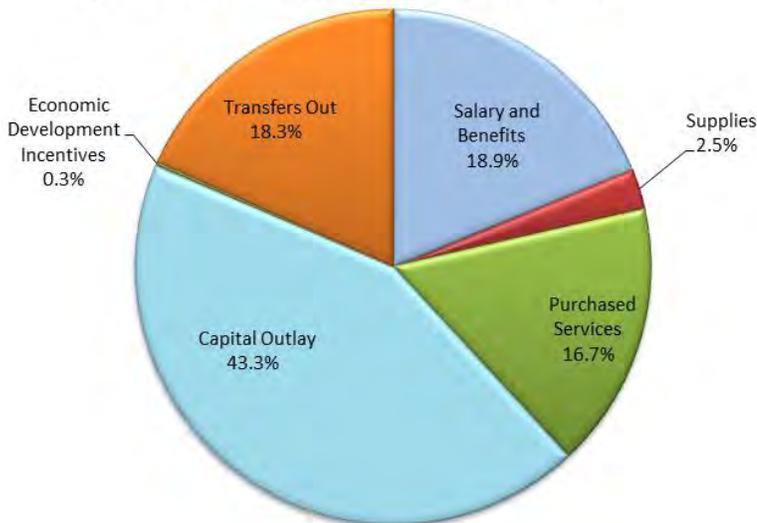
Revenue & Expenditure Comparison



Sources of Revenue - Special Revenue Funds



Expenditures - Special Revenue Funds

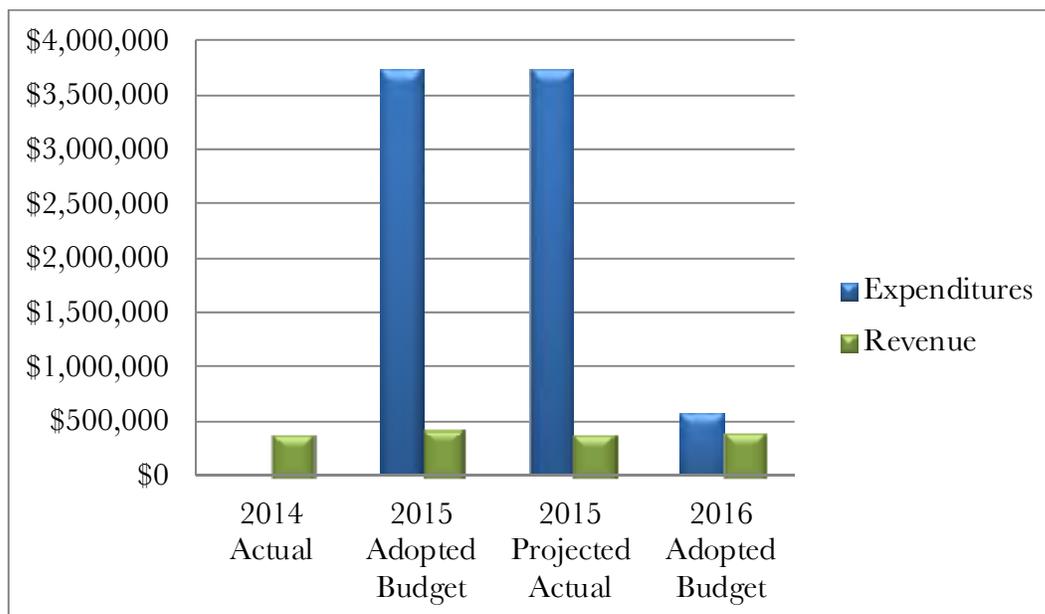


This fund accounts for lottery funds from the State of Colorado, based on a formula tied to population. These funds are restricted and can only be used for parks, recreation and open space purposes. When Council identifies a particular use, the funds are appropriated as a transfer to the fund in which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

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Transfer to General Fund	-	-	-	-	
Transfer to Parks & Rec Fund	-	3,750,000	3,750,000	600,000	-84%
Revenue					
Intergovernmental					
State Conservation Trust Fund	392,734	431,000	400,000	407,600	-5%
Miscellaneous					
Interest Earnings	1,023	9,900	500	500	-95%
Total Revenue	393,756	440,900	400,500	408,100	-7%
Beginning Fund Balance	3,230,876	3,624,632	3,624,632	275,132	-92%
Revenue over (under) Exp	393,756	(3,309,100)	(3,349,500)	(191,900)	-94%
Ending Fund Balance	\$ 3,624,632	\$ 315,532	\$ 275,132	\$ 83,232	-74%

Explanation of Significant Budget Variances

- Transfers to Parks & Rec. Fund - 84 percent increase is due to the amount of available Conservation Trust funds for 2016



Parks and Recreation Fund

Jim Cleveland, Parks and Recreation Director

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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Salary and Benefits	\$ 197,192	\$ 203,900	\$ 206,630	\$ 319,364	57%
Supplies	4,961	4,100	4,000	4,100	0%
Purchased Services	92,564	60,152	116,896	70,900	18%
Capital Outlay	7,734,848	17,373,598	10,086,511	11,961,066	-31%
Economic Development Incentives	74,752	93,000	51,070	93,000	0%
Transfer to...					
General Fund	927,600	975,100	975,100	1,095,900	12%
Recreation Fund	1,066,500	1,855,500	1,855,500	1,228,900	-34%
Mainstreet Center Fund	147,700	-	-	-	
Recreation Debt Service Fund	1,361,316	1,711,438	1,711,438	2,683,889	57%
Total Expenditures	11,607,433	22,276,788	15,007,145	17,457,119	-22%
Revenue					
Taxes					
Sales Taxes	5,502,274	5,532,800	5,880,000	6,240,500	13%
Sales Tax Penalty and Interest	11,724	10,500	10,000	11,800	12%
Sales Tax Audit Revenue	11,822	50,000	42,000	50,000	0%
Use Taxes	588,370	414,700	413,100	413,300	0%
Total Taxes	6,114,189	6,008,000	6,345,100	6,715,600	12%
Miscellaneous					
Interest Earnings	19,818	20,000	47,700	48,700	144%
Rent	16,146	8,035	22,906	9,000	12%
Other	132	-	-	-	
Intergovernmental	-	2,870,340	2,900,000	1,000,000	-65%
Transfers In	-	10,965,000	10,965,000	600,000	-95%
Other Financing Sources	7,000,000	-	-	-	
Total Miscellaneous	7,337,960	13,863,375	13,972,600	1,657,700	-88%
Total Revenue	13,452,150	19,871,375	20,317,700	8,373,300	-58%
Beginning Fund Balance	5,167,481	7,012,197	7,012,197	12,322,752	76%
Revenue over (under) Exp	1,844,716	(2,405,413)	5,310,555	(9,083,819)	278%
Ending Fund Balance	\$ 7,012,197	\$ 4,606,784	\$ 12,322,752	\$ 3,238,933	-30%

Explanation of Significant Budget Variances

- Salary and Benefits - 57 percent increase is primarily due to the addition of a Special Project Analyst position and partial funding of a new Accounting Technician-Interdepartmental Liaison position in Finance
- Purchased Services - 18 percent increase is due to an increase in other professional services for 2016
- Capital Outlay - 31 percent decrease is due to the completion of the recreation center expansion in 2015
- Transfers to the Recreation Fund - 34 percent decrease is due to the amount needed to subsidize the Recreation Fund, this amount will vary from year to year
- Transfers to the Recreation Debt Service Fund - 57 percent increase is due to the amount needed for principal and interest for the 2014 COP's and the 2015 Refunding Note

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget
<i>Authorized FTE positions</i>				
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
Special Project Analyst	-	-	-	1.00
Accounting Technician	-	-	-	0.33
Total	1.60	1.60	1.60	2.93

2015 Accomplishments

Support an Active Community

- Completed the design and construction of the Parker Recreation Center renovations and expansion
- Completed the rezoning and platting for the dog park/disc golf course site including finalization of the project design and budget, and coordination with Arapahoe County Water & Wastewater Authority (ACWWA)
- Completed the Design Development (DD) plans for the Civic Centre Park/Plaza (CCPP) including re-organization of the project team
- Completed the design and cost estimate for the Sulphur Gulch Trail Crossing improvements including consultant PSA and contract administration
- Finalized the design and engineering for the various Bradbury Trail connections including securing easements from PW&SD and Bradbury Hills HOA
- Completed construction of Phase I of the East/West Regional Trail plus the design and engineering of Phase II
- Initiated the design and engineering for Phase III of the East/West Regional Trail
- Coordinated with Douglas County and Lone Tree regarding completion of various East/West Regional Trail segments between I-25 and Chambers Road

Foster Community Creativity and Engagement:

- Instituted the new Rueter-Hess Recreation Authority and initiated the preparation of the Reservoir Recreation Master Plan including consultant selection
- Continued to advance the public/private partnership opportunity between the Town and Parker Tennis for an indoor tennis facility located adjacent to the Fieldhouse
- Provided department support and input on the Transportation Master Plan Working Group, the Downtown Creative District Master Plan, Way-finding Signage Program, East Main Development Vision Plan, Parker Road Corridor Plan, and artist selection process for the Civic Centre Park/Plaza public art program
- Worked with our Police Department (SRO), Parks Division, Planning Department and representatives from Legend High School to address and resolve parking issues at Tallman Meadow Park

Enhance Economic Vitality:

- Completed and submitted the GOCO grant application (\$350,000) for CCPP
- Coordinated and secured through COSAC and Douglas County Board of Commissioners \$1.9 million of the Town's "share-back" funds for construction of CCPP
- Completed the design and cost estimate for the O'Brien Park/Mainstreet pedestrian improvements including consultant Professional Services Agreement (PSA) and contract administration
- Coordinated contractor selection plus design and construction of the Parker Recreation Center Electronic Message Board (EMB) sign

Innovate with Collaborative Governance:

- Coordination with Douglas County regarding site clean-up and legal description issues on the Harvie Open Space property
- Coordinated with E-470 officials regarding widening of E-470 and the inclusion and extension of the E-470 Regional Trail including meetings with representatives from Aurora, Arapahoe County and Douglas County

2016 Goals**Support an Active Community:**

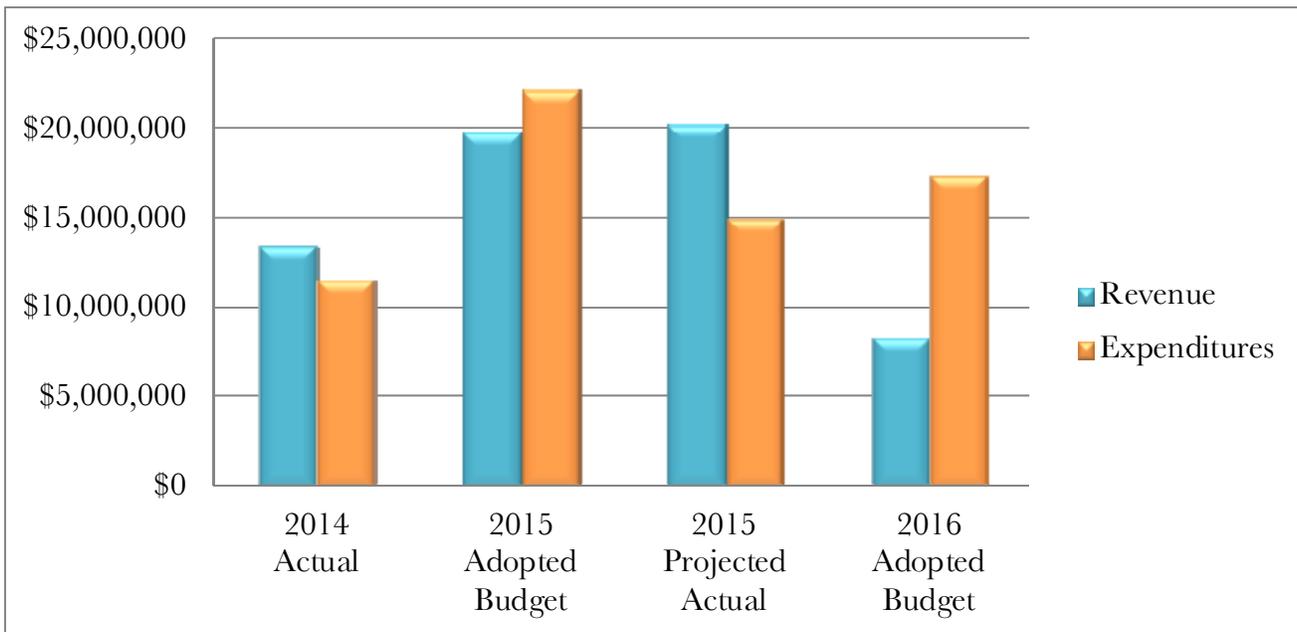
- Finish the design and entitlement documents for the dog park/disc golf project and initiate construction with completion during the summer of 2016
- Finalize the design, construction and entitlement documents for The Plaza on Main with construction beginning by April 1 and completion of the project by October 31
- Construct the north/south portion of the Bradbury Hills Trail connection
- Initiate construct of Phase II of the East/West Regional Trail including securing all appropriate easements and permits
- Complete the design and engineering of Phase III of the East/West Regional Trail
- Complete the Harvie Open Space land transaction and begin preparation of the Master Plan for the site including coordination with Douglas County Land Conservancy
- Complete the planned O'Brien Park/Mainstreet pedestrian improvements
- Complete the planned Sulphur Gulch Trail/Pikes Peak Drive crossing improvements

Innovate with Collaborative Governance:

- Work with other Parks and Recreation Department staff regarding the ongoing accreditation process

Foster Community Creativity and Engagement:

- Completion of the Rueter-Hess Reservoir Recreation Master Plan including public outreach and implementation strategy
- Continue discussions regarding the long-term agreement for the proposed indoor tennis facility partnership
- Coordinate with Douglas County and Lone Tree regarding potential GOCO grant application for the East/West Regional Trail project between I-25 and Chambers Road
- Continue to coordinate with the Cultural Department regarding public art for The Plaza on Main
- Resolve the disposition of Tract Q along the east side of Chambers Road south of Mainstreet, working with Douglas County and Shea Homes
- Continue to work with representatives of the E-470 Authority regarding the implementation of the E-470 Regional Trail project



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.

	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Salary and Benefits	\$ 99,591	\$ 101,000	\$ 110,354	\$ 111,904	11%
Supplies	1,938	5,200	2,200	3,200	-38%
Purchased Services	10,436	9,200	12,621	15,400	67%
Capital Outlay	15,882	175,233	168,544	-	-100%
Total Expenditures	127,847	290,633	293,719	130,504	-55%
Revenue					
Intergovernmental					
V.A.L.E. Grants	44,200	42,000	47,800	45,000	7%
Charges for Services					
Lone Tree Victim Services	3,444	4,100	3,100	4,100	0%
Fines and Forfeitures					
Court Surcharges	80,849	90,000	85,000	90,000	0%
Miscellaneous					
Interest Earnings	1,130	400	1,600	1,600	300%
Total Revenue	129,623	136,500	137,500	140,700	3%
Beginning Fund Balance	232,429	234,250	234,250	82,736	-65%
Revenue over (under) Exp	1,776	(154,133)	(156,219)	10,196	-107%
Ending Fund Balance	\$ 234,205	\$ 80,117	\$ 78,031	\$ 92,932	16%
Authorized FTE positions					
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 Significant Budget Variances

- Salary and Benefits - 11 percent increase is primarily due to additional part-time wages budgeted for 2016
- Supplies - 38 percent decrease is due to firearm supplies budgeted in 2015 that were not budgeted in 2016
- Purchased Services - 67 percent increase is due to an increase in travel and training for 2016
- Capital Outlay - 100 percent decrease is due to computer equipment purchased in 2015 that is not budgeted in 2016

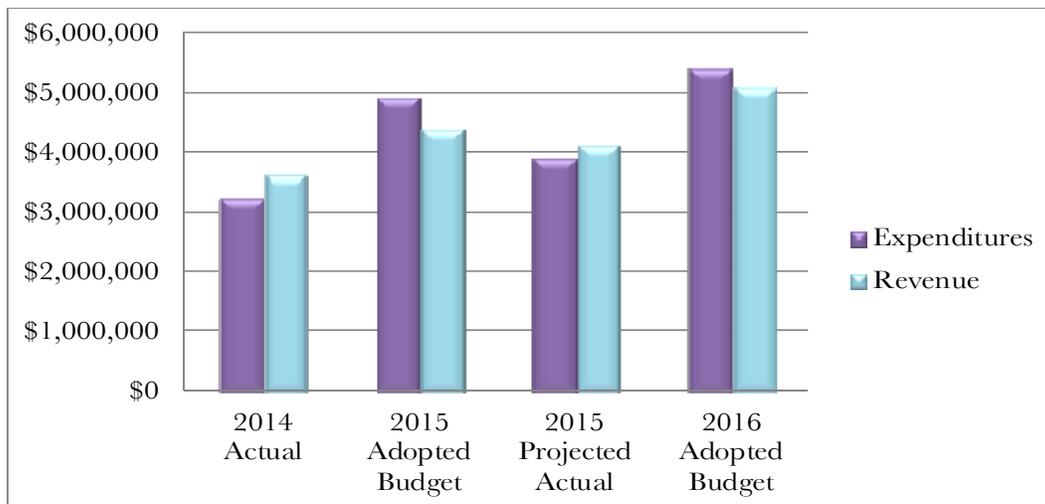
The mission of the Cultural Department is to build a sense of community and enhance our hometown feel through education, performances, events and programs in the arts, culture and sciences. This Department is responsible for the administration and programming of the PACE Center and historic Schoolhouse. 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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Salary and Benefits	\$ 1,090,015	\$ 1,351,500	\$ 1,330,084	\$ 1,522,062	13%
Supplies	97,595	221,270	160,370	223,850	1%
Purchased Services	1,918,237	2,471,525	2,056,711	2,559,742	4%
Capital Outlay	147,040	878,000	362,600	1,151,545	31%
Total Expenditures	3,252,888	4,922,295	3,909,765	5,457,199	11%
Revenue					
Intergovernmental					
Grants	194,350	568,500	313,802	510,145	-10%
Charges for Services					
ATM Fees	186	-	125	50	
Concession Income	97,243	111,800	100,000	106,000	-5%
Ticket Handling Fee	125,525	124,400	138,000	147,000	18%
Tickets Revenue	860,361	1,029,500	1,060,000	1,204,815	17%
Promotional Sales	12,391	17,500	18,000	12,000	-31%
Advertising Revenue	4,060	2,500	4,000	5,000	100%
Less: Patron Credit Taken	(931)	-	1,700	(1,000)	
Art Sales	2,138	7,000	4,000	7,000	0%
Rental Income	312,165	285,000	266,000	247,000	-13%
Catering Fee	9,006	10,000	9,000	10,000	0%
Production Fee	-	-	100	10,300	
Class Registrations	245,116	410,000	410,000	381,600	-7%
Fundraising Event	-	-	-	30,000	
Total Charges for Services	1,667,260	1,997,700	2,010,925	2,159,765	8%
Miscellaneous					
Interest Earnings	3,766	3,500	4,800	2,900	-17%
Contributions	62,970	92,000	78,200	74,000	-20%
Total Miscellaneous	66,736	95,500	83,000	76,900	-19%
Transfer In					
From General Fund	1,707,700	1,750,000	1,750,000	2,388,000	36%
Total Revenue	3,636,046	4,411,700	4,157,727	5,134,810	16%
Beginning Fund Balance	646,127	1,036,651	1,036,651	1,284,613	24%
Revenue over (under) Exp	383,158	(510,595)	247,962	(322,389)	-37%
Ending Fund Balance	\$ 1,029,285	\$ 526,056	\$ 1,284,613	\$ 962,224	83%

Explanation of Significant Budget Variances

- Salary and Benefits - 13 percent increase is primarily due to the addition of a Food and Beverage Assistant Coordinator position and partial funding of a new Accounting Technician-Interdepartmental Liaison position in Finance
- Capital Outlay - 31 percent increase is primarily due to Phase II of rehabilitation of the historic Schoolhouse

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget
<i>Authorized FTE positions</i>				
Arts, Culture and History Director	1.00	1.00	1.00	1.00
Culture/Leisure Programs Coordinator	1.00	1.00	1.00	1.00
Technical Production Coordinator	1.00	1.00	1.00	1.00
Marketing Coordinator	1.00	1.00	1.00	1.00
Assistant Marketing Coordinator	-	1.00	1.00	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	1.00	1.00
Box Office Coordinator	1.00	1.00	1.00	1.00
PACE Food & Beverage Asst Coordinator	-	-	-	1.00
Entertainment Lighting Technician	1.00	1.00	1.00	1.00
Accounting Technician	-	-	-	0.33
Cultural Facilities Rental Coordinator	0.30	0.30	0.30	0.30
Custodian	1.00	1.00	1.00	1.00
Cultural Facilities Rental Coordinator	0.50	0.50	0.50	0.50
Total	11.80	13.80	13.80	15.13



2015 Highlighted Accomplishments**Foster Community Creativity and Engagement:**

- Presented 109 performances in 2015, and hosted 76 rental performances.
- Average attendance for shows was 82 percent of capacity, up from 76 percent in 2014.
- PACE Center continued to feature national acts including Rosanne Cash, Russian National Ballet, Marc Cohn, Bruce Hornsby and the Vienna Boys Choir.
- Completed Phase I rehabilitation of The Schoolhouse.
- Student Matinee series introduced over 4,000 school-aged kids to theater with sold out performances of Story Pirates, Ivy + Bean, Dr Seuss' The Cat in the Hat, Golden Dragon Acrobats, and Fly Guy and Other Stories.
- Offered 421 cultural classes in 2015, with 3,756 students signed up to learn about a variety of topics ranging from Minecraft Using LEGO, Theater Improv, the art of giftwrapping, and how to play the ukulele.
- In 2015, the PACE Center, Ruth Memorial Chapel, and The Schoolhouse had a combined total of 1,405 rented events.
- Community outreach activity included participating in 31 events over the year, including Wine Walks, PACE Patio Parties, Concerts in the Park, Parker Farmer's Market, and Trick or Treat on Mainstreet.
- Grew number of Family Circle memberships to 500.

2016 Goals**Foster Community Creativity and Engagement:**

- Maintain average audience capacity per presented show of 82%.
- Maintain 2015 marketing and advertising penetration, focusing on Parker and Southeast metro area.
- Complete Phase II rehabilitation of The Schoolhouse and apply for Phase III grant from State Historic Fund.
- Book 9-10 national touring music, comedy and family acts.
- Maintain number of cultural enrichment classes around 400.
- Maintain 500 Family Circle memberships through renewals and new members.
- Install iconic public art in new park/plaza on east Mainstreet.
- Work with Creative District Executive Committee to foster more Random Acts of Art in downtown Parker.

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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures by Program/Function					
Administration	\$ 966,873	\$ 1,143,887	\$ 1,044,771	\$ 1,254,973	10%
Recreation Center Building	515,252	676,385	533,502	629,255	-7%
Sports and Leisure Programs	1,016,742	1,135,800	1,048,823	1,158,860	2%
Special Interest Programs	26,224	30,600	28,313	32,584	6%
Aquatics	466,490	653,200	562,247	677,754	4%
H2O'Brien Outdoor Pool	409,508	508,200	374,217	610,420	20%
Fieldhouse	1,200,613	1,364,972	1,316,398	1,523,685	12%
Fitness Programs	484,785	573,474	503,276	527,409	-8%
Therapeutic Programs	23,059	86,800	15,811	85,150	-2%
Day Camp	316,782	364,550	353,021	354,560	-3%
Youth Programs	81,834	100,624	90,231	99,560	-1%
Total Expenditures	5,508,161	6,638,492	5,870,610	6,954,210	5%
Expenditures					
Salary and Benefits	2,985,917	3,706,398	3,249,852	3,826,464	3%
Supplies	447,856	536,800	450,272	541,500	1%
Purchased Services	2,010,956	2,094,909	2,006,316	2,458,291	17%
Capital Outlay	63,034	300,385	164,170	127,955	-57%
Total Expenditures	5,507,763	6,638,492	5,870,610	6,954,210	5%

Explanation of Significant Budget Variances

- Purchased Services - 17 percent increase is primarily due to an increase in the internal service charge for technology management
- Capital Outlay - 57 percent decrease is primarily due to more equipment being purchased in 2015 than is budgeted in 2016

Recreation Fund

(continued)

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Revenue					
Intergovernmental					
Grants	15,000	21,000	17,850	17,850	-15%
Charges for Services					
Swimming Lesson Fees	165,354	180,000	162,000	190,000	6%
Memberships	964,202	1,000,000	1,000,000	1,022,000	2%
Daily User Fees	158,465	170,000	150,000	170,000	0%
Facility Rentals	18,841	20,000	16,500	30,000	50%
Vending Machine	49,057	50,150	44,000	50,000	0%
Specialty Fitness	184,627	170,000	193,800	194,000	14%
Advertising Revenue	20,379	30,000	24,000	30,000	0%
Fieldhouse - Admissions	95,959	80,000	96,000	80,000	0%
Fieldhouse - Concessions	-	-	-	-	
Fieldhouse - Facility Rentals	185,383	140,000	185,000	185,000	32%
Fieldhouse - Equipment Rentals	3,207	3,000	3,000	3,000	0%
Fieldhouse - Merchandise Sales	2,374	2,500	2,500	2,500	0%
Fieldhouse - Advertising	14,650	22,000	22,000	20,000	-9%
Fieldhouse - Hosted Special Events	48,403	40,000	54,000	45,000	13%
Fieldhouse - Day Camp Program	431,652	400,000	425,000	425,000	6%
Fieldhouse - Sports Instruction	189,307	175,000	155,000	175,000	0%
H2O - Pool Admission Fees	151,827	146,500	130,000	147,000	0%
H2O - Pool Rental Fees	26,352	20,000	21,000	20,000	0%
H2O - Concession Income	116,747	96,000	105,000	105,000	9%
H2O - Season Passes	16,117	16,000	15,350	16,000	0%
H2O - Merchandise Sales	1,598	2,500	1,700	2,500	0%
Personal Training	202,389	183,000	200,000	185,000	1%
Tot Programs	62,711	56,000	68,000	65,000	16%
Special Interest Programs	33,136	32,000	32,000	32,000	0%
Adult Sports Programs	291,362	310,000	283,000	310,000	0%
Youth Sports Programs	978,265	865,000	930,000	600,000	-31%
Therapeutic Recreation Programs	2,185	-	4,000	400	
Contracted Youth Sports	-	-	-	290,000	
Other	25,003	21,000	23,744	27,300	30%
Total Charges for Services	4,439,551	4,230,650	4,346,594	4,421,700	5%
Miscellaneous					
Interest Earnings	4,948	5,700	7,000	7,200	26%
Other	2,555	-	78,475	-	
Total Miscellaneous	7,503	5,700	85,475	7,200	26%
Transfer In					
From Parks and Recreation Fund	1,066,500	1,855,500	1,855,500	1,228,900	-34%
Total Revenue	5,528,555	6,112,850	6,305,418	5,675,650	-7%
Beginning Fund Balance					
Revenue over (under) Exp	1,155,820	1,176,213	1,176,213	1,611,022	37%
	20,792	(525,642)	434,809	(1,278,560)	143%
Ending Fund Balance	\$ 1,176,612	\$ 650,571	\$ 1,611,022	\$ 332,462	-49%

*Authorized FTE positions*Administration

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	1.00

Sports and Leisure Programs

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	2.00	2.00	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

Special Interest Programs

Assistant Director - Programs	0.10	0.10	0.10	0.10
Therapeutic Rec/Senior Prog Coordinator	-	1.00	1.00	1.00

Aquatics

Aquatics Coordinator	1.00	1.00	1.00	1.00
Assistant Aquatics Coordinator	1.00	2.00	2.00	2.00

Fieldhouse

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

Fitness Programs

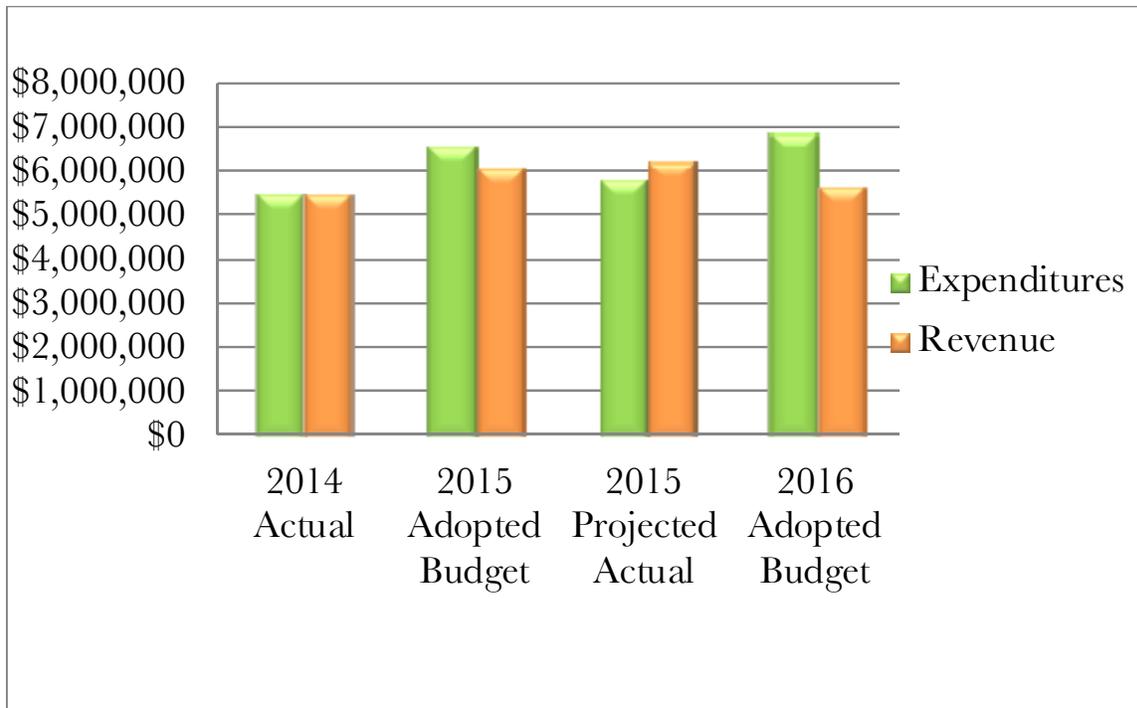
Fitness / Wellness Coordinator	1.00	1.00	1.00	1.00
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Youth Programs

Youth Coordinator	0.80	0.80	0.80	0.80
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Total	21.90	24.90	24.90	24.90
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2015 Accomplishments

Support an Active Community:

- Implemented the new Recreation Management Software--Active Net--improving the online customer registration experience along with simplifying internal processes such as facility rentals and point of sale.
- Increased annual membership revenue by approximately 15%.
- Surpassed annual budget projections in Kids’ Zone programs, concessions, Fieldhouse special events and facility rentals.
- Successfully acquired Douglas County Mill Levy funds once again for Therapeutic Recreation in the amount of \$17,000.
- Continued with succession planning including adding new position classifications, reclassifying existing positions, updating job descriptions and hiring three new full time employees.
- Alex Eaton and Erin Koon earned their Certified Youth Sports Administrator certificates.
- Numerous Scholarships received for professional conferences (NRPA, CPRA)
- 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.
- The 2015 summer/fall season of the senior softball program had just over 90 participants, which has been the highest yet. This speaks to our goals of increasing and expanding senior programming.
- Surpassed youth sports revenue projection by approximately 5%.
- Increased 5K/10K race participation by approximately 300 runners in 2015.
- Added several new youth fitness programs including: Teen Fitness Challenge, Commit to Fit for Teens, Summer and Fall Speed and Agility Camps and redesigned our Sport Conditioning classes to increase attendance. As a result we saw a 30% increase in participation in fitness for youth ages 8-16.
- Launched a newly redesigned group fitness schedule in April 2015 in conjunction with the opening of the new group fitness studio. Increased the number of class offerings and introduced several new formats including TRX, willPower & grace, INSANITY, BODYSHRED and new Ballet Barre formats.
- Increased the number of in-service opportunities for the Fitness Divisions staff including the first group fitness retreat and several lectures geared towards the Personal Training staff.

- Created a new Aqua Aerobics Fitness schedule that debuted at the Recreation Center Expansion Grand Reopening in Aug. Added several new formats including AquaFlex, Therapy-specific and Water Walking classes.
- Redesigned several fitness marketing pieces including a new easy-to-read group fitness schedule and aqua aerobics schedule as well as new marketing brochures for personal training as well as new registration packets.
- Completed expansion of the new Aquatics Area including, therapy Pool, activity pool, rock climbing wall and slide
- Implemented new RM Media Filters along with UV; CO2 units
- Successfully hired FT Aquatics Coordinator (1/2015)
- Updated Aquatics manuals and trainings
- Updated Aquatics rules and regulations (in-line with new aquatic additions)
- Completed another successful season at H2O with no major incidents.
- Coordinated another record-breaking Barker Days event at H2O'Brien
- Brought on a PT Assistant Day Camp Director which lead to one of the best years of Summer Camp we have ever had
- Tripled the number of participants during the school year Super Star program for children ages 5 and 6

Foster Community Creativity and Engagement:

- Developed a relationship with Parker Adventist Hospital's Cancer Center to help further promote our CancerFit Program at the Parker Recreation Center. Have seen an increase in program participation of roughly 50%.
- Completed the expansion of the Recreation Center and coordinated a grand opening event with the community.
- An extremely successful Fright Night with over 100 attendees and an increase of over 100 paid admissions.
- Hosted the 2015 Chauncey Billups Basketball Academy featuring NBA All-Star Kyle Lowry

2016 Recreation Division Goals

Support an Active Community:

- Complete the Parks and Recreation – Sports Division Policies and Procedures manual for Youth and Adult Sports
- Develop standard orientation and training for volunteer coaches' pre-season meetings.
- Increase our use and knowledge of Active Net, the new Parks and Recreation management software
- Incorporate additional internal professional training sessions in Recreation Division
- Begin expanding outdoor recreation programming
- Utilize local groups to increase sports special events, camps and clinic offerings focusing on baseball and football.
- Complete and update the field use policy
- Formalize agreement with Douglas County School District for joint use of facilities
- Continue to build the Parks and Recreation Race Series by adding an additional race in spring 2016.
- Increase the number of evidenced-based programs offered by the Fitness Division including Arthritis Foundation formats. Partner with more local health practitioners to increase class numbers.
- Continue to add more regular in-service opportunities for fitness staff giving them the opportunity to obtain Continuing Education Credits towards the renewal of their certification.
- Utilize new Recreation management software to more effectively market programs and fitness services.
- Increase communication for Learn to Swim Program with Parents/Participants

- Develop new innovative programs to possibly include but not limited to: special needs learn to swim group lessons, seasonal swim team (at H2O possible CARA Team) , fun swim nights (movie night and holiday programs)
- Become more involved with CPRA-Aquatics
- Develop new ways to recruit/train lifeguard and swim instructor staff
- Research possible renovation of H2O'Brien pool
- Implement a customer service training program for staff
- Develop and implement a staff recognition program

Innovate with Collaborative Governance:

Streamline processes for efficiency and consistency – Conduct a review of operational performance including the following:

- Facility Maintenance and Safety (PM and janitorial services, equipment checklist)
- All forms utilized
- Onboarding process for new hires
- New employee training
- Cleanliness
- Marketing material/signage standards (no tape, specified locations)
- Facility Coverage (MOD).
- Opening/closing procedures.
- Walk-throughs and customer tours.
- Overall communication between facility staff in both locations.
- Hire and train new Therapeutic Recreation/Senior Coordinator and grow program area.
- Explore new look and format of Parks and Recreation Brochure.
- Continue exploring options for revenue producing programs.
- Streamline and improve processes for facility operations.
- Pursue accreditation and Gold Medal award.

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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Revenue					
<u>Miscellaneous</u>					
Interest Earnings	6,014	1,900	7,700	7,900	316%
<u>Transfers In</u>					
From General Fund	-	-	-	-	
From Police Station/PACE					
Center Construction Fund	-	27,342	25,522	-	-100%
Total Transfers In	-	27,342	25,522	-	-100%
Total Revenue	6,014	29,242	33,222	7,900	-73%
Beginning Fund Balance	1,941,781	1,947,795	1,947,795	1,981,017	2%
Revenue over (under) expenditures	6,014	29,242	33,222	7,900	-73%
Ending Fund Balance	\$ 1,947,795	\$ 1,977,037	\$ 1,981,017	\$ 1,988,917	1%

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

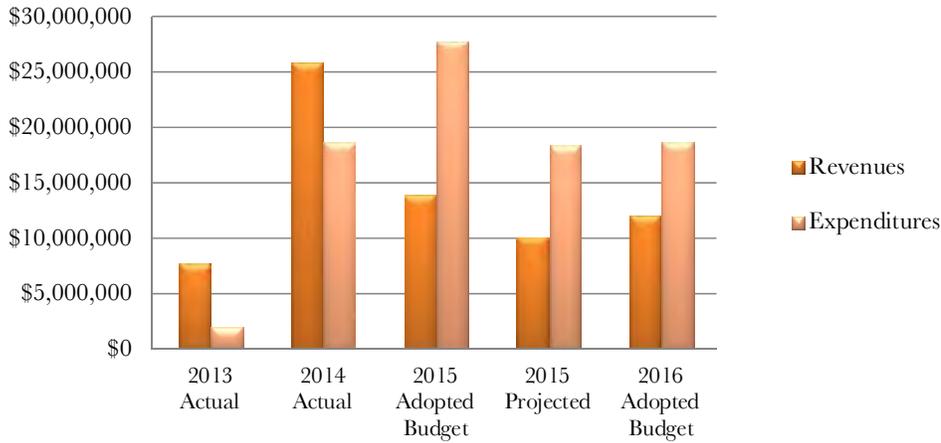


Capital Improvement Fund Summary

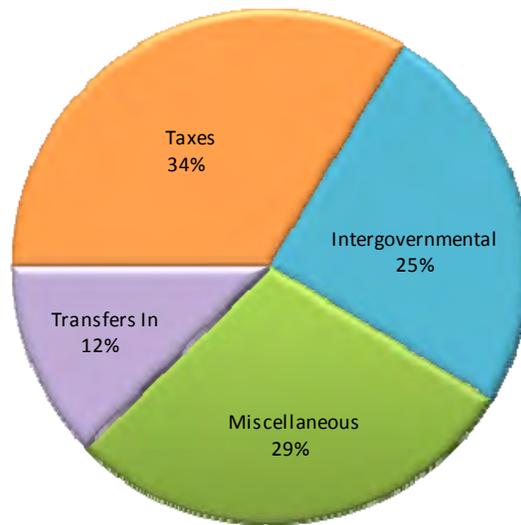
	2013 Actual	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change 2015 to 2016 Budgets
Beginning Fund Balances	\$ 11,107,543	\$ 16,823,755	\$ 24,128,165	\$ 24,128,165	\$ 16,179,083	-33%
Revenues						
Taxes	3,656,061	6,115,758	4,121,033	4,017,875	4,094,567	-1%
Intergovernmental	2,859,069	2,865,856	2,729,400	2,927,000	3,034,000	11%
Miscellaneous	146,734	3,454,523	6,756,529	3,139,260	3,523,900	-48%
Transfers In	1,250,000	315,000	391,638	191,370	1,500,000	283%
Other Financing Sources	-	13,204,976	-	-	-	
Total Revenues	7,911,865	25,956,112	13,998,600	10,275,505	12,152,467	-13%
Expenditures						
Capital Outlay	2,182,252	18,109,741	23,704,804	14,249,065	18,093,661	-24%
Economic Development Incentives	-	31,961	-	-	-	
Transfers Out	13,400	510,000	4,177,610	3,975,522	588,000	-86%
Total Expenditures	2,195,652	18,651,703	27,882,414	18,224,587	18,681,661	-33%
Ending Fund Balances	\$ 16,823,755	\$ 24,128,165	\$ 10,244,351	\$ 16,179,083	\$ 9,649,889	-6%
Revenue by Fund						
Public Improvements	\$ 6,460,747	\$ 23,280,413	\$ 12,286,439	\$ 8,706,305	\$ 10,479,467	-15%
Excise Tax	1,449,957	2,674,423	1,711,200	1,568,200	1,672,200	-2%
Police Station/PACE Center						
Construction	956	660	300	200	-	-100%
Parkglenn Construction	204	616	661	800	800	21%
Total Revenues	7,911,865	25,956,112	13,998,600	10,275,505	12,152,467	-13%
Expenditures by Fund						
Public Improvements	1,974,053	17,825,040	23,677,592	14,220,133	18,093,661	-24%
Excise Tax	-	510,000	3,950,000	3,950,000	588,000	-85%
Police Station/PACE Center						
Construction Fund	221,599	316,663	54,554	54,454	-	-100%
Parkglenn Construction	-	-	200,268	-	-	-100%
Total Expenditures	\$ 2,195,652	\$ 18,651,703	\$ 27,882,414	\$ 18,224,587	\$ 18,681,661	-33%

Capital Improvement Fund Summary

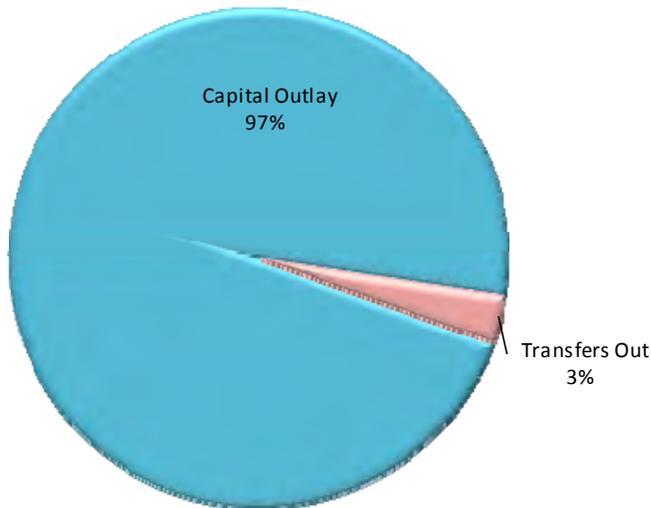
Revenue & Expenditure Comparison



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

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Economic Development Incentives	\$ 31,961	\$ -	\$ -	\$ -	
Capital Outlay	17,793,079	23,677,592	14,220,133	18,093,661	-24%
Transfer to General Fund	-	-	-	-	
Total Expenditures	17,825,040	23,677,592	14,220,133	18,093,661	-24%
Revenue					
Taxes					
Use Tax	3,097,710	2,073,400	2,109,075	2,066,500	0%
Excise Taxes - Electric Undergrounding	362,232	362,733	354,800	370,367	2%
Total Taxes	3,459,942	2,436,133	2,463,875	2,436,867	0%
Intergovernmental					
Grants	11,766	-	-	-	
Roads Sales Tax Shareback	2,218,219	2,212,600	2,390,000	2,494,900	13%
Roads Use Tax Shareback	353,022	248,800	248,800	248,000	0%
HUTF - FASTER Funds	282,848	268,000	288,200	291,100	9%
Total Intergovernmental	2,865,856	2,729,400	2,927,000	3,034,000	11%
Miscellaneous					
Interest Earnings	47,057	30,000	67,800	69,300	131%
Contributions	3,387,583	6,699,268	3,056,260	3,439,300	-49%
Total Miscellaneous	3,434,640	6,729,268	3,124,060	3,508,600	-48%
Transfer In					
From General Fund	315,000	191,370	191,370	1,500,000	684%
Other Financing Sources					
Certificates of Participation Issued	13,204,976	-	-	-	
Total Revenue	23,280,413	12,086,171	8,706,305	10,479,467	-13%
Beginning Fund Balance	11,710,098	17,165,471	17,165,471	11,651,643	-32%
Revenue over (under) Exp	5,455,373	(11,591,421)	(5,513,828)	(7,614,194)	-34%
Ending Fund Balance	\$ 17,165,471	\$ 5,574,050	\$ 11,651,643	\$ 4,037,449	-28%

Explanation of Significant Budget Variances

- Capital Outlay - 24 percent decrease is primarily due to more major capital projects occurring in 2015 than is budgeted in 2016

2015 Accomplishments**Promote a Safe and Healthy Community:**

- Hess Road Bridge at Cherry Creek: Following the opening of the “twin” 600-foot long bridge over Cherry Creek in 2014, the Town completed the associated median landscaping this summer.
- Cottonwood Drive & Cottonwood Way Traffic Signal: With funding from the Cottonwood King Soopers site redevelopment, a traffic signal was constructed at the Cottonwood Drive and Cottonwood Way intersection. This traffic signal was constructed due to anticipated traffic to be generated at the Cottonwood King Soopers site.
- Chambers Road & Compark Boulevard Traffic Signal: With partial funding from the adjacent Compark area development, a traffic signal was constructed at the Chambers Road and Compark Boulevard intersection. This traffic signal was constructed due to increased traffic in the Compark area due to development
- Annual Reconstruct Project: The 2015 project saw the reconstruction of the distress concrete pavement on westbound Mainstreet to a composite asphalt pavement section between Jordan Road and Motsenbocker Road. This work was completed ahead of schedule by 11-days. Work in this year’s scope of work included the reconstruction of the lower parking lot at old Town Hall. In addition, the lower (west) section of Mountain Man Drive (closest to Progress Way) was repaired.
- Powerline Undergrounding: The Town completed the undergrounding of the existing single phase overhead power lines adjacent to Todd Drive between Motsenbocker Road and Jordan Road. In addition, the Town contracted to have the existing overhead powerline converted to underground adjacent to Hilltop Road between the Hess Road and Legend High School access intersections. The Hilltop Road work will be completed in early 2016.
- Todd Drive Extension: The Town completed the construction of the Todd Drive extension project between Jordan Road and Motsenbocker Road with partial funding from Douglas County via an intergovernmental agreement (IGA).
- Chambers Road: The design of the Chambers Road widening between Hess Road and Mainstreet was completed. Construction of the roadway widening project is anticipated to be completed in 2016 and median landscaping to be completed in 2017.
- Sidewalk Gap Elimination: Completed the construction of a sidewalk between the Regency subdivision and the Auburn Hills subdivision to allow better access for elementary students to Prairie Crossing Elementary. Completed a missing segment of sidewalk on Twenty Mile Road east of Dransfeldt Road.
- Traffic Signal Monitoring System Upgrade: Completed the competitive process for selection of a replacement of the Town’s 13+ year old traffic signal monitoring system for a system compatible with current technology. The implementation work for the replacement system will continue into early 2016.
- Parker Road/Woodman Drive Improvements: Through a private/public/public partnership that was headed up by the Town of Parker, improvements at the Parker Road/Woodman Drive intersection were completed to allow for an eastbound to northbound left hand turn.
- LED upgrades for luminaries at 10 traffic signals.
- Ongoing operation and maintenance of 85 traffic signals, 44 school flashers, thousands of street signs.

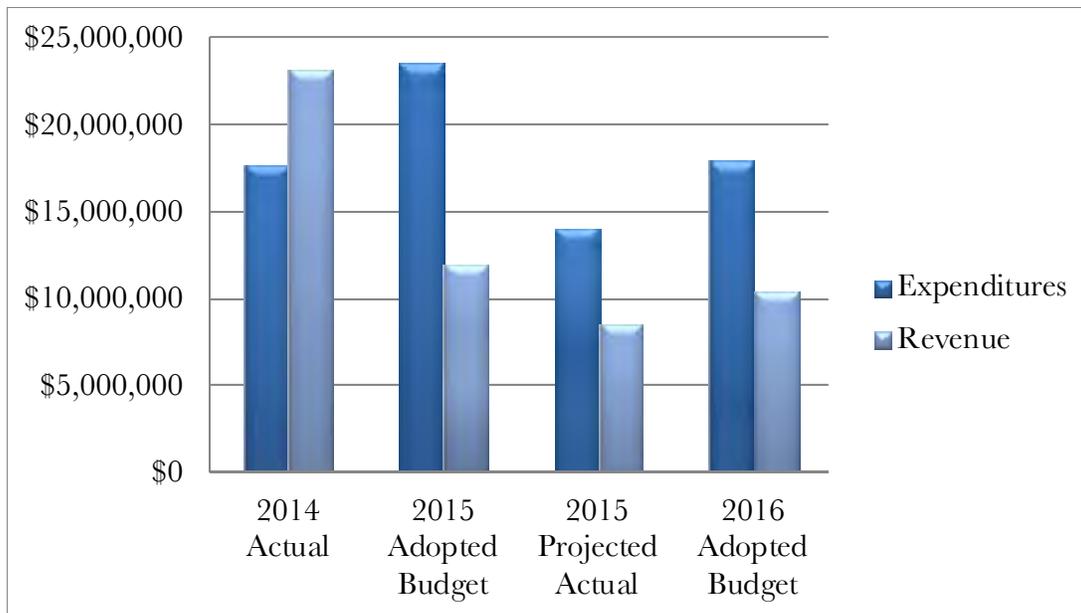
2016 Goals**Promote a Safe and Healthy Community:**

- Complete the construction of Chambers Road widening between Hess Road and Mainstreet.
- Commence the median landscaping and associated roadway improvements on the Lincoln Avenue medians between Jordan Road and Keystone Boulevard.
- Complete the reconstruction of the eastbound Mainstreet pavement between Jordan Road and Motsenbocker Road. This is a continuation of the reconstruction work that was commenced in 2015 to replace the distressed 30+ year old concrete pavement.

- 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.
- Construct the Crown Crest Boulevard and Parker Adventist Hospital traffic signal.
- Complete the East-West Trail – Phase II project between Newlin Gulch Boulevard and Chambers Road.
- Continued effective maintenance and operation of Town and CDOT traffic signals within the Town’s incorporated boundaries.
- Continue LED upgrades at traffic signal locations.
- Ongoing maintenance and operation of signals, flashers, signs, pavement markings.
- Replace the existing traffic signal monitoring system to be compatible with current technology.
- Complete the Hilltop Road overhead to underground powerline conversion.

Innovate with Collaborative Governance:

- Develop travel time measurement system test bed for arterial roadways
- Develop guidelines for expanded pedestrian flasher use beyond Downtown area.

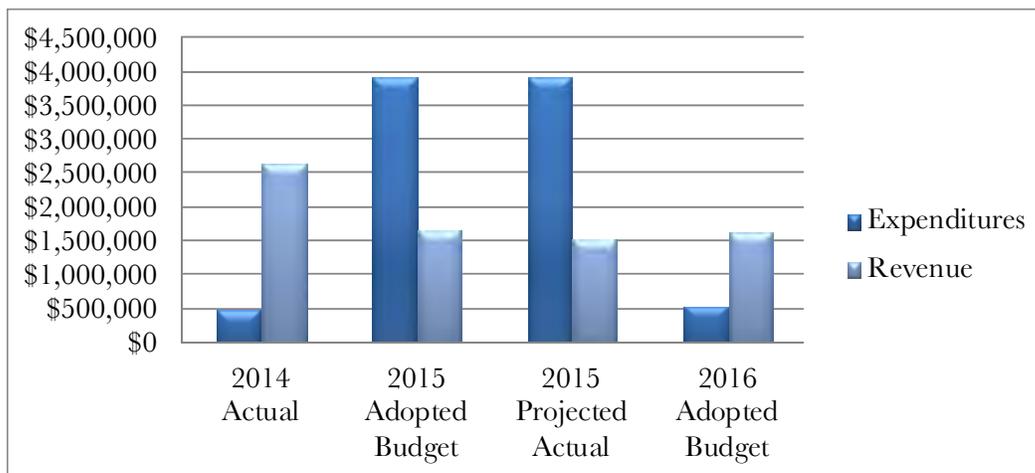


The Excise Tax Fund accounts for the accumulation of new development excise taxes and the transfer of funds to other funds for the purpose of financing roads, parks or municipal facilities. Revenue from the Development Excise Tax Fund may be expended for the following purposes only: Capital improvements 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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Transfers Out	\$ 510,000	\$ 3,950,000	\$ 3,950,000	\$ 588,000	-85%
Revenue					
Taxes					
New Development Excise Tax	2,655,816	1,684,900	1,554,000	1,657,700	-2%
Miscellaneous					
Interest Earnings	18,607	26,300	14,200	14,500	-45%
Total Revenue	2,674,423	1,711,200	1,568,200	1,672,200	-2%
Beginning Fund Balance	4,544,443	6,708,866	6,708,866	4,327,066	-36%
Revenue over (under) Exp	2,164,423	(2,238,800)	(2,381,800)	1,084,200	-148%
Ending Fund Balance	\$ 6,708,866	\$ 4,470,066	\$ 4,327,066	\$ 5,411,266	21%

Explanation of Significant Budget Variances

- Transfers Out - 85 percent decrease is primarily due to more major capital projects occurring in 2015 than is budgeted in 2016 requiring less transfers in the 2016 budget year.



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

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Transfer to Public Improvement Fund	-	200,268	200,268	-	-100%
Total Expenditures	-	200,268	200,268	-	-100%
Revenue					
<u>Miscellaneous</u>					
Interest Earnings	\$ 616	\$ 661	\$ 695	\$ 800	21%
Total Revenue	616	661	695	800	21%
Beginning Fund Balance	198,957	199,573	199,573	0	-100%
Revenue over (under) expenditures	616	(199,607)	(199,573)	800	-100%
Ending Fund Balance	\$ 199,573	\$ (34)	\$ 0	\$ 800	-2473%

Explanation of Significant Budget Variances

- Transfers to Public Improvement Fund - 100 percent decrease is due to the transfer for the project occurring in 2015.

The Parkglenn Construction Fund will be closed at the end of 2015.

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



Police Station - 2009 COPs



PACE Center - 2009 COPs



Recreation Center Expansion - 2014 COPs



Public Works Operations Center - 2014 COPs



Fieldhouse - 2015 Refunding Note

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 operation center.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Original Budgets
Expenditures					
Principal	\$ -	\$ 478,500	\$ 478,500	\$ 488,400	2%
Interest	261,021	462,895	462,895	453,325	-2%
Other Debt Costs	-	-	-	-	
Total Expenditures	261,021	941,395	941,395	941,725	0%
Revenue					
Miscellaneous					
Interest Earnings	-	-	-	-	
Transfers In					
From General Fund	209,600	755,969	755,969	756,234	0%
From Stormwater Utility Fund	51,421	185,426	185,426	185,491	0%
Total Revenue	261,021	941,395	941,395	941,725	0%
Beginning Fund Balance	-	-	-	-	
Revenue over (under) Exp	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	

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 a refunding note in 2015 for the outstanding 2006 revenue bonds used to finance the construction of the Parker Fieldhouse and to refund the outstanding revenue bonds issued in 1993 to construct the Parker Recreation Center.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Original Budgets
<i>Expenditures</i>					
Principal	\$ 745,000	\$ 1,021,500	\$ 1,021,500	\$ 2,041,600	100%
Interest	616,166	687,938	687,938	640,289	-7%
Other Debt Costs	150	2,000	2,000	2,000	0%
Total Expenditures	<u>1,361,316</u>	<u>1,711,438</u>	<u>1,711,438</u>	<u>2,683,889</u>	57%
<i>Revenue</i>					
Miscellaneous					
Interest Earnings	-	-	-	-	
Transfers In					
From Parks and Recreation Fund	1,361,316	1,711,438	1,711,438	2,683,889	57%
Total Revenue	<u>1,361,316</u>	<u>1,711,438</u>	<u>1,711,438</u>	<u>2,683,889</u>	57%
<i>Beginning Fund Balance</i>					
Revenue over (under) Exp	-	-	-	-	
<i>Ending Fund Balance</i>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

Enterprise Fund

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

- Stormwater Utility Fund



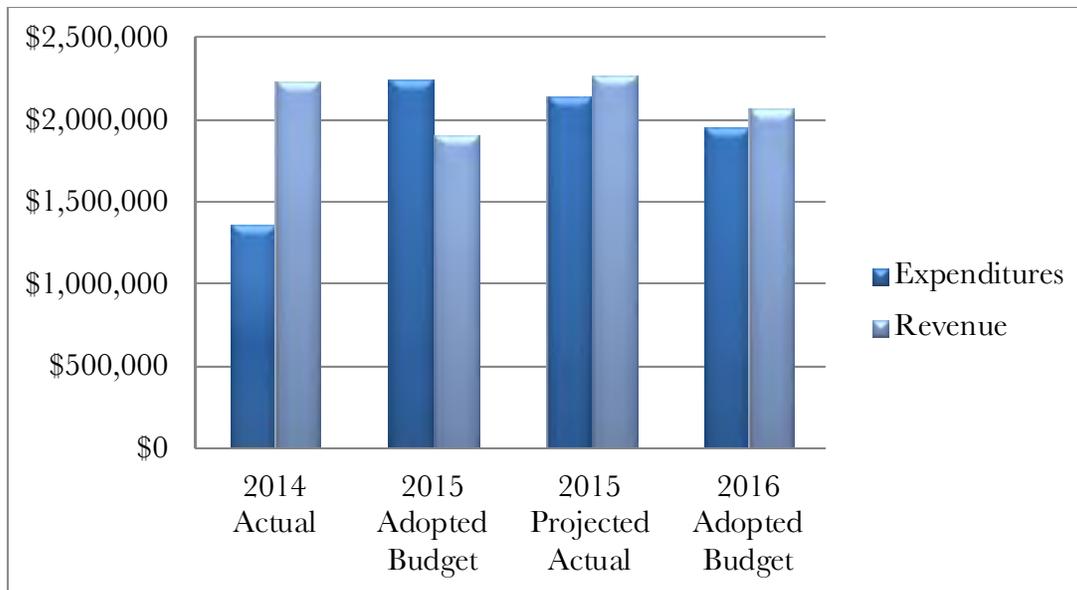
This fund was established and accounts for fees collected from residential and commercial properties to ensure that stormwater systems are properly planned, constructed and maintained within the Town. The utility provides overall stormwater management to prevent flooding, protect water quality and to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

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Salary and Benefits	\$ 684,775	\$ 741,913	\$ 699,122	\$ 763,584	3%
Supplies	9,448	11,375	11,500	11,875	4%
Purchased Services	419,069	520,667	460,356	523,925	1%
Capital Outlay	215,523	802,537	794,937	490,000	-39%
Transfers Out	51,421	185,426	185,426	185,491	0%
Total Expenditures	1,380,236	2,261,918	2,151,341	1,974,875	-13%
Revenue					
Charges for Services					
Grading Permit Fees	10,108	55,600	9,121	56,700	2%
Engineer Review Fees	47,065	-	49,057	45,500	
Commercial Stormwater Utility Fees	740,642	756,400	805,000	820,200	8%
Residential Stormwater Utility Fees	1,071,241	1,094,900	1,100,000	1,148,300	5%
Prior Year Refund	(4,390)	-	-	-	
Total Charges for Services	1,864,667	1,906,900	1,963,178	2,070,700	9%
Miscellaneous					
Interest Earnings	11,657	13,000	11,900	11,400	-12%
Other	375,369	-	310,000	-	
Total Miscellaneous	387,025	13,000	321,900	11,400	-12%
Total Revenue	2,251,692	1,919,900	2,285,078	2,082,100	8%
Beginning Fund Balance	4,041,439	4,912,895	4,912,895	5,046,631	3%
Revenue over (under) Exp	871,456	(342,018)	133,736	107,225	-131%
Ending Fund Balance	\$ 4,912,895	\$ 4,570,877	\$ 5,046,631	\$ 5,153,856	13%
Authorized FTE positions					
Manager of Engineering and Stormwater	1.00	1.00	1.00	1.00	
Stormwater Project Engineer	1.00	1.00	1.00	1.00	
Environmental Program Manager	1.00	1.00	1.00	1.00	
Stormwater Engineering Technician	1.00	1.00	1.00	1.00	
Stormwater Crew Leader	1.00	1.00	1.00	1.00	
Stormwater Equipment Operator	1.00	1.00	1.00	1.00	
Maintenance Worker 1/2	1.00	1.00	1.00	1.00	
Maintenance Worker 3	1.00	1.00	1.00	1.00	
Total	8.00	8.00	8.00	8.00	



Explanation of Significant Budget Variances

- Capital Outlay - 39 percent decrease is primarily due to more major capital projects occurring in 2015 than is budgeted in 2016



2015 Accomplishments

Promote a Safe and Healthy Community:

- Sulphur Gulch Improvements at Canterbury Parkway: The Town completed the construction of a sculpted concrete drop structure downstream (west) of Canterbury Parkway on Sulphur Gulch. This project was to mitigate existing erosion and protect the roadway bridge from future high flows.
- Cherry Creek Stabilization near Hess Road: In early 2015, the Town completed numerous stabilization improvements to Cherry Creek between the Hess Road Bridge and McCabe Meadows Park. This project was necessary to mitigate erosion of the Creek that has been getting progressively worse over the past decade. Urban Drainage, Douglas County and the Cherry Creek Basin Water Quality Authority were partners on this project. Additional mitigation/repair (minor) for this segment of Cherry Creek is planned in 2016-2017 to repair some minor damage that occurred during high flows in the summer of 2015.
- Newlin Gulch Trail Crossing at Heirloom Subdivision (Parker Homestead): With financial contributions from the Developer of the Heirloom subdivision, a trail crossing of Newlin Gulch was constructed connecting the two subdivisions, north of Chambers Road.
- Cherry Creek Stabilization near Norton Farms: The Town has partnered with the Urban Drainage and Flood Control District and the Cherry Creek Basin Water Quality Authority on this project to stabilize this reach of Cherry Creek near the Cottonwood Subdivision and adjacent to the Norton Farms open space. Similar to other areas of Cherry Creek in Town, erosion has occurred over the years due to the impacts of runoff associated with new development. The project design has been completed and is scheduled for construction in late 2015 or early 2016.
- Crown Point Detention Pond Improvements: The Town is partnering with the Urban Drainage and Flood Control District to perform an analysis and design improvements to existing detention ponds behind the Stone Canyon Apartment in Crown Point. This project will investigate opportunities to improve the flood control capabilities of these detention pond facilities in anticipation of future development that will occur upstream. The analysis and design is scheduled for completion in early 2016 with construction to commence soon thereafter.

Foster Community Creativity and Engagement:

- 2015 Household Chemical Round-Up: The Town's Stormwater Division co-sponsored the annual Household Chemical Roundup in 2015. Approximately 841 households dropped off items at the event resulting in more than 70 tons of materials being collected, including approximately 23,000 pounds of paint materials, 198 tires and 1,941 pounds of batteries.

Support an Active Community:

- East/West Regional Trail Crossing and Stabilization of Newlin Gulch: The Parks and Recreation Department has completed the design of the western segment of the East/West Regional Trail in Town. This regional trail will cross Newlin Gulch north of the Chambers Road Bridge. The Town's Stormwater Utility and the Urban Drainage and Flood Control District is funding and coordinating the design and construction of the necessary trail crossing and erosion protection for the portion of the trail crossing Newlin Gulch. Project construction is scheduled to start in the spring of 2016.

2016 Goals**Promote a Safe and Healthy Community:**

- Complete the construction of the Cherry Creek Stabilization Project at Norton Farms.
- Complete the construction of the Crown Point Detention Pond Project at Crown Point.
- Complete the design and construction of the Parker Square Drive Drainage Improvements Project.
- Complete the design and construction of the Robinson Ranch Drainage Improvements Project.



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



Internal Service Fund Summary

	2013 Actual	2014 Actual	2015 Adopted Budget	2015 Projected	2016 Adopted Budget	% Change 2015 to 2016 Budgets
Beginning Fund Balances	\$ 881,922	\$ 1,943,512	\$ 2,864,554	\$ 2,864,554	\$ 3,210,368	12%
Revenues						
Charges for Services	3,041,905	4,924,054	7,648,626	7,502,298	8,794,496	15%
Miscellaneous	28,983	66,022	3,300	178,146	3,700	12%
Transfers In	84,473	-	-	-	-	
Total Revenues	3,155,362	4,990,076	7,651,926	7,680,444	8,798,196	15%
Expenditures						
Salary and Benefits	822,012	1,833,085	1,935,464	1,872,843	2,076,224	7%
Supplies	361,996	321,515	424,892	416,464	440,600	4%
Purchased Services	921,911	1,642,184	1,888,473	1,766,166	2,561,818	36%
Utilities/Insurance	-	-	1,900,000	1,641,000	1,900,000	0%
Capital Outlay	(28,457)	272,250	1,631,850	1,623,157	1,897,500	16%
Transfers Out	16,310	-	15,000	15,000	-	-100%
Total Expenditures	2,093,771	4,069,033	7,795,679	7,334,630	8,876,142	14%
Ending Fund Balances	\$ 1,943,512	\$ 2,864,554	\$ 2,720,801	\$ 3,210,368	\$ 3,132,422	15%

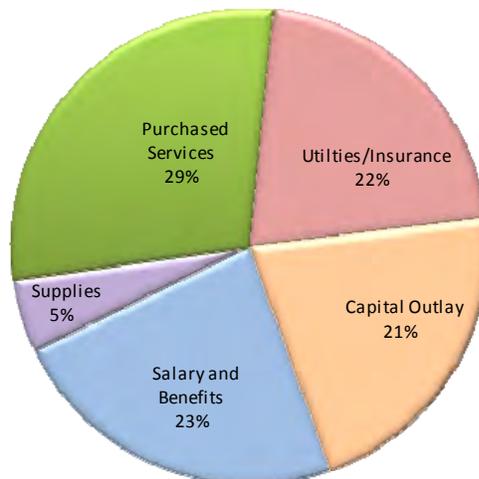
Revenue by Fund

Fleet Services	\$ 1,692,027	\$ 1,654,901	\$ 1,460,265	\$ 1,440,140	\$ 1,588,100	9%
Technology Management	768,614	2,597,209	2,642,175	2,849,723	3,635,996	38%
Facility Services	694,721	737,965	891,200	904,000	862,700	-3%
Medical Benefits	-	-	2,658,286	2,486,581	2,711,400	2%
Total Revenues	3,155,362	4,990,076	7,651,926	7,680,444	8,798,196	15%

Expenditures by Fund

Fleet Services	764,942	836,372	1,896,790	1,919,460	2,217,613	17%
Technology Management	595,870	2,481,313	3,019,881	2,981,513	3,751,469	24%
Facility Services	732,960	751,349	839,008	774,650	862,860	3%
Medical Benefits	-	-	2,040,000	1,659,007	2,044,200	0%
Total Expenditures	\$ 2,093,771	\$ 4,069,033	\$ 7,795,679	\$ 7,334,630	\$ 8,876,142	14%

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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Salary and Benefits	\$ 366,125	\$ 354,100	\$ 355,820	\$ 388,380	10%
Supplies	6,649	8,475	6,875	8,500	0%
Purchased Services	445,980	444,215	466,765	480,733	8%
Capital Outlay	17,618	1,090,000	1,090,000	1,340,000	23%
Total Expenditures	836,372	1,896,790	1,919,460	2,217,613	17%
Revenue					
Charges for Services					
Internal User Charges	1,505,976	1,337,165	1,337,165	1,465,900	10%
Lone Tree Fleet Services	86,769	121,900	70,000	121,900	0%
Total Charges for Services	1,592,745	1,459,065	1,407,165	1,587,800	9%
Miscellaneous					
Interest Earnings	155	1,200	300	300	-75%
Contributions/Insurance Recoveries	62,000	-	32,675	-	
Total Revenue	1,654,901	1,460,265	1,440,140	1,588,100	9%
Beginning Fund Balance	1,631,137	2,449,666	2,449,666	1,970,346	-20%
Revenue over (under) Exp	818,530	(436,525)	(479,320)	(629,513)	44%
Ending Fund Balance	\$ 2,449,666	\$ 2,013,141	\$ 1,970,346	\$ 1,340,833	-33%
Authorized FTE positions					
Facilities/Fleet Manager	0.40	0.40	0.40	0.50	
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	4.50	

Explanation of Significant Budget Variances

- Salary and Benefits - 10 percent increase is due to the addition of on-call pay for fleet staff
- Purchased Services - 8 percent increase is due to increased budget for repair and maintenance of fleet vehicles
- Capital Outlay - 23 percent increase is primarily due to more planned vehicle replacements in 2016

2015 Accomplishments

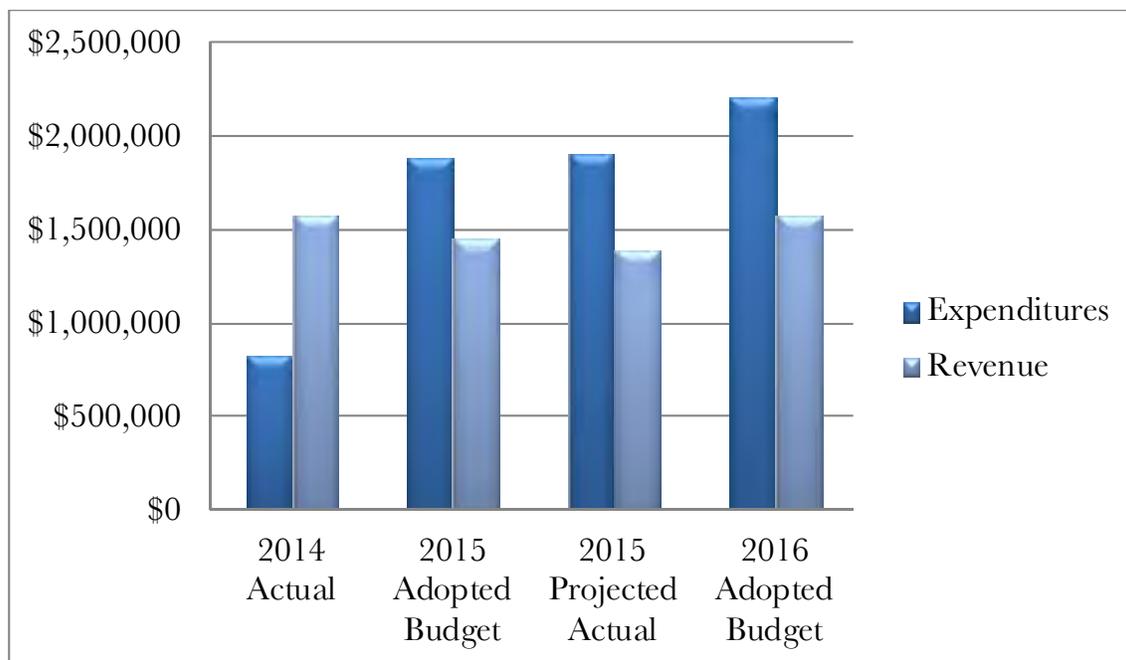
Innovate with Collaborative Governance:

- Maintained flexibility for changes in route(s), schedule(s), environments, new technology, and other impacts
- Maintained chassis, body, and components to manufacturers’ recommended maintenance practices
- Performed systematic inspections, services, and repairs
- Completed defect reporting, and tracking
- Maintained the proper level of fiscal control by keeping vehicle replacements within budget

2016 Goals

Innovate with Collaborative Governance:

- Maintaining flexibility for changes in route(s), schedule(s), environments, new technology, and other impacts
- Maintaining chassis, body, and components to manufacturers’ recommended maintenance practices
- Systematic inspections, services, and repairs
- Defect reporting, and tracking
- Maintaining the proper level of fiscal control
- The proper management of parts, equipment, budget, acquisitions’ of fleet, and personnel training

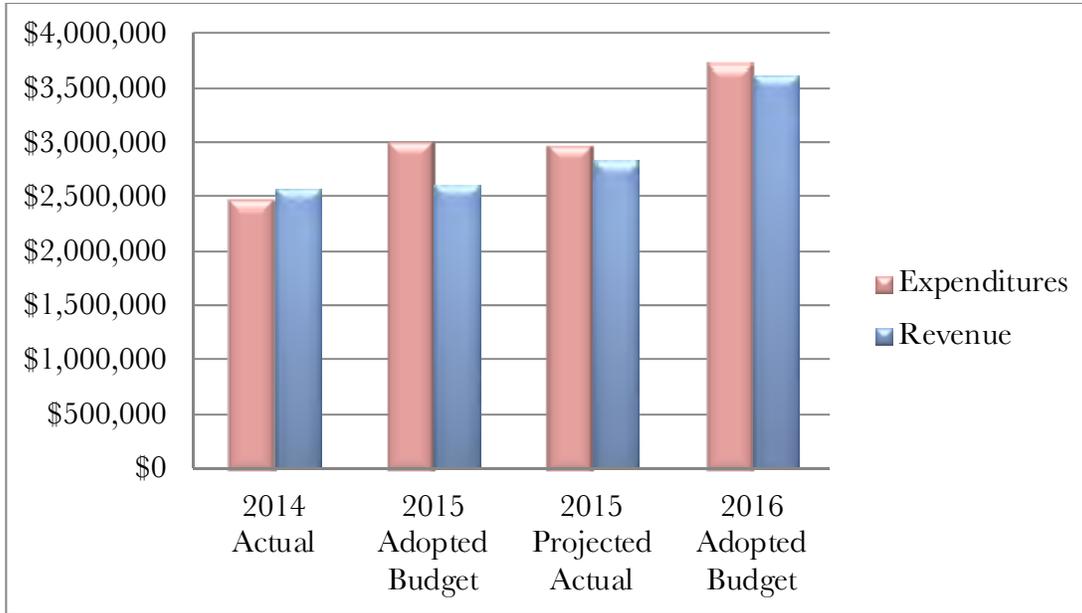


The Information Technology Department is responsible for computer maintenance, network administration, data backup and recovery, software management, GIS mapping, and technical support for all Town departments. The purpose of this fund is to provide for the replacement of aging and obsolete technology and software licensing costs.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Salary and Benefits	\$ 985,595	\$ 1,002,264	\$ 987,761	\$ 1,065,354	6%
Supplies	280,005	383,467	376,317	394,850	3%
Purchased Services	961,081	1,112,300	1,095,585	1,733,765	56%
Capital Outlay	254,632	506,850	506,850	557,500	10%
Transfers Out	-	15,000	15,000	-	-100%
Total Expenditures	2,481,313	3,019,881	2,981,513	3,751,469	24%
Revenue					
Charges for Services					
Internal User Charges	2,445,729	2,642,075	2,642,075	3,634,496	38%
Internal User Charges	147,806	-	147,380	-	
Miscellaneous					
Interest Earnings	3,674	100	60,268	1,500	1400%
Transfers					
Transfer from General Fund	-	-	-	-	
Total Revenue	2,597,209	2,642,175	2,849,723	3,635,996	38%
Beginning Fund Balance	342,913	458,809	458,809	327,019	-29%
Revenue over (under) Exp	115,896	(377,706)	(131,790)	(115,473)	-69%
Ending Fund Balance	\$ 458,809	\$ 81,103	\$ 327,019	\$ 211,546	161%
Authorized FTE positions					
Information Technology Director	1.0	1.0	1.0	1.0	
Systems Analyst	1.0	1.0	1.0	1.0	
Systems Administrator	1.0	1.0	1.0	1.0	
Police Systems Administrator	-	-	1.0	1.0	
Programmer Analyst	1.0	1.0	1.0	1.0	
System Support Technician	3.0	3.0	3.0	3.0	
GIS Coordinator	1.0	1.0	1.0	1.0	
GIS Administrator	1.0	1.0	1.0	1.0	
Network Administrator	1.0	1.0	1.0	1.0	
Total	10.0	10.0	11.0	11.0	

Explanation of Significant Budget Variances

- Purchased Services - 56 percent increase is due to the addition of private cloud infrastructure and redundant metro Ethernet services
- Capital Outlay - 10 percent increase is primarily due to Town-wide network enhancements planned for 2016



2015 Accomplishments

Innovate with Collaborative Governance:

- Developed 2016 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.
- Redesigned the Town’s wide area network for redundancy and high availability.
- Redesigned the Town’s private enterprise cloud (co-location) to be a complete disaster recovery and business continuity solution.
- Continued developing Microsoft SCCM to improve our hardware and software delivery model.
- IT worked closely with the Police Department to successfully implement the wearable camera project.
- Completed the outdoor wireless antenna and Arbitrator server project for the Police Department to improve download speeds of in-car video and increased video storage.
- IT worked closely with PD to finish the e-ticketing system and integration to the records management system. IT also completed the License Plate Reader system integration.
- Completed a full security assessment and a PCI compliance assessment.
- IT worked closely with the Recreation Department to implement the new ACTIVE Net recreation management software.
- Completed the Storage Area Network upgrade.
- IT worked with the design and construction teams to successfully complete the technology portions of the new Public Works facility and the Rec Center expansion.

2016 Goals

Innovate with Collaborative Governance:

- Develop 2017 Information Technology department business plan.
- Implement our redesigned Virtual Server infrastructure to better balance processing and memory needs, and to have a more resilient model for recovering from server failures.
- Complete the network redundancy project with metro Ethernet build outs to all Town facilities in addition to the Town owned fiber network.
- Implement our network management and monitoring system for improved performance monitoring.
- Implement the private enterprise cloud project for data replication and disaster recovery capabilities.
- Complete the Computer Aided Dispatch re-hosting project for the Police Department.
- Complete the Police Department Asset Tracking system.
- Implement a new Mobile Device Management solution to improve security.
- Information Technology will begin rollout of Windows 10 to the desktops.

The Public Works Department maintains all of the Town facilities, including building maintenance and janitorial services of approximately 28 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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Salary and Benefits	\$ 480,966	\$ 579,100	\$ 529,262	\$ 622,490	7%
Supplies	34,861	32,950	33,272	37,250	13%
Purchased Services	235,123	191,958	185,809	203,120	6%
Capital Outlay	-	35,000	26,307	-	-100%
Total Expenditures	750,950	839,008	774,650	862,860	3%
Revenue					
Charges for Services					
User Charges - Custodial	272,487	241,100	256,400	258,500	7%
User Charges - Facilities	465,287	650,000	614,600	604,200	-7%
Total Charges for Services	737,774	891,100	871,000	862,700	-3%
Miscellaneous					
Interest Earnings	-	100	-	-	-100%
Contributions/Miscellaneous	192	-	33,000	-	
Total Revenue	737,965	891,200	904,000	862,700	-3%
Beginning Fund Balance	(30,538)	(43,921)	(43,921)	85,429	-295%
Revenue over (under) Exp	(12,984)	52,192	129,350	(160)	-100%
Ending Fund Balance	\$ (43,522)	\$ 8,271	\$ 85,429	\$ 85,269	931%
Authorized FTE positions					
Facility/Fleet Manager	0.40	0.40	0.40	0.50	
Facility	1.00	1.00	1.00	1.00	
Customer Service Specialist	-	0.50	0.50	0.50	
Facility Supervisor	1.00	1.00	1.00	1.00	
Facility Maintenance Tech 1/2	1.00	2.00	2.00	2.00	
Facility Maintenance Tech 3	4.00	4.00	4.00	4.00	
Total	7.40	8.90	8.90	9.00	

Explanation of Significant Budget Variances

- Supplies - 13 percent increase is primarily due to the addition the Public Works Operations Center
- Capital Outlay - 100 percent decrease is due to the purchase of a facilities vehicle in 2015



2015 Accomplishments

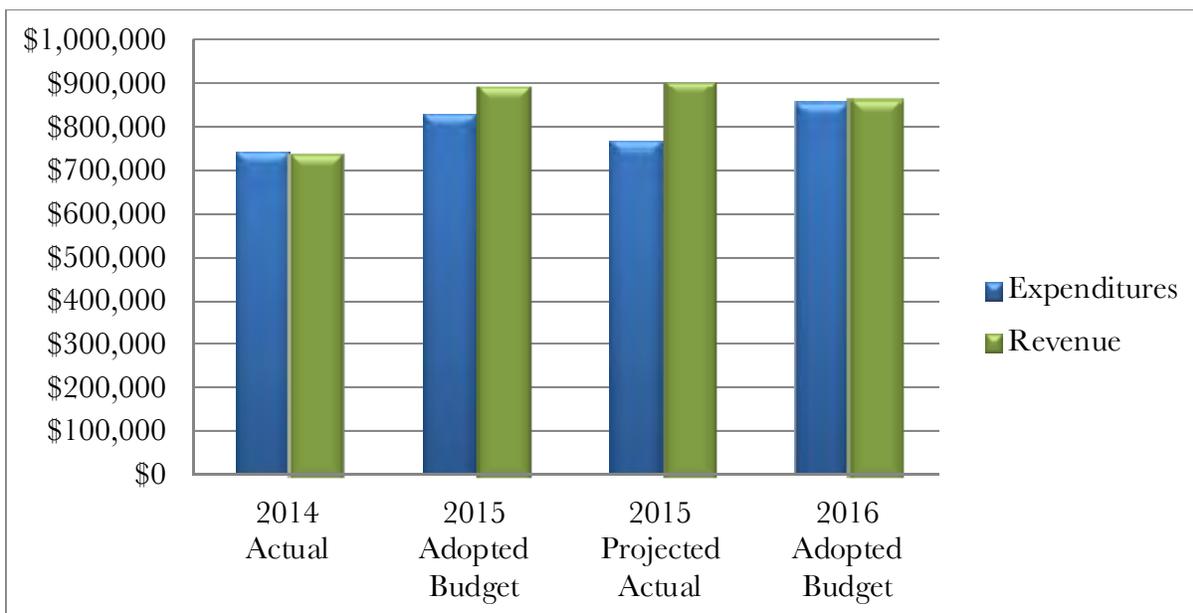
Innovate with Collaborative Governance:

- Prepared old Parker Water building for occupancy, for the (ED) staff including upgrades and minor remodeling.
- Managed the design and completion of electrical upgrades to the Schoolhouse facility.
- Assisted with the design and build out for the new Public Works Operations Center.
- Assisted with the design and build out for the Recreation Center Expansion.
- Assisted with the Schoolhouse Historical restoration projects.
- Managed the design, bidding, and construction remodel for the Motsenbocker facility.
- Assisted with the design of the new Park Plaza/Library project.
- Following the departure of the Task Force, Facilities staff completed upgrades and coordinated moves for most every department in Town Hall/Old Town Hall.

2016 Goals

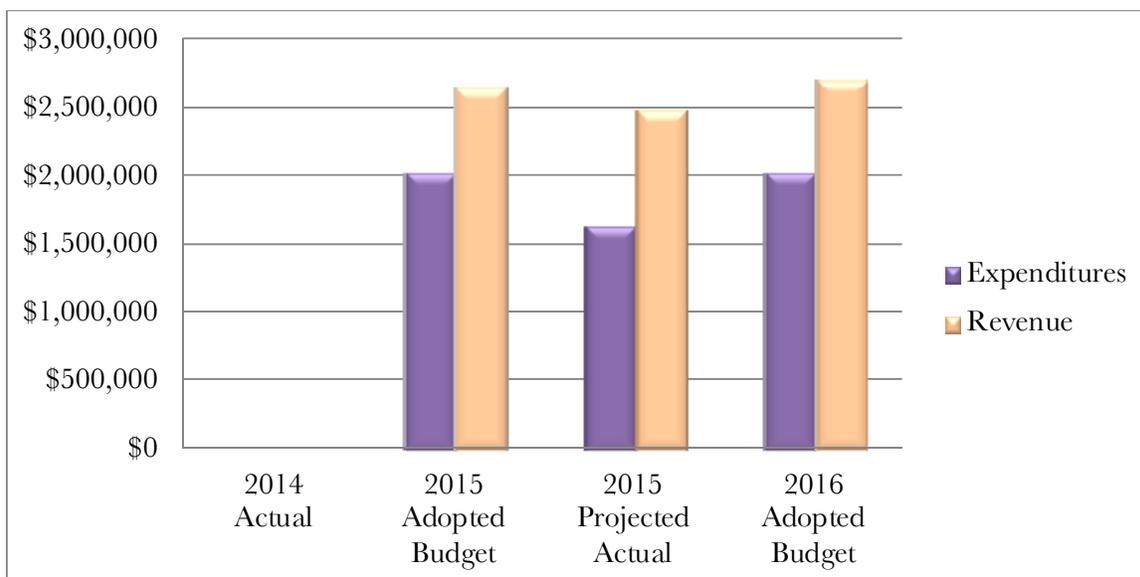
Innovate with Collaborative Governance:

- Design and complete remodels in 3 areas of Town Hall (Community Development/Town Clerk/ Court office).
- Work closely with the build out of the new Park Plaza on the Library project.
- Manage remaining warranty period for new Public Works and Recreation facilities.



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 dependents. 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.

	2014 Actual	2015 Adopted Budget	2015 Projected Actual	2016 Adopted Budget	% Change Adopted Budgets
Expenditures					
Purchased Services	\$ -	\$ 140,000	\$ 18,007	144,200	3%
Insurance	-	1,900,000	1,641,000	1,900,000	0%
Capital Outlay	-	-	-	-	
Total Expenditures	-	2,040,000	1,659,007	2,044,200	0%
Revenue					
Charges for Services					
User Charges - Town Premium	-	2,125,109	1,980,000	2,167,600	2%
User Charges - Employee Contribution	-	531,277	454,678	541,900	2%
Total Charges for Services	-	2,656,386	2,434,678	2,709,500	2%
Miscellaneous					
Interest Earnings	-	1,900	1,900	1,900	0%
Contributions	-	-	50,003	-	
Total Revenue	-	2,658,286	2,486,581	2,711,400	2%
Beginning Fund Balance	-	-	-	827,574	
Revenue over (under) Exp	-	618,286	827,574	667,200	8%
Ending Fund Balance	\$ -	\$ 618,286	\$ 827,574	\$ 1,494,774	142%





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



MEMORANDUM

TO: Mayor and Town Council

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

FROM: Donald Warn, Finance Director

DATE: October 6, 2015

SUBJECT: 2016 Draft Capital Budget and Ten-Year Capital Improvement Plan (CIP)

BACKGROUND:

For the 2016 budget year, staff has updated the 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 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 2016 will become the capital budget. Every project in other future years represents only a plan. You will appropriate funds only for 2016 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 2016 is \$12,388,415, Replacement and Maintenance of Existing Capital is \$19,814,857 and Machinery, Equipment and Software is \$4,813,355 for a total proposed 2016 capital budget of \$37,016,627.

New Capital

Public Works Projects

- Photovoltaic for New Public Works Facility \$400,000

The CIP request in 2016 for photovoltaic at the new public works facility is \$400,000. 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 in May 2015. The addition of photovoltaic to the building will result in a cost savings on electricity of approximately \$0.04 to \$0.07/kWh.

- Pikes Peak Drive Design (Mainstreet to Sulphur Gulch) \$150,000

The Mainstreet Master Plan (MMP) recommends improvements to Pikes Peak Drive consisting of wider sidewalks, pedestrian lighting and streetscape improvements. Since the Town completed the streetscape and drainage improvement on Mainstreet in 2008, businesses on Pikes Peak Drive has asked when they would see improvements as well. The current sidewalks are not ADA (American with Disabilities Act) compliant and should be widened. In addition, pedestrian lighting should be added to tie the street streetscape wise with the 2008 Mainstreet improvements.

- Summerset Lane Extension (East of Pine Drive) \$1,500,000

The construction of the Summerset Lane extension has been anticipated for over 10-years as part of the access needed for the Pine Curve development. The potential Pine Curve development is located at the southeast corner of the Pine Drive/Summerset Lane intersection and is currently owned by the Town of Parker. The Pine Curve development is anticipated to be a commercial development that will require two (2) full movement accesses of which Pine Drive/Summerset Lane will be one (1) of them. The intersection of Pine Drive & Summerset Lane will be signalized as part of the proposed roadway extension project

- Traffic Signal Design at Chambers Road and Cottonwood Drive \$10,000

It is currently anticipated that the Cottonwood Highlands developer will construct Cottonwood Drive between Chambers Road and Jordan Road in 2016. This roadway extension will result in the creation of a new intersection at the Chambers Road and Cottonwood Drive which will not meet Federal MUTCD (Manual of Uniform Traffic Control Devices) warrants for installation of a traffic signal in 2016. Assuming that the proposed development occurs as currently anticipated in the area, the intersection is anticipated to meet warrants in 2017 for a cost of \$275,000.

- Traffic Signal at Crown Crest/Parker Adventist Hospital \$275,000

Due to the proposed development of the Crown Crest subdivision site, a traffic impact study (TIS) was required. The TIS recommended the construction of a traffic signal at the Crown Crest Boulevard intersection with a private access road east of the Crown Crest Boulevard intersection at such time that the location meets minimum requirements. The funds for this traffic signal were paid to the Town of Parker over 10-years ago and escrowed as construction was tied to the location meeting Federal MUTCD (Manual of Uniform Traffic Control Devices) warrants. Due to continued development at the Parker Adventist Hospital location and other development in the area, traffic has continued to increase and the intersection is anticipated to meet warrants for installation of a traffic signal in 2016.

- Traffic Signal at Parker Road and Parkglenn Way \$269,000

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) \$8,454,415

The CIP request in 2016 for the East-Main Park Plaza is \$8,454,415. 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 \$9,300,000 with design costs of \$105,585 for 2014 and construction costs estimated at \$740,000 for 2015 and \$8,454,415 for 2016.



- East-Main Park Plaza (Public Art) \$150,000

The CIP request in 2016 for the East-Main Park Plaza public art is \$150,000. Public art will be installed at the new park plaza upon completion of the project. The Cultural Department will coordinate with Parks and Recreation to decide upon an appropriate feature to add character and beauty to the newest amenity for our citizens.

- Dog Park/Disc Golf (Construction) \$750,000

The CIP request in 2016 for the Dog Park/Disc Golf project is \$750,000. 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 in late 2014 secured additional land for the dog park/disc golf course through a partnership with the developer 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. 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. Total project cost is estimated to be approximately \$900,000 with design costs of \$150,000 anticipated for 2015 and construction costs estimated at \$750,000 for 2016.

- Salisbury Park North Design \$100,000

The CIP request in 2016 for Salisbury Park North design is \$100,000. The Town completed a lengthy public process to seek input on the development of 90 acres of Salisbury Park North. The development of Salisbury Park North will provide the community with sports fields, a children's adventure play area, an outdoor performance venue, tennis and pickleball courts, biking and hiking trails, natural spaces and more. Based on the feedback received, the Town will begin preliminary design work for the development of the park in 2016 and complete the design in 2017. Construction of the first phase of the park will begin in 2019, with phases 2 through 4 occurring in 2021, 2023 and 2025. Total cost for the project is estimated at \$35,000,000.

- O'Brien Park/Mainstreet Pedestrian Fence \$300,000

The CIP request in 2016 for the O'Brien Park/Mainstreet Pedestrian Fence is \$300,000. Due to safety concerns a temporary fence was installed on Mainstreet to prevent pedestrians from crossing the street to go to and from O'Brien Park. The fence forces pedestrians to use the signaled crosswalks. A permanent pedestrian fence that will incorporate seating into the design will be installed in 2016 to replace the temporary structure.

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

The CIP request in 2016 for the Harvie Open Space is \$30,000. In 2014, Town staff worked with Douglas County staff to explore 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 opportunity. 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 2016 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 2016 and potential improvements in 2017.

Re-Investment in Existing Capital

Public Works Projects

The CIP request in 2016 for roadway and concrete projects is \$15,489,661 which includes \$100,000 for contingency. The roadway and concrete projects consist of the following:

- Chambers Road Widening - Mainstreet to Hess Road (Construction) \$11,200,000
- Cottonwood Widening - Jordan to Cherry Creek (Design) \$631,000
- Motsenbocker Widening - Clarke Farms to Todd Drive (Design) \$100,000
- Pilgrims Place (Design) \$50,000
- Parker Road Sidewalk Project (Design/Construction) \$50,000
- General Street Improvements (Construction) \$1,500,000
- Miscellaneous Sidewalk Gap Closures \$100,000
- Safety Enhancements \$190,000
- Median/Entryway Lighting & Landscaping \$583,661

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 consists of two phases: Mainstreet to Newlin Gulch Blvd and Newlin Gulch Blvd to Hess Road. Both phases will be constructed in 2016.

Phase one from Mainstreet to Newlin Gulch Blvd is estimated to cost \$8,000,000 with design for this project occurring in 2015 and construction anticipated in 2016. 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 180th 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.



Phase two from Newlin Gulch Blvd to Hess Road is estimated at \$4,900,000 with design costs of \$100,000 for this project occurring in 2015 and construction costs of \$4,200,000 anticipated in 2016 and \$600,000 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 \$631,000, 2016 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 \$985,000

The CIP request in 2016 for the Townwide Sign Program is \$985,000. The specific signage associated with this request includes 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 \$475,000. The stormwater projects consist of the following:

- Cherry Creek at KOA \$65,000
- Schoolhouse Parking Lot \$10,000



- Newlin Gulch Crossing at East-West Trail \$200,000
- Parker Square Drainage Improvements \$100,000
- Oak Gulch Improvements \$50,000
- Robinson Ranch Drainage Improvements \$50,000

The Cherry Creek at KOA project is estimated to cost \$630,000, with the Town's portion consisting of \$65,000 in 2016 and \$250,000 in 2017. This project is located on a reach of Cherry Creek from Salisbury Park downstream to an area adjacent to Flat Acres Farm. The project is anticipated to entail grade control structures within the channel invert along with bank stabilization in areas where erosion is likely to occur. This project is anticipated to be design in 2016 followed by construction in 2017 if the extension of Dransfeldt Road is imminent. This project may be pushed back depending on the developments of the Dransfeldt Road crossing over Cherry Creek schedule.

The Town plans to rehabilitate the Schoolhouse parking lot, which requires providing adequate storm drainage within the area. The cost of the drainage improvements is \$10,000 which will provide adequate drainage thereby enhancing the facility for public use.

This Newlin Gulch project is located just east of Chambers Road within the power line transmission property for Xcel Energy. The project is a low water crossing structure and grade control structure within Newlin Gulch. The East-West trail was designed in 2015 and is planned for construction in 2016. The Town and Urban Drainage have also finalized a master plan for Newlin Gulch in 2015 and this area was identified as one location for grade control needed in the channel for stabilization. This funding will include construction in 2016. The estimate for the construction is \$400,000 with funding cooperation from Urban Drainage and Flood Control; the Town's portion will be \$200,000.

The Parker Square Drainage Improvements will is estimated to cost \$100,000 and is located at Parker Square Drive and Sun Way in the Parker Square Subdivision. The project will replace storm pipes located within the Parker Square Right-of-Way as a part of the roadway improvements planned for 2016. The storm infrastructure in the Parker Square Right-of-Way was inspected and found to be deteriorated and deformed to the point that stormwater runoff is not conveyed downstream in a manner consistent with the original design. This project is also identified for 2016 because it will require some roadway and shoulder replacement. Parker Square Drive will be resurfaced in 2016, so to minimize the future interruptions to the travelling public and the adjacent properties replacement of the storm infrastructure will occur at the same time.

This project for planning and design of improvements to Oak Gulch is estimated to cost \$100,000 and the Town's portion is \$50,000. The project is based on a recently completed master plan and an ongoing assessment of the watershed. There is a potential for the funds to be partially used for design and partially used for construction if it is determined that an immediate project is necessary.

The Town has inspected this roadside ditch and responded to flooding concerns from property owners and have determined that this section of ditch located adjacent to 20047 E. Hatchet Ranch Place requires an increase in storm water conveyance capacity. Currently during heavy rainfall events water spills out of the roadside ditch and inundates a portion of the cul-de-sac



thereby becoming a driving hazard. The lack of adequate conveyance capacity in the ditch also threatens localized flooding within adjacent properties. The cost of the project is estimated to be \$50,000.

Parks and Recreation Projects

The CIP request in 2016 for parks and recreation projects is \$2,176,651 including \$100,000 for contingency and consists of the following:

- Recreation Center Expansion (Construction) \$45,301
- General Trails Development (Construction) \$50,000
- Stroh Ranch Parking Lot Improvements (Construction) \$400,000
- Parker Road Landscape Edge Improvements \$150,000
- East/West Regional Trail (Construction) \$1,181,350
- Sulphur Gulch Trail/Pikes Peak Crossing (Construction) \$250,000

The CIP request in 2016 for the Parker Recreation Center expansion is \$45,301. 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 2016 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 Stroh Soccer Fields are an important asset in our park inventory. Use of the park has grown steadily, including games, camps, clinics, events, 5K’s, gatherings, etc. Providing sufficient parking to maximize park use is the most efficient and practical solution for providing a quality patron experience for years to come. Due to increased demand for soccer and other field sports the parking lot at Stroh Park requires improvements at an estimated cost of \$400,000.

In an effort to beautify the edges of O’Brien Park and provide a more welcoming entry to the downtown area, landscaping improvements are proposed in the park along the Parker Road-Mainstreet intersection with an estimated cost of \$150,000.

The East/West Regional Trail, which is planned to be approximately 20 miles in length, will connect Chatfield State Park with the Cherry Creek Regional Trail in Parker, with an estimated cost of \$1,181,350. This trail will pass through Highlands Ranch, Douglas County, Lone Tree and Parker. This trail segment will serve the regional trail needs of not only Parker but the greater Douglas County area. Conceptual plans for this alignment were completed in 2011 and initial approval from PSCo has been granted to allow use of their ROW for this trail. The Parker

portion of the East/West Regional Trail will be 10' wide concrete.

The proposed Sulphur Gulch trail project re-aligns the trail to the south of its current location and also re-aligns the approach from the west to slow cyclist as they approach south Pikes Peak Drive. This new configuration allows better visibility of cyclists by drivers approaching this crossing from the north especially with the construction of the new multi-family residential development (Parker Flats) along the east side of Pikes Peak Drive. The trail re-alignment, along with enhanced pavement treatments, increased landscaping, plus widened trail approaches on both sides of Pikes Peak Drive, will increase safety at this crossing while also providing an entry demarcation into downtown Parker. The estimated cost is \$250,000.

Facilities Projects

The CIP request in 2016 for facilities projects is \$1,673,545 which includes \$50,000 for public art and consists of the following:

- General Government Carpet Replacement at Town Hall Program \$30,000
- Complete Reconfigure/Update Motsenbocker Facility \$45,000
- Public Works Fiber Connection to Motsenbocker Facility \$60,000
- Replace Public Works Office Building Roof Top Units \$20,000
- Replace Town Hall VAV Zone Valves \$39,000
- PD Cooling Tower for A/C Units \$75,000
- Replace Schoolhouse Heating Unit \$150,000
- Replace Schoolhouse Fire Alarm Panel \$78,000
- Replace Schoolhouse Fire Sprinkler Heads \$10,000
- Schoolhouse Parking Lot Replacement and Lighting \$500,000
- Rehabilitation of the Schoolhouse Building \$318,045
- Replace Schoolhouse RTU for Gym \$60,000
- Repair Ruth Chapel Front Steps \$10,500
- Repair Ruth Chapel Foundation Walls \$25,000
- Replace Existing Portions of Flooring in Recreation Center \$45,000
- Renovating the Public Equipment Storage Group Fitness Studio \$15,000
- Carpet Replacement at Fieldhouse \$35,000
- Re-plastering of H20'Brien Pool \$100,000
- O'Brien Pool Bldg. Doors \$8,000

The CIP request in 2016 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 2016 for the completion of the reconfiguration of the Motsenbocker facility is \$45,000. The Facilities Division of Public Works recommended 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 Town currently utilizes a wireless communication link to the Parks/Public Works Motsenbocker facility for computer connectivity with no backup communication system. The Town experienced a computer connectivity outage in the spring of 2015 which caused Town Staff to reconsider the need for better redundancy in our communication system. With the Parks/Public Works Motsenbocker facility reliance only on a wireless communication link, Town staff is proposing installation of a fiber optic cable to the facility as the primary communication system and then utilizing the existing wireless system for backup redundancy. Estimated cost for the project is \$60,000.

The funds requested for Town Hall VAV Zone Valves of \$39,000 are based on our evaluation and the priority process we use in determining what the needs are to enhance customer comfort. This project will include replacement of VAV valves and actuators that have reached their end of life cycle. This project will also eliminate property damage (carpet/paint/ceiling tile/ and furniture damages) when the components fail causing leakage of water and glycol into occupied spaces.

The funds requested for PD Cooling Tower for A/C Units of \$75,000 are based on our evaluation and the priority process we use in determining what the needs are to extend life cycles for existing Town IT equipment. Currently we are dependent on mechanical chilled water and during certain weather events and or chiller failure we experience high levels of heat in our IT server room which shortens the life of that equipment along with potential temporary shutdowns. These shutdowns could affect our 911 center as well.

The CIP request in 2016 for the repairs and upgrades at the Schoolhouse, formally known as the Mainstreet Center is \$798,000. 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 are components that must be repaired or upgraded. Work began in 2014 with repair of the main plumbing supply lines and sewer lines cost and a portion of the electrical. 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 2016 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 2016 for the Fieldhouse is \$35,000. The purpose of this replacement request is to update the existing extremely worn carpet at the Fieldhouse with new carpet that is more hygienic and presents an improved visual appearance for the facility. While replacing carpet squares as needed has allowed us to extend the life of the original carpet, the heavy use of the facility has accelerated deterioration to the point where a significant portion of the carpet needs replacement.

The CIP request in 2016 for the H2O'Brien Pool is \$108,000. Next year, H2O'Brien Pool will be celebrating its 14th season. \$100,000 is requested to re-plaster the pool and \$8,000 is requested to replace the doors at the pool. Plaster on outdoor pools can typically last anywhere from 7-20 years depending on location, use and climate. Zero-depth pools with high activity areas can lead to accelerated deterioration of plaster surfaces. There are both structural and aesthetic reasons for proposing a complete re-plastering of the H2O'Brien pool. Plaster provides the waterproof layer between the water and the shell of the pool. Applying the plaster coating keeps the cement protected from the effects of water and pool chemicals and is important to the integrity of the pool structure. As more plaster begins to crack and break away, the pool shell integrity is damaged and causes safety concerns.

The CIP request in 2016 for the Recreation Center is \$60,000. Due to the recent expansion and the desire to minimize disruption in the areas remaining open during construction, planned replacement of carpet and flooring in the original portions of the Recreation Center was delayed. Now with the project nearly complete, the contrast between old and new flooring is painfully evident. In an effort to provide a more continuous appearance between old and new sections of the facility, new carpeting and flooring is needed. Currently the old carpet is not only worn but it is an entirely different color scheme and pattern than the new carpet. Estimated cost for the replacement is \$45,000.

With the majority of the Parker Recreation Center being resurfaced with new flooring or carpet, our existing carpeted areas appear very outdated. The existing storage system in Group Fitness Studio 1 is used to store a number of items used by patrons in group fitness classes (blocks, balls, resistance bands, etc.). The current system was constructed in the late 1990's and features colors typical of that period. In addition to the outdated colors, the laminate material is chipping in several areas which will lead to much more deterioration as heavy use continues. With the addition of Fitness Studio 2, our customers are embracing the more modernized look throughout the entire building. While we know that there are numerous reasons patrons select a fitness facility, a recent industry survey confirmed that 72% of members join a club is because it's visually interesting and stimulating. With that in mind combined with the heavy volume of fitness participants who use the studio (over 150 group fitness participants/day), it is important that we take measures to update the look and functionality of the space. Estimated cost for the renovation is \$45,000.

III. Machinery, Equipment and Software

The CIP request in 2016 for machinery, equipment and software is \$4,813,355 and consists of the following:



General Fund Expenditures:

- Police Department
- K-9 \$11,000
- Portable Radios (5) \$37,500
- Patrol Vehicle (3) \$192,900
- Records Management Software \$2,000,000

The police department is proposing the addition of a K-9 unit that would primarily focus on detecting illegal drugs being transported through the Town. The proposed unit would consist of one dog and one handler. The dog would likely be a Labrador retriever, Beagle, or other appropriate breed. Utilizing the dog for tracking purposes is also being proposed as a secondary purpose.

The addition of a five police officers will require five additional portable radios and three additional patrol vehicle. These vehicles and radios will ensure that we maintain the adequate amount of equipment to allow for proper assignment and utilization while meeting “down time” requirements for proper maintenance.

The Records Management System (RMS) utilized by the police department is nearing its sixteenth year of service and utilizes aging technology. The RMS system is the most critical reporting and record storage system in the police department, serving as the main warehouse for all of the department’s criminal justice records. Modern RMS systems are migrating to browser/web-based technologies which perform better in a mobile environment. Technology changes rapidly, and it is important for the department to remain current and up to date. The police department is requesting funds to select and implement a new Records Management System.

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.

- Public Works Equipment
- Random Crack Sealer \$15,000
- Drag-A-Box \$22,000
- Pickup Spreaders (2) \$40,000
- Mastic Machine \$60,000
- Skid Mount Portable Concrete Mixer \$100,000
- Tandem Dump Truck with Plow \$250,000

Historically, Town employees and contractors have done a good job keeping up with concrete maintenance needs, however, many of our neighborhoods and commercial areas are getting older and concrete deterioration is accelerating. This added unit will enable staff to perform one day repairs to concrete which has experienced minor hairline up to ¼ inch cracking while remaining



structurally sound. By sealing small cracks early, potential sites for moisture penetration are eliminated and the freeze thaw threat experienced by all paved surfaces can be significantly reduced.

Town staff has used a piece of equipment very similar to the Drag-A-Box military grade asphalt/material spreader successfully for many years. The current unit was constructed of milder and thinner steel which has bent and distorted over time. The current tool has served the Town well, and will be discontinued with the new, stronger, thicker, more durable version proposed. This military grade unit also offers the option of adjusting the width of spread up to 12 feet, which will make Town repairs more efficient by enabling fewer passes over the same amount of time. Staff does not perform a large number of full width asphalt repairs, but the times we do will be of much higher quality with the addition of this spreader.

Town Streets Division Crew Leaders and management are frequently out during and after winter storms checking conditions and viewing and responding to resident requests for service. In the past, when materials were needed, managers contacted our heavy material spreading trucks to reroute or add additional locations to their workloads. By giving our managers the ability to apply products at the time of inspection, the need to reroute or to call another vehicle can be eliminated in most cases. These smaller units are also more maneuverable and can concentrate deicing to small problem areas, and reduce the need for additional street wide or lane wide applications from the bobtail or tandem plow / spreader vehicles.

Early preventative maintenance is perhaps the most effective use of roadway maintenance dollars. Even properly designed and constructed roadways are under constant pressure from environmental forces; extreme temperatures and moisture, primarily. Once asphalt roadways lose their initial ductility, cracks will form, and in the case of transverse thermal cracking, the cracks can become quite large (1 ½ - 3 inches). Streets has focused on early crack sealing maintenance for several years, but conventional crack sealing materials and methods are largely ineffective on cracks exceeding 1 ½ inches. Mastic products include fine aggregates which provide some structural support while also sealing roadways from moisture. By adding mastic application capabilities to the Divisions tool box, larger cracks can be effectively repaired with material that will support the structural needs of the traveling public.

At present, all Town concrete repairs require the scheduling and delivery of drum mix trucks. With the high demand for concrete throughout the metro area, concrete availability is often difficult to schedule. Currently, staff must schedule deliveries four days in advance, and weather, equipment, or other factors limit the flexibility of responding to changing conditions. Additionally, drum mix operators charge additional “short load” fees for smaller projects less than 4 cubic yards. Other agencies have been utilizing site mix trucks successfully for years, namely Douglas Co. Staff has developed an innovative application in this instance whereby an existing swap loader cab and chassis could be mounted with a skid which includes all the necessary site mix components, thereby eliminating the need to purchase an additional truck. The unit proposed will have the capability of batch mixing up to 5 cubic yards at a time, and can be easily dialed in for smaller repairs in the 1 to 2 cubic yard range. Because of its immediate availability, staff can perform concrete repairs virtually at will and can respond quickly to changing weather or other variables.

At present, the Town has 10 main line heavy plows available for snow duty. The ages of this



equipment range from 1 to 13 years, and reliability varies accordingly. Due to the extreme conditions of the snow work environment, units frequently have to be sidelined for repairs during major events, which results in a reduction of plow coverage at a time when services are most needed. It's very common to have one or two units down at any given time which makes maintaining a quality service level difficult. With the addition of this unit, the loss of plow / spreader service production can be reduced and Town staff can continue to fight at full strength throughout the duration of most storms. Additional plow / spreader units may be needed in future years, as the Town grows with additional roadways associated with new development activities.

- Parks, Open Space & Forestry
- John Deere 1585 \$36,500
- Parks Vehicles (2) \$144,000

During the growing season, Parks utilizes this piece of equipment to sweep debris from the trail system, to mow a 6' safety strip along both sides of the 23.5 miles of trail, as well as a safety strip along both sides of the 13 miles of horse trail, as well as to support the mowing of native areas too small for larger equipment. The 1585 is a versatile machine, one that Parks utilizes effectively for snow removal. During winter, Parks implements 4 separate crews, all going to different areas of town, with the use of the 1585. With the expectation of keeping the ice ribbon, PACE Center, Schoolhouse, Town Hall, Old Town Hall, and Economic Development buildings, open at the same time, a fourth 1585 is a necessity in order for Parks to ensure effective and efficient snow removal during any snow event.

The Town of Parker covers nearly 36 square miles, with parks and facilities equally distributed throughout. On average, a Parks crew member will maintain 5-7 properties by themselves, and travel alone in order to maintain the expected level of service and production needed to keep up with Parker's service standards. With the anticipated addition of two full-time staff, there is an inherent necessity for additional transportation. These vehicles are used for a variety of tasks ranging from ongoing maintenance of parks and trails to the snow removal process which require full-size trucks with plows. Currently, Parks maintains 20 different parking lots throughout the Town of Parker, and does so with only 7 full-size trucks outfitted with plows. The Parks Division desperately needs additional trucks outfitted with plows in order to effectively and efficiently remove snow in parking lots.

Parks and Recreation Fund Expenditures:

- Recreation Center Expenditures
- Betco Stealth ASC20BT Auto-Scrubber \$5,800
- Balanced Body Pilates Reformers with Tower (3) \$15,155
- Cybex ARC Trainers (3) \$17,000
- Precor Elliptical trainers (3) \$16,000
- Refurbish the SCS play structure at H20'Brien pool \$33,000
- Fieldhouse Playground Area Renovation \$60,000
- Adaptive Motion Trainers for Parker Fieldhouse (2) \$14,000

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 Betco Stealth ASC20BT is an auto-scrubber with traction drive. The function of the machine is to distribute a cleaning product to the floor and then agitate the area with a scrubbing pad, cleaning the area thoroughly. After the area has been cleaned, it will then take up the product with a vacuuming squeegee. Once the auto-scrubber cleans the area, it will take up the cleaning product immediately, leaving the cleaned area dry, which will reduce slips and falls after cleaning. The entire time the machine is cleaning, it distributes new, untouched cleaning product opposed to mopping that takes clean product, distributes product, then takes dirt and grime into a mop bucket that is now contaminated by what has been lifted from the floor.

Since introducing the Pilates classes in 2007, the Reformer program continues to grow rapidly and is increasingly popular with our patrons. With more participation and use there are increased maintenance issues and an increase in overall expenses. With the purchase of new equipment, repair and maintenance costs will decrease. The new Pilates Reformers carry lifetime warranties and are considered the number one choice for studio Reformers in the market.

Currently we have three ARC trainers that were originally purchased in 2006 and are recommending replacement of all three with new and improved ARC trainers. Within this past two years, our current ARC trainers have shown significant wear-and-tear and require a great deal of maintenance that is typical of a 9 year old machine with frequent use. This has led to ongoing downtime with the current pieces and increased expense to replace major components.

The average commercial elliptical has a lifespan of approximately 5 years depending on how frequently the machine is used. Although staff has been committed to regular maintenance and repairs of the 3 existing ellipticals at the Recreation Center, the popularity of these units has resulted in the need to replace them. These existing ellipticals were purchased in 2006 and have endured quite well until recently.

The Fieldhouse playground area renovation would remove the underutilized and under supervised playground structure and replace it with two needed rooms that would be programmed, rented, and used to increase revenue and services for the community.

Purchase of two AMTs (Adaptive Motion Trainers) is to provide our customers a wider range of cardio workout options at the Parker Fieldhouse. We have seen a rise in use of our Fitness Loft over the past few years and most recently it has led to a growing demand for the use of our cardio equipment during peak times. Currently we have treadmills, TrueStriders, arc trainers, and some spin bikes as our cardio options, however, we have received numerous request from customers for ellipticals, step mills, and AMTs. After researching the cost, benefits, and functionality of each of these options we have determined that the AMTs are our best choice.

Stormwater Fund Expenditures:

Stormwater Equipment

- Riding Tractor Mower \$15,000

For the past several years, the Stormwater operations staff has been using a riding mower

purchased in 2009 to provide this maintenance. As the number of drainage facilities has increased over the years, the existing riding mower has been over utilized and has limited our routine maintenance program. This has resulted in a decrease in the number of facilities at which the Stormwater Division can provide regular maintenance, and the frequency.

Fleet Fund Expenditures:

- Fleet Replacements \$1,300,000

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 for 2016.

Information Technology Fund Expenditures:

- Software and Computer Equipment
- VMware Virtual Host Primary Cluster Replacement \$97,000
- Town Hall VMware Host Cluster Build-out \$78,500
- Field House Security Camera System Upgrade \$38,000
- Firewall Project \$40,000
- PD Internal Affairs Interview Room Video Server \$15,000

The Town's five server primary virtual host cluster is due for replacement. There is a demonstrated need to increase the amount of RAM and network processing power for the cluster, so the Town needs to purchase significantly larger and different server hardware rather than do a direct replacement. By replacing the five individual servers with a server blade chassis, we reduce the amount of wiring and power complexity of the new cluster while increasing redundancy and computing power. This new blade server hardware has been sized to meet the standard five-year replacement cycle. However, when the replacement cycle for these are done, only the server blades must be replaced, not the entire blade chassis including all its associated network switching and administrative hardware.

The Town Hall VMware Host Cluster Build-out project is part of the network redesign project and our move into using the cloud for some of our infrastructure. This allows for a second, smaller, Town-owned virtual machine cluster to run servers on. This will be used for the 8-10 servers currently run by the one Town Hall host, and will be available for any new servers needed in the future and during an emergency can be used to run the critical servers necessary for the Town to continue to function.

The current network security camera system is nine years old. The Recreation department is upgrading the existing Axis camera server and storage to a newer Onssi recording server system to allow it to be tied into the PD Onssi system. Upgrading the existing cameras will leverage newer video recording technologies that were not economically available when the initial system was installed.

As part of the ongoing security enhancements, we are replacing/upgrading the Town's firewall to ensure that the Town's networks and data are protected from outside attacks.

Currently, all surveillance video and interview room video in the Police Department funnels to one server located in the viewing room in the Investigations Division. It is in this viewing room where members can utilize their credentials to view and duplicate videos from the surveillance and interview room videos. This request is to add an additional server in order to segregate the handling of Internal Affairs interviews from general surveillance and other interview rooms.

Budget Submission to Council on: October 12, 2015

Public Hearings on: November 2, 2015 and December 7, 2015

Budget Approval on: December 7, 2015

REQUESTED DIRECTION: This is for informational purposes only.

ATTACHMENT: Ten Year Capital Improvement Plan



**TOWN OF PARKER
CAPITAL IMPROVEMENT PLAN SUMMARY
2016 BUDGET**

Description	Public Works Infrastructure	Parks and Recreation	Stormwater Utilities	Facilities	Other Capital	Total
New Capital	2,604,000	9,784,415				12,388,415
Replacement/Maintenance of Existing Capital	15,489,661	2,176,651	475,000	1,673,545		19,814,857
Machinery, Equipment and Software	487,000	341,455	15,000		3,969,900	4,813,355
Total Expenditures	\$ 18,580,661	\$ 12,302,521	\$ 490,000	\$ 1,673,545	\$ 3,969,900	\$ 37,016,627

TOWN OF PARKER
CAPITAL PROJECTS - PARKS & RECREATION FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2016-2025

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016	2017
P&R Revenue Available for Capital	1,701,009	2,277,699	1,548,413	1,336,987	448,041
Intergovernmental - Open Space Funds (a)	-	-	2,900,000	1,000,000	550,000
Contributions	-	301,865	-	-	-
Transfers In form Other Funds	-	-	10,965,000	600,000	475,000
Debt Issuance	-	7,000,000	-	-	-
Total Revenues	1,701,009	9,579,564	15,413,413	2,936,987	1,473,041
Parker Recreation Center Expansion	593,768	7,439,931	7,936,000	45,301	-
Norton Farms Trail Improvements	868	-	14,131	-	-
Adaptive Playground at Salisbury Park	85,359	-	-	-	-
Site Signage	1,000	-	15,030	-	-
DC Library / Town Park MP & Entitlements	-	105,585	-	-	-
DC Library / Town Park Construction	-	-	740,000	8,454,415	-
DC Library / Art	-	-	-	150,000	-
Dog Park / Disc Golf MP & Entitlements	550	8,235	150,000	-	-
Dog Park / Disc Golf Construction	-	-	-	750,000	-
East/West Regional Trail	-	49,428	725,000	1,181,350	-
Salisbury Park North Master Plan	-	95,117	8,000	-	-
Salisbury Park North Construction	-	-	-	100,000	100,000
Bradbury Hills Trail Gaps	-	16,650	343,350	-	-
Sulphur Gulch Trail/Pikes Peak Crossing	-	-	-	250,000	-
Parker Road Landscape Edge Improvements	-	-	-	150,000	-
O'Brien Park North Updated MP	-	-	-	-	50,000
O'Brien Park North Construction	-	-	-	-	-
O'Brien Park/Mainstreet Ped Fence	-	-	30,000	300,000	-
Parker Road Trail Crossing at E470	-	-	-	-	-
Expansion/Renovation of H2O'Brien Pool	-	-	-	-	-
Bar CCC Sports Lights/Paved Parking/Playground	-	-	-	-	-
Expansion of Fieldhouse on adjacent 5 acre site	-	-	-	-	-
Rueter-Hess Reservoir Recreational Opportunities	-	-	25,000	-	50,000
Competitive Pool Facility (Reata West)	-	-	-	-	-
Second Recreation Center (Reata West)	-	-	-	-	-
Completion of Reata West Recreational Site	-	-	-	-	-
Stroh Ranch Parking Lot Improvements	-	-	50,000	400,000	-
Harvie Open Space Planning and Development	-	-	-	30,000	1,000,000
Kinney Creek Trail Undercrossing of Parker Road	-	-	-	-	-
Ongoing Trails Development	-	-	50,000	50,000	50,000
Machinery & Equipment	-	19,903	-	-	100,000
Contingency	-	-	-	100,000	100,000
Total Expenditures	681,545	7,734,849	10,086,511	11,961,066	1,450,000
(Use)/Accumulation of Surplus Funds	1,019,464	1,844,715	5,326,902	(9,024,079)	23,041
Ending Available Resources	5,167,481	7,012,196	12,339,098	3,315,019	3,338,060

(a) Open Space Funds for Park Construction

* Competitive Pool \$5MM

2018	2019	2020	2021	2022	2023	2024	2025	TOTAL 2016 TO 2025
674,208	891,606	-	-	-	-	-	-	3,350,842
550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	5,950,000
-	-	-	-	-	-	-	-	-
475,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,350,000
-	-	-	-	-	-	-	-	-
1,699,208	1,841,606	950,000	950,000	950,000	950,000	950,000	950,000	13,650,842
-	-	-	-	-	-	-	-	45,301
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	8,454,415
-	-	-	-	-	-	-	-	150,000
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	750,000
-	-	-	-	-	-	-	-	1,181,350
-	-	-	-	-	-	-	-	-
-	8,000,000	-	9,000,000	-	9,000,000	-	9,000,000	35,200,000
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	250,000
-	-	-	-	-	-	-	-	150,000
-	-	-	-	-	-	-	-	50,000
-	-	5,100,000	-	-	-	-	-	5,100,000
-	-	-	-	-	-	-	-	300,000
-	-	250,000	-	-	-	-	-	250,000
-	-	-	7,000,000	-	-	-	-	7,000,000
-	1,500,000	-	-	-	-	-	-	1,500,000
-	-	-	8,000,000	-	-	-	-	8,000,000
50,000	500,000	2,000,000	-	-	-	-	-	2,600,000
-	-	-	-	-	-	-	*	-
-	-	-	-	25,000,000	-	-	-	25,000,000
-	-	-	-	-	10,000,000	-	-	10,000,000
-	-	-	-	-	-	-	-	400,000
-	-	-	-	-	-	-	-	1,030,000
500,000	-	-	-	-	-	-	-	500,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
-	-	-	-	-	-	-	-	100,000
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
700,000	10,150,000	7,500,000	24,150,000	25,150,000	19,150,000	150,000	9,150,000	109,511,066
999,208	(8,308,394)	(6,550,000)	(23,200,000)	(24,200,000)	(18,200,000)	800,000	(8,200,000)	
4,337,268	(3,971,126)	(10,521,126)	(33,721,126)	(57,921,126)	(76,121,126)	(57,121,126)	(84,321,126)	

Parks and Recreation Fund

Capital project: Recreation Center Expansion

Project cost: \$16,500,000 2016 cost: \$ 45,301 2015 cost: \$7,936,000 2014 cost: \$7,439,931
2013 cost: \$593,768

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: 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: The Plaza on Main (adjacent to the new Douglas County Library)

Project cost: \$9,300,000 **2016 cost:** \$8,454,415 **2015 cost:** \$740,000 **2014 costs:** \$105,585

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: 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: \$900,000 **2016 cost:** \$750,000 **2015 cost:** \$150,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: Over the last several years the demand for disc golf opportunities in the Parker area has increased significantly. We consistently hear requests from user groups, clubs, and our citizens for such a facility. Currently the nearest courses are located in the County or Aurora and Littleton, all of which are a substantial drive for our local residents. If developed 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



Parks and Recreation Fund

Capital project: Construction of East/West Regional Trail

Project cost: \$1,181,350 **2016 cost:** \$1,181,350

Operational impact: Maintenance and repair costs.

Council goals achieved:

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

Description/Discussion:

The East/West Regional Trail, which is planned to be approximately 20 miles in length, will connect Chatfield State Park with the Cherry Creek Regional Trail in Parker (*see map*). This trail will pass through Highlands Ranch, Douglas County, Lone Tree and Parker. All of these jurisdictions have been working together over the last several years to coordinate planning and design of this connection. The western portion of this trail has been completed from Chatfield State Park to Bluffs Regional Park, located just west of Sky Ridge Medical Center. This completed portion of the trail is soft-surface. The eastern portion of the trail is in final design stage with Douglas County and Lone Tree currently preparing alignment studies to determine the best location to cross under I-25 before traversing through Lone Tree and connecting into the Parker segment near Chambers Road. The Parker portion of this trail will run from the Cherry Creek Regional Trail on the east to the existing undercrossing of Chambers Road on the west. Construction of the trail segment between Chambers Road and Newlin Gulch Boulevard is scheduled for 2016. The final segment from Motsenbocker Road to the Cherry Creek Regional Trail is scheduled for design and engineering in 2016 and construction in 2017.



Parks and Recreation Fund

Capital project: Salisbury Park North Design

Project cost: \$200,000 **2016 cost:** \$100,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: Development of Salisbury Park North will address Council's goal of providing a full service community and excellence in parks and recreation. Currently, Parker is in need of additional sports fields and development of Salisbury Park North would provide an adequate inventory of fields and parkland for our active community.

Description/Discussion:

The design phase will take the approved concept and provide greater level of detail in preparation for the eventual construction of the project. Additionally, this process will allow staff and consultants to begin clarifying details to be used for cost estimates.

The development of 90-acre Salisbury Park North will provide the community with sports fields, a children's adventure play area, an outdoor performance venue, tennis and pickleball courts, biking and hiking trails, natural spaces and more. During the master plan process, citizens identified this park as a priority



Parks and Recreation Fund

Capital project: Sulphur Gulch Trail/Pikes Peak Crossing

Project cost: 250,000 **2016 cost:** \$30,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: Citizen Surveys conducted by the Town over the last several years have indicated that residents place a high priority on the development and expansion of our trail system, including measures to ensure trail users safety. As the Town has grown over the years, the desire for additional safe trail connections throughout Town, especially in the downtown area, has also increased. This project addresses this need.

Description/Discussion:

The proposed project re-aligns the trail to the south of its current location and also re-aligns the approach from the west to slow cyclist as they approach south Pikes Peak Drive. This new configuration allows better visibility of cyclists by drivers approaching this crossing from the north especially with the construction of the new multi-family residential development (Parker Flats) along the east side of Pikes Peak Drive. The trail re-alignment, along with enhanced pavement treatments, increased landscaping, plus widened trail approaches on both sides of Pikes Peak Drive, will increase safety at this crossing while also providing an entry demarcation into downtown Parker.

The proposed project will provide a safer and more visually appealing trail crossing at this location, consistent with other existing pedestrian and trail crossings in the downtown area.



Parks and Recreation Fund

Capital project: O'Brien Park Southern Edge Landscaping

Project cost: \$300,000 **2016 cost:** \$300,000

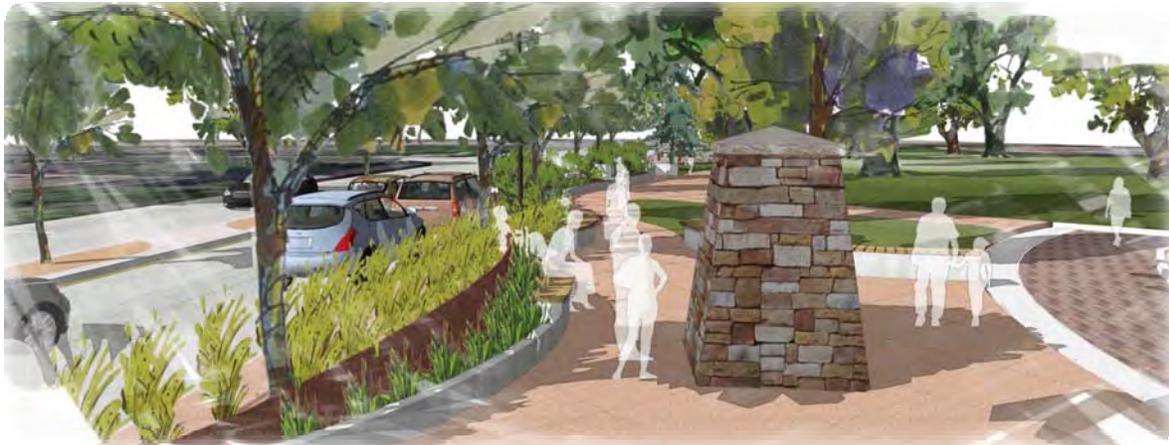
Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: O'Brien Park continues to be our most popular park and a frequent location for community events and activities. This use has resulted in an increasing number of park visitors improperly crossing Mainstreet (jaywalking) and posing serious safety concerns. The redesign of O'Brien Park's southern edge will enhance the park along Mainstreet while redirecting pedestrians to the crosswalk.

Description/Discussion:

The redesign of O'Brien Park's southern edge will include enhanced landscaping, integrated seating and decorative elements. The design is intended to both "frame" the southern edge of the park for visitors, as well as providing a visual and physical barrier for potential jaywalkers thereby encouraging greater use of the crosswalk by pedestrians.



Parks and Recreation Fund

Capital project: Parker Road/O'Brien Park Landscaping

Project cost: 150,000 **2016 cost:** \$150,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: In conjunction with the O'Brien Park southern edge enhancements, landscaping improvements are proposed in O'Brien Park along Parker Road (just north of the Mainstreet intersection).

Description/Discussion:

In an effort to beautify the edges of O'Brien Park and provide a more welcoming entry to the downtown area, landscaping improvements are proposed in the park along the Parker Road-Mainstreet intersection.

The existing landscaping (shown below) was originally installed several years ago and was restricted by easements and concerns with maintenance. Although some limitations still exist, staff, in collaboration with a landscape architect have developed a concept that will add beauty to the corner while adhering to easement limitations.



Parks and Recreation Fund

Capital project: Stroh Soccer Fields Parking Lot Improvements

Project cost: \$400,000 **2016 cost:** \$400,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: The Stroh Soccer Fields are a popular destination used for soccer and a variety of outdoor activities. The popularity of the park has resulted in considerable demand. This increased demand has begun to outnumber available parking, so more spaces are needed to maximize use of the park.

Description/Discussion:

The Stroh Soccer Fields also include a playground, picnic shelter and popular trailhead. As demand for the park has grown, parking gradually began to overflow onto the adjacent undeveloped site to the west. Now with development planned for this nearby apartment complex, additional onsite parking is needed to adequately address the park's patrons. The planned parking expansion includes approximately 50 more spaces (130 spaces currently). The additional parking will be located along the western edge of the park, adjacent to the detention area bordering the apartment complex. As with the existing parking, the new lot would consist of asphalt with concrete curb and gutters. Additionally, fully accessible parking would be included within the design.

As demand for soccer and other field sports continue to grow, the Stroh Soccer Fields are an important asset in our park inventory. Use of the park has grown steadily, including games, camps, clinics, events, 5K's, gatherings, etc. Providing sufficient parking to maximize park use is the most efficient and practical solution for providing a quality patron experience for years to come.



Parks and Recreation Fund

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

Project cost: 1,030,000 **2016 cost:** \$30,000 **2017 cost:** \$1,000,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: 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, Town staff worked with Douglas County staff to explore 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 opportunity. 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 2016 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 2016 and potential improvements in 2017



TOWN OF PARKER
CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2016-2025

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016
REVENUES:				
Use Tax	1,864,966	3,097,710	2,053,575	2,024,000
Excise Tax - Electric (25% Share of Total)	344,231	362,232	354,800	370,367
Road Sales Tax Shareback	2,140,103	2,218,219	2,390,000	2,494,900
Road Use Tax Shareback	223,531	353,022	248,800	242,900
Parker Homestead Metro District (Chambers Road) (Per Annexation Agreement)		393,230	1,006,770	400,000
Parker Homestead Metro District (Chambers Road/Homestead Signal)	136,000			
Anthology Development (Hess Road Widening - '12) (Current Court Case)				
Compark Annexation (Original & 2013) Single Family Grasslands		124,250		
Clarke Farms Commercial (20-Mile & Pony Express Traffic Signal)				
Cottonwood Development Funds (Parkerhouse Signal - Tentative)				
Auburn Hills Development Funds (Tentative)				
Jordan Crossing Escrow Funds				
Anthology Development Funds (Tentative)				
Village on the Green Escrow, Reata West & Woody Creek (Tentative) - Traffic Signal Only				
Douglas County Escrow Funds - Lincoln Creek Development				
Cottonwood Drive - Condos Contribution				
Stroh Road Contributions - PWSD & Village on the Green			353,079	
Hess Road Bridge - Parker Water & Sanitation District IGA		202,943	135,707	
Hess Road Bridge - Robinson Ranch Metro District IGA (Escrowed)				
Park Glenn Improvement District Fund - Parker/Parkglenn Traffic Signal				
Motsenbocker Widening - Clarke Farms to Todd Drive (Neu Towne) (a)		75,000		850,000
Motsenbocker Widening - Clarke Farms to Todd Drive (Overlook at Cherry Creek) (a)			924,597	
Douglas County Contribution - Todd Drive (b)		600,000		
Douglas County Contribution - Chambers Widening (South of Mainstreet)				1,750,000
Parker Rd & Woodman Turn Lane		300,000	142,078	
Pine Bluff Ped Signal		30,000		
Hilltop Rd & Legend HS Access		148,110		
Cottonwood King Soopers		250,000		
Misc Contributions		224,420	344,677	
Debt Issuance	-	13,204,976		
Transfer from General Fund (c)	1,250,000	315,000	191,370	1,500,000
Transfer from Parkglenn Capital Fund				
Douglas County Contribution - PW Facility		1,039,630		
Douglas County Library - EastMain Site Development		-	400,000	
Misc Grants	223,556	236,186		
Interest & Earnings	6,481	47,057	67,800	69,300
FASTER (CDOT)	271,878	282,848	288,200	291,100
TOTAL REVENUES	6,460,747	23,504,833	8,901,452	9,992,567

TOWN OF PARKER
CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2016-2025

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016
EXPENDITURES :				
Debt Issuance Costs		131,001		
<u>Facility CIP:</u>				
Publics Works Facility	540,986	9,611,594	5,647,420	
Photovoltaics (solar panels) PW Facility				400,000
Civic Centre DC Library / Site Development		189,900	4,115,885	
<u>Roadway CIP:</u>				
Street Improvements				1,500,000
Bayou Gulch - Crowfoot to Southern Town Limit (Phase 2)				
Chambers Widening - Hess to Stroh (Phase 2)				
Chambers Widening - Mainstreet to Hess (Phase 2)		286,624	100,000	11,200,000
Chambers Widening - Stroh to Crowfoot (Phase 2)				
Cottonwood Widening - Jordan to Cherry Creek				631,000
Crowfoot Valley Widening - Stroh to Southern Town Limit				
Crown Crest Roundabout Modification				
Dransfeldt Extension - 20-Mile to Motsenbocker Road				
Dransfeldt Widening - Lincoln to Mainstreet				
Mainstreet North Side Sidewalk (T&C Area)				*
Hess Road Widening / Bridge(Cherry Creek) - Nate to Mots.	236,758	3,970,501	350,000	
Hess Widening - Great Plain to Western Town Limit				
Hess Widening - Motsenbocker to Great Plains	342,857	2,256		
Jordan Road Widening to Hess Road (south of Main)				
Jordan/Lincoln Intersection Improvements				
Kieffer Crossing Improvements (Approach)				
Lincoln Widening - Keystone to Parker Road				
Mainstreet Master Plan Implementation				
Motsenbocker Widening - Clarke Farms to Todd Drive		148,628		100,000
Motsenbocker Widening - Todd Drive to Stroh Ranch				
Parker Road and Woodman Turn Lane			455,000	
Parker Road Corridor Implementation				
Parker Road Sidewalk Project	(70)			50,000
Parker Road/Lincoln Deceleration Lane	289,238			
Parkglenn Way - South of Longs (to Brownstone extension)				
Pikes Peak Court Extension	40,665	1,159,875	3,200	
Pikes Peak Drive (Mainstreet/Sulphur Gulch) Design				150,000
Pilgrims Place				50,000
Pine Lane Widening - Jordan to Wintergreen				
Power Line Undergrounding	4,500	958,944	35,656	
Stroh Rd. Widening - J. Morgan to Motsenbocker				
Summerset Drive Extension			80,000	1,500,000
Todd Drive (Jordan to Motsenbocker)		429,184	1,505,816	
Misc. Sidewalk Gap Closures	67,915	43,681	188,319	100,000
Roadway Safety Enhancements	54,526	24,757	200,000	190,000
Median/Entryway Lighting & Landscaping	359,472	517,538	50,000	583,661
Townwide Sign Program	23,807	142,374	70,000	985,000

2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL 2016 TO 2025
									-
									-
									400,000
									-
1,500,000	1,750,000	1,750,000	2,000,000	2,000,000	2,250,000	2,250,000	2,500,000	2,500,000	20,000,000
								*	-
				329,000	3,901,000				4,230,000
600,000									11,800,000
6,570,000							366,000	4,352,000	4,718,000
								*	-
								*	-
								20,000,000	20,000,000
		789,000	2,560,000						3,349,000
*									-
									-
			1,103,000						1,103,000
									-
394,000	3,292,000								3,686,000
				120,000	3,169,000				3,289,000
	*								-
			695,000	7,162,000					7,857,000
									-
3,000,000									3,100,000
			586,000	4,422,000					5,008,000
									-
									-
50,000	1,000,000								1,100,000
									-
			300,000						300,000
									-
									150,000
									50,000
							150,000	1,350,000	1,500,000
									-
			551,000	5,741,000					6,292,000
									1,500,000
									-
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,090,000
300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,283,661
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,885,000

**TOWN OF PARKER
CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2016-2025**

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016
EXPENDITURES :				
<i><u>Traffic Signal CIP (Standalone & Not In Roadway CIP Listing Above):</u></i>				
Chambers Road/Compark Boulevard			275,000	
Chambers Road/Cottonwood Dr				10,000
Chambers Road/Grasslands Drive				
Cottonwood Drive/Cottonwood Way			275,000	
Crowncrest/Hospital Signal				275,000
Dransfeldt Road/Parkglenn Way				
Hess Road/Great Plain Way				
Hilltop and Legend HS Access		148,317		
Jordan Road/Cedar Gulch Parkway				
Jordan Road/Parkerhouse Road				
Jordan Road/Todd Drive				
Lincoln Avenue/Village Creek Pkwy (Lincoln Creek)				
Motsenbocker Road/French Creek Avenue				
Parker Road/Longs Way				
Parker Road/Parkglenn Way			15,000	269,000
Parker Road/Rancho Caballo				
Pine Drive/Summerset				
Pine Drive/Dewberry		20,472	55,057	
Stroh Road/J. Morgan Boulevard				
Twenty Mile Road/Pony Express Drive				
Contingency	-	7,432		100,000
TOTAL EXPENDITURES	1,960,652	17,793,078	13,421,353	18,093,661
(Use)/Accumulation of Surplus Funds	4,500,095	5,711,755	(4,519,901)	(8,101,094)
ENDING FUND BALANCE	11,710,098	17,421,853	12,901,952	4,800,858

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

2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL 2016 TO 2025
									Continued
275,000									-
	275,000								285,000
									275,000
									-
								288,000	275,000
									288,000
		256,000							256,000
									-
		256,000							256,000
250,000									250,000
			264,000						264,000
			264,000						264,000
					279,000				279,000
			284,000						284,000
				339,000					269,000
									339,000
									-
									-
	250,000								250,000
	248,000								248,000
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
13,339,000	7,515,000	3,751,000	9,307,000	20,813,000	10,299,000	2,950,000	3,716,000	29,190,000	118,973,661
(4,325,033)	2,015,640	4,678,633	(57,833)	(11,753,200)	(734,900)	6,815,575	8,507,229	(19,253,791)	
475,825	2,491,465	7,170,098	7,112,265	(4,640,935)	(5,375,835)	2,174,640	3,131,395	(17,079,151)	

Public Improvement Fund

Capital project: Chambers Road Widening – Mainstreet to Hess

Project cost: \$11,900,000 **2015 cost:** \$100,000 **2016 cost:** \$11,200,000 **2017 cost:** \$700,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: 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/Ridge Gate 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: Cottonwood Widening – Jordan Road to Cherry Creek

Project cost: \$7,551,000 **2016 cost:** \$631,000 **2017 cost:** \$6,570,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Due to the approval of the Cottonwood Highlands development and the redevelopment of the Cottonwood King Soopers site, the east-west traffic patterns on Cottonwood Drive are anticipated to increase. In order to address this increase, the widening of Cottonwood Drive between Jordan Road and Cherry Creek will need to commence. With the plan for Cottonwood Drive to be extended to Chambers Road and the adjacent development of the Cottonwood, Compark and Crown Point areas, there will be a continued increase of traffic on Cottonwood Drive in the future. The widening of Cottonwood Drive will be a community enhancement to support the economic development of this area.

Description/Discussion:

The Town constructed the original 2-lane Cottonwood Drive bridge over Cherry Creek in the 1980's. This 2-lane configuration over Cherry Creek has supported the adjacent development for almost 30-years. In 2015, the Town approved the Cottonwood Highlands development west of Jordan Road. This project will result in additional residential and commercial development west of Jordan Road. This project will also construct Cottonwood Drive west of Jordan Road and Chambers Road. Due to the anticipated Cottonwood Highlands development and the anticipated Compark plus Crown Point development, there will be increased traffic on Cottonwood Drive. In addition, the Town approved the Cottonwood King Soopers redevelopment which will result in increased traffic on Cottonwood Drive. In order to stay ahead of this anticipated traffic increase, the Town should commence the design and construction of the widening of Cottonwood Drive between Cottonwood Way (first intersection east of Cherry Creek) and Jordan Road.



Public Improvement Fund

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

Project cost: \$3,100,000 **2015 cost:** \$100,000 **2016 cost:** \$3,000,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: 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.



Public Improvement Fund

Capital project: Parker Road Sidewalk (East)

Project cost: \$1,100,000 **2016 cost:** \$50,000 **2017 cost:** \$50,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Since the sidewalk was completed on the west side of Parker Road several years ago between Mainstreet and Lincoln Avenue, the Town has gotten numerous complements on the addition from a pedestrian connectivity standpoint. There is current a dirt “social path” on the east side of Parker Road that shows the need for this sidewalk. This project will be a community enhancement by increasing pedestrian connectivity and safety.

Description/Discussion:

There is currently no continuous sidewalk on the east side of Parker Road (State Highway 83) between Plaza Drive and the Sulphur Gulch trail (south of Mainstreet). Town Staff applied for and received approval for Federal funding for the construction of a 10-foot wide multiuse sidewalk/trail adjacent on the east side of Parker Road as part of the recent DRCOG transportation funding process. The Federal funds will be administered through CDOT (Colorado Department of Transportation) and are part of their fiscal year 2018 (which commences 07/01/2017). This Federal funding will only be for the actual construction of the sidewalk and not for design or easement acquisition. The Town is proposing to expend Town funds in 2016 to complete the design and additional Town funds will be needed in 2017 to acquire the easements needed for construction (both permanent and temporary).



Public Improvement Fund

Capital project: Pikes Peak Court Extension

Project cost: \$3,200,000 **2016 cost:** \$200,000 **2017 cost:** \$3,000,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: As of assembling this budget request justification, the Town Council had yet to approve the Mainstreet Master Plan (MMP). The MMP recommends improvements to Pikes Peak Drive consisting of wider sidewalks, pedestrian lighting and streetscape improvements. In addition, this improvement has the possibility of improved economic development in the area.

Description/Discussion:

Since the Town completed the streetscape and drainage improvement on Mainstreet in 2008, businesses on Pikes Peak Drive has asked when they would see improvements as well. The current sidewalks are not ADA (American with Disabilities Act) compliant and should be widened. In addition, pedestrian lighting should be added to tie the street streetscape wise with the 2008 Mainstreet improvements.



Public Improvement Fund

Capital project: Summerset Lane Extension

Project cost: \$1,580,000 **2015 cost:** \$80,000 **2016 cost:** \$1,500,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: This roadway will provide improved access for the proposed Pine Curve development near the Mainstreet and Pine Drive intersection. A goal of Town Council is the development of the Pine Curve property for economic development purposes. In addition, the roadway will provide improved access to the property on the northeast corner of Pine Drive and Summerset Lane. It is currently anticipated that this property will redevelop to a commercial development.

Description/Discussion:

The construction of the Summerset Lane extension has been anticipated for over 10-years as part of the access needed for the Pine Curve development. The potential Pine Curve development is located at the southeast corner of the Pine Drive/Summerset Lane intersection and is currently owned by the Town of Parker. The Pine Curve development is anticipated to be a commercial development that will require two (2) full movement accesses of which Pine Drive/Summerset Lane will be one (1) of them. The intersection of Pine Drive & Summerset Lane will be signalized as part of the proposed roadway extension project. The signalization of this intersection is a separate capital improvement project that was approved by Town Council several years ago but has been “frozen” while waiting for the Pine Curve development to move forward.



Public Improvement Fund

Capital project: Sidewalk gap closures

Project cost: \$100,000 **2016 cost:** \$100,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: 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: \$190,000 **2016 cost:** \$190,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: 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 luminaires, sight distance concerns and the complaints from the Town's citizens and home owner associations (HOA) 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, luminaires can run in excess of \$20k per intersection to install. 2015 funds were utilized for the improvements on Clarke Farms Drive. The plan for funding in 2016 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. With the Cottonwood Highlands development under development in the second-half of 2015, the Jordan Road corridor will see increased vehicular and pedestrian traffic. This annual fund allows the Town to be proactive and flexible in these safety areas. Based on past experience, landscaping sight distance issues will come up in 2016 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: \$583,661 **2016 cost:** \$583,661

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Enhancing the beauty of the Town by improving the landscaping of medians and entryways and installing the distinctive 5-globe lights to let people know that they are in Parker.

Description/Discussion:

In 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 2017 (assuming annual funding is continued). 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.



Public Improvement Fund

Capital project: Town-wide Sign Program

Project cost: \$985,000 **2016 cost:** \$985,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Increasing safety on the Town's roadways.

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/Cottonwood Traffic Signal

Project cost: \$285,000 **2016 cost:** \$10,000 **2017 cost:** \$275,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Due to the continued economic development of the Compark area, traffic has continued to increase in the area. This traffic signal will support this continued economic development of the area.

Description/Discussion:

It is currently anticipated that the Cottonwood Highlands developer will construct Cottonwood Drive between Chambers Road and Jordan Road in 2016. This roadway extension will result in the creation of a new intersection at the Chambers Road and Cottonwood Drive which will not meet Federal MUTCD (Manual of Uniform Traffic Control Devices) warrants for installation of a traffic signal in 2016. Assuming that the proposed development occurs as currently anticipated in the area, the intersection is anticipated to meet warrants in 2017 but may be constructed later depending on traffic (which determines the need for a traffic signal). The 2016 requested funding is for design of the traffic signal. The Town should anticipate reimbursement for the traffic signal installation as development occurs adjacent to the intersection.



Public Improvement Fund

Capital project: Crown Crest Boulevard/Hospital Traffic Signal

Project cost: \$275,000 **2016 cost:** \$275,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Due to the continued economic development of the Crown Point area, traffic has continued to increase in the area. This traffic signal will support this continued economic development of the area.

Description/Discussion:

Due to the proposed development of the Crown Crest subdivision site, a traffic impact study (TIS) was required. This TIS recommended the construction of a traffic signal at the Crown Crest Boulevard intersection with a private access road east of the Crown Crest Boulevard intersection at such time that the location meets minimum requirements. The funds for this traffic signal were paid to the Town of Parker over 10-years ago and escrowed as construction was tied to the location meeting Federal MUTCD (Manual of Uniform Traffic Control Devices) warrants. The Town completed a warrant analysis in 2014 which demonstrated that the location did not meet warrants at that time. Due to continued development at the Parker Adventist Hospital location and other development in the area, traffic has continued to increase and the intersection is anticipated to meet warrants for installation of a traffic signal in 2016.



Public Improvement Fund

Capital project: Parker Road/Parkglenn Way Traffic Signal

Project cost: \$284,000 **2015 cost:** \$15,000 **2016 cost:** \$269,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: 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: Street Improvements

Project cost: \$1,500,000 **2016 cost:** \$1,500,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Ongoing street improvements create a safer community for Parker residents and visitors.

Description/Discussion:

The streets division programs various roadway improvements throughout the Town based on need. These projects are minor compared and consist of limited reconstruction of small segments of roadway.

**TOWN OF PARKER
CAPITAL PROJECTS - STORMWATER UTILITY
TEN YEAR CAPITAL IMPROVEMENT PLAN
2016-2025**

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016	2017
REVENUES:					
Stormwater Utility Fund (5% growth starting in 2015)	600,000	600,000	630,000	661,500	694,575
Escrow from Parker Homestead SIA	-	22,000	143,037	-	-
TOTAL REVENUES	600,000	622,000	773,037	661,500	694,575
EXPENDITURES:					
Miscellaneous Capital Improvements					100,000
Cherry Creek at Cottonwood Phase 1 (a)					
Cherry Creek at Cottonwood Phase 2 (a)					
Cherry Creek at KOA (a)				65,000	250,000
Cherry Creek at Lincoln (a)					70,000
Cherry Creek at Mainstreet (a)					
Cherry Creek at Norton Open Space (a)	40,000	200,000	75,000		
Crown Point Regional Detention Pond			200,000		
Hilltop Road Water Quality Improvements			50,000		
Lemon Gulch (a)					
MSC Parking Lot				10,000	
Newlin Gulch (a)					40,000
Newlin Gulch Crossing at East-West Trail (a)				200,000	
Newlin Gulch Crossing at Parker Homestead (c)			165,037		
Oak Gulch (a)					100,000
Oak Gulch Improvements (a)				50,000	
Parker Square Drainage Improvements				100,000	
Pine Gulch Regional Detention Pond (a)(b)			100,000		
Potestio Brothers Drainage Improvements (a)	-		75,000		
Robinson Ranch Drainage Improvements				50,000	
Sara Gulch (a)					
Sierra Middle School at Pine Lane Elem Drainage	178,661	-			
Sulpher Gulch at Canterbury Parkway (a)	250,000	-	125,000		
Sulpher Gulch at Canterbury Trail (a)					
Tallman Gulch at Hidden River (a)					
Tallman Gulch at Wanderlust (a)					
Tallman Tributary (a)					
Mower				15,000	
Plate Compactor Attachment			4,900		
Overseeder Attachment					
Rototiller Attachment		6,124			
Dump Trailer		9,399			
F350 Pickup with Dump Bed					
Single Axle Dump Truck					
TOTAL EXPENDITURES	468,661	215,523	794,937	490,000	560,000
(Use)/Accumulation of Surplus Funds	131,339	406,477	(21,900)	171,500	134,575
ENDING FUND BALANCE	266,339	672,816	650,916	822,416	956,991

Stormwater Utility Fund

Capital project: Cherry Creek Improvements at KOA

Project cost: \$315,000 **2016 cost:** \$65,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: This reach of Cherry Creek has aggraded causing no formal channel through the reach. The project improvements will include formalizing the channel invert and promote healthy riparian habitat along the corridor by discouraging sand and sediment from smothering vegetation. This will also reduce the risk of flooding outside the current floodplain boundaries.

Description/Discussion:

This project is located on a reach of Cherry Creek from Salisbury Park downstream to an area adjacent to Flat Acres Farm. The project is anticipated to entail grade control structures within the channel invert along with bank stabilization in areas where erosion is likely to occur. This project is anticipated to be design in 2016 followed by construction in 2017 if the extension of Dransfeldt Road is imminent. This project may be pushed back depending on the developments of the Dransfeldt Road crossing over Cherry Creek schedule.

The current estimate for design and construction is \$750,000 with project sponsor contributions as follows:

2016 Design:	
Urban Drainage and Flood Control District	\$65,000
Town of Parker	\$65,000
2017 Construction:	
Urban Drainage and Flood Control District	\$250,000
Town of Parker	\$250,000
Total cost of design and construction:	\$630,000

Stormwater Utility Fund

Capital project: Old Schoolhouse Parking Lot

Project cost: \$10,000 **2016 cost:** \$10,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: This project will provide adequate storm drainage at the MSC parking lot. These improvements will help protect properties from the potential of localized flooding reducing the potential inconvenience of residents.

Description/Discussion:

The Town plans to rehabilitate the Old Schoolhouse parking lot, which requires providing adequate storm drainage within the area. This contribution will go towards providing adequate drainage thereby enhancing the facility for public use.



Stormwater Utility Fund

Capital project: Newlin Gulch Trail Crossing at East-West Trail

Project cost: \$200,000 **2016 cost:** \$200,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

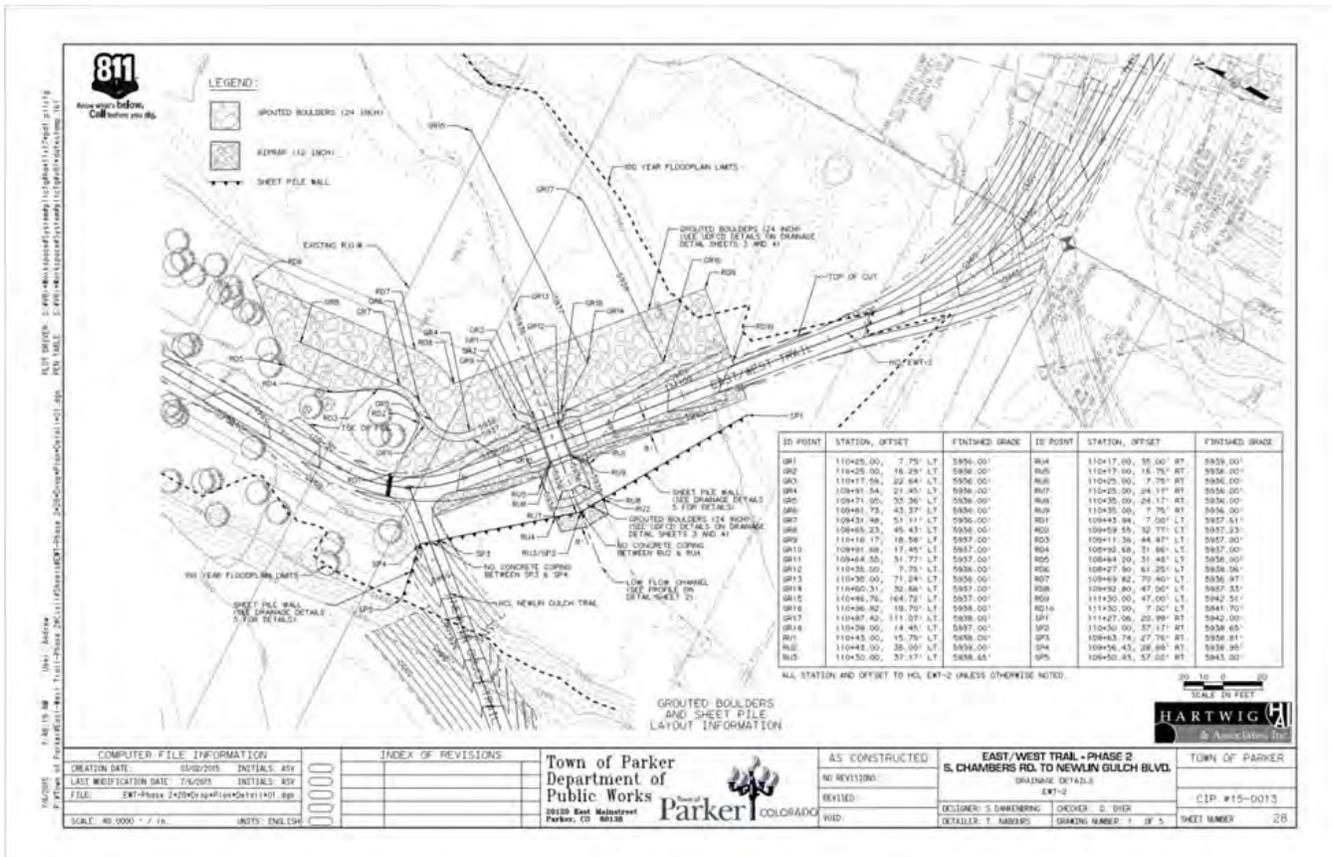
Promote a Safe and Healthy Community: These improvements will allow pedestrians to cross the gulch during nuisance flow and frequent storm discharge flow events without negotiating moving through flowing water.

Description/Discussion:

This project is located in Newlin Gulch just east of Chambers Road within the power line transmission property for Xcel Energy. The project is a low water crossing structure and grade control structure within Newlin Gulch. The East-West trail was designed in 2015 and is planned for construction in 2016. The Town and Urban Drainage have also finalized a master plan for Newlin Gulch in 2015 and this area was identified as one location for grade control needed in the channel for stabilization. This funding will include construction in 2016. The estimate for the construction is \$400,000 and funding cooperation from Urban Drainage and Flood Control District is as follows:

2016:

Urban Drainage and Flood Control District	\$200,000
Town of Parker	\$200,000
Total cost of construction:	\$400,000



Stormwater Utility Fund

Capital project: Oak Gulch Improvements

Project cost: \$50,000 **2016 cost:** \$50,000

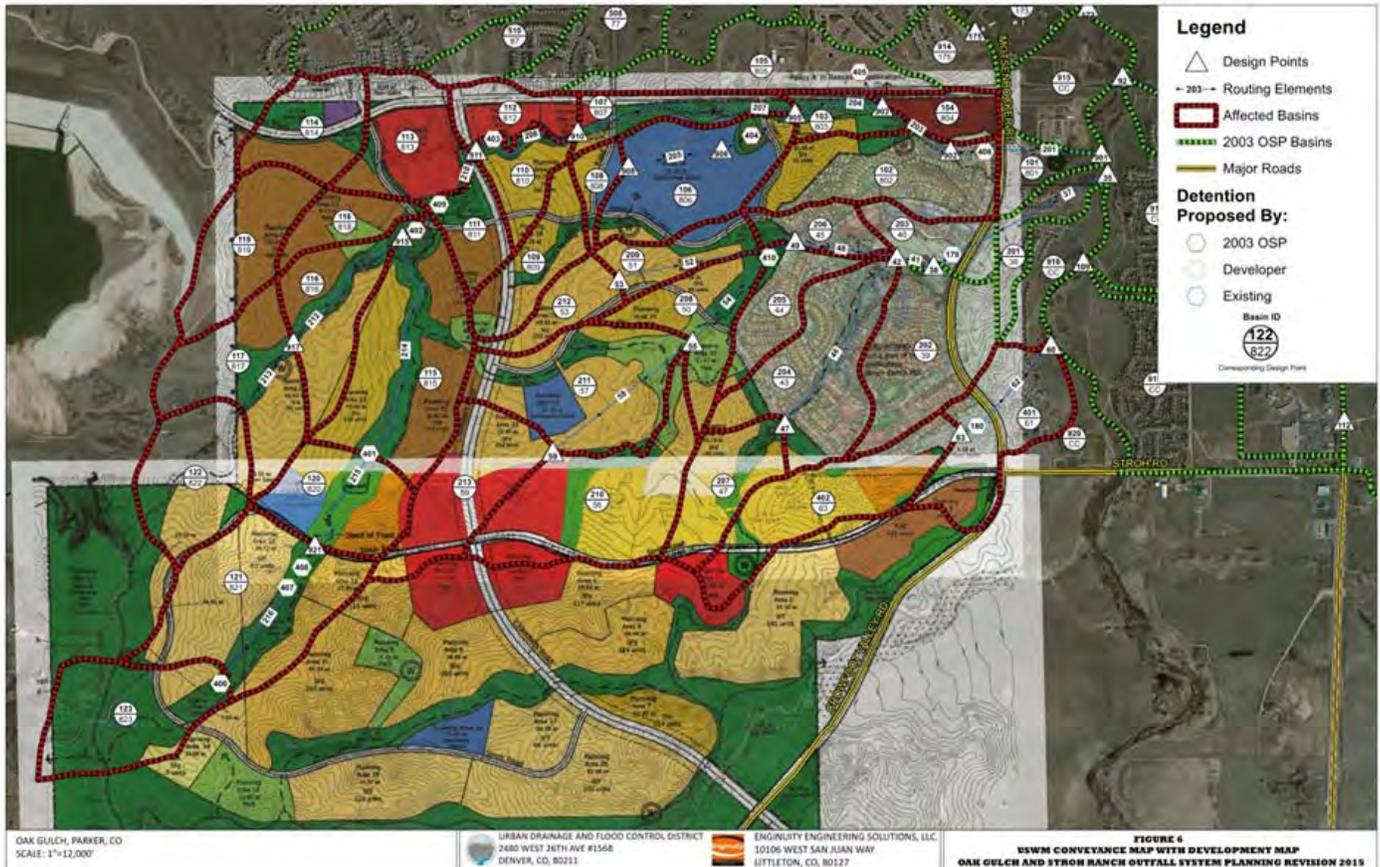
Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: This project will focus on planning for protecting future infrastructure and properties from flooding and preserve the Oak Gulch drainage corridor.

Description/Discussion:

This project is for planning and design of improvements to Oak Gulch based on a recently completed master plan and an ongoing assessment of the watershed. There is a potential for the funds to be partially used for design and partially used for construction if it is determined that an immediate project is necessary.



Stormwater Utility Fund

Capital project: Parker Square Drainage Improvements

Project cost: \$100,000 **2016 cost:** \$100,000

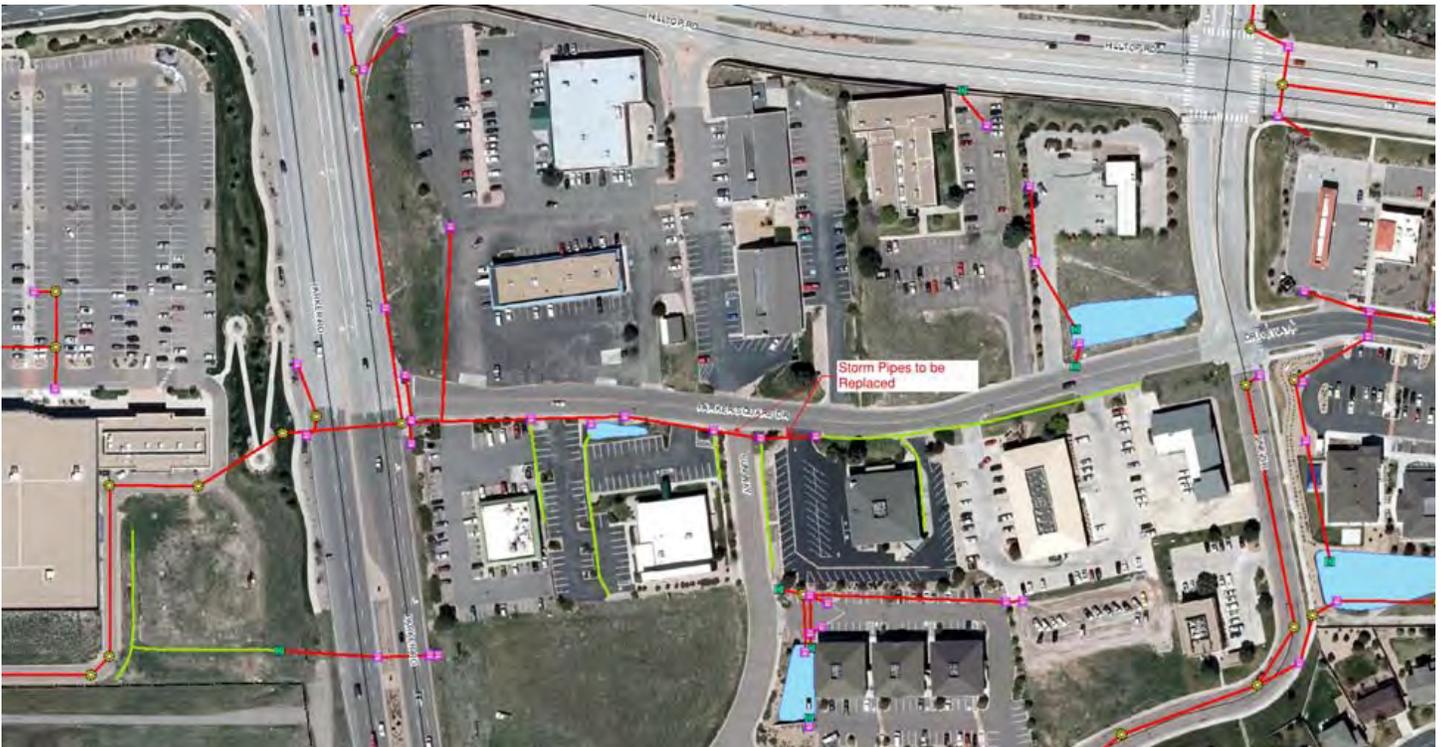
Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: These improvements will help protect the travelling public and adjacent properties from the potential of localized flooding and safely convey stormwater runoff to the extended infrastructure network and eventually to Cherry Creek.

Description/Discussion:

The storm infrastructure in the Parker Square Right-of-Way was inspected and found to be deteriorated and deformed to the point that stormwater runoff is not conveyed downstream in a manner consistent with the original design. This project is also identified for 2016 because it will require some roadway and shoulder replacement. Parker Square Drive will be resurfaced in 2016, so it makes sense to replace the storm infrastructure at the same time to minimize the future interruptions to the travelling public and the adjacent properties as well as make the best use of tax payers' funds by replacing the road surface once rather than twice in a short period of time.



**TOWN OF PARKER
 CAPITAL PROJECTS - FACILITIES
 TEN YEAR CAPITAL IMPROVEMENT PLAN
 2016-2025**

DESCRIPTION	ACTUAL	ACTUAL	PROJECTED	PROPOSED	
	2013	2014	2015	BUDGET	2017
REVENUES :					
Charges for Services:					
General Fund		348,172	420,000	269,000	625,000
Parks and Rec Fund		126,610	15,000	203,000	-
PACE Fund		-	30,000	50,000	50,000
Transfer in School House		(202,600)	251,575	951,545	320,000
Grant Funding (a)		310,000	200,000	200,000	
TOTAL REVENUES	-	582,182	916,575	1,673,545	995,000
EXPENDITURES :					
General Gov't. Carpet Program		17,600	30,000	30,000	30,000
Reconfiguration/Updates to Motsenbocker Facility		303,500	350,000	45,000	
Public Works Office Bldg. roof (Flat)					35,000
Public Works Office Bldg. RTU's				20,000	25,000
Public Works Parks bldg. Roof					100,000
Public Works Parks HVAC unit					35,000
Public Works/Parks Fiber Connection - Mots				60,000	
Town Hall Bldg. Controls		27,072			
Town Hall Boilers					
Town Hall Roof					
Town Hall VAV Zone Valves				39,000	
Town Hall RTU's					
Town Hall Expansion					400,000
Police Department Expansion					
PD Cooling Tower for A/C Units				75,000	
Concrete removal and enhancement of Old Town Hall patio			20,000		
Concrete trail improvements for Stroh Soccer Park			20,000		
School House RTU's					
School House (Old School House) Heating unit -boiler (a)				150,000	
School House Dry Valve (Fire Sprinkler)			10,000		
School House Electrical Upgrade		100,000	85,000		
School House Fire Alarm Panel				78,000	
School House Fire Sprinkler Head Replacement				10,000	
School House Annex					
School House Gym Conversion					
School House Old School House Rehab (a)			213,975	318,045	320,000
School House Parking Lot Replacement and Lighting				500,000	
School House RTU for Gym				60,000	
School House Sewer Line replacement Analysis		7,400	142,600		
Ruth Chapel Front Steps				10,500	
Ruth Chapel Seal Foundation Walls				25,000	
Townwide Public Art			30,000	50,000	50,000
Fieldhouse Electrical Surge Protection			15,000		
Fieldhouse Bldg. Controls		29,610			
O'Brien Pool Bldg. Doors				8,000	
Replace existing portions of flooring in Recreation Center				45,000	

2018	2019	2020	2021	2022	2023	2024	2025	TOTAL 2016 TO 2025
4,615,000	145,000	70,000	-	600,000	-	-	-	6,324,000
-	-	85,000	-	-	85,000	-	-	373,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
25,000	25,000	-	-	-	-	-	-	1,321,545
								200,000
								-
4,690,000	220,000	205,000	50,000	650,000	135,000	50,000	50,000	8,718,545

30,000								90,000
								45,000
30,000								35,000
								75,000
	25,000							100,000
								60,000
								60,000
								-
	55,000							55,000
				600,000				600,000
								39,000
55,000	65,000	70,000						190,000
4,500,000								4,900,000
								-
								75,000
								-
								-
25,000	25,000							50,000
								150,000
								-
								-
								78,000
								10,000
								-
								-
								638,045
								500,000
								60,000
								-
								10,500
								25,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
								-
								-
								8,000
								45,000

**TOWN OF PARKER
 CAPITAL PROJECTS - FACILITIES
 TEN YEAR CAPITAL IMPROVEMENT PLAN
 2016-2025**

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016	2017
Renovating the public equip storage Group Fitness Studio				15,000	
Carpet Replacement at Rec Center				35,000	
Replastering of H20'Brien Pool				100,000	
Rec. Center Roof					
Rec. Center RTU's		45,000			
Rec. Center Group Cycle Room Floor		20,000			
Rec. Center Gym Curtain		32,000			
Salisbury Concession/RR's HVAC Unit					
Salisbury Equestrian HVAC					
TOTAL EXPENDITURES	-	582,182	916,575	1,673,545	995,000
(Use)/Accumulation of Surplus Funds	-	-	-	-	-
ENDING FUND BALANCE	-	-	-	-	-

(a) Projects are partially funded by State Historical Society grant and are coordinated with and included in the Cultural CIP

2018	2019	2020	2021	2022	2023	2024	2025	TOTAL 2016 TO 2025
								Continued
								15,000
								35,000
								100,000
		50,000			50,000			-
								100,000
								-
		35,000						35,000
					35,000			35,000
								-
								-
4,690,000	220,000	205,000	50,000	650,000	135,000	50,000	50,000	8,718,545
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

TOWN OF PARKER
CAPITAL OUTLAY - MACHINERY, EQUIPMENT AND SOFTWARE
TEN YEAR CAPITAL IMPROVEMENT PLAN
2016-2025

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016	2017
REVENUES :					
General Fund		803,816	995,924	3,028,900	765,000
LEAF Fund		40,000	-	-	-
Recreation Fund		23,210	223,085	160,955	-
Information Technology Fund		45,350	201,500	268,500	310,000
Fleet Fund	840,478	860,017	960,000	1,340,000	-
Facilities Fund		-	35,000	-	-
TOTAL REVENUES	840,478	1,772,393	2,415,509	4,798,355	1,075,000
EXPENDITURES :					
One (1) Sergeant patrol vehicle			60,000		
Administrative Vehicle (2)			56,000		
Animal Service Vehicle			65,000		
K-9				11,000	
Five (5) Portable Radios				37,500	
Wearable Camera System (5 units)			13,600		
Police Mobile Command Center					
Two (2) Additional Police Vehicles		54,006	35,994		
Three (3) Additional Police Vehicles				192,900	
PD RMS				2,000,000	
Time Division Multiple Access (TDMA) - 2nd Phase		120,000	120,000	120,000	120,000
Dispatch Radio System Replacement		550,000			
Roadway Widener Skid Steer Loader Attachment		29,000			
Single Drum Vibratory Roller		6,750			
Concrete Breaker Backhoe Attachment		21,448			
Asphalt Paver w/Roller					
Backhoe			113,780		
Random Crack Router				15,000	
Drag A Box - Military				22,000	
Pickup Spreaders				40,000	
Mastic Machine				60,000	
Skid Mount Portable Mixer				100,000	
Tandem Dump Truck w/Snowplow				250,000	
Front End Loader (4 CY)					350,000
Gradall					
Pickup Truck w/Snowplow					45,000
Portland Cement Storage Silo					
Regenerative Air Street Sweeper			265,000		
Vehicle Radios					250,000
Travel Time Feedback System					
Bucket Truck					
Pickup Truck w/Snowplow					
Traffic Signal System Replacement			220,000		

2018	2019	2020	2021	2022	2023	2024	2025	TOTAL 2016 TO 2025
675,000	40,000	830,000	265,000	45,000	-	-	850,000	6,498,900
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	160,955
-	-	-	-	-	-	-	-	578,500
-	-	-	-	-	-	-	-	1,340,000
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
675,000	40,000	830,000	265,000	45,000	-	-	850,000	8,578,355

								-
								-
								-
								-
								11,000
								37,500
								-
600,000								600,000
								-
								192,900
								2,000,000
								240,000
								-
								-
								-
							350,000	350,000
								-
								15,000
	40,000							22,000
								80,000
								60,000
								100,000
		280,000						530,000
								350,000
		400,000						400,000
				45,000				90,000
30,000								30,000
			265,000					265,000
								250,000
							500,000	500,000
		150,000						150,000
45,000								45,000
								-

TOWN OF PARKER
CAPITAL OUTLAY - MACHINERY, EQUIPMENT AND SOFTWARE
TEN YEAR CAPITAL IMPROVEMENT PLAN
2016-2025

DESCRIPTION	ACTUAL 2013	ACTUAL 2014	PROJECTED 2015	PROPOSED BUDGET 2016	2017
Toro Versa-Vac Turf Sweeper		22,612			
John Deere 1585				36,500	
Parks Vehicles - Two (2) Pickups				144,000	
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		
Two (2) License Plate Recognition (LPR) units		40,000			
Two (2) Precor Adaptive Motion Train		12,210			
Octane LateralX Elliptical Trainer		11,000			
Precor 835 Treadmills (12)			75,000		
Stairmaster Step mill (3)			13,085		
Electronic Gymnasium Basketball Hoop system (6)			45,000		
Parks & Recreation Management Software			90,000		
Betco Stealth ASC20BT Auto-Scrubber				5,800	
Three (3) Balanced Body Pilates Reformers with Tower				15,155	
Three (3) Cybex ARC Trainers				17,000	
Three (3) Precor Elliptical trainers				16,000	
Refurbish the SCS play structure at H20' Brien pool				33,000	
Fieldhouse Play ground Area Renovation				60,000	
Two (2) Adaptive Motion Trainers for Parker Fieldhouse				14,000	
Vehicle Alignment Machine				40,000	
Fleet Replacements	840,478	860,017	960,000	1,300,000	
Point-to-Point and Port-to-Multiport RF Antenna Links		33,800			
Software Upgrade for Bridgewater Antennas		11,550			
Pikes Peak A/V Replacement			19,500		
Switch Replacement					310,000
VMware Virtual Host Primary Cluster Replacement				97,000	
Town Hall VMware Host Cluster Build-out				78,500	
Field House Security Camera System Upgrade				38,000	
Firewall Project			32,000	40,000	
PD Internal Affairs interview room video server				15,000	
PD SANS			120,000		
SAN Switches			30,000		
Facilities 1-Ton Service Van			35,000		
TOTAL EXPENDITURES	840,478	1,772,393	2,415,509	4,798,355	1,075,000
(Use)/Accumulation of Surplus Funds	-	-	-	-	-
ENDING FUND BALANCE	-	-	-	-	-

TOWN OF PARKER
NON-ROUTINE CAPITAL IMPROVEMENT PROJECTS WITH A SIGNIFICANT IMPACT ON THE OPERATING BUDGET
2016-2025

Capital Project and Description of Impacts	Operating Fund Impacted				
		2014	2015	2016	2017
Public Works Facility	General	\$ -	\$ 86,100	\$ 88,700	\$ 91,400
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.					
The Plaza on Main	General	\$ -	\$ 23,000	\$ 23,000	\$ 23,000
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.					
East/West Regional Trail	General	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Construction of this trail will result in approximately one additional mile of trail to repair and maintain.					
Recreation Center Expansion	Recreation	\$ -	\$ 38,000	\$ 39,100	\$ 40,300
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					
Pine Drive/Summerset Lane Traffic Signal	General	\$ -	\$ 200	\$ 210	\$ 221
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.					
Harive Open Space	General	\$ -	\$ -	\$ 38,000	\$ 38,000
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					
PD RMS System		\$ -	\$ -	\$ 100,000	\$ 100,000
Annual license renewal fees associated with the new RMS					

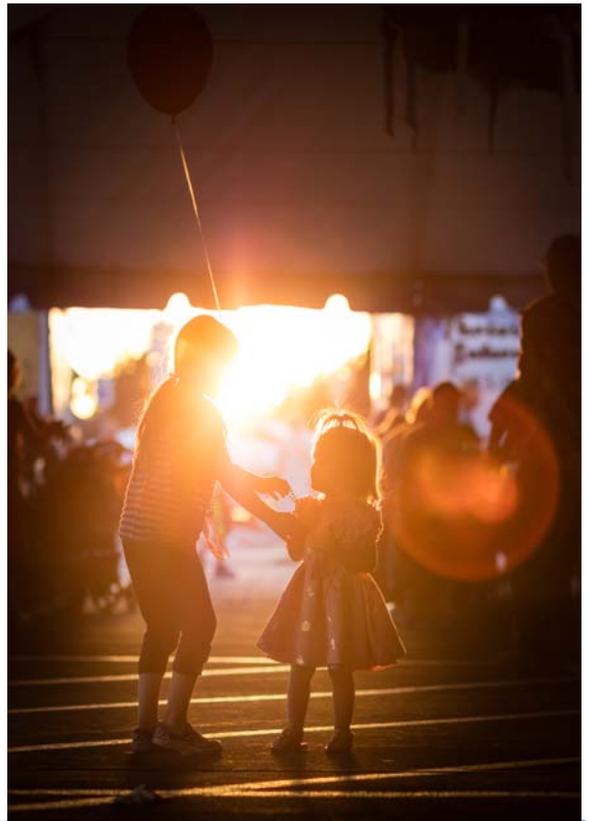
2018	2019	2020	2021	2022	2023	2024	2025
\$ 94,100	\$ 96,900	\$ 99,800	\$ 102,800	\$ 105,900	\$ 109,100	\$ 112,400	\$ 115,800
\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000
\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
\$ 41,500	\$ 42,700	\$ 44,000	\$ 45,300	\$ 46,700	\$ 46,700	\$ 46,700	\$ 48,100
\$ 232	\$ 244	\$ 256	\$ 269	\$ 282	\$ 282	\$ 282	\$ 296
\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000



Appendix

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

- Economic and Demographic Detail
- Budget Ordinance 1.465 – Adoption of Budget
- Budget Ordinance 1.464 – Setting of Mill Levy
- Glossary
- Financial Trends Monitoring System (FTMS)



TOWN OF PARKER, COLORADO
Principal Sales and Use Tax Payers
Last Eight Years

TYPE OF INDUSTRY	2007	2008	2009	2010	2011	2012	2013	2014
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	\$ 17,332,923
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	15,820,918
Total sales taxes	23,247,649	23,904,250	24,418,900	24,975,871	26,341,878	28,862,771	30,981,914	33,153,841
Top ten filers as a percentage of total sales tax	51.50%	47.41%	51.10%	49.51%	50.70%	52.75%	52.61%	52.28%

2014 Top ten filers in alphabetical order: Costco Wholesale # 1022, Douglas County, Intermountain Rural Electric Association, King Soopers #75, King Soopers #88, 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 Eight Years

	2007	2008	2009	2010	2011	2012	2013	2014
General Government								
<i>Building Permits:</i>								
Single-family residential units	232	142	43	112	183	381	332	347
Valuation	\$67,334,924	\$45,050,250	\$16,005,637	\$32,509,630	\$55,076,498	\$119,581,591	\$117,231,450	\$119,630,934
Multi-family residential units	3	-	-	7	7	38	-	9
Valuation	\$ 618,078	\$ -	\$ -	\$ 1,295,564	\$ 1,338,620	\$ 7,420,142	\$ -	\$ 34,373,298
Total commercial new, remodel and other	582	615	631	466	416	515	628	637
Valuation	\$75,476,426	\$45,345,961	\$41,666,769	\$36,123,583	\$25,251,892	\$ 19,139,318	\$ 27,232,684	\$ 88,644,852
<i>Tax and Licensing:</i>								
Business licenses issued	175	227	513	458	333	749	631	487
<i>Community Development:</i>								
Code enforcement inspections	1,700	1,721	2,200	2,059	2,221	2,589	2,047	2,036
Public Safety								
<i>Police:</i>								
Calls for service *	53,569	55,721	65,821	63,995	58,009	60,084	65,122	65,987
Total charges *	6,003	5,516	4,841	4,379	4,431	5,325	5,218	5,696
<i>Building Inspection:</i>								
Total building inspections	21,408	17,694	18,122	14,490	16,061	34,622	27,238	25,170
Highways and Streets								
<i>Streets:</i>								
New roadway additions (miles)	6	2	14	12	6	1	2	2
Parks and Recreation								
<i>Recreation:</i>								
Adult sports leagues	8	8	8	7	8	8	8	8
Youth sports leagues	9	9	14	15	17	17	23	24
Adult league attendance	4,079	5,440	6,195	5,874	5,556	6,584	6,036	5,183
Youth league attendance	8,572	8,319	8,754	8,813	8,438	9,360	10,576	11,083

* 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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General government										
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
Public safety										
Police station	1	1	1	1	1	1	1	1	1	1
Public works										
Facilities	1	1	1	1	1	1	1	1	1	1
Miles of roadway	134	137	143	145	159	171	177	178	180	182
Parks, culture and recreation										
Mainstreet Center	1	1	1	1	1	1	1	1	1	1
PACE Center	-	-	-	-	-	-	1	1	1	1
Recreation Center with indoor pool	1	1	1	1	1	1	1	1	1	1
Fieldhouse	-	-	1	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	1	1	1	1
Local	9	9	10	11	11	11	11	11	12	13

Source: Town of Parker

TOWN OF PARKER, COLORADO
Demographic and Economic Information
Last Ten Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Area in square miles	19.70	19.70	19.70	20.20	20.50	20.50	20.80	21.20	21.20	21.28
Housing units	15,027	15,826	16,184	16,451	16,508	16,620	16,731	17,133	17,451	17,798
Population	42,562	44,211	45,211	45,244	45,259	45,297	45,758	46,919	47,823	48,789
Average persons per household	2.92	2.88	2.88	2.85	2.85	2.85	2.84	2.84	2.84	2.84
Median age	34.50	34.50	34.50	34.50	35.40	36.60	36.10	35.80	34.40	34.70
High school graduates - persons age 25+	97.0%	97.0%	97.0%	96.0%	97.0%	97.0%	97.1%	97.2%	97.5%	97.4%
Bachelor's degree or higher - persons age 25+	51.9%	51.9%	51.9%	56.0%	45.3%	45.3%	46.9%	47.5%	48.5%	50.2%
Unemployment rate	3.0%	2.5%	2.3%	3.0%	5.0%	5.2%	7.5%	6.8%	6.1%	3.8%
Per capita income	\$ 48,416	\$ 53,329	\$ 58,305	\$ 62,633	\$ 62,500	\$ 65,874	\$ 71,463	\$ 75,317	\$ 79,127	\$ 82,938
Total personal income (in thousands)	\$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	\$4,046,462

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. 1,465 , Series of 2015

TITLE: A BILL FOR AN ORDINANCE TO ADOPT THE 2016 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 2016 was presented by the Town Administrator on October 12, 2015; 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 Public Hearings were held on November 2, 2015, and December 7, 2015, 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:

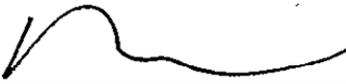
Section 1. The 2016 budget for the Town of Parker, Colorado, which is attached hereto as **Exhibit A** and incorporated by this reference, is hereby adopted and the monies are appropriated to the various funds as the same are budgeted.

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.

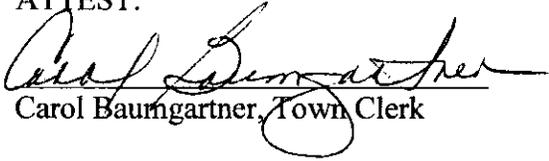
Section 4. This Ordinance shall become effective ten (10) days after final publication.

INTRODUCED AND PASSED ON FIRST READING this 2nd day of November 2015.

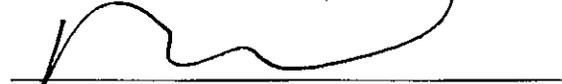


Mike Waid, Mayor

ATTEST:


Carol Baumgartner, Town Clerk

ADOPTED ON SECOND AND FINAL READING this 7th day of December


Mike Waid, Mayor

ATTEST:


Carol Baumgartner, Town Clerk

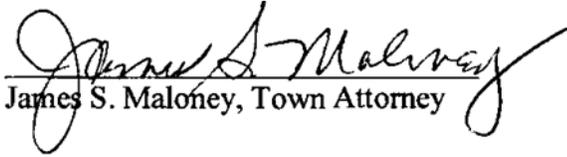

James S. Maloney, Town Attorney

Exhibit A

**Town of Parker
2016 Annual Budget**

General Fund

Beginning fund balance	\$ 20,531,933
Revenues	45,415,983
Expenditures	52,943,701
Ending fund balance	<u>\$ 13,004,215</u>

Conservation Trust Fund

Beginning fund balance	\$ 275,132
Revenues	408,100
Expenditures	600,000
Ending fund balance	<u>\$ 83,232</u>

Parks and Recreation Fund

Beginning fund balance	\$ 12,344,949
Revenues	8,373,300
Expenditures	17,457,119
Ending fund balance	<u>\$ 3,261,130</u>

Law Enforcement Assistance Fund

Beginning fund balance	\$ 88,986
Revenues	140,700
Expenditures	130,504
Ending fund balance	<u>\$ 99,182</u>

PACE Fund

Beginning fund balance	\$ 964,703
Revenues	5,134,810
Expenditures	5,457,199
Ending fund balance	<u>\$ 642,314</u>

Recreation Fund

Beginning fund balance	\$ 1,633,422
Revenues	5,675,650
Expenditures	6,954,210
Ending fund balance	<u>\$ 354,862</u>

I

Capital Renewal and Replacement Reserve Fund

Beginning fund balance	\$ 1,990,998
Revenues	7,900
Expenditures	
Ending fund balance	<u>\$ 1,998,898</u>

Public improvements Fund

Beginning fund balance	\$ 11,651,643
Revenues	10,479,467
Expenditures	18,093,661
Ending fund balance	<u>\$ 4,037,449</u>

Excise Tax Fund

Beginning fund balance	\$ 4,327,066
Revenues	1,672,200
Expenditures	588,000
Ending fund balance	<u>\$ 5,411,266</u>

Parkglenn Construction Fund

Beginning fund balance	\$ 200,373
Revenues	800
Expenditures	
Ending fund balance	<u>\$ 201,173</u>

General Debt Service Fund

Beginning fund balance	
Revenues	941,725
Expenditures	941,725
Ending fund balance	<u>\$</u>

Recreation Debt Service Fund

Beginning fund balance	\$
Revenues	2,683,889
Expenditures	2,683,889
Ending fund balance	<u>\$</u>

Exhibit A

Stormwater Utility Fund

Beginning fund balance	\$ 5,058,970
Revenues	2,082,100
Expenditures	1,974,875
Ending fund balance	<u>\$ 5,166,195</u>

Fleet Services Fund

Beginning fund balance	\$ 1,973,767
Revenues	1,588,100
Expenditures	2,217,613
Ending fund balance	<u>\$ 1,344,254</u>

Technology Management Fund

Beginning fund balance	\$ 342,133
Revenues	3,635,996
Expenditures	3,751,469
Ending fund balance	<u>\$ 226,660</u>

Facilities Services Fund

Beginning fund balance	\$ 100,400
Revenues	862,700
Expenditures	862,860
Ending fund balance	<u>\$ 100,240</u>

Medical Benefits Fund

Beginning fund balance	\$ 845,581
Revenues	2,711,400
Expenditures	2,044,200
Ending fund balance	<u>\$ 1,512,781</u>

ORDINANCE NO. 1.464, Series of 2015

TITLE: A BILL FOR AN ORDINANCE TO LEVY GENERAL PROPERTY TAXES FOR THE YEAR 2015 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF PARKER, COLORADO, FOR THE 2016 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 7, 2015;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is \$1,643,524;

WHEREAS, the 2015 valuation for assessment for the Town of Parker, as certified by the County Assessor, is \$662,798,384;

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 2015 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 2015, 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 2015.

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 of actual value in business personal property listed on a single personal property schedule to be exempt from the levy and collection of personal property tax for the year 2015. 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.

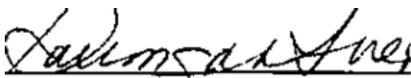
Section 4. Safety Clause. The Town Council hereby finds, determines and declares that this Ordinance is promulgated under the general police power of the Town of Parker, that it is promulgated for the health, safety and welfare of the public, and that this Ordinance is necessary for the preservation 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 2nd day of November 2015.

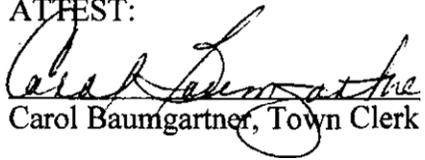

Mike Waid, Mayor


Carol Baunfgartn (Town Clerk)

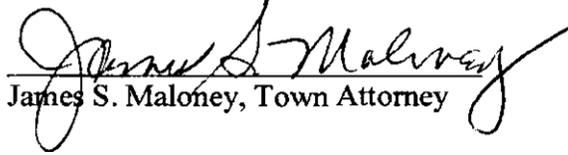
ADOPTED SECOND AND FINAL READING this 7th day of December 2015.


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 2010 – 2014

Prepared by

The Finance Department

TOWN OF PARKER
AN EVALUATION OF FINANCIAL TRENDS
2010 - 2014

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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 2014, the national, state, and many local economies showed significant improvement from the impacts of the recession that ended in July of 2009. 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 2014. 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 as well as for major capital projects. In most other areas, departments maintained expenditures in line with 2013 levels. In general trends remained positive in 2014, with some anticipated exceptions. These areas still require monitoring, but none are a major cause of concern and the trend is expected to reverse in the near 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 2014, with sales taxes increasing 7.6% and use taxes increasing 62% compared to 2013. For 2015, year-to-date sales tax revenues are up 9.7% compared to 2014. 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. In 2014, Certificates of Participation were issued to finance the construction of a new Public Works Facility and the expansion of the Recreation Center.

- 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 2014 saw continued increases. Unemployment had been dropping since 2003, but increased from 3% in 2008 to 7.5% at the end of 2011 and has decreased to 3.8% at the end of 2014. Other indicators show that the economy is expanding in many key areas and is showing signs of continued 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)

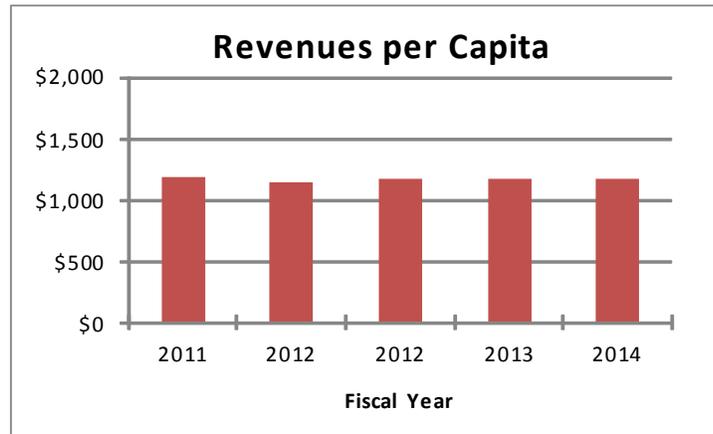
Revenues per Capita

Warning Trend:

Decreasing Net Operating Revenues per Capita (constant dollars)

Formula:

$$\frac{\text{Net Operating Revenues (constant dollars)}}{\text{Population}}$$



Fiscal year:	2011	2012	2012	2013	2014
Net Operating Revenues *	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Consumer Price Index	212.4	220.3	224.6	230.8	237.2
Net Operating Revenues (constant dollars)	54,230,000	52,452,000	55,356,000	56,618,000	57,095,000
Population	45,297	45,758	46,919	47,823	48,789
Net Operating Revenues per Capita (constant dollars)	1,197	1,146	1,180	1,184	1,170

* 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 2014 for a third consecutive year after a slight dip in 2011. While every category of revenue increased, sales tax and charges for services showed the most significant increases in 2014. Carryover cash decreased almost 1% in 2014 following an increase of 5.2% in 2013. The decrease was anticipated due to the partial cash funding of the Public Works Facility and Recreation Center but still remain sufficient to cover unexpected cash needs.

The population estimates are updated annually. New construction in 2014 resulted in a small increase in the population estimate of 2.1%.

The increase in the 2014 CPI is a good indicator that the economy is continuing to recover from recession.

For 2015, Net Operating Revenues are anticipated to increase over 2014 levels. Looking at 2015 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.

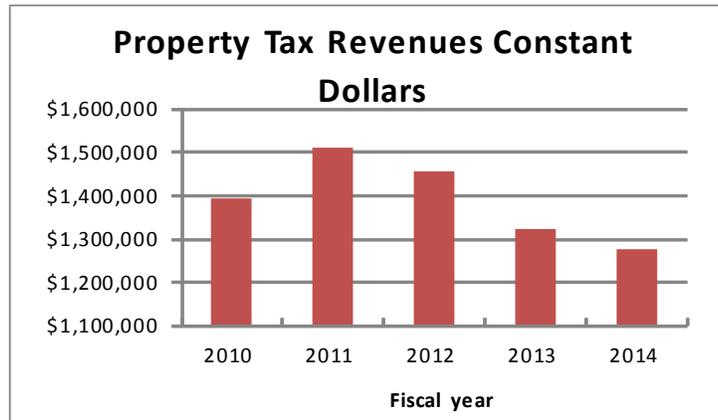
Property Tax Revenues

Warning Trend:

Decline in Property Tax Revenues
(constant dollars)

Formula:

$$\frac{\text{Property Tax Revenues}}{\text{(constant dollars)}}$$



Fiscal year:	2010	2011	2012	2013	2014
Property Tax Revenues	1,511,752	1,540,517	1,540,223	1,426,923	1,452,169
Consumer Price Index	208.5	212.4	220.3	224.6	237.2
Property Tax Revenues (constant dollars)	1,394,000	1,512,000	1,458,000	1,325,000	1,276,000

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.

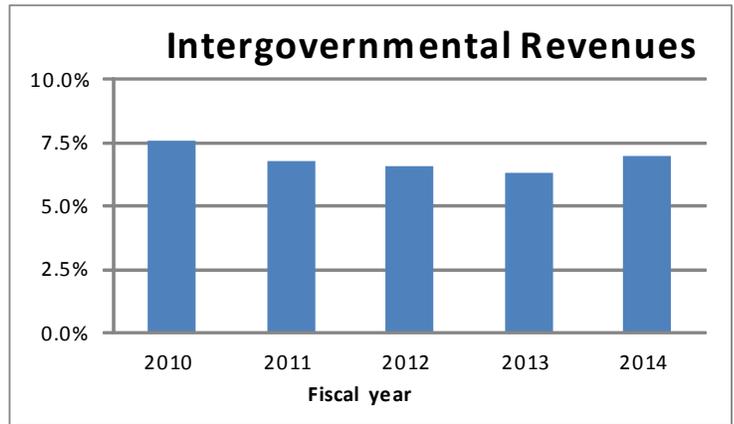
Intergovernmental Revenues

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:	2010	2011	2012	2013	2014
Intergovernmental Operating Revenues	4,096,054	3,680,597	3,834,058	3,865,266	4,452,717
Net Operating Revenues	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Intergovernmental Operating Revenues as a percentage of Net Operating Revenues	7.6%	6.8%	6.6%	6.3%	7.0%

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. In 2010, the Town received the Build America Bonds (BAB's) credit from the Federal government for issuing taxable certificates of participation in 2009. The 2013 and 2014 sequestration by the Federal government resulted in a decrease of 8% across the board in Federal expenditures which resulted in a decrease of \$71,425 in the Build America Bonds (BAB's) credit the Town receives. The increase in the trend in 2014 is the result of a one-time grant from the 911 Authority for communications equipment.

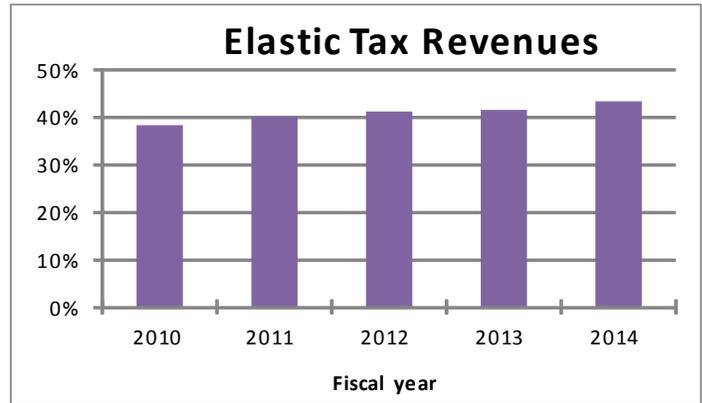
Elastic Tax Revenues

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:	2010	2011	2012	2013	2014
Elastic Tax Revenues	20,862,897	21,832,266	24,052,034	25,681,732	27,656,921
Net Operating Revenues	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Elastic Operating Revenues as a percentage of Net Operating Revenues	38.5%	40.1%	41.1%	41.7%	43.4%

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 2013 and 2014.

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.

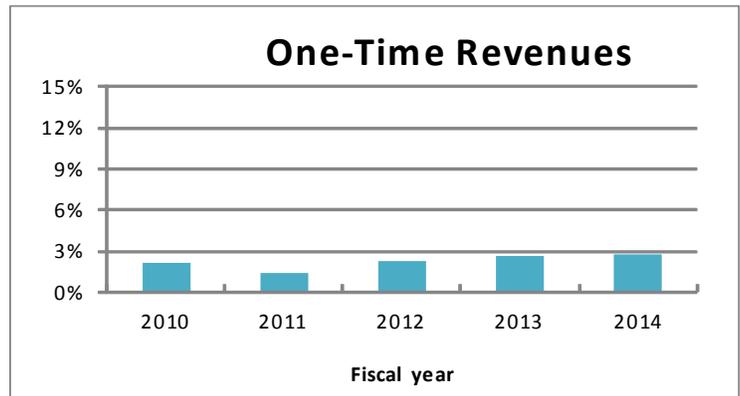
One-Time Revenues

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:	2010	2011	2012	2013	2014
One-Time Operating Revenues	1,151,559	757,291	1,315,322	1,631,036	1,770,618
Net Operating Revenues	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
One-Time Operating Revenues as a percentage of Net Operating Revenues	2.1%	1.4%	2.2%	2.7%	2.8%

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.

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.

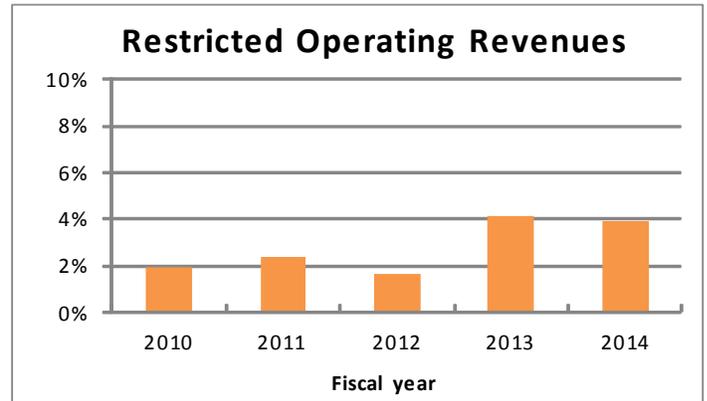
Restricted Operating Revenues

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:	2010	2011	2012	2013	2014
Restricted Operating Revenues	1,065,402	1,291,930	957,085	2,538,926	2,491,887
Net Operating Revenues	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Restricted Operating Revenues as a percentage of Net Operating Revenues	2.0%	2.4%	1.6%	4.1%	3.9%

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 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. In 2014, the General Fund transferred \$1,050,000 to the PACE Fund, \$315,000 to the Public Improvement Fund and \$209,600 to the Debt Service Fund.

The amount of restricted operating revenues is minimal and within acceptable limits.

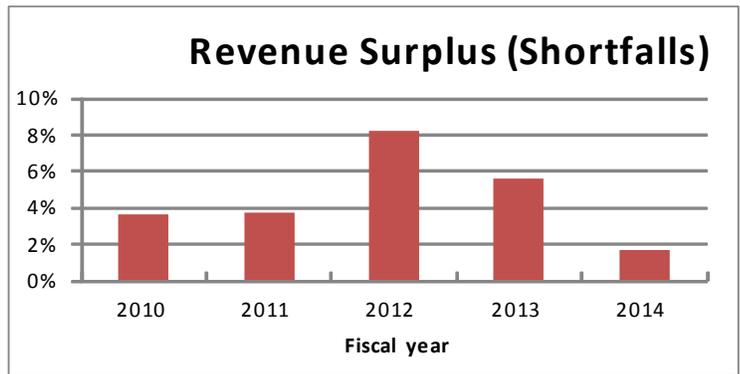
Revenue Surplus (Shortfalls)

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:	2010	2011	2012	2013	2014
Revenue Surplus (Shortfall)	1,985,571	2,029,438	4,804,900	3,461,848	1,095,374
Net Operating Revenues	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Revenue Surplus (Shortfall) as a percentage of Net Operating Revenues	3.7%	3.7%	8.2%	5.6%	1.7%

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.

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.

2014: The surplus primarily a result of an improved economy and significant increases in sales tax revenue.

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

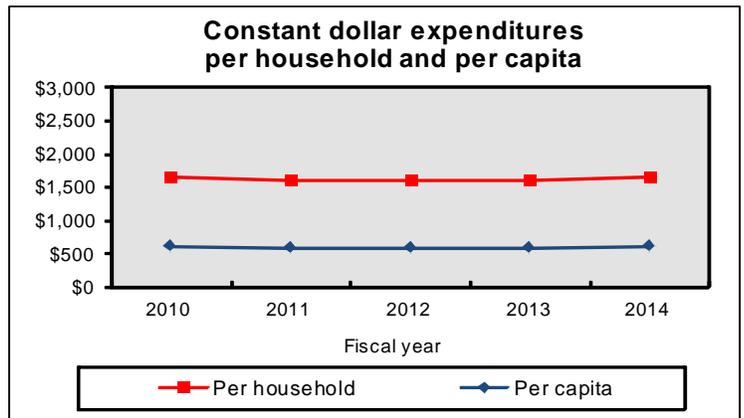
Expenditures per Capita

Warning Trend:

Increasing Net Operating Expenditures per Capita (constant dollars)

Formula:

$$\frac{\text{Net Operating Expenditures (constant dollars)}}{\text{Population}}$$



Fiscal year:	2010	2011	2012	2013	2014
Net Operating Expenditures	27,477,691	27,909,685	29,332,361	30,364,003	32,881,722
Consumer Price Index	212.4	220.3	224.6	230.8	237.2
Constant dollar expenditures	27,478,000	26,910,000	27,743,000	27,945,000	29,444,000
Estimated population	45,297	45,758	46,919	47,823	48,789
Estimated households	16,620	16,731	17,133	17,451	17,798
Per capita expenditures (constant dollars)	607	588	591	584	603
Per household expenditures (constant dollars)	1,653	1,608	1,619	1,601	1,654

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. Economic Incentive payments were more than offset by revenues generated.

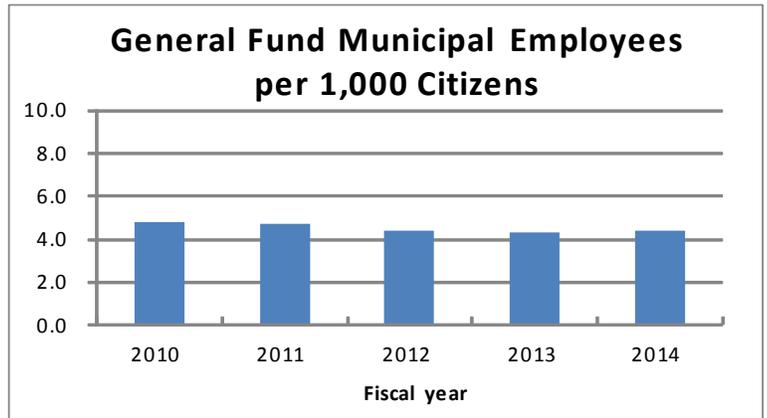
With the Town's efforts to keep expenditures in check along with modest increases in population and number of households, the trends are stable over the 5-year period.

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:	2010	2011	2012	2013	2014
Number of general fund full-time municipal employees *	217	216	208	205	213
Population	45,297	45,758	46,919	47,823	48,789
Number of City employees per 1,000 citizens	4.8	4.7	4.4	4.3	4.4

* 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. In 2014, five positions in the Police Department, one in human resources, one in economic development and one in parks were added.

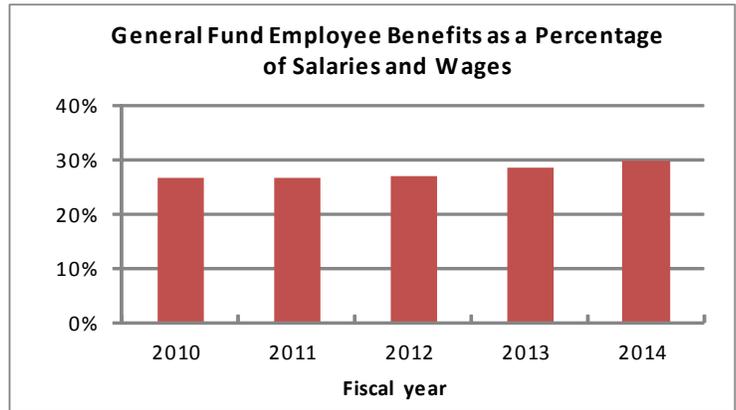
Employee Benefits

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:	2010	2011	2012	2013	2014
General Fund employee benefit expenditures	3,315,548	3,345,540	3,514,410	3,914,115	4,086,942
Total salaries and wages	12,344,054	12,446,931	12,925,817	13,688,501	13,664,317
Employee benefits as a percentage of total salaries and wages	26.9%	26.9%	27.2%	28.6%	29.9%

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 2014, 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

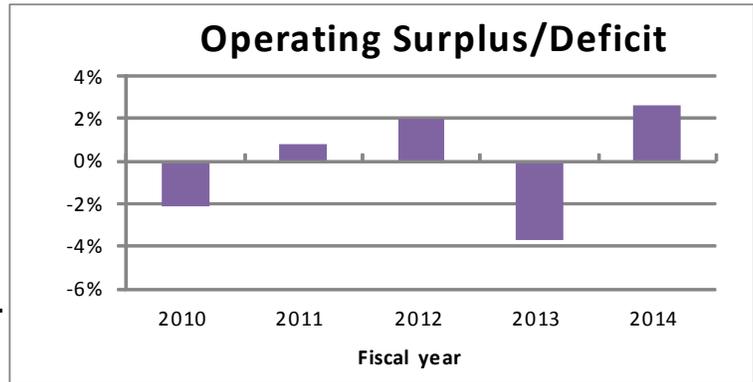
Operating Revenues Over (Under) Expenditures

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:	2010	2011	2012	2013	2014
General Fund Operating (Deficit)/Surplus*	(1,160,714)	420,389	1,180,061	(2,270,613)	1,688,000
Net Operating Revenues	54,230,377	54,400,130	58,637,483	61,519,761	63,761,658
General Fund Operating (Deficit)/Surplus as a percentage of Net Operating Revenues	-2.1%	0.8%	2.0%	-3.7%	2.6%

*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 declined in 2011 and 2012; the surplus in 2014 showed significant improvement. In 2010, the Town made the decision to pay off the 2001 Certificates of Participation a year early utilizing reserves.

The surpluses in 2011, 2012 and 2014 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 that will begin construction in 2015.

Fund Balances

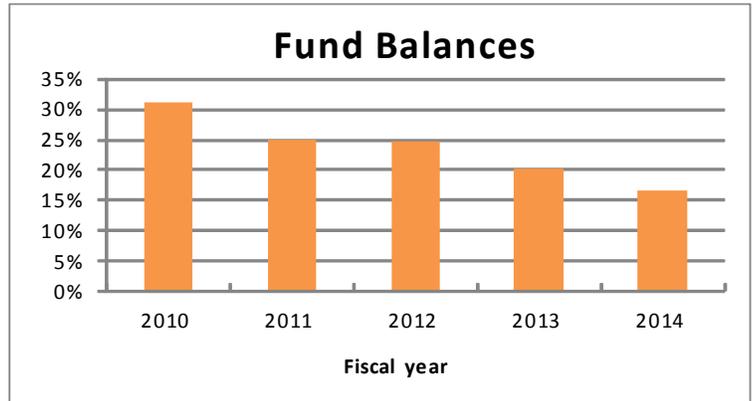
(General Fund)

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:	2010	2011	2012	2013	2014
Unassigned Fund Balances	16,927,772	13,677,803	14,554,422	12,496,031	10,685,656
Net Operating Revenues	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Unassigned Fund Balances as a percentage of Net Operating Revenues	31.2%	25.1%	24.9%	20.3%	16.8%

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 2010, with good financial management, the percentage increased from the previous year despite difficult economic conditions. For subsequent years, 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.

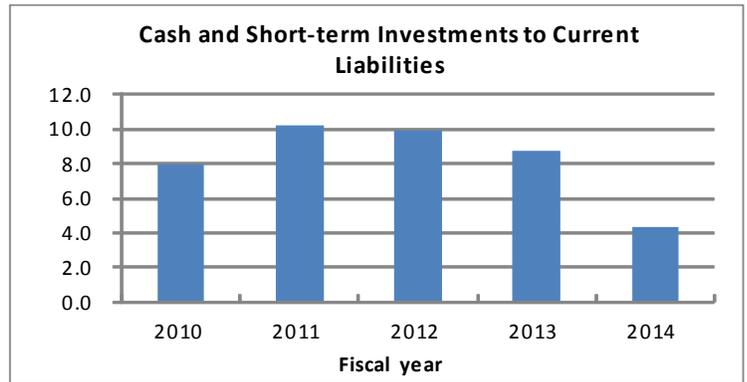
Liquidity

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:	2010	2011	2012	2013	2014
Cash and Short-term Investments	17,348,260	17,346,906	18,195,345	15,508,719	21,470,413
Current Liabilities *	2,175,179	1,697,895	1,836,198	1,778,808	4,965,700
Cash and short-term investments ratio to current liabilities	8.0	10.2	9.9	8.7	4.3

* 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. The decline in 2014 is due to large developer deposits associated with construction deposits that will be released when the developer's obligations have been met.

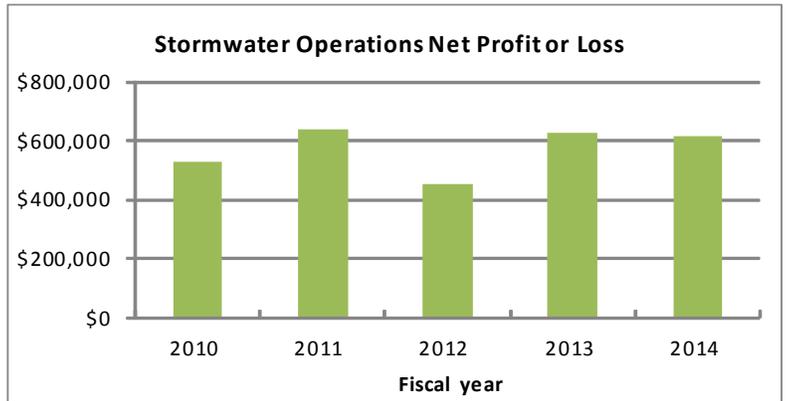
Stormwater Operations - Income and Losses

Warning Trend:

Recurring enterprise losses (deficits)

Formula:

Enterprise profits or losses



Fiscal year:	2010	2011	2012	2013	2014
Stormwater Operating Results (Net Profit or Loss)	681,618	807,956	622,419	764,476	751,743
excluding depreciation					
Net profit or loss*	527,622	638,799	455,586	628,076	613,283

*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.

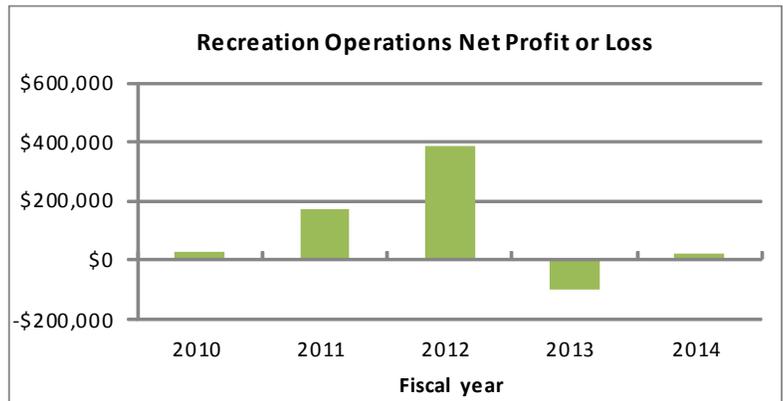
Analysis:

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:	2010	2011	2012	2013	2014
Operating Revenue	3,672,154	3,765,882	4,132,752	4,271,722	4,457,106
Expenditures	4,497,776	4,554,047	4,926,022	5,361,349	5,508,161
Operating profit or loss	(825,622)	(788,165)	(793,270)	(1,089,626)	(1,051,055)
Net profit or loss including interest and transfers	31,350	173,293	386,902	(98,518)	20,394
Operating Revenue as a percentage of Expenditures	81.6%	82.7%	83.9%	79.7%	80.9%

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.

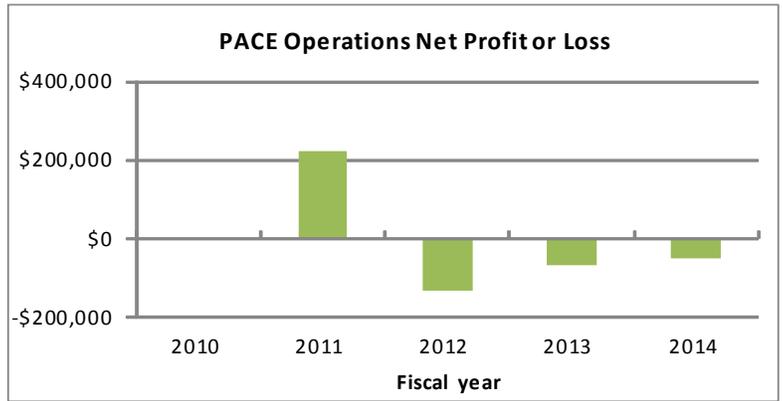
Analysis:

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:	2010	2011	2012	2013	2014
Operating Revenue		550,201	1,112,329	1,418,044	1,808,887
Expenditures		925,844	1,846,842	2,409,267	2,911,444
Operating profit or loss		(375,643)	(734,513)	(991,223)	(1,102,558)
Net profit or loss including interest and transfers		224,357	(132,578)	(66,305)	(51,137)
Operating Revenue as a percentage of Expenditures			60.2%	58.9%	62.1%

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

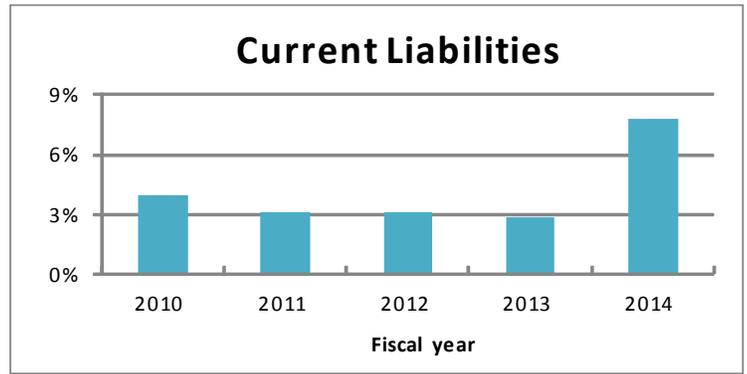
Current Liabilities

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:	2010	2011	2012	2013	2014
Current Liabilities *	2,175,179	1,697,895	1,836,198	1,778,808	4,965,700
Net Operating Revenues	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Current Liabilities as a percentage of Net Operating Revenues	4.0%	3.1%	3.1%	2.9%	7.8%

* 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 Certificates of Participation in 2014 caused the increase in 2014.

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.

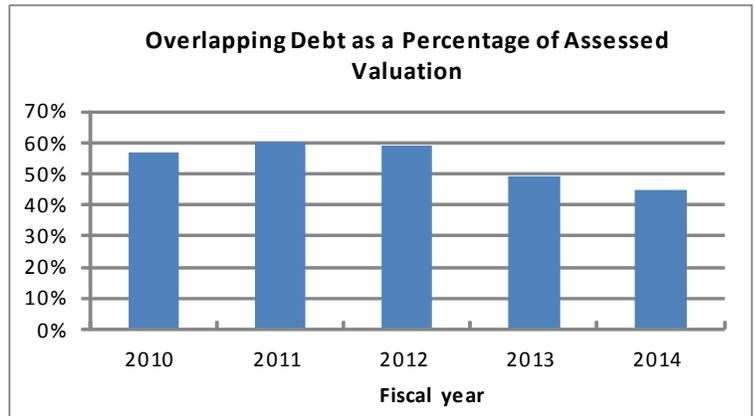
Combined Long-term (Overlapping) Debt

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:	2010	2011	2012	2013	2014
Long-term Direct and Overlapping G.O. Debt	343,879,404	334,197,610	332,843,220	273,580,956	256,133,080
Assessed Valuation	602,423,757	556,939,889	561,018,741	556,939,889	574,439,359
Long-term Overlapping Debt as a percentage of Assessed Valuation	57.1%	60.0%	59.3%	49.1%	44.6%

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:

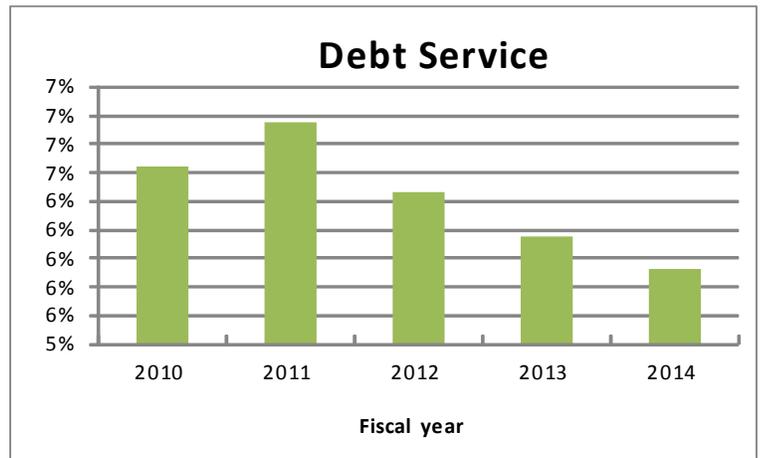
The Town's Long-term Overlapping Debt as a percentage of Assessed Valuation appears to be high, but the Town of Parker has numerous metropolitan districts and several special districts that account for 65% of the G.O. debt issued for capital construction of infrastructure. The percentage of Douglas County 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.

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:	2010	2011	2012	2013	2014
Net Direct Debt Service	3,604,400	3,784,923	3,784,573	3,784,502	3,781,410
Net Operating Revenues *	54,230,377	54,400,130	58,526,977	61,519,761	63,761,658
Net Direct Debt Service as a percentage of Net Operating Revenues	6.6%	7.0%	6.5%	6.2%	5.9%

* 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.

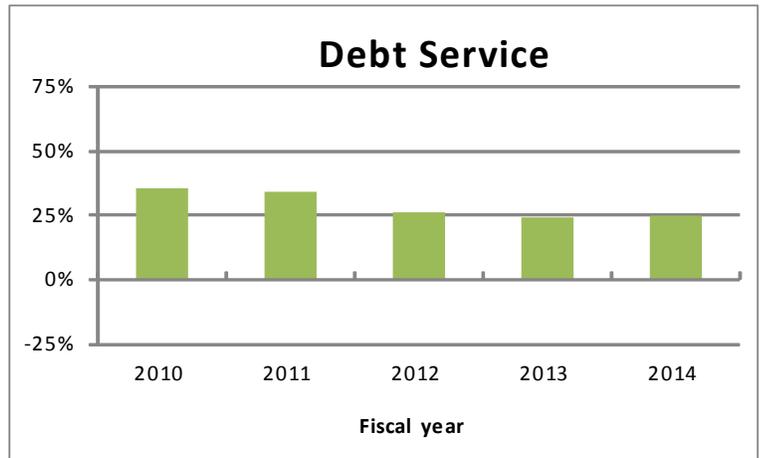
The addition of any new long term debt that will be paid from the General Fund will cause the percentage to increase. The Town should remain cognizant of this and monitor this trend closely to ensure there isn't a decrease in expenditure flexibility (due to increased fixed costs in the form of debt service) 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 0.5 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:	2010	2011	2012	2013	2014
Net Direct Debt Service	1,482,775	1,482,275	1,244,300	1,239,019	1,361,316
Sales/Use Tax 1/2 Cent Recreation Revenue	4,152,606	4,347,687	4,790,577	5,114,756	5,502,274
Net Direct Debt Service as a percentage of Pledged Revenue	35.7%	34.1%	26.0%	24.2%	24.7%

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:

n Is the amount of unused vacation, sick and compensatory leave time per employee increasing?

n Are policies for the payment of unused leave realistic compared to the Town's ability to pay?

INDICATORS

n Accumulated Employee Leave

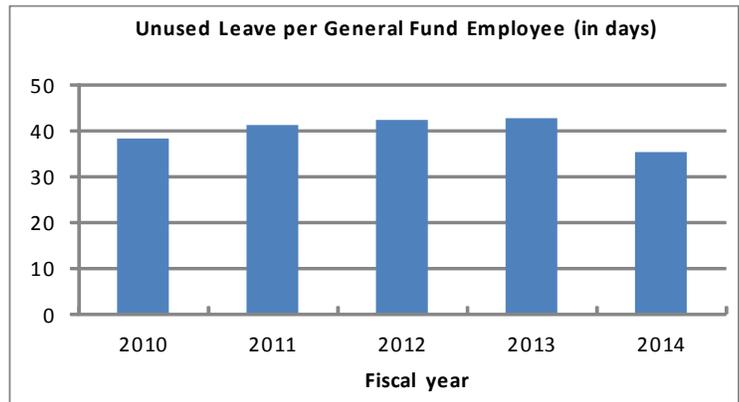
Accumulated Employee Leave

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:	2010	2011	2012	2013	2014
Total days of unused vacation and sick leave	8,337	8,525	8,463	8,746	7,452
Number of general fund employees*	217	207	199	205	210
Days of unused leave per general fund municipal employee	38.4	41.2	42.5	42.7	35.5

* 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

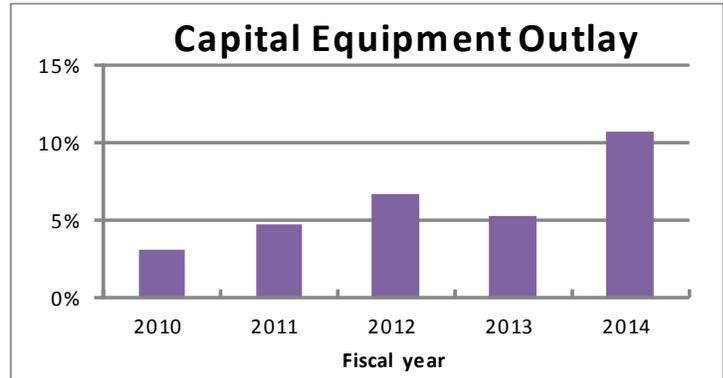
Capital Equipment Outlay

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:	2010	2011	2012	2013	2014
Total Capital Equipment Outlay	865,241	1,316,767	1,965,083	1,608,870	3,505,027
Net Operating Expenditures	27,477,691	27,909,685	29,332,361	30,364,003	32,881,722
Capital Outlay as a percentage of Operating Expenditures	3.1%	4.7%	6.7%	5.3%	10.7%

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.

The increase in 2014 is the result of vehicle additions to fleet related to new position within the organization and the replacement of aging equipment and increased fleet replacement.

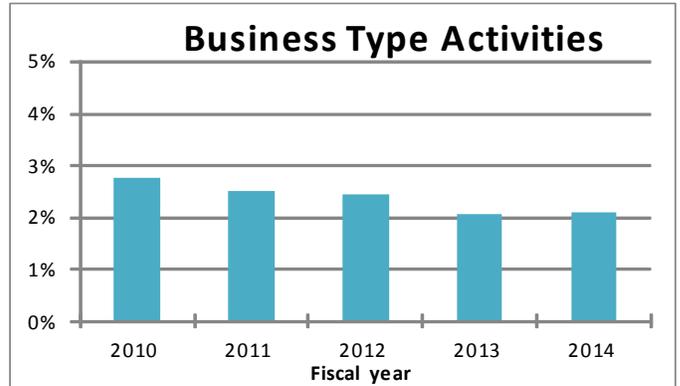
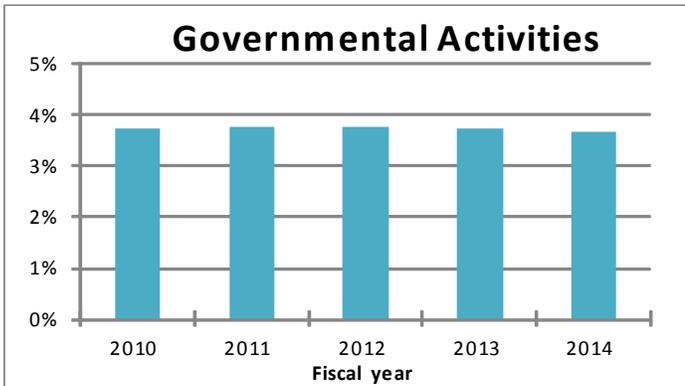
Depreciation - Governmental and Business Type Activities

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:	2010	2011	2012	2013	2014
Depreciation Expense for Governmental Activities	14,080,577	15,310,267	15,469,741	15,364,469	15,537,959
Cost of Depreciable Capital Assets Governmental Activities	375,198,203	405,021,826	409,231,981	411,979,603	423,905,374
Depreciation Expense as a Percentage of total Fixed Assets	3.8%	3.8%	3.8%	3.7%	3.7%
Depreciation Expense for Business Type Activities	153,996	169,157	166,833	136,400	138,460
Cost of Depreciable Capital Assets Business Type Activities	5,591,764	6,761,599	6,790,049	6,572,478	6,588,001
Depreciation Expense as a percentage of total Fixed Assets	2.8%	2.5%	2.5%	2.1%	2.1%

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.

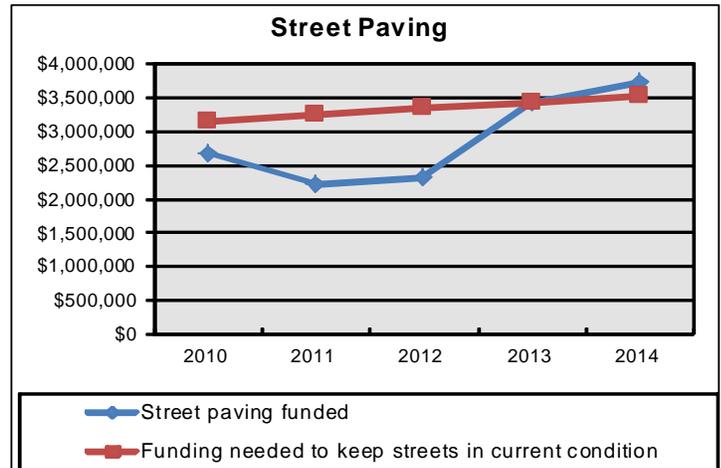
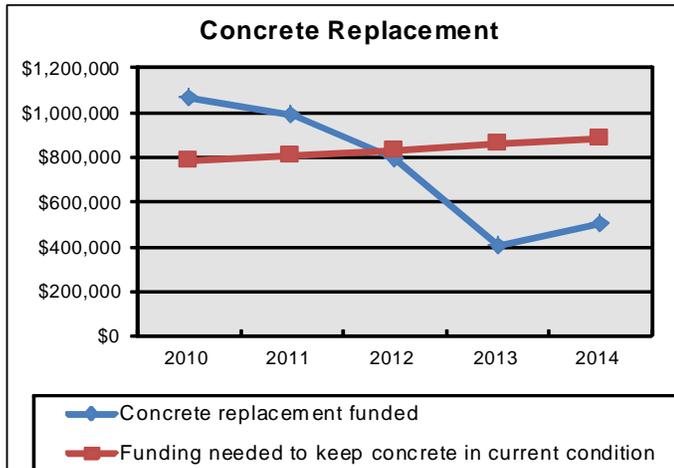
Infrastructure Replacement

Warning Trend:

Recurring capital funded less than capital required

Formula:

$$\frac{\text{Capital funded}}{\text{Capital required}}$$



Fiscal year:	2010	2011	2012	2013	2014
Street paving funded	2,656,677	2,206,001	2,314,335	3,416,915	3,735,733
Funding needed to keep streets in current condition	3,145,360	3,240,080	3,337,520	3,435,076	3,535,483
Paving funded as a percentage of capital required	84.5%	68.1%	69.3%	99.5%	105.7%
Concrete replacement funded	1,069,728	989,252	790,602	407,754	505,160
Funding needed to keep concrete in current condition	786,340	810,020	834,380	858,769	883,871
Concrete replacement funded as a percentage of capital required	136.0%	122.1%	94.8%	47.5%	57.2%

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 85.8%. 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.

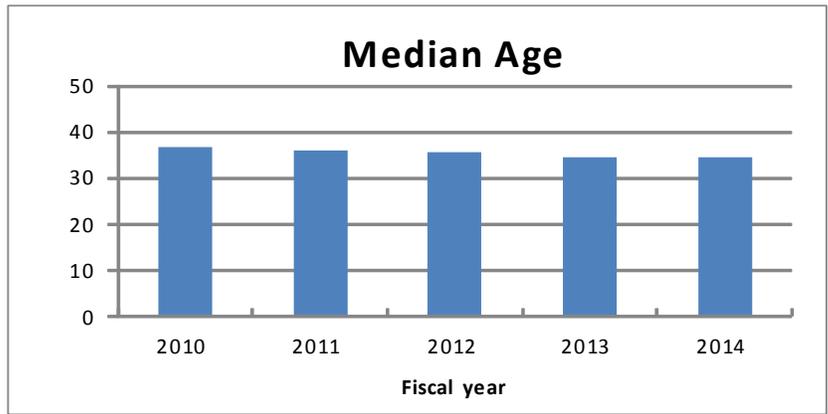
INDICATORS

- 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:	2010	2011	2012	2013	2014
Median Age	36.60	36.10	35.80	34.40	34.70

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

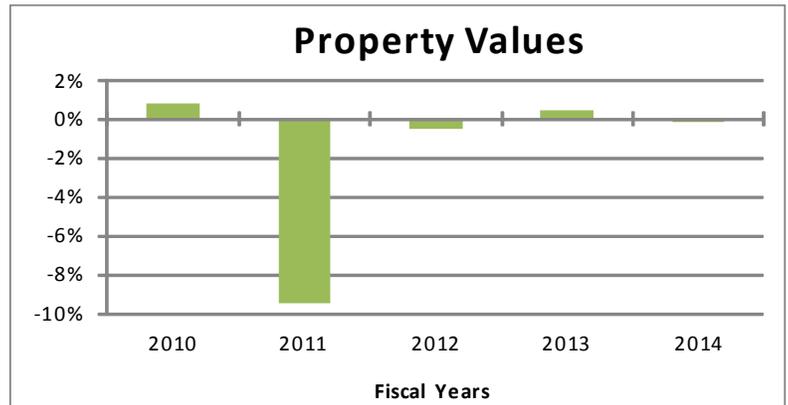
Property Value

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:	2010	2011	2012	2013	2014
Market value of property	5,013,964,926	4,707,781,891	4,775,374,576	4,932,712,386	5,060,763,970
Consumer Price Index	212.4	220.3	224.6	230.8	237.2
Property value (constant dollars)	5,013,965,000	4,539,207,000	4,516,626,000	4,539,660,000	4,531,645,000
Property value in prior year (constant dollars)	4,974,897,000	5,013,965,000	4,539,207,000	4,516,626,000	4,539,660,000
Percent change in property value (constant dollars)	0.8%	-9.5%	-0.5%	0.5%	-0.2%

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.

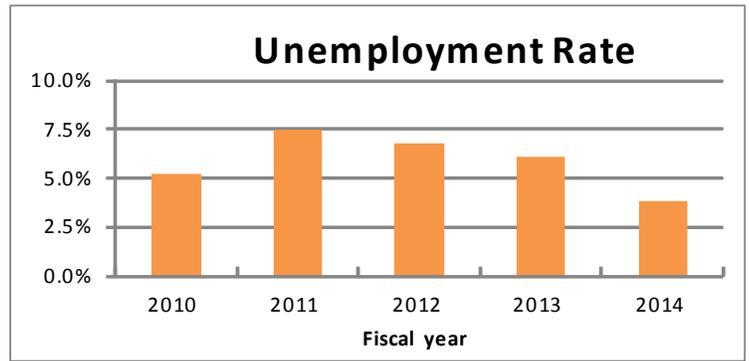
Employment Base

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:	2010	2011	2012	2013	2014
Unemployment rate	5.2%	7.5%	6.8%	6.1%	3.8%

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.

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 have declined since 2011 and are near pre-recession levels.

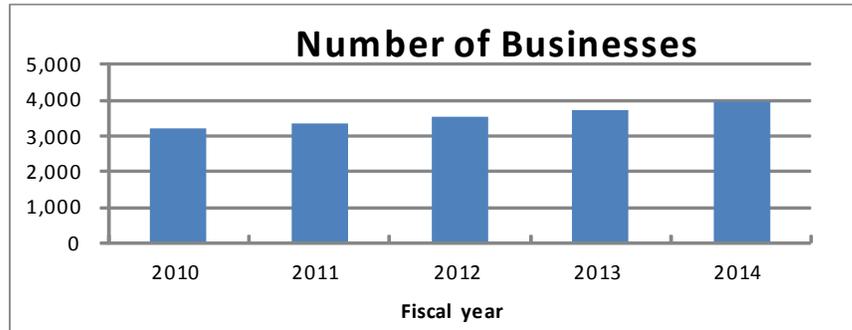
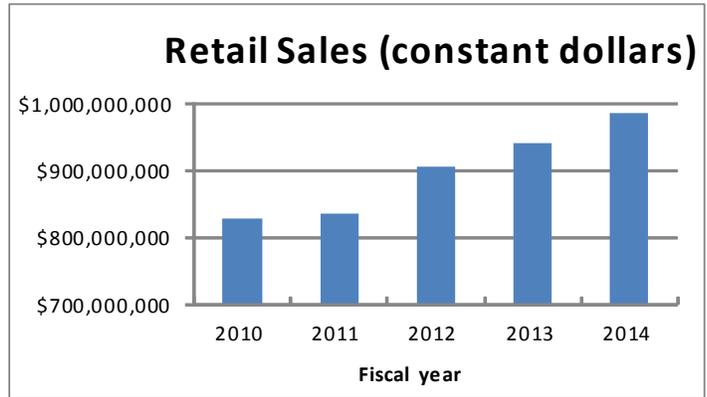
Business Activity

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:	2010	2011	2012	2013	2014
Retail Sales	830,527,314	869,273,511	958,115,409	1,023,027,568	1,100,423,178
Consumer Price Index	212.4	220.3	224.6	230.8	237.2
Retail Sales (constant dollars)	830,527,000	838,101,000	906,072,000	941,510,000	985,371,000
Number of Retail Businesses	3,218	3,361	3,514	3,718	3,949

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 2014, 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.

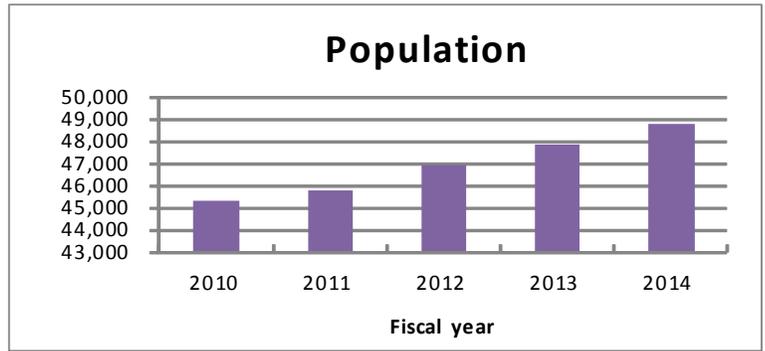
Population

Warning Trend:

Rapid change in population size

Formula:

Population



Fiscal year:	2010	2011	2012	2013	2014
Population	45,297	45,758	46,919	47,823	48,789

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.



Strategic Plan





Introduction

The purpose of developing this Strategic Plan is to outline how the Town of Parker can best serve its residents in the future. To accomplish this, we first had to examine the Town's current goals and determine if they were being achieved. Although our original goals were sufficient in previous years, they no longer provided adequate direction for a growing town with a myriad of services and programs.

Crafting a full-length strategic plan developed after we began to determine new goals and put our departments' implicit goals into tangible ideas. This plan outlines our progress and presents our redesigned strategic goals in a format we hope is easy to understand. The plan also debuts a new vision and mission statement.

This Strategic Plan will serve as a guide for the Town and also aligns with the Town's master plan. Although it does not outline specific projects or programs, the plan includes the critical strategies necessary to successfully reach our goals. This singular, guiding document will connect the goals and initiatives of each of our individual departments into a unified vision for our community.

Thank you for reading this document. We hope it will be a useful tool that will allow our community and organization to collaborate on our shared vision for the future of Parker.



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Mission – Vision – Values

Mission: The mission of the Town of Parker is to enrich the lives of residents by providing exceptional services, engaging community resources, and an authentic hometown feel. We promote transparent governing, support sustainable development, and foster a strong, local economy.

Vision: The Town of Parker’s vision is to be the pre-eminent destination community of the Denver Metro area for innovative services with a hometown feel. We will be an area leader in economic and community development, and strive to be at the forefront for services, civic engagement, and quality of life.

Values:

Integrity – Commitment to Quality Service – Innovation – Teamwork

Strategic Goals

These strategic goals represent a combination of organizational and town-wide goals for our community. They include action areas for each department and are represented by icons and descriptions.



Support an Active Community



Foster Community Creativity and Engagement



Enhance Economic Vitality



Promote a Safe and Healthy Community



Innovate with Collaborative Governance



Develop a Visionary Community Through Balanced Growth



Core Values

Integrity

We embrace a culture of honor and trustworthiness, and exhibit conduct that inspires public confidence. We manage the Town’s business honestly and directly. We honor our commitments and promises, and work to be reliable, dependable and accountable for our actions. We learn from our mistakes.

Commitment to Quality Service

We treat each customer with professional courtesy, warmth and friendliness, and create a hometown feeling in our facilities and our community. We focus on problem solving by listening empathetically while responding promptly and fairly. We serve our customers efficiently and knowledgeably, and strive to meet or exceed the expectations of our customers. We treat all coworkers as customers.

Innovation

We create a proactive, empowering environment and embrace the challenge of change. We encourage and develop creative ideas in all areas of the Town. We transform innovative ideas into reality.

Teamwork

We communicate openly, honestly and frequently with all members of our team. We demonstrate fairness, compassion and consistency in our interactions with others. We recognize the value of all members of our organization. We form partnerships with the community and listen to and respect the ideas and concerns of others. We enable team members to strike a healthy work and life balance.

Parker Principles

The Parker Town Council readopted the Town of Parker Principles in 2011 and asked all employees to incorporate them into the management philosophy and operational protocols of the organization. The principals were developed jointly between Town Council and executive staff. They represent the basic philosophies and guidelines for how the Town Council and Town staff will conduct their business and activities.

To assist Town Council in performing its mission, the following “Parker Principles” have been adopted:

- We carry out our duties to enhance the health, safety and welfare of our community through responsible policy, fiscal decision-making and effective implementation of decisions.
- We strive to achieve a hometown feeling by creating a friendly environment that welcomes diverse groups and interests in our community.
- We acknowledge that the roles and expertise of the Town Council and Town staff are mutually dependent on each other for achieving our goals.



- We abide by the Town goals and core values to guide our decisions and activities.
- We strive to treat people equally and fairly, and to acknowledge the importance of every person’s skills and contributions to our organization.
- We conduct the Town’s business with honesty, integrity, transparency and consistency.
- We hold ourselves accountable for making well-informed decisions, based on relevant information and the consideration of short-term and long-term effects.
- We communicate openly and honestly by sharing information, ideas and knowledge in order to do our work effectively.
- We recognize the value of all members of our organization and community by treating them with empathy, respect, professional courtesy, and by considering diverse opinions.



Support an Active Community



Parker will demonstrate our commitment to the health of our community, both indoors and out by providing access to outstanding parks, trails and recreation amenities and activities. We promote a healthy lifestyle and work to meet the needs of a diverse, multigenerational community.

Parker's parks and recreational opportunities are often ranked among our community's most valuable assets. Parker is home to state-of-the-art recreational facilities and parks. In 2015, the Parker Recreation Center underwent a 30,000 square foot expansion and major renovation in response to increased demand. Acting as partners in community wellness, we support lifelong recreation opportunities and amenities both indoors and out. These include fitness activities, multiuse trails and open space. Fitness opportunities were ranked as the third most positively viewed aspect of our community in the 2015 Citizen Survey.

We strive to be an area leader not only through our recreational amenities, but through our support of an active and connected community. We work to provide easy and

affordable access to a variety of recreational opportunities, and our residents are included in the decision making and planning process.

Through regional partnerships, we maintain and develop multiuse trails and open spaces, which continue to be a priority for our residents. We support the development of bike lanes to allow for alternative modes of transportation. Our neighborhoods are walkable and accessible which contributes to our goal of being a connected, active community.

Developing aesthetically pleasing and interactive parks and supporting ecologically efficient practices for the support of a healthy, local ecosystem is a priority for the Town. Using well planned engineering and design, we work to minimize environmental degradation through the sustainable maintenance and development of our parks and open spaces.

Foster Community Creativity and Engagement



Parker will stimulate community creativity and engagement through high-quality cultural and educational programs and amenities. These will include family-friendly community events, accessible cultural venues, state-of-the-art facilities and innovative lifelong learning opportunities, all of which are vital to a creative community.

History, arts, culture and creativity are significant contributors to Parker's hometown feel. Parker embraces community creativity and encourages our residents to be active partners in the cultural arts and enrichment opportunities offered here. In 2015, Parker Arts hosted 200 events between the PACE Center and The Schoolhouse Theater, with average attendance for these shows at 82 percent of capacity. Our residents love to create, explore and participate in community activities, and cultural events ranked among the top five most highly-rated Town services in our recent Citizen Survey.

Our Town's history provides a foundation for our community and establishes Parker's unique cultural heritage. World-class cultural amenities feature local groups as well as national and international performers. Our art galleries showcase emerging and professional artists, and our diversity of public art helps create a distinct sense of place. Our community has access to a rich mix of literary and learning opportunities. Our cultural and recreation opportunities continue

to keep our residents engaged in creative experiences, but also work to gain interest in the Town from around the state and nation.

Parker Arts frequently offers free concerts and events on the PACE Patio and in O'Brien Park featuring local, popular bands and world music. Our cultural programming also continues to expand with over 400 classes each year for children and adults.

Offering a positive environment for creativity and engagement is a priority for the Town as a way to create a strong, connected community. This goal is also present in our continuing efforts to engage residents in our future planning and design decisions, and supports open communication and positive dialogue with our residents. Listening to our community members through citizen surveys, digital engagement, participation in public meetings and representation on our volunteer boards and commissions allows us to better understand the needs of our community and work to achieve them.





Enhance Economic Vitality



Parker will become an area leader for economic growth by supporting the development of thriving businesses and industry. We will play a critical role in shaping quality of life, creating a sense of place, and providing fiscal stability for the community.

Parker is a great place to shop, eat and connect, and our goal is to continue to create and enhance a healthy economic environment in Parker. We support our business community and provide them with tools for success, while protecting the necessary commerce infrastructure.

Parker's continued economic health allows us to provide exceptional services and amenities for our residents. The Town works to attract quality businesses and employers, while keeping our community environment and hometown feel intact.

A healthy economy contributes to Parker's high quality of life and provides local employment opportunities. In 2010, an estimated 17,074 jobs existed in the Town, and current projections predict 27,500 jobs in the community by 2035. Diverse job creation, talent management and entrepreneurial support are reflected in our community values and are a focus of our economic development efforts.

Parker encourages sustainable business practices and collaborates with area businesses to promote an atmosphere of growth and prosperity.

By partnering with area stakeholders including the Chamber of Commerce, Downtown Business Alliance and others, Parker works as an advocate for the business community.

The addition of more than 250,000 square feet of new commercial space has diversified and strengthened the economic base of our community. Parker's designation as an Enterprise Zone, located in the heart of our community's commercial/industrial corridor, provides businesses with new tax incentives aimed at adding primary employment or capital improvements.

We foster community development through positive business relationships and advocacy efforts. Redevelopment and area improvement strategies support our business community and attract critical investment opportunities. Through the Parker Authority for Reinvestment (PAR), the Town is able to provide additional incentives for the redevelopment of older, blighted sections of the community. PAR assistance is a valuable tool in attracting private sector investment and encouraging efficient and attractive redevelopment of existing commercial sites.

Promote a Safe and Healthy Community



Parker will promote the public health and safety of our community by protecting our residents' welfare through prevention services and a safe transportation network. Parker fosters a feeling of personal safety and security through a visible, responsive public safety presence and a proactive focus on prevention, intervention and safety education.

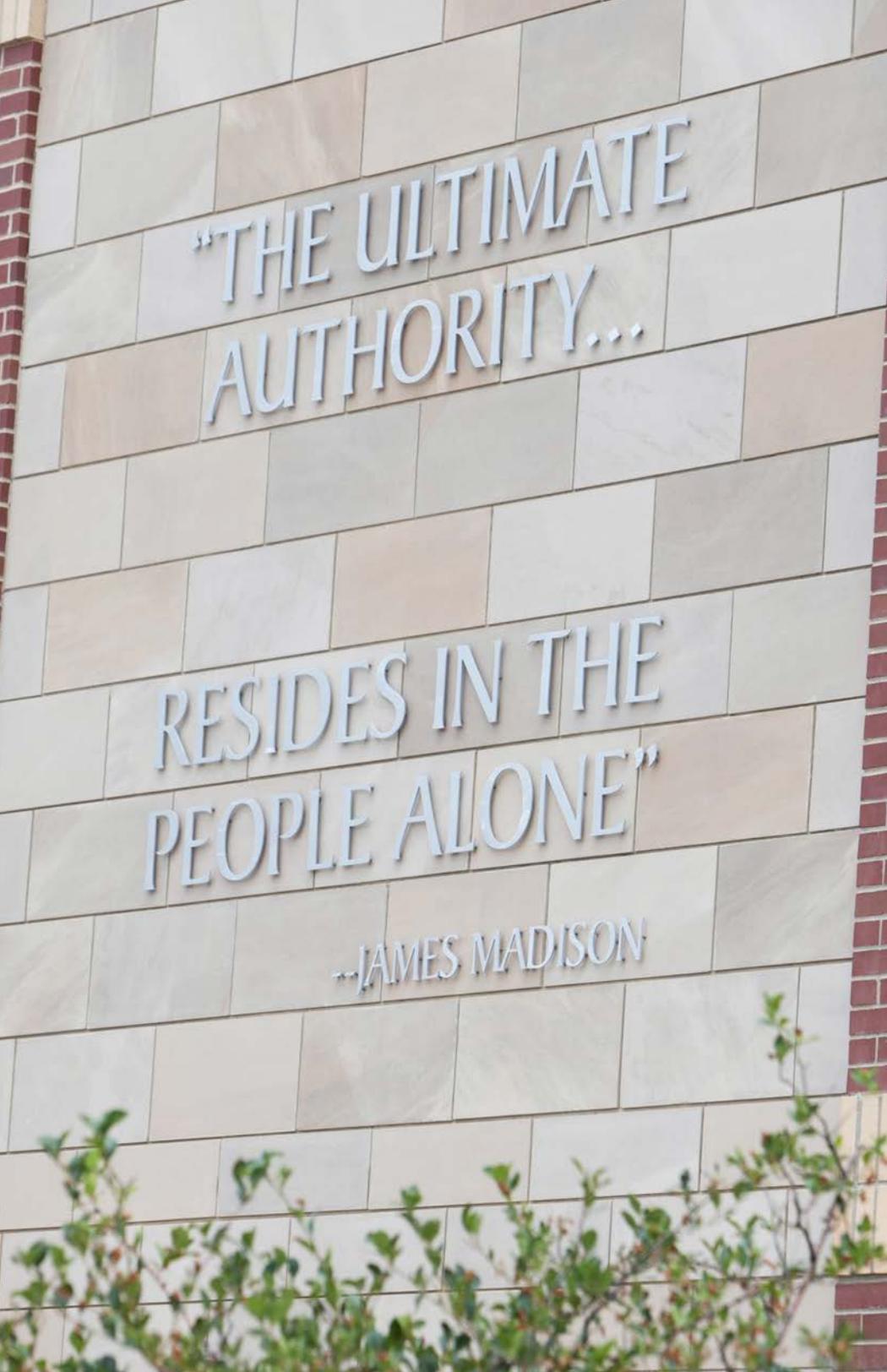
Parker is a regional leader for safety prevention and education, and has gained national attention for proactive programs focused on the safety and health of our community. We support a stable and connected community by ensuring the safety and well-being of our residents. To help protect our community, we provide proactive educational programs and serve as an active partner in crime prevention.

Having a hometown feel means that our community looks out for one another as neighbors, which is a quality Parker will maintain even as it expands its boundaries. Risk mitigation and management are top priorities, as well as community preparedness and resiliency. Acting as a regional model for emergency preparedness, Parker provides critical training opportunities that allow our residents to be active partners in their community's safety and health. The Town protects the integrity of our neighborhoods through active community policing and minimizing

the impact of hazards through code enforcement.

Our Town works to maintain critical infrastructure and reliability of services in the event of an emergency, including keeping our residents informed and our services running. Parker ensures the stability of our streets and stormwater engineering to protect the well-being of our roads and neighborhoods. We optimize the efficiency of our traffic signals and signs to help support stable infrastructure. We are committed to providing a reliable transportation network for business and residents in the event of an emergency. Additionally, we support a well-educated and highly-trained public health and safety team, including risk management, stormwater, snow removal and law enforcement. The Town protects our residents through responsible infrastructure development and planning, and proactively educates our staff and the community.





Innovate with Collaborative Governance



Parker will support transparency, accountability, and fiscal sustainability by using innovative techniques to optimize performance. We engage in regional relationships and governing partnerships, including our education, fire, water providers and governmental agencies. Parker employs a high quality, dedicated workforce to support these goals.

Innovative techniques allow us to bring forth new ideas to our community and work together to solve regional problems. Parker continually researches new techniques to find the best strategies for effective service delivery. We continue to evaluate our services for efficiency. New performance tools and innovative budgeting techniques are the result of successful collaborations with staff and area partners. These tools give us perspective on our progress and feedback on how we can continually improve.

Our departments partner and innovate together to provide the highest quality services for our community. Working as a team allows for the best sharing of information and lets us to jointly guide critical decisions, as well as provide

effective and timely responses to our customers. We actively partner with our community to ensure that we are meeting the needs of the community. Positive relationships with our surrounding communities and regional leaders are important building blocks for governing our local community. Parker was built around teamwork and it has helped our organization and our community thrive.

Promoting the research and develop of innovative tools with which to serve our residents and stakeholders is critical to self-evaluation and improvement. We promote a responsive, transparent governing structure to support these goals and encourage active public engagement, response and feedback so we may grow as a community together.

Develop a Visionary Community Through Balanced Growth



Parker will demonstrate our commitment to balanced growth, community development and infrastructure using a visionary plan for a sustainable future. We support a healthy, future-focused community with exceptional services and a hometown feel. Parker supports well-planned development and excellent infrastructure.

Under the guidance of community feedback and the master plan, our goal is to keep our community thriving for generations to come. This is achieved through conscientious development, enhanced services and investing wisely in Parker's future.

This goal outlines our focus on day-to-day services, as well as the long-term well being of our community. As members of this community, we too have a stake in keeping the Town of Parker great for future generations. We take pride in making this the best place to live in Colorado, and work to make the necessary investments in the people and infrastructure needed to reach this goal.

Using a future focus, we preserve the integrity of the Town's historical elements by utilizing smart and sustainable planning that preserves our hometown feel. Designing and implementing sustainable transportation and infrastructure helps address both current and future needs of our community. We regularly assess the effectiveness

and efficiency of our services through budget-focused evaluations.

Developing a visionary community also means creating stability in our growth and safeguarding the long-term health of our Town. This requires balancing the Town's growth to protect our close-knit community and hometown atmosphere. Our strategic planning initiatives and business planning efforts allow us to evaluate our organizational goals and match them with the needs of our community.

To improve service delivery we develop and implement innovative performance measures, both for our employees and our services.

These goals encompass the development of the individual to the progress of a department, to identifying organization-wide priorities for the future. Continuing to develop the strategic initiatives of the Town is critical to a successful future, and we will review our strategic priorities over time to ensure they remain appropriate for the Town's needs.



Mission, Vision & Values	Strategic Goal	Strategic Objectives	
<p>Mission The mission of the Town of Parker is to enrich the lives of residents by providing exceptional services, engaging community resources, and an authentic hometown feel. We promote transparent governing, support sustainable development, and foster a strong, local economy.</p> <p>Vision The Town of Parker’s vision is to be the pre-eminent destination community of the Denver Metro area for innovative services with a hometown feel. We will be an area leader in economic and community development, and strive to be at the forefront for services, civic engagement, and quality of life.</p> <p>Values</p> <ul style="list-style-type: none"> ✦ Integrity ✦ Commitment to Quality Service ✦ Innovation ✦ Teamwork 	 <p>Support an Active Community</p> <p>Parker will demonstrate our commitment to the health of our community, both indoors and out by providing access to outstanding parks, trails and recreation amenities and activities. We promote a healthy lifestyle and work to meet the needs of a diverse, multigenerational community.</p>	<ul style="list-style-type: none"> • Provide a variety of opportunities and experiences for all of our users regardless of range of abilities, physical and economic resources, specialized needs and geographic access. • Provide superior programs, facilities and natural amenities for our community. Create innovative programs, facility and public space designs, ensure a safe and secure environment and provide an atmosphere that consistently promotes health, fitness, enrichment and inclusion. • Construct new trails, sidewalks and bike lanes to promote community activity and accessibility, and develop downtown Parker as a pedestrian-friendly destination for all ages. • Plan for residential growth and development that is supported by an expanded system of parks, recreation facilities and open space. • Encourage active lifestyles by planning for mixed-use development that is walkable and bike friendly, linking residential neighborhoods to parks, trails and open space and promoting alternatives to driving. • Support our active community by designing and implementing strategic marketing initiatives to increase awareness and patronage of parks and recreation facilities and programs. • Utilize our cultural facilities to present and promote recreational activities for children and adults. 	<ul style="list-style-type: none"> • Preserve residential quality of life and meet the needs of an increasingly diverse, multi-generational community by incorporating consideration for public health and safety into planning, zoning, site plan and urban design. • Maintain active and visually appealing parks and open spaces for public use and recreation. • Effectively manage building development and expansion projects to support the needs of a growing, active community. • Steward our parks and open spaces for long-term sustainability and environmental conservation. • Explore opportunities for public-private partnerships to leverage resources and expand recreational opportunities for our community.

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<p>Mission The mission of the Town of Parker is to enrich the lives of residents by providing exceptional services, engaging community resources, and an authentic hometown feel. We promote transparent governing, support sustainable development, and foster a strong, local economy.</p> <p>Vision The Town of Parker's vision is to be the pre-eminent destination community of the Denver Metro area for innovative services with a hometown feel. We will be an area leader in economic and community development, and strive to be at the forefront for services, civic engagement, and quality of life.</p> <p>Values</p> <ul style="list-style-type: none"> ✦ Integrity ✦ Commitment to Quality Service ✦ Innovation ✦ Teamwork 	<div style="display: flex; align-items: center;">  <p>Innovate with Collaborative Governance</p> </div> <p>Parker will support transparency, accountability, and fiscal sustainability by using innovative techniques to optimize performance. We engage in regional relationships and governing partnerships, including our education, fire, and water agencies. Parker supports a high quality, dedicated workforce to support these goals.</p>	<ul style="list-style-type: none"> • Research, invest in and implement emerging technology to ensure transparency and accountability, and improve service delivery. • Seek and encourage partnerships that result in collaborative planning and learning, and share the responsibility of achieving a common vision for the Parker community. • Work closely with departments to help them achieve their goals and improve customer service to our residents. • Regularly examine workflows and develop or upgrade systems, applications and processes to achieve greater efficiencies within the Town. • Regularly examine fiscal policies to identify and implement opportunities to improve accuracy, effectiveness and transparency to ensure all fiduciary responsibilities are met. • Improve communication, participation and transparency through the effective use of public outreach, social media, open houses, customer surveys and other methods. • Enhance and improve communication within the organization to ensure employees feel heard and valued, and are informed about Town projects and initiatives. • Partner with Town Departments to provide timely and cohesive information to our community to ensure that our public is educated, informed and involved. • Expand partnerships with local and regional organizations to foster innovation, efficient service delivery and use of best practices. • Collaborate with other agencies and jurisdictions through intergovernmental agreements. • Engage the development community to ensure Parker's land use and zoning policies keep the Town an attractive place to locate new businesses. • Optimize the use of technology to improve efficiency, productivity and quality of service. • Improve organizational capacity and effectiveness through professional development, leadership, strategic thinking and staff engagement. • Ensure the future well-being and integrity of the organization through positive relationships between Town management and staff. • Promote a values-driven organization that reinforces ethical behavior and transparency and enhances the public's trust. • Through department accreditation and industry best practices, our departments will strive for continuous improvement, assuring that service provision is aligned with community interests. • Design and implement creative techniques for recruitment to find the most qualified applicants so we can continue an exceptional level of service to our customers. 	

Mission, Vision & Values	Strategic Goal	Strategic Objectives	
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