



PARKER
C O L O R A D O

2017/2018 BIENNIAL BUDGET





PARKER
C O L O R A D O

2017-18 Biennial Budget

**2017-18 Biennial Budget
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PARKER
C O L O R A D O

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**



Historic 20 Mile House

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.

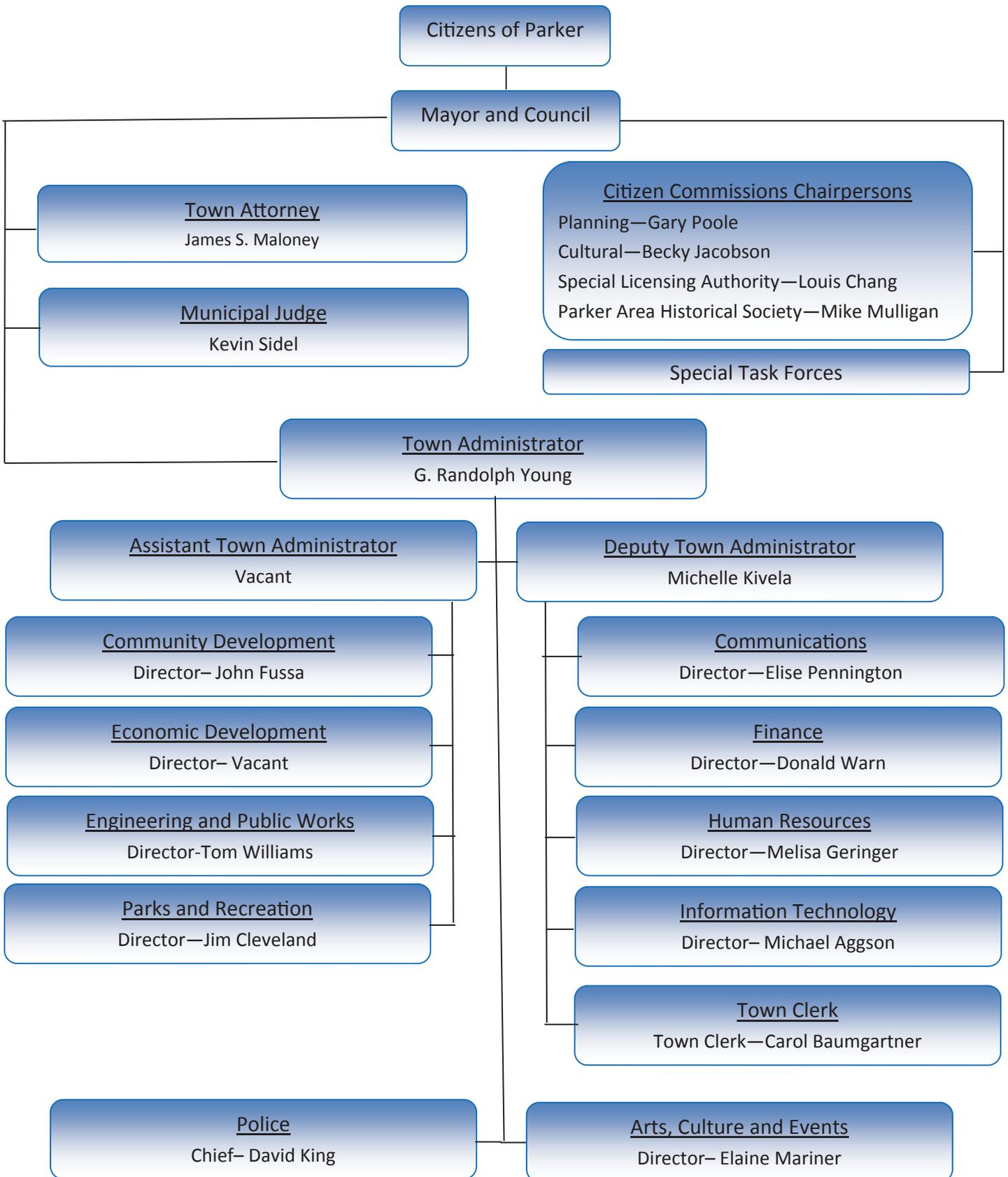
Councilmember Josh Martin was elected to a four-year term in November 2014.

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, 2016

A handwritten signature in black ink, reading "Jeffrey R. Egan".

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, 2016. 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. 2016 was the twelfth 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

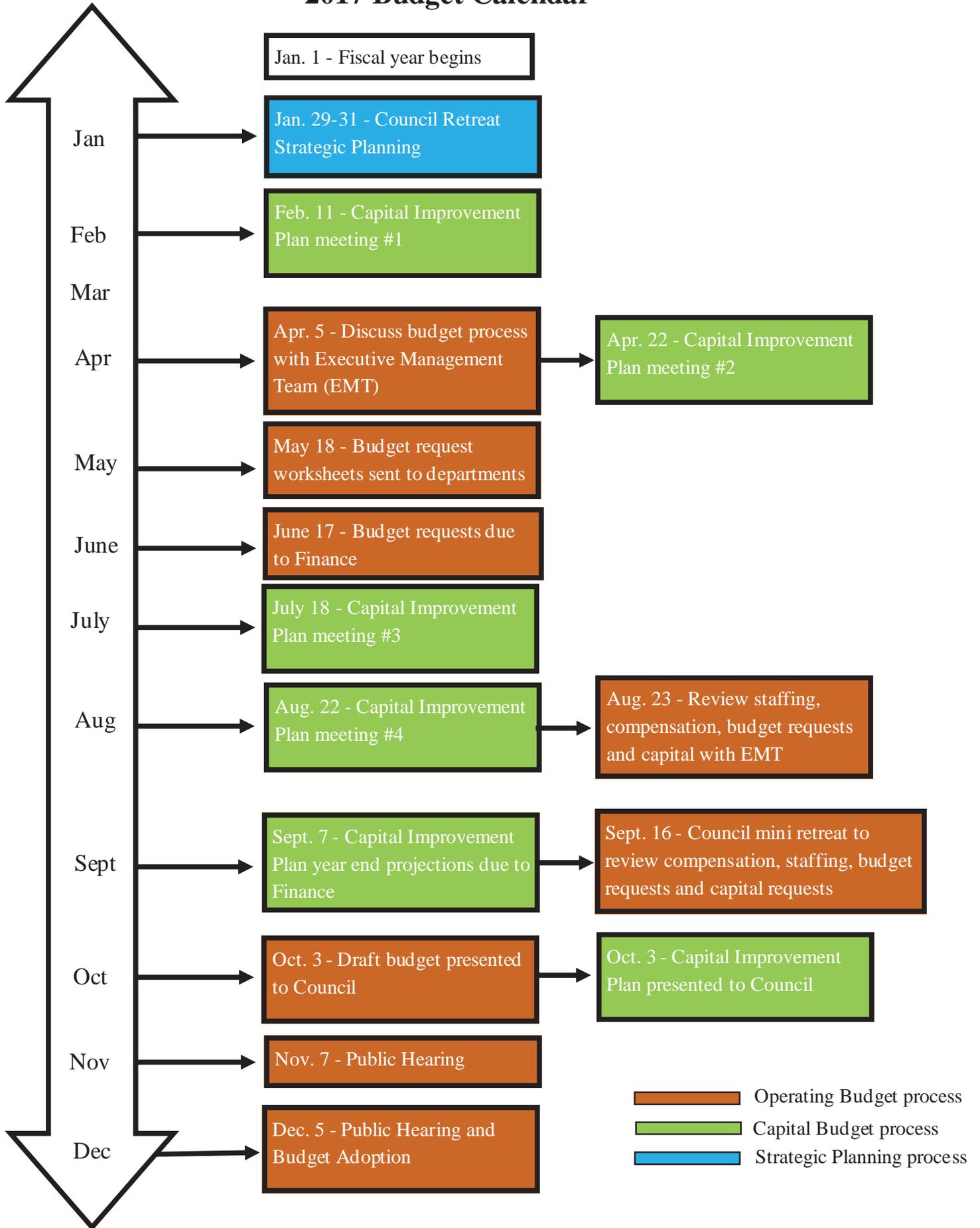
Citizen involvement is a way of making decisions that ensures the participation of the people affected by those decisions. The proposed budget and detailed justifications for capital outlay and staffing additions are made available on the Town's Web site prior to adoption. Through the Talk of the Town 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 Initiatives

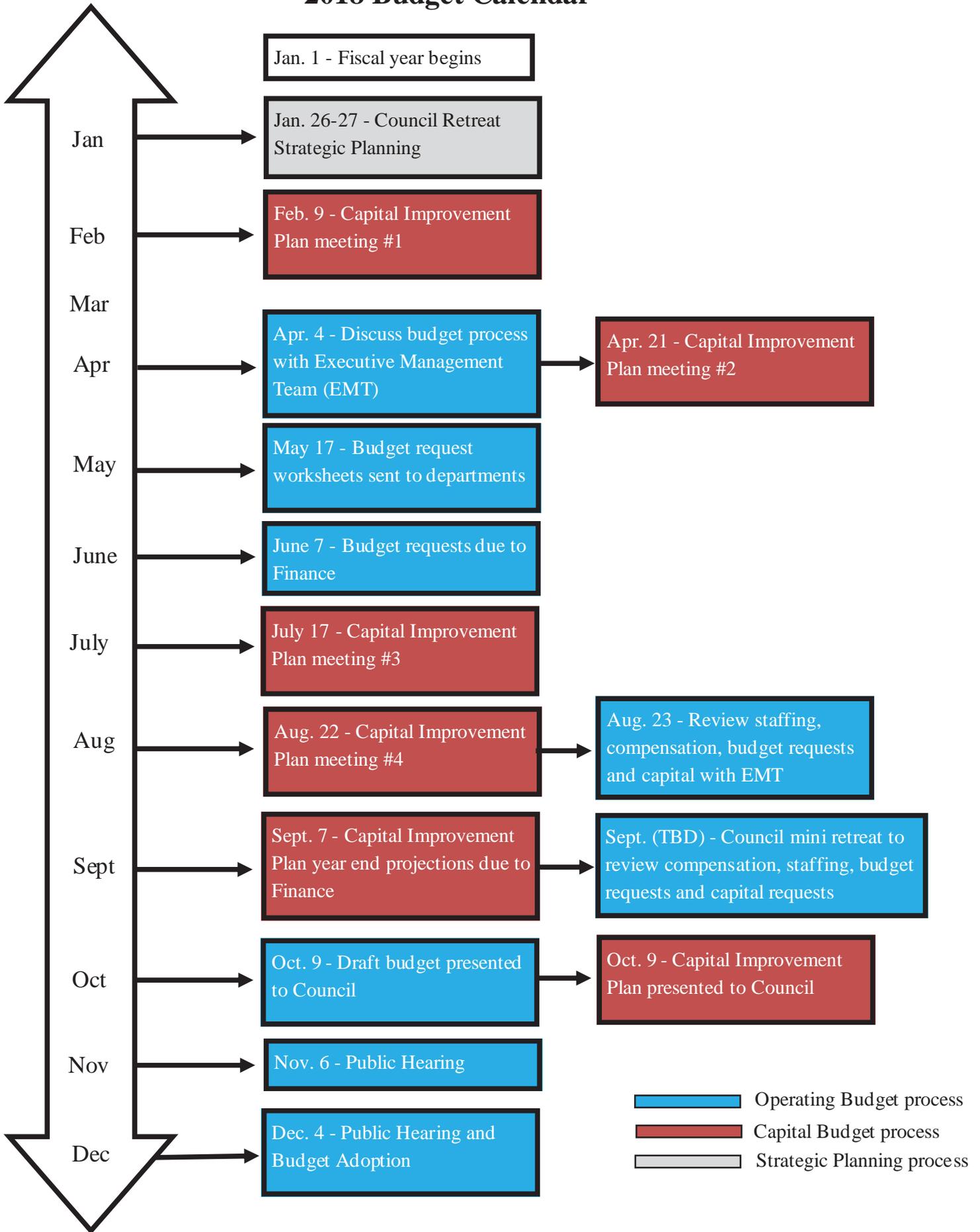
In late 2015 the Town updated its long term strategic goals and made the decision to move forward with Priority Based Budgeting (PBB). In 2016, Town staff completed an inventory of all Town programs, assigning costs and scoring the programs on various criteria including how programs tie back to the long 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.

In 2016 the Town enhanced financial transparency through the implementation of Open Budget. This is a new website to communicate the budget in an easy-to-understand way. The site provides a visual interface to explore and search through the budget. We invite you to visit the Town's Open Budget website at www.ParkerOnline.org/OpenBudget

2017 Budget Calendar



2018 Budget Calendar



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 2017/18 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 2017/18 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 2016 projected amount and 2015 actual amounts are presented alongside the 2017 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 2017 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 2017/18 Biennial Budget. Following a lengthy budget development process, public inspection and two public hearings, the Town Council adopted the proposed budget on December 5, 2016.

The local economy continues to improve as indicated by increased consumer spending for 2015 and again for 2016. In addition, the housing market has rebounded with home sales in Parker increasing for the fifth straight year. As a result, the 2017/18 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 five years.

Year-over-year financial results have improved since 2011 and revenue projections for 2017 and beyond reflect a positive outlook. As of October 2016, revenue was exceeding both budget expectations and the prior year for the fourth year in a row. Sales tax and General Fund revenues were up 7.6 percent and 6.6 percent respectively. As of November 2016, with 264 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.

Beginning 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 2017. 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 2017/18 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 2017 budget follow and many cross over into several other goals.

FINANCIAL HIGHLIGHTS

Overall budget summary

The total 2017 budget, which covers all Town funds, is \$90,350,009 (excludes interfund transfers). Even with the addition of new capital projects and the continued construction of Discovery Park 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 2016 amended budget, which was \$114,469,482.

The decrease in the General Fund of \$576,092 or roughly 1 percent is the net result of increases in salaries and benefits, three (3) new positions added for 2017, and the reduction of \$2,855,098 in capital outlay for 2017 as compared to 2016. The Parks and Recreation Fund decreased 88% due to the completion of major projects in 2016 and smaller projects planned for 2017. The increase in the Cultural Fund of 12 percent is due to increases in salary and benefits, two (2) new positions added for 2017 and continued rehabilitation of the old Schoolhouse. In the Recreation Fund, the increase in budget of 3 percent is attributable to salary and benefit increases and two (2) new positions added for 2017. The Public Improvement Fund decreased 52% due to the completion of major projects in 2016 and smaller projects planned for 2017. The Stormwater Utility Enterprise Fund decreased 23 percent due to the completion of major projects in 2016 and smaller projects planned for 2017. The decrease in the Fleet Services Fund of 24 percent is due to fewer vehicle replacements planned in 2017. The 15 percent increase in the Medical Benefit Fund is due to premium increases and expected claim increases for 2017. The increase in the Technology Management Fund, Facility Services Fund and Law Enforcement Assistance Fund are due to increases in salary and benefits for 2017.

Expenditure and Budget Summary	2015	2016	2016	2017	2016 Adopted
	Actual	Original Budget	Adopted Budget	Adopted Budget	to 2017 % Change
General Fund	\$ 39,754,829	\$ 48,887,467	\$ 51,239,381	\$ 50,663,289	-1.12%
Parks and Recreation Fund	19,233,470	12,448,430	14,186,971	1,692,646	-88%
Law Enforcement Assistance Fund	283,975	130,504	137,003	139,160	2%
Cultural Fund	4,144,168	5,457,199	5,970,569	6,686,080	12%
Recreation Fund	6,054,697	6,954,210	7,251,832	7,501,734	3%
Public Improvements Fund	11,500,241	18,093,661	21,972,658	10,525,000	-52%
General Debt Service	941,395	941,725	941,725	940,273	0%
Recreation Debt Service Fund	1,709,536	2,683,889	1,585,500	1,584,700	0%
Stormwater Utility Enterprise Fund	1,736,626	1,789,384	2,022,676	1,557,863	-23%
Fleet Services Internal Service Fund	2,006,185	2,217,613	2,237,613	1,703,361	-24%
Technology Management Internal Services Fund	2,488,687	3,751,469	4,004,404	4,103,983	2%
Facility Services Internal Services Fund	793,022	862,860	874,950	891,920	2%
Medical Benefits Internal Services Fund	1,798,343	2,044,200	2,044,200	2,360,000	15%
Total Expenditures	\$ 92,474,104	\$ 106,262,611	\$ 114,469,482	\$ 90,350,009	

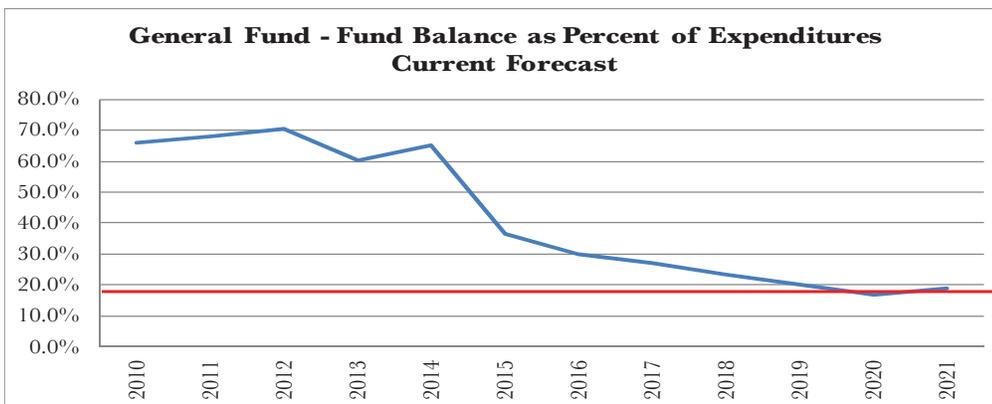
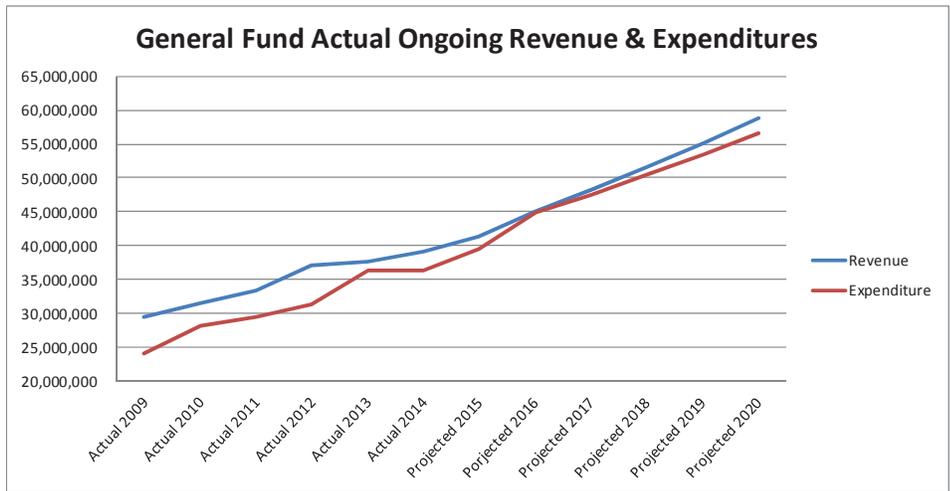
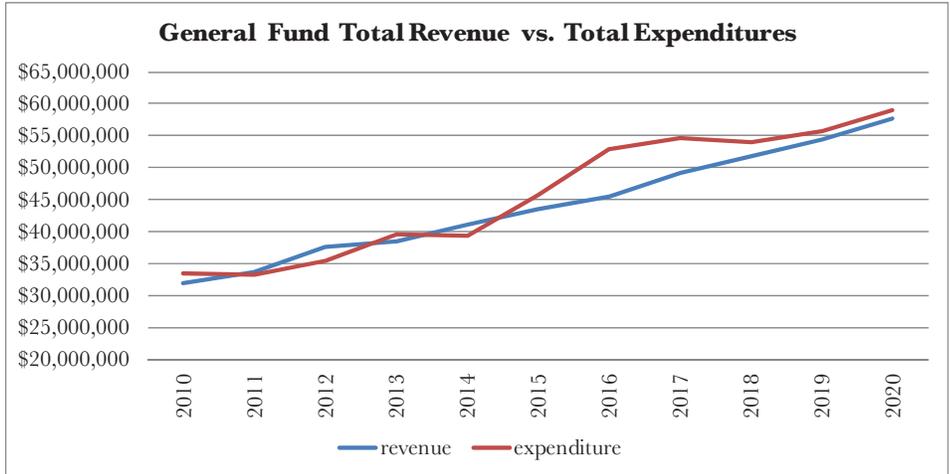
Note: Interfund transfers are not included.

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

Summary of General Fund	2015		2016		2017	
	Actual	Original Budget	Amended Budget	2016 Projected	Adopted Budget	
Beginning Fund Balance	\$ 25,584,533	\$ 23,313,165	\$ 23,313,165	\$ 20,466,989	\$ 14,892,730	
Revenues	43,430,771	46,304,226	46,721,635	49,104,998	51,769,297	
Expenditures	45,702,139	55,295,615	49,567,811	54,679,257	54,078,010	
Ending Fund Balance	\$ 23,313,165	\$ 14,321,776	\$ 20,466,989	\$ 14,892,730	\$ 12,584,016	
Fund Balance as % of Expenditures	51%	26%	41%	27%	23%	

The total 2017 budget is \$54,078,010. Projected revenues of \$51,769,297 and revenue from prior years (fund balance) of \$2,308,713 balance the budget. The General Fund has a very healthy fund balance, which the Town has planned to use to cover one-time expenditures for a new payroll and human resources system, AV upgrades and a new interview recording system at the Police Department and streets equipment in Public Works. 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 2017 is estimated to increase 5 percent from projected 2016 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 70 percent of the fund's revenue, is projected to increase 6.9 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	2016		2017		% Change from 2016 Budget	% Change from 2016 Projected
	2015 Actual	Amended Budget	2016 Projected	Adopted Budget		
Revenue:						
<u>Taxes</u>						
Sales Tax	\$ 29,959,630	\$ 31,202,300	\$ 32,100,000	\$ 34,300,800	9.9%	6.9%
Property Tax	1,448,999	1,650,300	1,720,000	1,754,000	6.3%	2.0%
Other Taxes	2,589,862	2,696,200	2,495,600	2,733,200	1.4%	9.5%
Total Taxes	33,998,491	35,548,800	36,315,600	38,788,000	9.1%	6.8%
<u>Licenses and Permits</u>						
Building Permit Fee	1,594,755	1,528,300	1,400,000	1,656,100	8.4%	18.3%
Other Licenses and Permits	55,890	210,700	161,500	164,950	-21.7%	2.1%
Total Licenses and Permits	1,650,645	1,739,000	1,561,500	1,821,050	4.7%	16.6%
<u>Intergovernmental</u>						
Highway User Tax Fund	1,090,277	1,078,700	1,078,700	1,134,200	5.1%	5.1%
Road/Bridge Shareback	1,238,675	1,480,000	1,408,000	1,450,200	-2.0%	3.0%
Build America Bonds Credit	813,069	794,771	796,480	774,248	-2.6%	-2.8%
Motor Vehicle Registration	159,187	162,300	162,300	168,900	4.1%	4.1%
Other Intergovernmental	760,032	1,255,855	1,354,984	386,100	-69.3%	-71.5%
Total Intergovernmental	4,061,239	4,771,626	4,800,464	3,913,648	-18.0%	-18.5%
<u>Charges for Services</u>						
Deficit Reduction Fee	846,441	1,092,400	800,000	981,800	-10.1%	22.7%
Intergov. Agreement Services	626,281	821,600	772,900	866,400	5.5%	12.1%
Other Charges for Services	836,725	864,700	862,020	933,200	7.9%	8.3%
Total Charges for Services	2,309,447	2,778,700	2,434,920	2,781,400	0.1%	14.2%
Fines and Forfeitures	199,047	192,900	172,300	204,300	5.9%	18.6%
Other Revenue	236,802	177,300	340,951	444,000	150.4%	30.2%
Transfers In	975,100	1,095,900	1,095,900	1,152,600	5.2%	5.2%
Total Revenue	\$ 43,430,771	\$ 46,304,226	\$ 46,721,635	\$ 49,104,998	6.0%	5.1%

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 decrease 1 percent or \$616,358.

Salaries and benefits show a net increase of \$786,066. The increase consists of the addition of a Combination Inspector in the Building Division, Citizen Outreach Coordinator in the Police Department Parks and Recreation adding a new Forestry and Open Space

General Fund Summary	2016	2017	% change
	Amended Budget	Adopted Budget	
Expenditures:			
Salaries and Benefits	\$ 22,089,391	\$ 22,875,457	4%
Supplies	1,324,227	1,323,245	0%
Purchased Services	17,414,565	18,813,879	8%
Debt Service	3,743,700	3,726,143	0%
Capital Outlay	4,608,698	1,753,600	-62%
Economic Dev Incentives	1,500,000	1,500,000	0%
Other	558,800	670,965	20%
Transfers Out	4,056,234	4,015,968	-1%
Total Expenditures	<u>\$ 55,295,615</u>	<u>\$ 54,679,257</u>	-1%

Crew Leader, an average 4.0 percent performance-based merit increase, salary range movement and step increases for police officers, and a 7 percent increase in health insurance. This combined with salary decreases due to attrition resulted in a 4 percent increase overall.

Supplies expenditures are decreasing \$982 for 2017. This is primarily due to furniture and fixture purchases in several departments that occurred in 2016 that will not occur in 2017 combined with an inflationary increase in general supplies for 2017.

Purchased services expenditures are increasing by 8 percent, or \$1,399,314, primarily due to the Internal Service Fund allocation for Technology Management, Fleet and Facilities.

Capital Outlay expenditures are decreasing by 62 percent, or \$2,855,098, primarily due to a new Records Management System (RMS) budgeted in the Police Department for 2016 that will not occur in 2017.

Economic development incentive expenditures are budgeted to remain constant for 2017.

The decrease in transfers out is the net effect of the \$1.8 million transfer to the Cultural Fund for operations, \$1.46 million to the Cultural Fund for the Schoolhouse renovation project and the temporary elimination transfer to the Public Improvement Fund of \$1.5 million for street maintenance expenditures that will come from the Excise Tax Fund in 2017 and 2018.

Notable changes in the departmental budgets are as follows:

- Merit increases are budgeted at 4 percent for 2017.
- Elected Officials increased 11 percent due to the technology allowance budgeted for the newly elected Mayor and Council.
- Town Clerk increased 35 percent due to the addition of budget for a vacant position that was frozen in 2016.
- Town Administrator increased 9 percent primarily due to additional professional services for a strategic staffing analysis and facility plan.
- Finance increased 27 percent due to the capital outlay for a new payroll and timekeeping program.
- The 5 percent increase in Risk Management is due to higher premiums for liability insurance.
- Communications increased 5 percent due to the implementation of the Town branding project.
- General Government Buildings decreased 19 percent primarily due to the installation of Mainstreet LED lighting that was budgeted in 2016.
- Building Inspectors increased 5 percent primarily due to the addition of a combination Inspector.
- Police is decreasing a net 12 percent primarily due the implementation of a Records Management System in 2016 combined with the addition of a Citizen Outreach Coordinator.

General Fund Summary	2016	2017	% change
	Amended Budget	Adopted Budget	
Expenditures:			
Elected Officials	\$ 149,760	\$ 166,245	11%
Town Clerk	301,163	406,742	35%
Municipal Court	333,724	339,457	2%
Town Administrator	917,543	1,003,250	9%
Elections	26,000	26,000	0%
Finance	945,687	1,200,335	27%
Sales Tax	481,579	471,857	-2%
Legal Services	552,325	570,720	3%
Human Resources	849,807	865,857	2%
Risk Management	369,589	387,086	5%
Community Development	2,176,497	2,165,962	0%
Communications	893,435	940,434	5%
General Government Buildings	698,350	567,400	-19%
Customer Service	142,278	148,543	4%
Historic Preservation	13,500	3,000	-78%
Interdepartmental	613,050	694,990	13%
Debt Service	3,743,700	3,726,143	0%
Police	18,472,385	16,203,888	-12%
Building Inspection	1,535,845	1,605,439	5%
Public Works	11,320,839	12,219,291	8%
Parks, Forestry and Open Space	3,801,450	3,959,430	4%
PWOC Building	144,400	186,000	29%
Parks Building	310,600	454,550	46%
Economic Development	945,875	850,670	-10%
Economic Incentives	1,500,000	1,500,000	0%
Interfund Transfers	4,056,234	4,015,968	-1%
Total Expenditures	\$ 55,295,615	\$ 54,679,257	-1%

- Interdepartmental increased 13 percent primarily due to the increase in the contingency line item from \$100,000 in 2016 to \$200,000 in 2017.
- Public Works increased 8 percent due to additional repair and maintenance funds for streets, curbs, gutters and sidewalks.
- Public Works Buildings increased 29 percent due to increased insurance on the new building.
- Parks Building increased 46 percent due to the building improvements for the roof and new HVAC units.

Other highlights of the General Fund budget are as follows:

- \$12.2 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 2017/18 biennial budget maintains a healthy fund balance in the General Fund. The resulting fund balance is 27 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 2016 funds were used for a portion of Discovery Park which is a new civic center park adjacent to the new Douglas County Library and in 2017 funds will be used for trails at the Salisbury Sports and Equestrian Park and the Auburn Trail connection.

Parks and Recreation Fund

- Revenue in this fund consists mainly of sales tax, which is projected to increase 6.9 percent or \$440,200 over the projected 2016 amount. A total of \$7.25 million in expenditures in 2017 includes the following:
 - \$2.82 million to support the Parker Recreation Center operations
 - \$1.584 million payment on the debt issued to construct the Parker Fieldhouse and Recreation Center expansion
 - \$1.22 million to support recreation operations
 - \$1.152 million for part of the total budget for parks maintenance in the General Fund
 - \$365,000 for a concrete trail at the Salisbury Sports & Equestrian Park
 - \$210,000 for Rueter Hess recreation master plan
 - \$100,000 for trail development and gap closures
 - \$75,000 for Bar CCC sports lighting
 - \$60,000 for the Harvie Open Space planning and development
 - \$60,000 for the Auburn Hill north/south trail connection
 - \$50,000 design fees for Salisbury Park North

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

In 2016, the former PACE Fund and Mainstreet Center Fund were combined to form the Cultural Fund to coincide with the combining the funds for financial reporting in 2014 due to audit requirements for grant funding. 2017 budgeted revenue of \$2,955,095, fund balance, a \$3,260,900 investment from the General Fund and a \$218,000 investment from the Excise Tax Fund will support expenditures of \$6,686,080 which includes the sixth 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 \$1,150,000 that began in 2014 and will continue through 2017. Additional funding for the project will come from a State Historic Society grant and a \$1.4 million investment from the General 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 \$14 million to the fund in 2017. The total \$3.54 million budget for expenditures includes the following capital projects.

- \$3.6 million for Jordan Road widening to Hess Road
- \$3.0 million for Motsenbocker Road widening
- \$1.5 million for various street reconstruction projects.
- \$800,000 for the Town-wide sign program.
- \$600,000 to complete the widening of Chambers Road between Main and Hess
- \$500,000 for median and entryway beautification, sidewalk gap closures, powerline undergrounding 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
- \$100,000 for design work associated with the widening of Motsenbocker Road
- \$50,000 for design work for Mainstreet North-Side Sidewalk (Town &Country Area)
- \$50,000 for the Parker Road sidewalk project
- \$275,000 for traffic signals at Cottonwood Drive and Cottonwood Way
- \$50,000 for traffic signal modification at Vantage Point

Excise Tax Fund

In 2017 \$218,000 will be transferred to the Cultural Fund for the stage equipment in Discovery Park.

Stormwater Utility Fund

A total of \$1.74 million is budgeted to provide for stormwater management, debt service, drainage repair and maintenance and capital projects. Capital projects include the following:

- \$65,000 for Cherry Creek stabilization at KAO
- \$60,000 for McCabe Meadows drainage improvements
- \$50,000 for Parkglenn trickle channel drainage improvements
- \$40,000 for the Newlin Gulch drainage improvements
- \$40,000 for the Pine Bluffs Detention Pond

Staffing

The Summary of FTEs chart illustrates the change in FTE (full-time equivalent) from the 2016 original budget to the 2017 adopted budget.

A part-time (.50 FTE) position in the Community Development Department was upgraded to a part-time benefited (.80 FTE) position.

The Recreation and Community Marketing Coordinator (.50 FTE) in Communications was reallocated to Parks and Recreation (.25 FTE) and Recreation (.25 FTE) to better align the work being performed with the departments receiving the benefit.

The Police Department added two (2) officers and a Police Commander in 2016. The Public Works Director allocation (.40 FTE) was removed from Emergency Management in 2016 and a new Citizen Outreach Coordinator was added in 2017. The new staff was needed to meet the demands of the department to ensure adequate police protection for the community.

Summary of FTEs	2016		2017
	FTE	Changed	FTE
General Fund:			
Town Clerk	3.00	-	3.00
Municipal Court	2.60	-	2.60
Town Administrator	4.00	-	4.00
Finance	12.34	-	12.34
Town Attorney	2.00	-	2.00
Human Resources	7.00	-	7.00
Community Development	13.50	0.30	13.80
Communications	3.50	(0.50)	3.00
Customer Service	2.60	-	2.60
Police	112.00	3.60	115.60
Building Inspection	12.00	1.00	13.00
Public Works	34.30	0.50	34.80
Parks/Forestry/Open Space	24.40	0.50	24.90
Economic Development	4.00	-	4.00
General Fund Total	237.24	5.40	242.64
Parks and Recreation Fund	2.93	0.25	3.18
Law Enforcement Assistance Fund	1.50	-	1.50
Cultural Fund	15.13	2.00	17.13
Recreation Fund	24.90	4.50	29.40
Stormwater Utility Enterprise Fund	8.00	0.20	8.20
Fleet Services Internal Service Fund	4.40	0.10	4.50
Information Technology	11.00	1.00	12.00
Facility Services Internal Services Fund	8.90	0.10	9.00
Total	314.00	13.55	327.55

A new Building Inspector will be added to the Building Department in 2017 to address customer service needs associated with the high levels of building permit application, plan review requests and the need for inspections.

The Fleet and Facilities Manager (.20 FTE) was reallocated from the Engineering Department to the Fleet Fund (.10 FTE) and Facilities Fund (.10 FTE) to better align wages with the proper funds.

The Director of Engineering and Public Works wages were reallocated as follows: Streets Division (.20 FTE), Engineering and Administration Division (.40 FTE), Traffic Division (.20 FTE).

One (1) Forestry and Open Space Crew Leader will be added to the Forestry Division. Having been at the same staffing level since early 2007, it is vitally important that the Division grow now to catch up to current needs. An employee in a Crew Leader role in the division would be more empowered to make daily/weekly operational plans necessary in our operations, while allowing the Supervisor to direct more focus on long term planning for sustainability.

A Stormwater Maintenance Tech I/II will be added to the Stormwater Utility Department. The Stormwater operations crew has been staffed at 4 FTE since 2006 and the Town has experienced rapid growth since, necessitating the addition of another staff member.

A System Specialist will be added to the Information Technology Department. Due to the increase in the technology needs throughout the organization, an additional support position is necessary to keep pace with the growing support workload and project workload. The request is for one additional Systems Specialist to take the total from three to four. This will give us the option of having one more support position at the Police Department when their support load requires it.

A Cultural Membership Specialist will be added to the Cultural Department at PACE. Our membership program is relatively new and has huge potential for growth. However, in order to realize that potential, we need someone who is dedicated to this program and who has experience with membership acquisition, member renewals, lapsed-recapture strategies, analyzing the value of membership benefits, and developing growth and revenue projections.

A Stage Technician will be added to the Cultural Department at PACE. With the increased activation of the Schoolhouse theatre along with the new amphitheater, there is a dramatically larger need for additional support that cannot be found within multiple part time staff members that are restricted to 29 hours per week.

In the Recreation Department two (2) positions were reclassified from part-time to full-time in 2016.

Recreation Coordinator II – Youth/Enrichment Coordinator, this position originated 15 years ago as the Tot Time Coordinator and was limited to just a few classes and activities per week. While part time status with this workload was sufficient when the position originated, the annual workload has grown significantly and diversified greatly.

Recreation Coordinator II - Sports, sports staff all stated they feel they are constantly reacting rather than providing proactive ideas and solutions, the reclassification will alleviate this burden and allow for more supervisory accomplishments within the division.

In the Recreation Department two (2) positions will be reclassified from part-time to full-time in 2017:

Manager on Duty/Event Supervisor, the scope of the position will have a significant increase in duties and responsibilities including the supervision of special events, birthday party program, and the coordination of volunteers. This position will also be responsible for the direct supervision of the Events Lead positions.

Recreation Coordinator I Aquatics, the scope of the proposed position will have a significant increase in duties and responsibilities including the safe and efficient operation of the Town of Parker's Learn to Swim Program

Acknowledgements

Again, we are pleased to provide you this year's budget. The biennial budget was adopted by Town Council on December 5, 2016. Council and staff worked hard over the course of several months in 2016 to develop this financial plan for 2017 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.

- 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.
- Preserve residential quality of life and meet the needs of an increasingly diverse, multigenerational community by incorporating consideration for public health and safety into planning, zoning, site plan and urban design.

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.

- Prioritize community involvement and public input through emphasis on civic engagement, continuous dialogue with residents, actively seeking public input on community development issues, and a multi-faceted approach to information distribution.
- Provide innovative, engaging and relevant arts, culture, science and entertainment experiences to advance cultural enrichment.
- Promote and support a variety of community events, entertainment venues and dining opportunities that connect the community and provide for a positive environment.
- Provide welcoming and interactive community gathering places.
- Evaluate and grow our volunteer programs to expand opportunities for members of the public to dynamically engage with our departments.
- Provide lifelong learning and cultural enrichment opportunities in the arts and sciences for all ages, including cultural enrichment opportunities for students in our public facilities and schools.
- Develop relationships with community members through special functions, programs, education and interactive public relations messaging.
- Ensure access to quality education, technical training and information resources.
- Through education, communication and community input, we strive for transparency, honesty and responsiveness.
- Foster the development of our creative district, and support the emergence of active, knowledge based uses. Partner to establish places for artistic, commercial and social collaboration.
- 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.
- Preserve and promote Parker's history and heritage, and facilitate the adaptive reuse of historic properties.
- Seek the development of a creative commons or marketplaces linking major institutions with local organizations, businesses and individuals.
- Promote community engagement by providing and publicizing opportunities for community involvement, participation and feedback.

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.

- Create an environment to help small businesses thrive through strategic partnerships, programs and educational opportunities.
- Retain and strengthen Parker's existing businesses by creating a supportive business environment through outreach campaigns and enhanced strategic relationships.
- Attract quality businesses and jobs to continue to diversify the Town's economic base.
- Stimulate economic growth using well-planned development, community revitalization and robust public infrastructure.
- Provide strong financial leadership by aligning budget and policy initiatives with priorities of the Town for long-term economic sustainability.
- Acknowledge the importance of public-private partnerships, and seek to balance Town resources while maximizing private sector investments into the community.
- Provide a safe, efficient transportation network that enables business and industry to enjoy a sustained supply chain, and maintain access by clients and customers.
- Continue the expansion of our marketing campaigns to promote awareness of economic development, business and commerce opportunities in Parker.
- Improve the effectiveness of the Town's collaboration with economic development partners throughout the region.
- Align the Town's economic development strategic plan throughout the organization to address issues of economic vitality, goals, objectives, priorities and programs, as well as implementation tools.
- Strive to be good partners with all companies conducting business in our community by providing accurate and timely information, contribute easily-accessible resources and by cultivating meaningful, informative relationships with businesses.
- Develop the downtown creative district as a cultural and entertainment destination for residents and visitors and expand Parker's creative industries.
- Prioritize the growth and expansion of downtown as a dense, mixed-use and walkable and bike-friendly destination that functions as the Town's location for business, employment, recreation and shopping.
- Work collaboratively with Town departments, community stakeholders, and the development community to establish the most expeditious and effective development review process for economic development prospects seeking to locate in the Town of Parker.
- 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



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.

- Protect the community by enforcing the law and preventing crime, and be a reliable and active source of emergency communications and support services.
- Plan, design, operate and maintain streets to enable safe and convenient travel for users of all ages and abilities, regardless of mode of transportation.
- Advance public health, safety and general welfare by continuing to provide best-in-class building, fire code administration and development review services.
- Foster a sense of community belonging and connection by engaging residents in proactive prevention, intervention and education programs to protect the safety and well-being of their community.
- Ensure the development of emergency response and recovery plans across the organization in partnership with other community efforts.
- Continue to maximize and research enhancements for the accurate and timely use of public safety notifications through technology, social media and other media outlets, to ensure members of the public can rely on us for accurate, need-to-know information.
- Collaborate with regional governments, and enhance our advanced approach to emergency management training, disaster preparedness and recovery.
- Continue to research and develop our approach to crime prevention through evidence-based policy, procedure, investigations, trend analysis and resource deployment.
- Develop a secure, reliable and sustainable information technology network for the future, creating a proactive security system to protect our organization and our residents.
- Support our stakeholders' safety and ongoing health through development of effective traffic and transportation management programs for drivers, bicyclists and pedestrians.
- Successfully safeguard and manage Town assets while maintaining the integrity of the expenditure of public funds.
- Provide assurance of regulatory and policy compliance to mitigate risk and exposure to liability.
- Provide top-notch customer service and financial expertise built on solid ethical standards, professional integrity and strong financial leadership.
- Ensure the Town leadership is well informed and prepared to guide the organization in emergency response and recovery efforts, helping the Town coordinate these efforts as a 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, and water agencies. Parker supports a high quality, dedicated workforce to support these goals.

- 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.

Develop a Visionary Community Through Balanced Growth



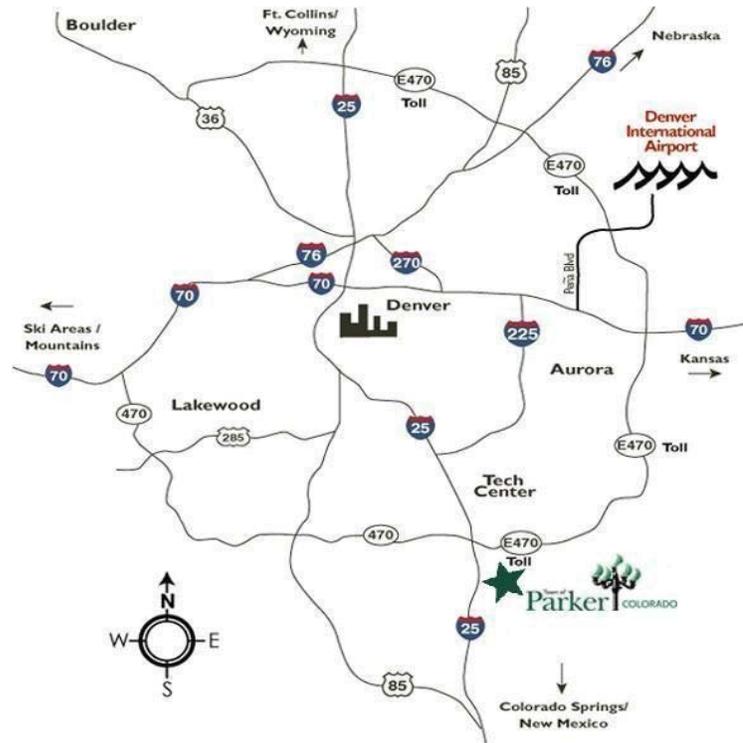
Parker will demonstrate our commitment to balanced growth, community development and infrastructure using a visionary plan for a sustainable future. We support a healthy, future-focused community with exceptional services and a hometown feel. Parker supports well-planned development supported by excellent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

- Use 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.
- Manage balanced, sustainable growth and promote well planned strategic development.
- Continue to use sustainable energy and conservation techniques.
- Enhance employee hiring, retention and career development to ensure that our human resource infrastructure is strengthened based on strategic recruitment, continuing education, and a positive and supportive work environment.
- 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 reviews of historic financial conditions and responsible forecasting of future trends.
- Foster Parker's hometown feel through an integrated park and recreation management approach that considers the natural environment, technology, community identity, physical resources and financial operations. Maintain or adapt these resources so they may be enjoyed and utilized in a manner that benefits both current and future generations.
- Communicate and reinforce the Town Council's vision, mission and goals with employees at all levels in the organization to reinforce our commitment to these priorities and connect them with the value of work for all staff.
- Work closely with the development community to seek sustainable and practical solutions to solve regulatory challenges across our community.
- Work collaboratively with other Town departments and external stakeholders to meet the priorities of Town Council and Parker citizens.
- Undertake strategic planning, retreat and teambuilding efforts to update the missions of our departments, align our goals and objectives with Town Council priorities, establish performance metrics, review customer service satisfaction and support staff development.
- Use innovative tools and business ideas to evolve our online tools for residents.
- Engage in ongoing planning to develop cultural programs that best serve our growing population and changing demographics.
- Support decision-making with timely and accurate short-term and long-term analysis and plans that advance the Town's vision and goals.
- Create and enable a healthy, engaged workforce by making employees feel valued in their work to help us achieve the mission, vision and goals of the Town.
- Retain great employees to enhance the quality of customer service and development of the Town.
- Support the development of employees as individuals and professionals.

Town Profile

The Town is located in southeast Metro Denver and northern Douglas County. With approximately 50,700 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.



Denver International Airport

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%
RTD/SCFD	1.1%
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	18,304	32,552	68,760
Median Household Income	\$ 97,824	\$ 97,135	\$ 101,505

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	Dec-15	Oct-16
Parker*	3.4%	5.0%	4.9%	6.3%	5.9%	5.0%	3.6%	2.7%	2.6%
Douglas County*	4.8%	6.9%	6.8%	6.0%	5.5%	4.6%	3.3%	2.6%	2.6%
Colorado	6.1%	8.6%	8.8%	8.1%	7.4%	5.9%	4.2%	3.3%	3.1%
U.S.	7.3%	9.9%	9.3%	8.5%	7.9%	6.7%	5.6%	5.0%	4.9%

*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
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	\$ 190,244,930	\$ 411,827,400	\$ 34,596,190	\$ 636,668,520
2017	\$ 199,229,700	\$ 425,887,750	\$ 32,211,850	\$ 657,329,300

source: Douglas County Assessor

Building Permits - Parker						
Year	New Single Family		New Multi-Family		Commercial	
	Permits	Value	Permits	Value	Permits	Value
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	312	\$ 106,788,354	23	\$ 49,091,908	489	\$ 56,552,495
2016 proj	300	\$ 109,170,000	0	\$ -	515	\$ 32,000,000
2017 proj	300	\$ 112,440,000	0	\$ -	515	\$ 32,487,500

source: Town of Parker

Workforce Educational Attainment			
	Town	5-mile Radius	7-mile Radius
Less than 9th Grade	1.20%	1.10%	1.10%
Some High School, No Diploma	1.40%	1.40%	1.30%
High School Graduate or GED	14.10%	14.80%	14.30%
Some College, No Degree	21.60%	20.40%	20.00%
Associate Degree	9.00%	9.10%	8.90%
Bachelor's Degree	37.10%	36.20%	36.00%
Graduate/ Professional Degree	15.50%	16.90%	18.40%

source: Esri Community Analyst

Population					
	Town	10-mile Radius	Douglas County	Metro Denver	State
Population	51,023	429,723	323,387	2,778,258	5,425,481
Median Age	34.60	36.90	37.40	36.60	36.90
Households	18,304	159,950	114,721	1,160,803	2,359,070
Median Household Income	\$ 97,824	\$ 96,813	\$ 105,985	\$ 65,777	\$ 60,903
Civilian Employed Population	26,143	224,210	162,580	1,432,899	2,708,089

source: Esri Community Analyst

Age 25+ Educational Attainment					
	Town	10-mile Radius	Douglas County	Metro Denver	State
Bachelor's Degree	37%	35%	38%	26%	24%
Graduate/ Professional Degree	16%	19%	19%	15%	15%

source: Esri Community Analyst

Population by Age Group						
	Town	5-mile Radius	7-mile Radius			
Under 15	14,388	28%	23,009	24%	43,689	24%
15 to 24	5,204	10%	11,075	12%	23,239	13%
25 to 44	17,195	34%	27,019	28%	51,869	28%
45 to 64	11,735	23%	25,205	26%	50,939	27%
65+	2,602	5%	9,070	10%	15,988	9%
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
Porter Care Adventist Health System	Health care	500
King Soopers (three stores)	Retail grocery	530
Town of Parker	Local government	492
Walmart	Retail	425
Valley Crest Landscaping	Landscaping	250
Children's Hospital - Parker Adventist	Health care	245
Home Depot	Home Improvement Retail	200
Oralabs, Inc.	Manufacturing health/beauty	153
Super Target	Retail	150
Lowes Home Improvement	Home Improvement Retail	110

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 2017/18 biennial 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.

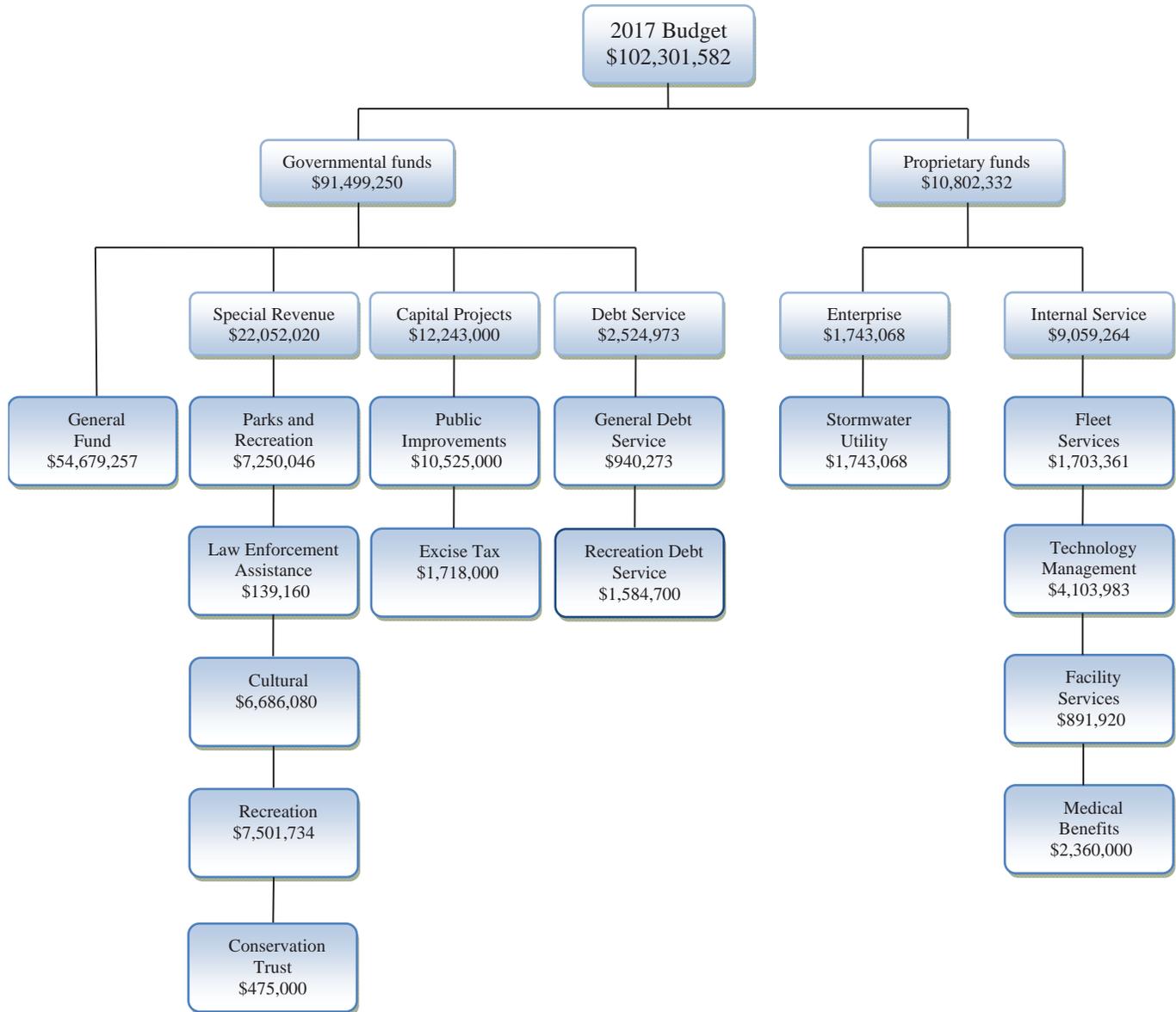
Budget Amendments

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.

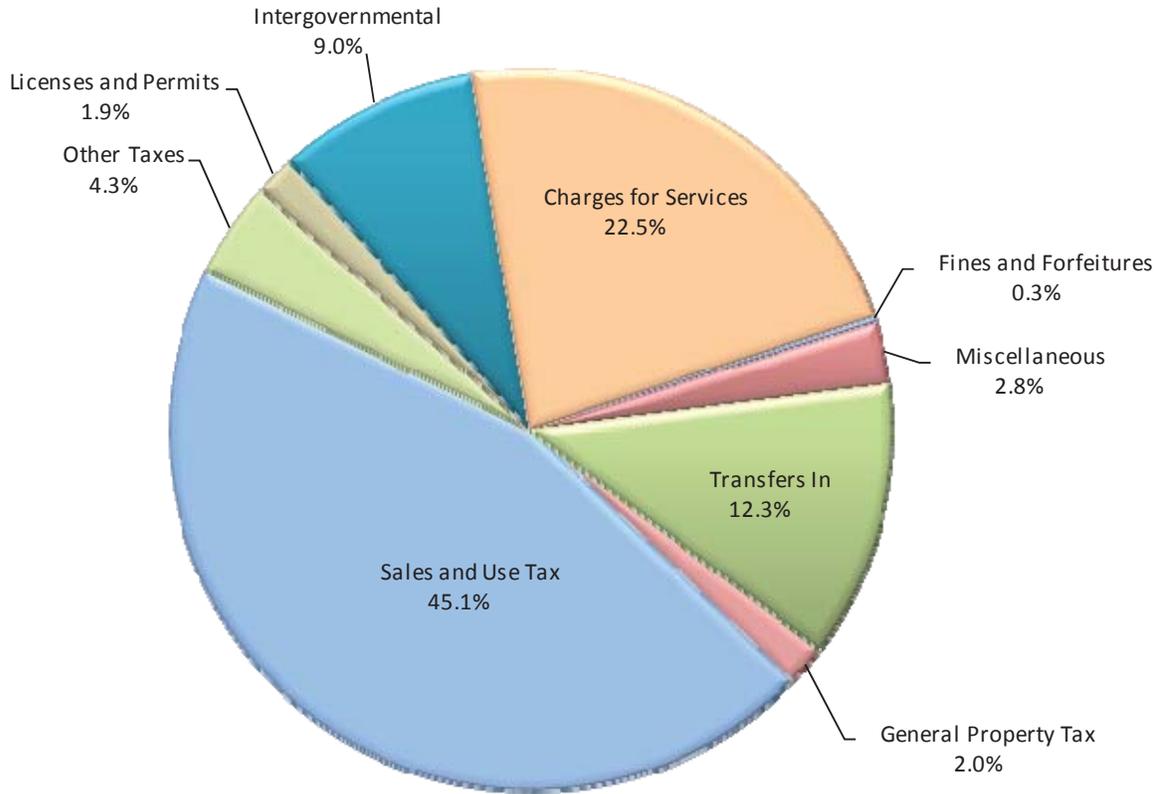
Requests for budget amendments are submitted to the Finance Director for consideration, if the request is justified and there is offsetting revenue, it is submitted to the Town Administrator for approval prior to being placed on a Council agenda. Budget amendments are presented to Town Council at a regular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

Fund Structure

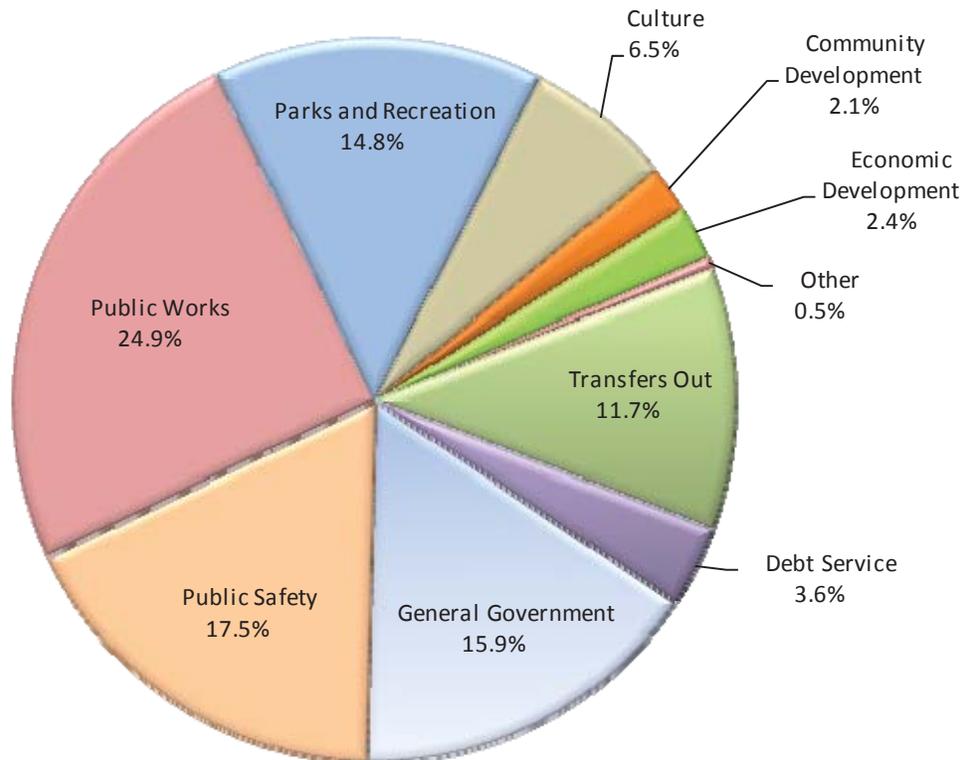
The following chart illustrates the fund structure and the various funds the Town uses. Also shown is the total budget, the total budget for each fund type and the budget for each fund. The total appropriation amount for all funds, including interfund transfers, is \$102,301,582.



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



Where it goes... expenditures (all funds)



FUND BALANCE PROJECTION - ALL GOVERNMENTAL FUNDS

Fund	Fund Balance 12/31/2013	2014 Revenue	2014 Expenditure	Fund Balance 12/31/2014	2015 Revenue	2015 Expenditure	Fund Balance 12/31/2015
<u>OPERATING FUND</u>							
General Fund	23,896,533	41,041,247	39,353,246	25,584,533	43,430,771	45,702,139	23,313,165
<u>SPECIAL REVENUE FUNDS</u>							
Conservation Trust	3,230,876	393,756	-	3,624,632	402,163	3,750,000	276,795
Parks and Recreation	5,167,481	13,452,191	11,607,433	7,012,239	30,363,999	23,773,606	13,602,632
Law Enforcement Assistance	232,429	129,668	127,847	234,250	135,078	283,975	85,353
Cultural	620,003	3,643,412	3,252,888	1,010,527	4,302,602	4,144,168	1,168,962
Recreation	1,155,820	5,528,555	5,508,161	1,176,213	6,262,012	6,054,697	1,383,529
Mainstreet Center							
Capital Renewal/Replacement Reserve	1,941,781	6,014	-	1,947,795	31,491	-	1,979,286
<u>CAPITAL PROJECT FUNDS</u>							
Public Improvements	11,710,098	23,280,413	17,825,040	17,165,471	8,965,421	11,500,241	14,630,652
Excise Tax	4,544,443	2,674,423	510,000	6,708,866	2,074,855	3,950,000	4,833,721
Police Station/PACE Center Construction	370,257	660	316,663	54,254	156	54,411	(0)
Parkglenn Construction	198,957	616	-	199,573	546	-	200,119
<u>DEBT SERVICE FUND</u>							
Recreation Debt Service	-	261,021	261,021	-	941,395	941,395	-
Recreation Debt Service	-	1,361,316	1,361,316	-	1,709,536	1,709,536	-

FUND CASH PROJECTION - ALL PROPRIETARY FUNDS

Fund	Projected Cash 12/31/2013	2014 Revenue	2014 Expenditure	Projected Cash 12/31/2014	2015 Revenue	2015 Expenditure	Projected Cash 12/31/2015
<u>ENTERPRISE FUNDS</u>							
Stormwater Utility	4,041,439	2,251,692	1,380,236	4,912,895	2,813,655	1,922,080	5,804,469
<u>INTERNAL SERVICE FUNDS</u>							
Fleet Services	90,880	1,654,901	1,679,203	66,579	1,584,765	2,006,185	(354,841)
Technology Management	320,582	2,597,209	2,481,313	436,478	2,793,579	2,503,687	726,371
Facility Services	(30,536)	737,965	751,349	(43,920)	918,639	793,022	81,697
Medical Benefits	-	-	-	-	2,264,105	1,798,343	465,762

Projected 2016 Revenue	Projected 2016 Expenditure	Fund Balance 12/31/2016	Budget 2017 Revenue	Budget 2017 Expenditure	Fund Balance 12/31/2017	Budget 2018 Revenue	Budget 2018 Expenditure	Fund Balance 12/31/2018
46,723,938	49,567,811	20,469,292	49,104,998	54,679,257	14,895,033	51,769,397	54,078,010	12,586,419
425,120	600,000	101,915	416,300	475,000	43,215	423,100	450,000	16,315
8,984,455	18,161,349	4,425,738	8,425,756	7,250,046	5,601,448	8,930,946	6,910,880	7,621,514
121,635	134,415	72,573	119,800	139,160	53,213	121,800	141,790	33,223
5,270,915	5,452,310	987,567	6,433,995	6,686,080	735,482	5,671,490	6,000,732	406,240
6,143,663	6,869,704	657,488	7,708,900	7,501,734	864,654	7,138,500	7,613,214	389,940
11,000	-	1,990,286	9,900	-	2,000,186	15,000	-	2,015,186
11,002,684	20,524,544	5,108,793	8,955,100	10,525,000	3,538,893	9,478,840	11,018,000	1,999,732
1,422,000	588,000	5,667,721	1,536,400	1,718,000	5,486,121	1,595,600	1,750,000	5,331,721
-	-	(0)	-	-	(0)	-	-	(0)
1,300	-	201,419	1,000	-	202,419	1,254	203,673	(0)
941,725	941,725	-	940,273	940,273	-	943,441	943,441	-
1,585,500	1,585,500	-	1,584,700	1,584,700	-	1,586,500	1,586,500	-

Budget 2016 Revenue	Budget 2016 Expenditure	Projected Cash 12/31/2016	Budget 2017 Revenue	Budget 2017 Expenditure	Projected Cash 12/31/2017	Budget 2018 Revenue	Budget 2018 Expenditure	Projected Cash 12/31/2018
2,355,632	1,919,326	6,240,775	2,203,800	1,743,068	6,701,507	2,318,700	2,309,024	6,711,183
2,107,960	2,315,629	(562,510)	2,344,700	1,703,361	78,829	2,417,600	1,718,615	777,814
3,819,144	3,893,006	652,509	3,857,120	4,103,983	405,646	4,077,194	4,106,890	375,950
1,153,600	920,299	314,998	894,600	891,920	317,678	930,900	926,060	322,518
2,388,429	2,230,061	624,130	2,784,450	2,360,000	1,048,580	2,848,900	2,474,800	1,422,680

Summary of All Funds

2017 Adopted Budget - By Fund Type

	General Fund	Enterprise Fund	Speical Revenue	Capital Projects	Internal Service	Debt Service	Total All Funds
Revenues							
General Property Tax	\$ 1,910,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,910,100
Sales and Use Tax	34,591,600	-	7,326,310	1,930,800	-	-	43,848,710
Other Taxes	2,286,300	-	-	1,863,800	-	-	4,150,100
Licenses and Permits	1,821,050	-	-	-	-	-	1,821,050
Intergovernmental	3,913,648	-	1,583,700	3,216,500	-	-	8,713,848
Charges for Services	2,781,400	2,146,500	7,151,195	-	9,856,970	-	21,936,065
Fines and Forfeitures	204,300	-	70,000	-	-	-	274,300
Miscellaneous	444,000	57,300	209,446	1,981,400	23,900	-	2,716,046
Transfers In	1,152,600	-	6,774,000	1,500,000	-	2,524,973	11,951,573
Total Revenues	49,104,998	2,203,800	23,114,651	10,492,500	9,880,870	2,524,973	97,321,792
Expenditures							
General Government	7,243,951	-	-	-	9,059,264	-	16,303,215
Public Safety	17,809,327	-	139,160	-	-	-	17,948,487
Public Works	12,405,291	1,557,863	-	10,525,000	-	940,273	25,428,427
Parks and Recreation	4,413,980	-	9,093,380	-	-	1,584,700	15,092,060
Culture	-	-	6,686,080	-	-	-	6,686,080
Community Development	2,165,962	-	-	-	-	-	2,165,962
Economic Development	2,350,670	-	101,000	-	-	-	2,451,670
Other	547,965	-	-	-	-	-	547,965
Transfers Out	4,015,968	185,205	6,032,400	1,718,000	-	-	11,951,573
Debt Service	3,726,143	-	-	-	-	-	3,726,143
Total Expenditures	54,679,257	1,743,068	22,052,020	12,243,000	9,059,264	2,524,973	102,301,582
Net Increase (Decrease) in Fund Balances	(5,574,259)	460,732	1,062,631	(1,750,500)	821,606	-	(4,979,790)
Beginning Fund Balances	20,469,292	6,240,775	8,235,567	10,977,933	1,029,128	-	46,952,694
Ending Fund Balances	\$ 14,895,033	\$ 6,701,507	\$ 9,298,198	\$ 9,227,433	\$ 1,850,734	-	\$ 41,972,904

Summary of All Funds

2018 Planned Budget - By Fund Type

	General Fund	Enterprise Fund	Speical Revenue	Capital Projects	Internal Service	Debt Service	Total All Funds
Revenues							
General Property Tax	\$ 1,941,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,941,900
Sales and Use Tax	36,993,200	-	7,816,500	1,979,100	-	-	46,788,800
Other Taxes	2,376,400	-	-	1,925,167	-	-	4,301,567
Licenses and Permits	1,895,600	-	-	-	-	-	1,895,600
Intergovernmental	3,975,297	-	1,395,900	4,131,000	-	-	9,502,197
Charges for Services	2,871,600	2,218,900	7,371,260	-	10,230,694	-	22,692,454
Fines and Forfeitures	207,200	-	72,100	-	-	-	279,300
Miscellaneous	327,500	99,800	272,876	1,086,754	43,900	-	1,830,830
Transfers In	1,180,700	-	5,372,200	1,953,673	-	2,529,941	11,036,514
Total Revenues	51,769,397	2,318,700	22,300,836	11,075,694	10,274,594	2,529,941	100,269,161
Expenditures							
General Government	7,061,980	-	-	-	9,226,365	-	16,288,345
Public Safety	17,876,409	-	141,790	-	-	-	18,018,199
Public Works	13,487,612	2,123,195	-	11,018,000	-	943,441	27,572,248
Parks and Recreation	4,156,180	-	9,598,694	-	-	1,586,500	15,341,374
Culture	-	-	6,000,732	-	-	-	6,000,732
Community Development	2,020,368	-	-	-	-	-	2,020,368
Economic Development	1,713,375	-	73,000	-	-	-	1,786,375
Other	465,600	-	-	-	-	-	465,600
Transfers Out	3,594,612	185,829	5,302,400	1,953,673	-	-	11,036,514
Debt Service	3,701,875	-	-	-	-	-	3,701,875
Total Expenditures	54,078,010	2,309,024	21,116,616	12,971,673	9,226,365	2,529,941	102,231,630
Net Increase (Decrease) in Fund Balances	(2,308,614)	9,676	1,184,220	(1,895,979)	1,048,229	-	(1,962,468)
Beginning Fund Balances	14,895,033	6,701,507	9,298,198	9,227,433	1,850,734	-	41,972,904
Ending Fund Balances	\$ 12,586,419	\$ 6,711,183	\$ 10,482,418	\$ 7,331,453	\$ 2,898,963	-	\$ 40,010,436

Summary of All Funds
Year-to-Year Comparison

	2014	2015	2016	2016	2017	2018	% Change
	Actual	Actual	Amended Budget	Projected	Adopted Budget	Projected Budget	Adopted Budget
Beginning Fund Balances	\$ 57,491,043	\$ 70,090,387	\$ 68,197,672	\$ 68,197,672	\$ 46,952,694	\$ 41,972,904	-31%
Revenues							
General Fund	40,113,647	42,455,671	45,208,326	45,628,038	47,952,398	50,588,697	6%
Special Revenue Funds							
Conservation Trust	393,756	402,163	408,100	425,120	416,300	423,100	2%
Parks and Recreation	13,452,191	19,398,999	7,773,300	8,384,455	7,950,756	8,480,946	2%
Law Enforcement Assistance	129,668	135,078	140,700	121,635	119,800	121,800	-15%
Cultural	1,935,712	2,552,602	2,746,810	2,882,915	2,955,095	2,834,490	8%
Recreation	4,462,055	4,406,512	4,828,750	4,914,763	4,888,800	5,053,300	1%
Mainstreet Center							
Capital Renewal/Replacement Reserve	6,014	6,013	7,900	11,000	9,900	15,000	25%
Capital Project Funds							
Public Improvements	22,965,413	8,774,051	9,028,384	9,402,684	7,455,100	7,525,167	-17%
Excise Tax	2,674,423	2,074,855	1,672,200	1,422,000	1,536,400	1,595,600	-8%
Police Station/PACE Center Construction	660	156	-	-	-	-	
Parkglenn Construction	616	546	800	1,300	1,000	1,254	25%
Debt Service Fund							
General Debt Service	-	-	-	-	-	-	
Recreation Debt Service	-	-	-	-	-	-	
Enterprise Fund							
Stormwater Utility	2,251,692	2,813,655	2,082,100	2,355,632	2,203,800	2,318,700	6%
Internal Service Funds							
Fleet Services	1,654,901	1,584,765	2,012,400	2,107,960	2,344,700	2,417,600	17%
Technology Management	2,597,209	2,793,579	3,635,996	3,819,144	3,857,120	4,077,194	6%
Facility Services	737,965	918,639	862,700	1,153,600	894,600	930,900	4%
Medcial Benefits	-	2,264,105	2,711,400	2,388,429	2,784,450	2,848,900	3%
Total Revenues	93,375,923	90,581,390	83,119,866	85,018,675	85,370,219	89,232,647	3%

Summary of All Funds
Year-to-Year Comparison

	2014	2015	2016	2016	2017	2018	% Change
	Actual	Actual	Amended	Projected	Adopted	Projected	Adopted
			Budget		Budget	Budget	Budget
Expenditures							
General Fund	37,778,646	39,754,829	51,239,381	45,511,577	50,663,289	50,483,399	-1%
Special Revenue Funds							
Parks and Recreation	8,104,318	19,233,470	14,186,971	14,151,049	1,692,646	2,058,480	-88%
Law Enforcement Assistance	127,847	283,975	137,003	134,415	139,160	141,790	2%
Cultural	3,252,888	4,144,168	5,970,569	5,452,310	6,686,080	6,000,732	12%
Recreation	5,508,161	6,054,697	7,251,832	6,869,704	7,501,734	7,613,214	3%
Mainstreet Center							
Capital Project Funds							
Public Improvements	17,825,040	11,500,241	21,972,658	20,524,544	10,525,000	11,018,000	-52%
Police Station/PACE Center Construction	316,663	28,932	-	-	-	-	
Parkglenn Construction	-	-	-	-	-	-	
Debt Service Fund							
General Debt Service	261,021	941,395	941,725	941,725	940,273	943,441	0%
Recreation Debt Service	1,361,316	1,709,536	1,585,500	1,585,500	1,584,700	1,586,500	0%
Enterprise Fund							
Stormwater Utility	1,328,815	1,736,626	2,022,676	1,733,835	1,557,863	2,123,195	-23%
Internal Service Funds							
Fleet Services	1,679,203	2,006,185	2,237,613	2,315,629	1,703,361	1,718,615	-24%
Technology Management	2,481,313	2,488,687	4,004,404	3,893,006	4,103,983	4,106,890	2%
Facility Services	751,349	793,022	874,950	920,299	891,920	926,060	2%
Medcial Benefits	-	1,798,343	2,044,200	2,230,061	2,360,000	2,474,800	15%
Total Expenditures	80,776,579	92,474,104	114,469,482	106,263,654	90,350,009	91,195,116	-21%
Ending Fund Balances	\$ 70,090,387	\$ 68,197,673	\$ 36,848,056	\$ 46,952,694	\$ 41,972,904	\$ 40,010,436	14%

Note: Interfund transfers have been eliminated

Summary of All Funds

For the Years Ended December 31, 2014-2018

	Actual 2014	Actual 2015	Projected 2016	Adopted 2017	Planned 2018
Revenues					
General Property Tax	\$ 1,584,849	\$ 1,590,673	\$ 1,879,000	\$ 1,910,100	\$ 1,941,900
Sales and Use Tax	36,839,962	39,111,361	41,196,576	43,848,710	46,788,800
Other Taxes	5,103,905	4,579,977	3,931,967	4,150,100	4,301,567
Licenses and Permits	1,833,383	1,650,645	1,561,500	1,821,050	1,895,600
Intergovernmental	7,832,176	10,836,529	9,936,368	8,713,848	9,502,197
Charges for Services	15,221,450	18,152,894	20,975,300	21,936,065	22,692,454
Fines and Forfeitures	265,027	280,843	245,300	274,300	279,300
Miscellaneous	4,488,917	4,489,028	5,226,014	2,716,046	1,830,830
Transfers In	5,639,137	18,413,380	9,440,025	11,951,573	11,036,514
Other Financial Sources	20,206,254	9,889,439	66,650	-	-
Total Revenues	99,015,060	108,994,769	94,458,700	97,321,792	100,269,161
Expenditures					
General Government	10,260,080	12,734,592	15,730,643	16,303,215	16,288,345
Public Safety	13,992,176	14,408,303	17,444,832	17,948,487	18,018,199
Public Works	28,139,273	22,982,799	32,641,011	24,488,154	26,628,807
Parks and Recreation	16,361,776	28,570,425	24,543,142	13,507,360	13,754,874
Cultural	3,553,481	4,149,554	5,452,310	6,686,080	6,000,732
Community Development	1,531,769	1,329,654	1,593,771	2,165,962	2,020,368
Economic Development	1,173,978	1,614,156	2,310,519	2,451,670	1,786,375
Other	360,300	265,940	276,000	547,965	465,600
Transfers Out	5,639,137	18,413,380	9,440,025	11,951,573	11,036,514
Debt Service	5,403,747	6,418,681	6,271,425	6,251,116	6,231,816
Total Expenditures	86,415,716	110,887,484	115,703,679	102,301,582	102,231,630
Net Increase (Decrease) in Fund Balances	12,599,344	(1,892,715)	(21,244,978)	(4,979,790)	(1,962,468)
Beginning Fund Balances	57,491,043	70,090,387	68,197,672	46,952,694	41,972,904
Ending Fund Balances	\$ 70,090,387	\$ 68,197,672	\$ 46,952,694	\$ 41,972,904	\$ 40,010,436

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.

<i>Sales and Use Tax Refunding Note</i>			
Year	Principal	Interest	Total
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
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
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

<i>Certificates of Participation Series 2014</i>			
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	2012	2013	2014	2015	2016	2017	2018
General Fund:							
Town Clerk	2.50	2.50	3.00	3.00	3.00	3.00	3.00
Municipal Court	2.80	2.80	2.60	2.60	2.60	2.60	2.60
Town Administrator	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Finance	11.00	11.00	11.00	12.00	12.34	12.34	12.34
Town Attorney	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	6.00	6.00	7.00	7.00	7.00	7.00	7.00
Information Technology	9.00	-	-	-	-	-	-
Community Development	12.50	12.50	12.50	13.50	13.80	13.80	13.80
Communications	3.50	3.50	3.50	3.50	3.00	3.00	3.00
Customer Service	2.60	2.60	2.60	2.60	2.60	2.60	2.60
Police	91.80	94.80	99.80	106.00	114.60	115.60	115.60
Building Inspection	8.50	9.50	10.00	12.00	12.00	13.00	13.00
Public Works & Engineering	30.70	30.40	30.30	32.30	34.80	34.80	34.80
Parks/Forestry/Open Space	20.90	20.90	21.90	22.40	23.90	24.90	24.90
Economic Development	1.00	3.00	4.00	4.00	4.00	4.00	4.00
General Fund Total	207.80	204.50	213.20	226.90	239.64	242.64	242.64
Parks and Recreation Fund	1.60	1.60	1.60	1.60	3.18	3.18	3.18
Law Enforcement Assistance Fund	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Cultural Fund (fka PACE Fund)	5.50	10.50	10.50	12.50	15.13	17.13	17.13
Recreation Fund	18.90	19.90	21.90	24.90	27.40	29.40	29.40
Mainstreet Center Fund	1.50	1.50	1.30	1.30	-	-	-
Stormwater Utility Enterprise Fund	8.00	8.00	8.00	8.00	7.20	8.20	8.20
Fleet Services Internal Service Fund	3.40	4.40	4.40	4.40	4.50	4.50	4.50
Information Technology	-	9.00	10.00	11.00	11.00	12.00	12.00
Facility Services Internal Services Fund	7.40	7.40	7.40	8.90	9.00	9.00	9.00
Total	255.60	268.30	279.80	301.00	318.55	327.55	327.55
Percentage Increase/Decrease	-5.2%	5.0%	4.3%	7.6%	18.7%	2.8%	0.0%

2017 Staff Changes:

Building added: 1 Combination Inspector

Cultural added: 1 Membership Specialist, 1 Stage Technician

IT added: 1 Systems Specialist

Parks, Forestry and Open Space added: 1 Crew Leader

Police added: 1 Citizen Outreach Coordinator

Recreation added: 1 Recreation Coordinator, 1 Coordinator - Aquatics

Stormwater added: 1 Maintenance Technician

Mainstreet Center Fund was combined with the PACE Fund to form the Cultural Fund in 2016

REVENUE MANUAL



AN EVALUATION OF MAJOR REVENUES 2012 - 2018

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 2017 projections for the revenues identified in this manual account for 81% 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>	<u>2015</u>
Real Property:										
Commercial	29.00	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	7.96
Personal Property:	29.00	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>	<u>2015</u>
Assessed Valuation	\$493.6	\$556.0	\$582.4	\$597.0	\$603.6	\$559.4	\$564.6	\$568.2	\$577.9	\$667.8

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 (4.035), Douglas County Schools (42.439), Parker Fire Protection (9.406), 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 (5.614), Cottonwood Water & Sanitation District (27.000), and various Metro Districts throughout the Town.

Payment

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

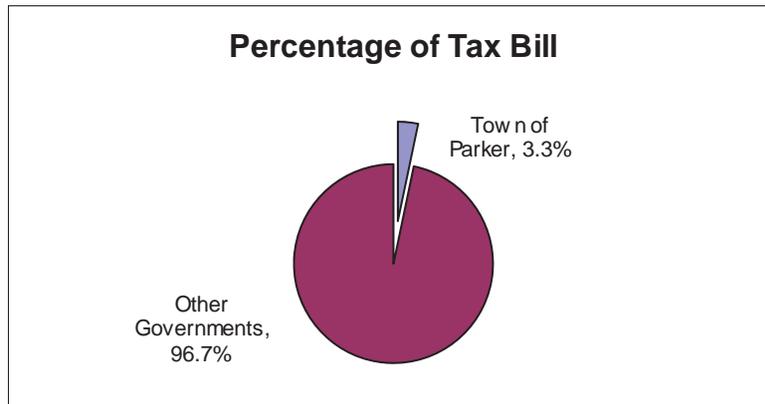
PROPERTY TAX REVENUE, continued

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

Five Year Mill Levy History

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</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	48.788	48.727	48.727	48.727	42.439
Douglas County Libraries	4.040	4.068	4.029	4.032	4.035
Parker Fire Protection	14.276	14.220	13.096	13.053	9.406
Cherry Creek Basin Water	0.500	0.500	0.500	0.500	0.500
Urban Drainage District	0.623	0.657	0.608	0.632	0.632
Total	90.603	90.548	89.336	89.320	79.388
Town's % of Tax Bill	2.9%	2.9%	2.9%	2.9%	3.3%

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 2016 assessments paid in 2017, 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

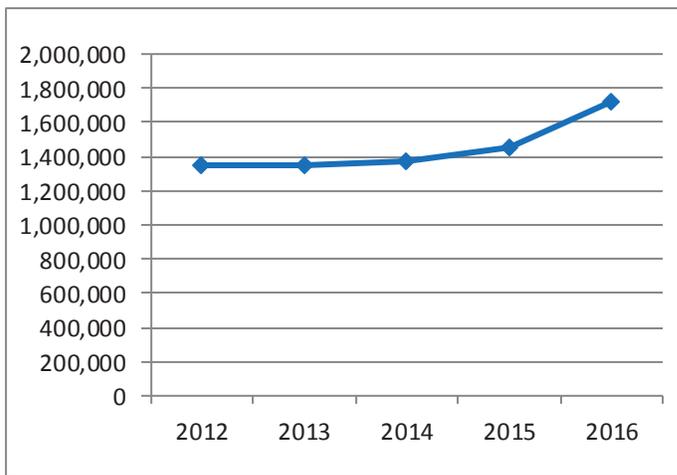
Legal Restrictions

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>
2012	1,345,955
2013	1,352,560
2014	1,374,795
2015	1,448,999
2016	1,720,000

The strong local housing market, along with annexations and commercial construction, has contributed to the increases in property taxes. The increase in 2016 is due to the biennial property reassessment conducted by the County Assessor's office.

Forecast: **2017 \$1,754,000** **2018 \$1,783,8300**

Rationale: Forecast for 2017 is based on the biennial reassessment, property values are continuing to increase following the economic recession. 2017 is projected to increase 2% compared to 2016, with increase due to new construction and increased assessed values.

SALES TAX REVENUE

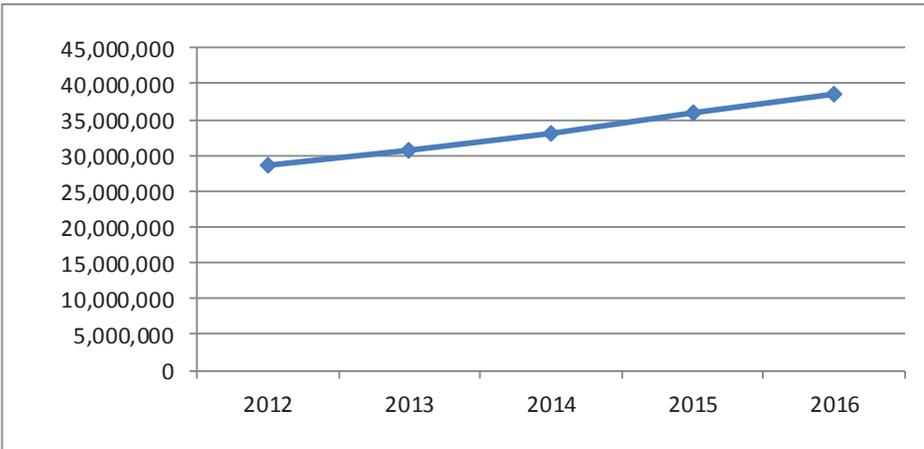
Distribution: General Fund 83%
Parks and Recreation Fund 17%

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>
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
2015	29,959,630	5,991,926	35,951,557
2016	32,100,000	6,420,000	38,520,000

Local retail sales growth, as evidenced by sales tax receipts, remained positive during the downturn. Sales tax, the Town’s largest revenue source increased 7.00 percent in 2016 compared 2015, which in turn was 8.90 percent greater than 2014. 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: **2017 \$41,161,000** **2018 \$44,042,200**

Rationale: Sales tax revenues are projected to increase gradually. Forecast anticipates a 6.5% and 7.0% growth in Sales Tax for 2017 and 2018 respectively, allowing for population increases, inflation, and new commercial activity.

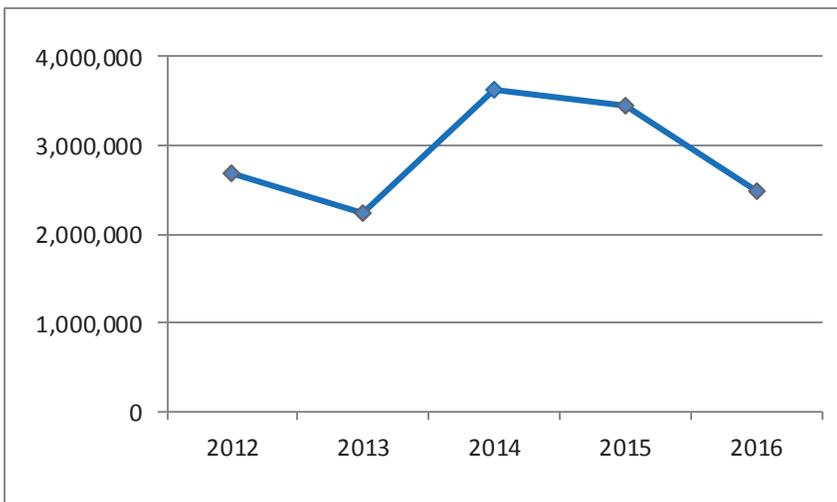
BUILDING USE TAX REVENUE

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 Fund</u>	<u>Capital Improvement Fund</u>	<u>Total</u>
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
2015	588,054	2,859,406	3,447,460
2016	430,930	2,043,192	2,474,122

Building Use Tax includes new residential construction and home improvements, as well as commercial construction and can fluctuate annually, primarily based on commercial construction. There was significant improvement in 2012 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 of 43 single-family residential permits in 2009. New permits for 2014 totaled 347 and dipped slightly in 2015 to 312, but is still in line with historical averages. The significant spike in revenue is primarily attributable to new commercial projects, most notably the King Soopers Marketplace that opened in the fall of 2015.

Forecast: **2017 \$2,317,000** **2018 \$2,374,900**

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.

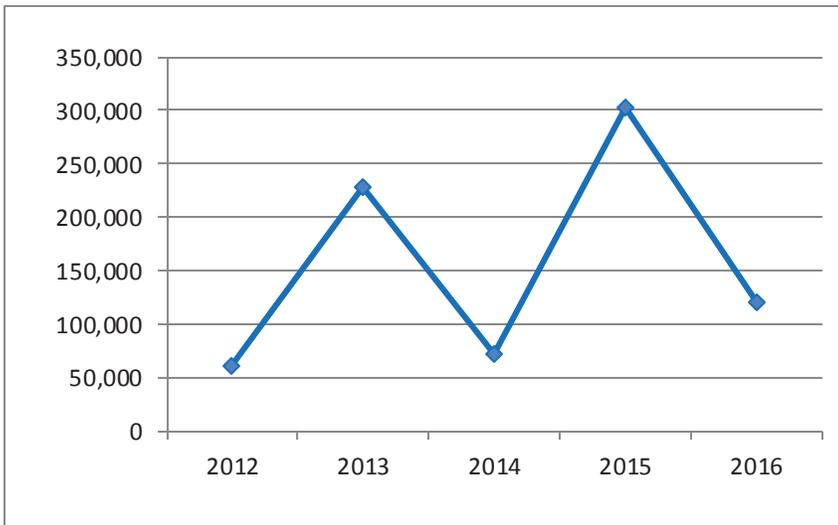
SALES & USE TAX AUDIT REVENUE

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>
2012	50,804	10,161	60,964
2013	190,348	38,211	228,559
2014	59,111	11,822	70,933
2015	251,581	50,316	301,898
2016	100,000	20,000	120,000

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: **2017 \$300,000** **2018 \$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 2016 are down due to being staff vacancies. For 2017 and 2018, projections are increased in anticipation being fully staffed and number of audits that are engaged.

LODGING TAX

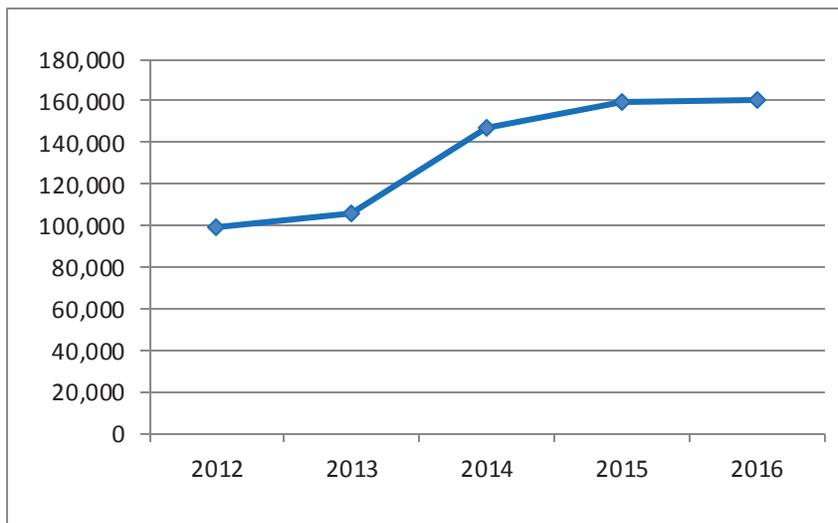
Distribution: General Fund 100%

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>
2012	99,149
2013	105,661
2014	146,500
2015	159,652
2016	160,000

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 since 2013 is due to the LPGA Solheim Cup that continues to bring visitors to Parker from across the County and around the world.

Forecast: **2017 \$168,600** **2018 \$173,600**

Rationale: Forecast anticipates increasing revenue in 2017 and 2018, due to the addition of a new hotel in the Town that is anticipated to open in 2017.

SPECIFIC OWNERSHIP TAX REVENUE

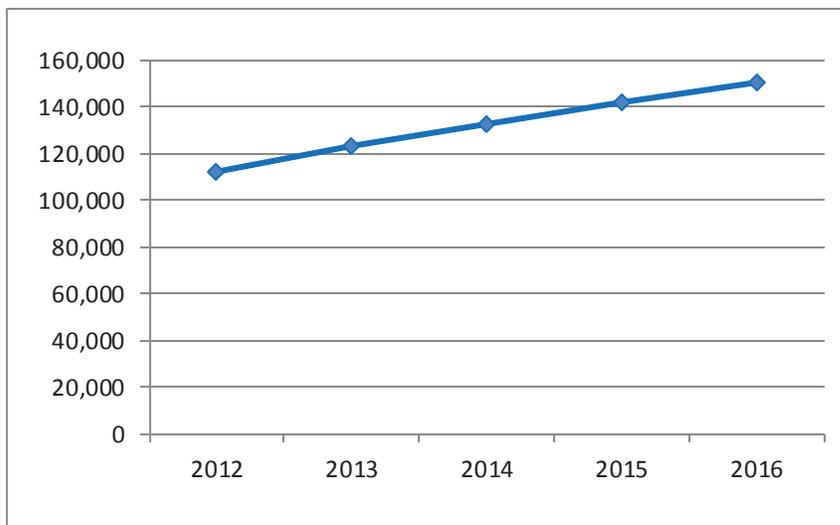
Distribution: General Fund 100%

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.



<u>Year</u>	<u>Revenue</u>
2012	111,537
2013	123,173
2014	132,680
2015	141,852
2016	150,000

With an improved economy, consumers are purchasing newer vehicles which accounts for the increase since 2012. Any fluctuations would be attributable changes in the patterns of new car purchases and the value of the cars purchased.

Forecast: **2017 \$155,400** **2018 \$162,600**

Rationale: Forecast anticipates stable revenue growth in 2017 and 2018. New car purchases and subsequent ownership tax is expected to increase as consumer confidence and the economy continue to improve.

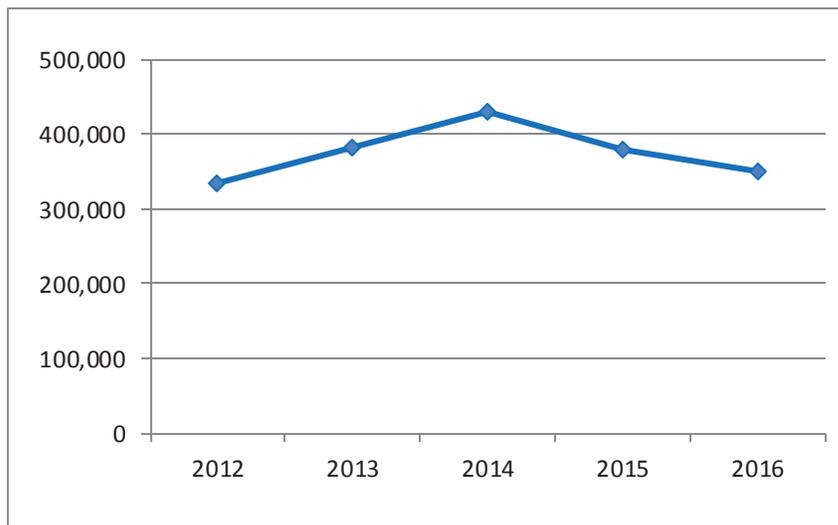
XCEL ENERGY FRANCHISE FEE

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>
2012	335,072
2013	381,332
2014	429,204
2015	378,416
2016	350,000

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: **2017 \$367,500** **2016 \$384,700**

Rationale: Forecast for 2016 anticipates a decrease due to relatively mild weather in the first part of the year. 2017 and 2018 anticipates an increase of approximately 5% to allow for an increase in the customer base, consumption, and/or rate increases.

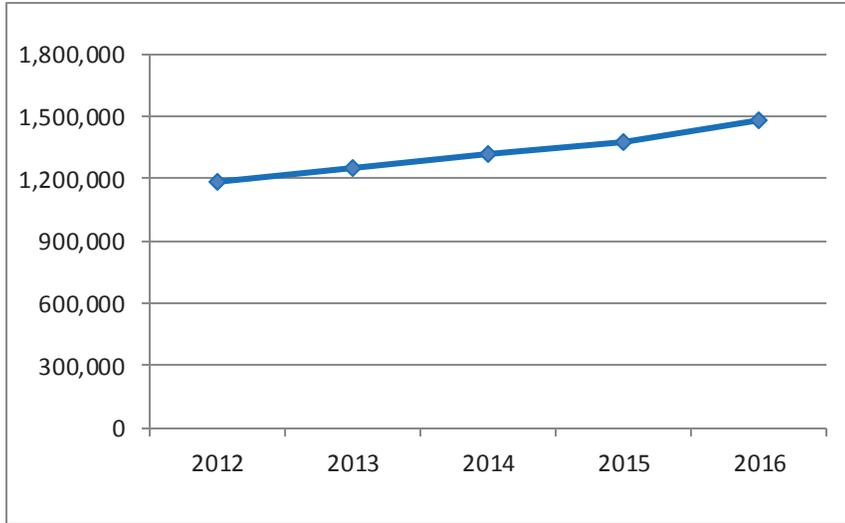
INTERMOUNTAIN RURAL ELECTRIC ASSOCIATION (IREA) EXCISE TAX

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>
2012	948,387	236,563	1,184,950
2013	1,032,692	221,201	1,253,893
2014	1,033,396	279,138	1,312,534
2015	1,075,865	293,760	1,369,625
2016	1,111,100	370,367	1,481,467

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: **2017 \$1,571,200** **2018 \$1,644,667**

Rationale: Forecast anticipates an increase between 5% and 6% in 2017 and 2018 to allow for an increase in the customer base, consumption, and/or rate increases.

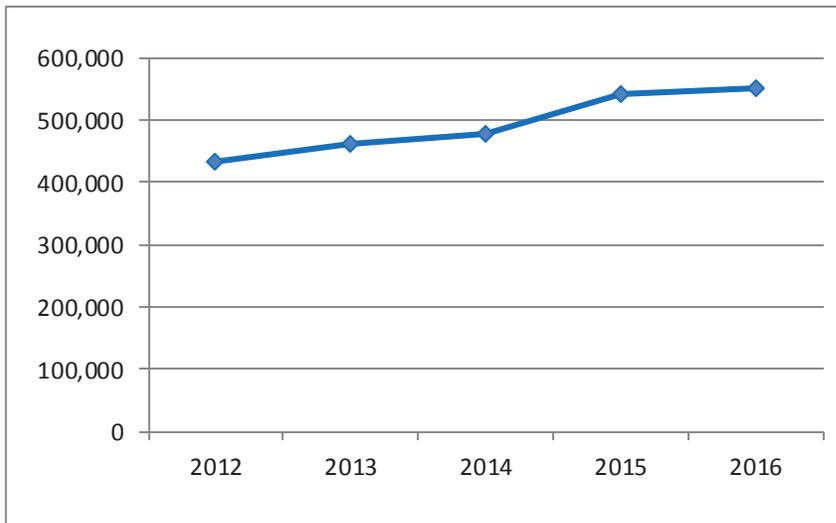
CABLE FRANCHISE FEE

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>
2012	432,647
2013	459,839
2014	476,257
2015	541,098
2016	550,000

The fluctuations reflect changes in service base and rates.

Forecast: **2017 \$571,300** **2018 \$588,400**

Rationale: Forecast anticipates an increase of between 3% and 4% in 2017 and 2018 to allow for increased population subscribing to cable service, as well as periodic rate increases.

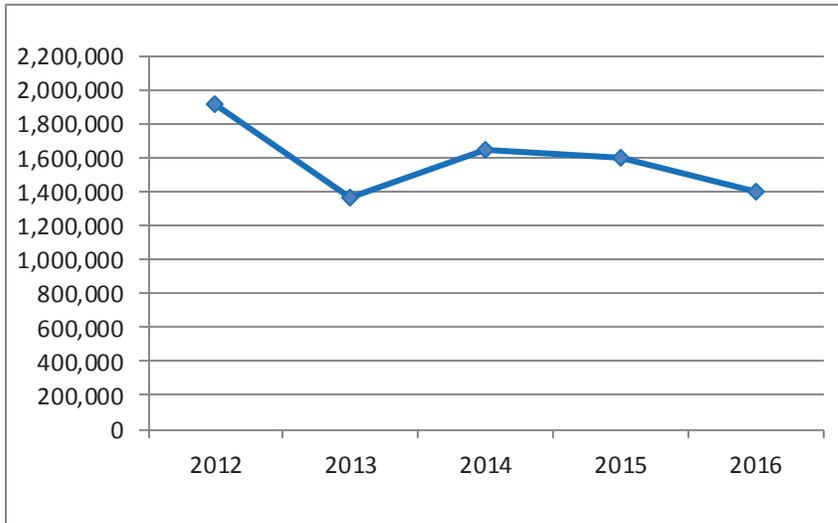
BUILDING PERMIT REVENUE

Distribution: General Fund 100%

Source: Contractors, Developers, Parker businesses and residents.

Collection: The building permit fee is determined by Community Development/Building Division 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>
2012	1,917,714
2013	1,368,297
2014	1,644,823
2015	1,594,755
2016	1,400,000

The impact of residential and commercial construction is reflected in the fluctuations in revenues. There was a significant increase in 2012 as the result of home construction and numerous re-roof permits due to a severe summer hail storm. The years of 2013 through 2016 show the normal ebb and flow of the construction within the Town. 2014 also saw an increase as the result of several major commercial permits.

Forecast: **2017 \$1,656,100** **2018 \$1,684,000**

Rationale: Forecast anticipates increased Building Permit revenue in 2017 and 2018 compared to historical averages. This is based on increased residential development throughout the Town with several major new developments planned to begin construction in 2017.

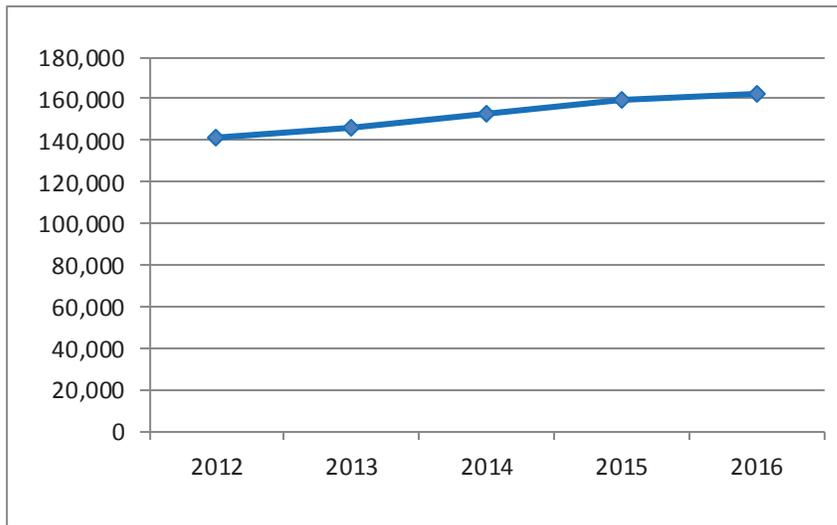
MOTOR VEHICLE REGISTRATION

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 assed 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>
2012	141,467
2013	145,711
2014	152,935
2015	159,187
2016	162,300

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: **2017 \$168,900** **2018 \$173,900**

Rationale: Forecast for 2017 based on estimates from the Colorado Municipal League (CML). Forecast for 2018 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

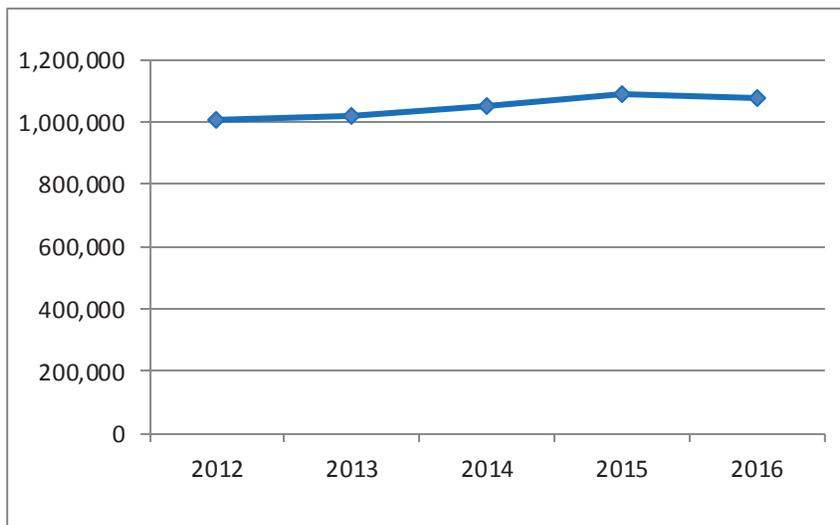
Distribution: General Fund 100%

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>
2012	1,006,558
2013	1,020,120
2014	1,047,973
2015	1,090,277
2016	1,078,700

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

Forecast: **2017** **\$1,134,200** **2018** **\$1,168,200**

Rationale: Forecast for 2017 based on estimates from CML. Forecast for 2018 anticipates a 3% annual increase to reflect the ongoing change in Parker's proportionate share from population growth elsewhere in the state.

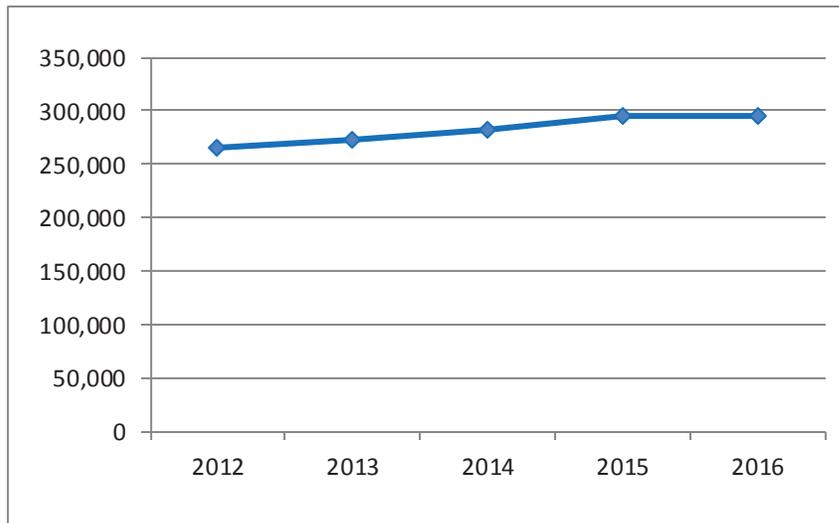
FASTER REVENUE

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>
2012	264,515
2013	271,878
2014	282,848
2015	294,442
2016	294,300

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: **2017 \$306,100** **2018 \$315,200**

Rationale: Forecast for 2017 based on estimates from CML. Forecast for 2018 anticipates a 3% annual increase to reflect the ongoing change in Parker’s proportionate share from population growth elsewhere in the state.

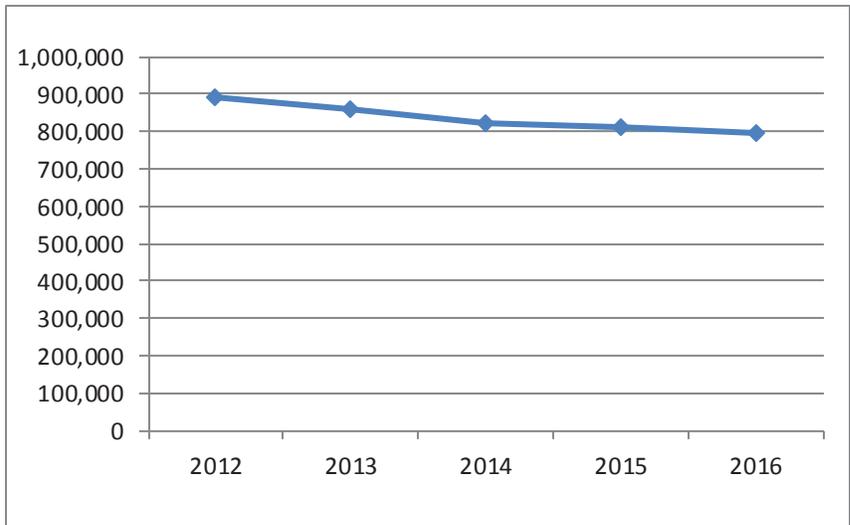
BUILD AMERICA BONDS INTEREST CREDIT

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>
2012	892,819
2013	860,677
2014	821,393
2015	813,069
2016	796,480

Interest payments on bonds steadily decrease as the outstanding debt is paid down. Since the revenue is tied directly to interest payments, the revenue will steadily decrease as well. 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%, less than the 35% subsidy that is due to the Town.

Forecast: **2017 \$774,248** **2018 \$751,072**

Rationale: Forecast for 2017 and 2018 anticipates a decrease in the interest credit due pay down of debt and sequestration which began in the second half of 2013.

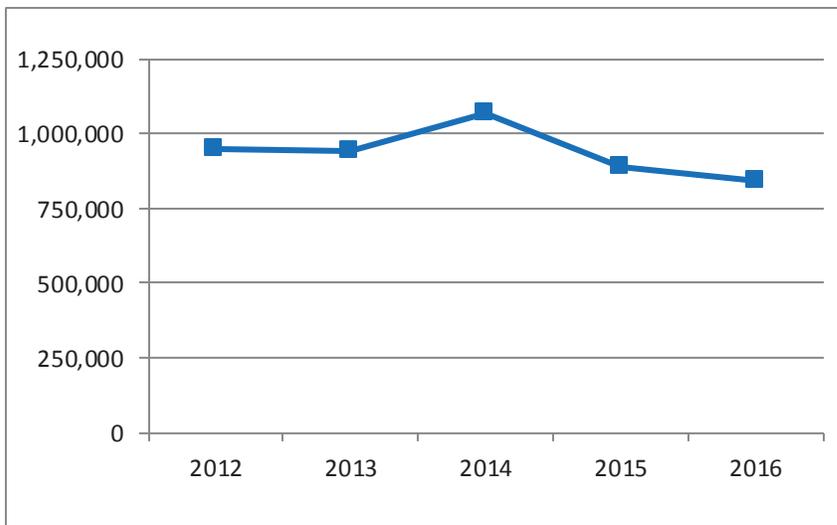
DEFICIT REDUCTION FEES

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.

Five Year Trend:



<u>Year</u>	<u>Revenue</u>
2012	905,543
2013	898,295
2014	1,023,310
2015	846,441
2016	800,000

Revenues will fluctuate based on the amount of annual development.

Forecast: **2017 \$932,500** **2018 \$1,092,400**

Rationale: Forecast for 2016 anticipated a decrease from 2015 based on construction estimates. 2017 and 2018 anticipates an increase in residential development fees as more development is planned to occur in both years. Per Town Annexation Agreements, Deficit Reduction fees increase annually by the CPI. As of 2016, there are currently 1,045 lots remaining with deficit reduction fees associated with them totaling approximately \$9,152,000 in revenue that will be collected as houses are built on those lots.

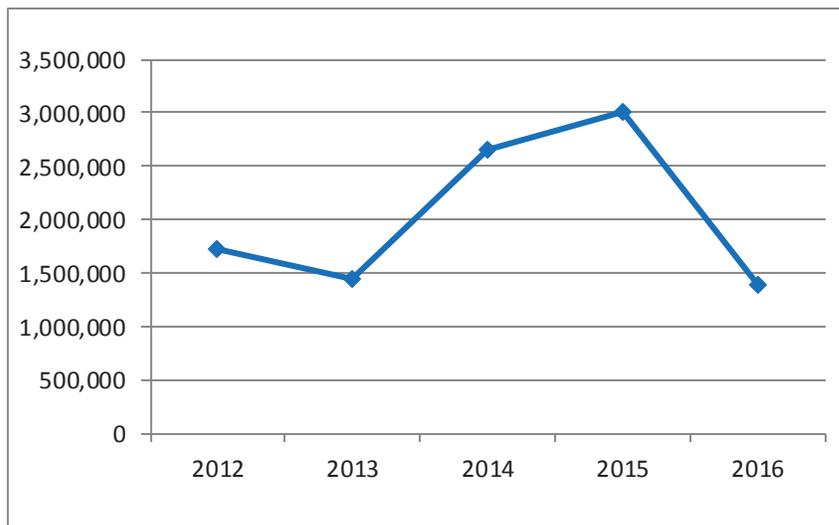
EXCISE TAX

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>
2012	1,715,587
2013	1,446,864
2014	2,655,816
2015	2,997,564
2016	1,390,000

Revenues will fluctuate based on the amount of annual development. The spikes in 2014 and 2015 revenue is primarily attributable to new commercial projects, most notably the King Soopers Marketplace that opened in the fall of 2015 and several multi-family projects throughout the Town. For 2015, 312 single-family permits, 23 multi-family permits and 13 commercial permits were issued with an average value of \$342,270, \$2,134,430 and \$3,257,900 respectively. 2016 anticipates 300 single-family permits, no multi-family permits and 15 commercial permits to be issued with an average value of \$364,000, \$0 and \$1,300,000 respectively. The amount of tax collected per unit is as follows and may be adjusted annually for inflation.

2017 Residential Construction:

- \$4,687 for each new single-family dwelling
- \$3,749 for each new attached dwelling (town homes and condominiums)
- \$3,397 for each new apartment dwelling

2017 Non-residential Construction (Commercial):

\$0.35 per square foot

Forecast: 2017 \$1,471,000 2018 \$1,515,100

Rationale:

Forecast for 2017 anticipates approximately 300 single-family permits and 15 commercial permits will be issued with an average permit value of \$374,800 and \$1,325,000 respectively. 2018 anticipates approximately 300 single-family permits and 15 commercial permits will be issued with an average permit value of \$386,000 and \$1,365,800 respectively. Per Town Ordinance, Excise tax increases annually by the CPI.

PLAN CHECK FEES

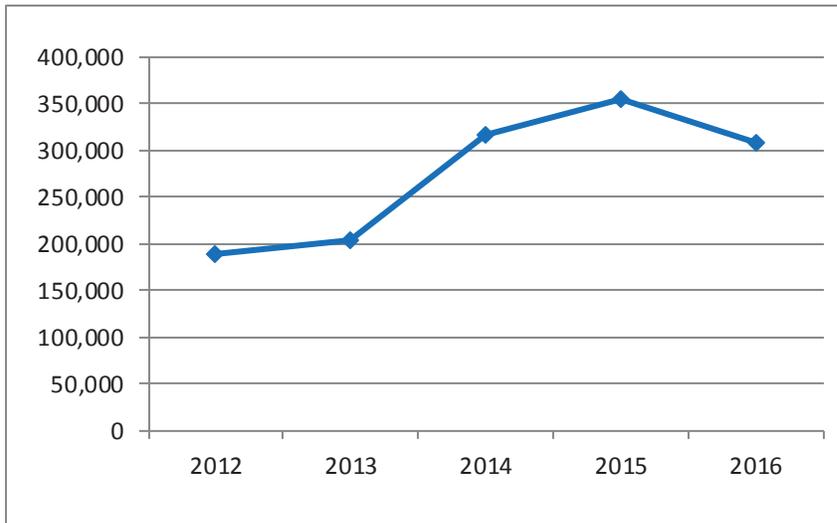
Distribution: General Fund 100%

Source: Contractors, developers and residents.

Collection: The plan check fee is determined by Community Development/Building Division 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>
2012	187,801
2013	203,909
2014	315,559
2015	354,067
2016	307,000

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: **2017 \$373,800** **2018 \$385,000**

Rationale: Forecast for 2017 anticipates increased building activity as a major development in the southern portion of Town begins ramping up and 2018 is based on average revenues over the past several years with a slight increase for inflation.

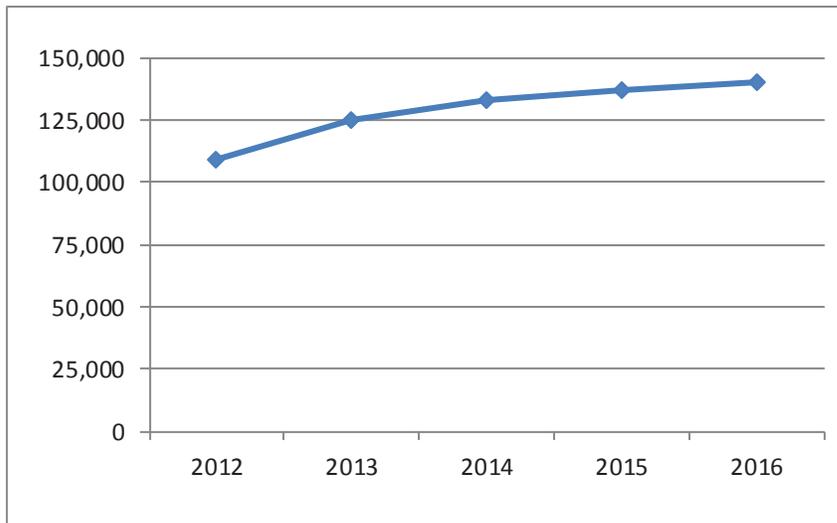
ENGINEERING REVIEW FEES

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>
2012	108,570
2013	124,762
2014	132,688
2015	136,907
2016	140,000

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: **2017 \$144,500** **2018 \$148,900**

Rationale: Forecast for 2017 anticipates an increase over 2016 due to increased development activity. 2018 is based on increased development activity over the few years with a slight increase for inflation and building growth.

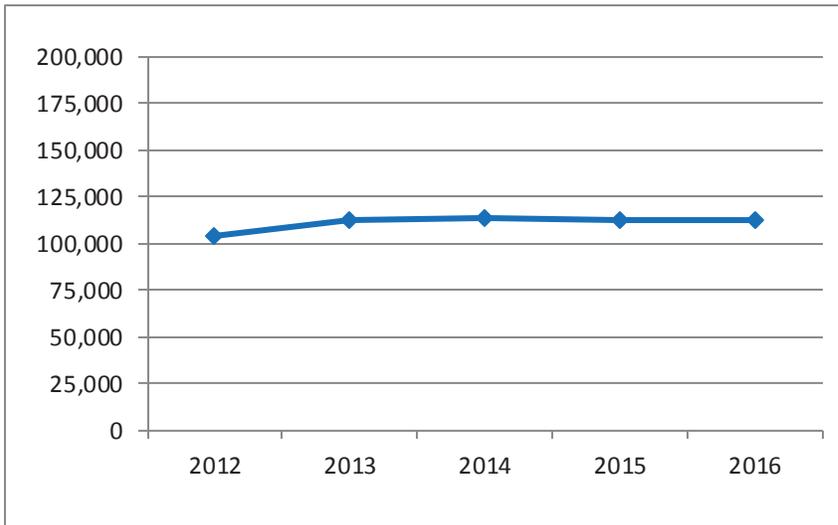
CIGARETTE TAX REVENUE

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>
2012	104,096
2013	112,368
2014	112,842
2015	112,596
2016	112,100

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 a slight increase over 2012 and revenues have remained stable through 2016.

Forecast: **2017 \$110,400** **2018 \$109,300**

Rationale: Forecast is based on an anticipated decline of approximately 1% per year due to the assumption that the number of smokers in Parker will decline.

COUNTY ROAD AND BRIDGE REVENUE

Distribution: General Fund 100%

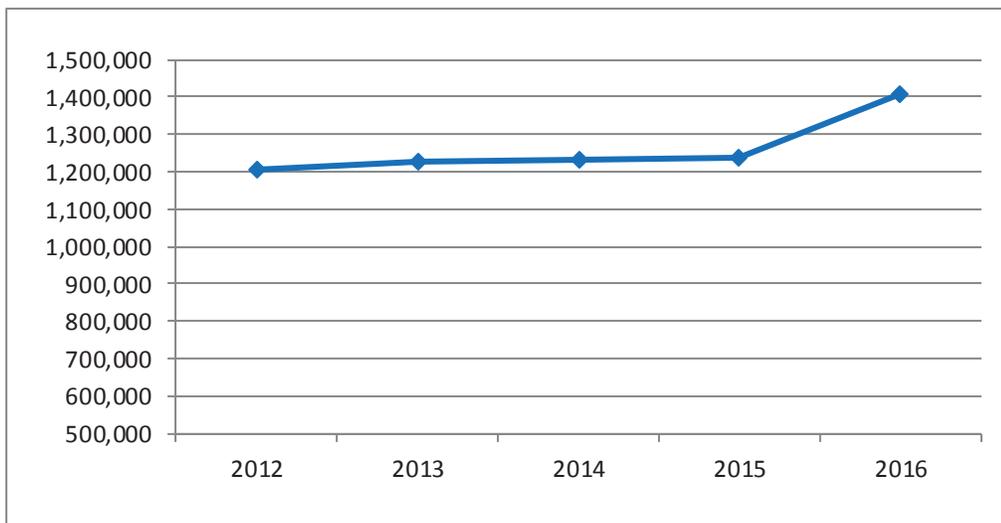
Source: Residents and businesses owning property in Douglas County.

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>
2012	1,205,315
2013	1,223,658
2014	1,231,030
2015	1,238,675
2016	1,408,000

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 spike in 2016 is due to the property value reassessment that saw values climb by more than 15%.

Forecast: **2017 \$1,450,200** **2018 \$1,493,700**

Rationale: Forecast for 2017 is based on preliminary valuation information for the County Assessor. Information from the County Assessor suggests that assessed property values will increase approximately 8% on average.

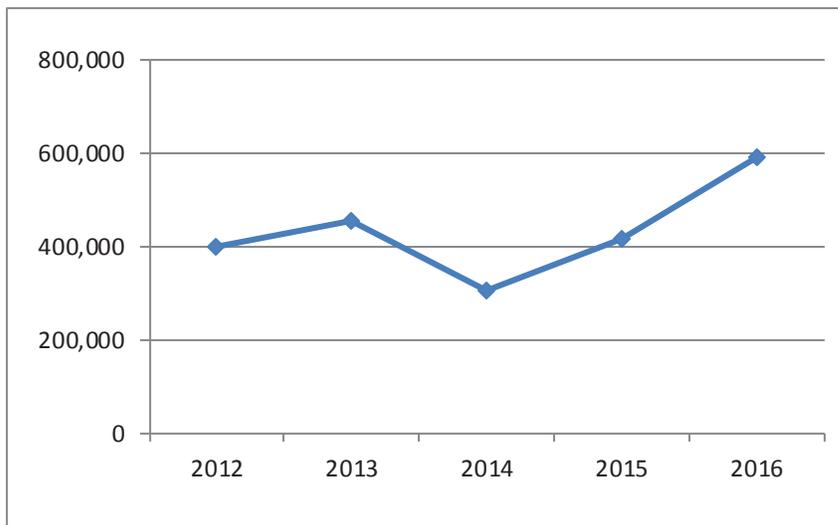
LONE TREE DISPATCH FEES

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>
2012	398,227
2013	453,065
2014	305,326
2015	414,615
2016	588,400

Revenue will fluctuate based on actual expenditures that occur in Dispatch.

Forecast: **2017 \$641,200** **2016 \$659,300**

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.

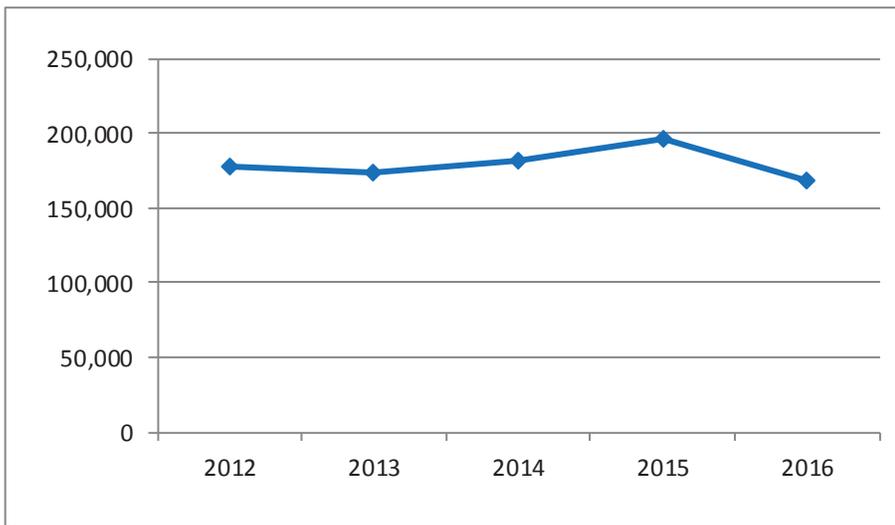
COURT FINES & FEES REVENUE

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>
2012	157,632	19,929	177,561
2013	148,881	25,121	174,002
2014	152,131	29,713	181,844
2015	159,887	36,860	196,747
2016	135,000	33,300	168,300

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: **2017 \$204,300** **2018 \$207,700**

Rationale: Revenue forecast for 2017 assumes an increase from 2016 due to increased enforcement efforts, population and traffic volume in the Town, and assumes full staffing levels in the Police Department. 2018 anticipates an approximately 2% increase from to allow for increased population and traffic volume in the Town.

INVESTMENT INCOME

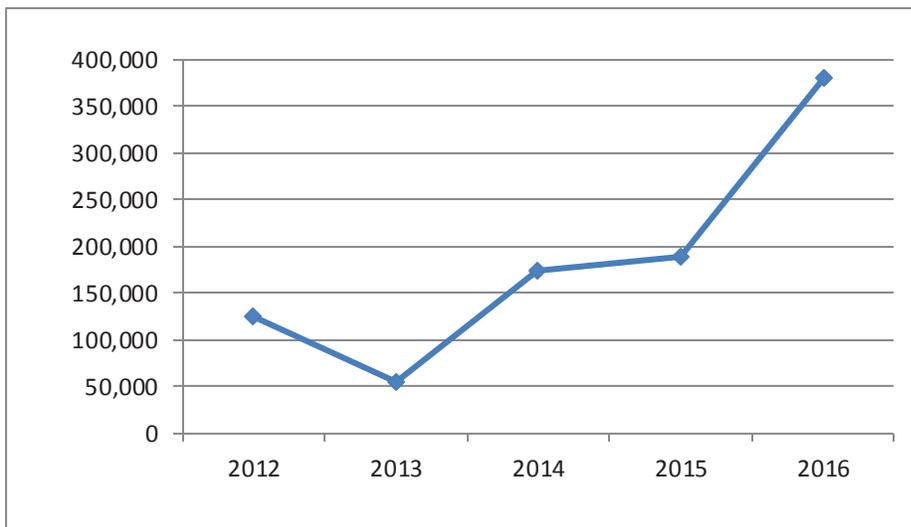
Distribution: All Funds on a pro rata basis to cash and investment balances held.

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>
2012	125,381
2013	54,672
2014	172,717
2015	189,263
2016	379,620

At the December 16, 2008 Federal Reserve meeting the Fed cut the main U.S. interest rate to "a target range" between zero and 0.25. The Fed Funds target rate was held at historic lows in an effort to stimulate the economy through less expensive borrowing. The historically low rates for the last several years has impacted interest earning for the Town. In December 2015, the Fed increased rates 25 basis points moving the target range to 0.25% to 0.50%. As a result of this increase, the Town has recognized a moderate increase in interest earnings in 2016. The 2016 portfolio book values was \$54.5 million, of this \$38.4 million was invested in a Local Government Investment Pool with an annualized yield of only 0.61%; investments in US Agency securities, US Treasuries and money market mutual funds was \$16.1 million, with an average coupon rate of 1.19%.

Forecast: **2017 \$590,100** **2018 \$593,944**

Rationale: Forecast based on anticipated cash balances in the individual funds and projected average yields increasing to approximately 1.00% in 2017 and 1.50% in 2018.

STORMWATER UTILITY FEE REVENUE

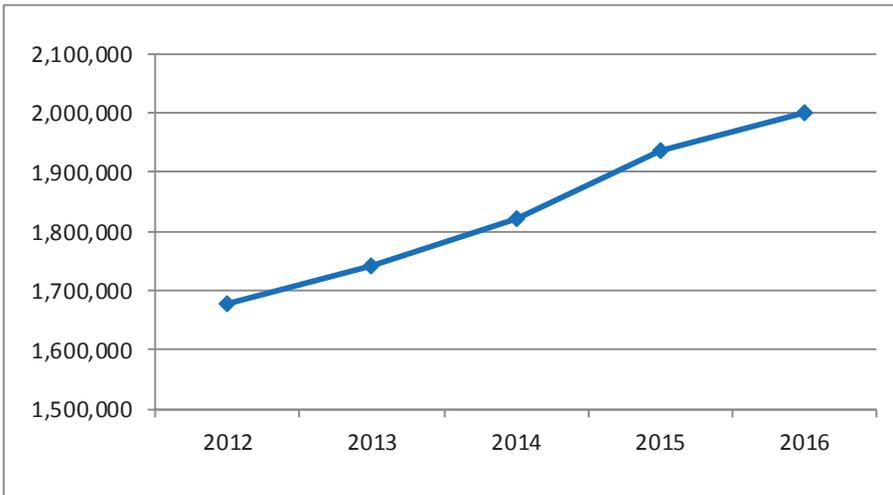
Distribution: Stormwater Utility Fund 100%

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>
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
2015	805,974	1,129,155	1,935,129
2016	835,132	1,165,200	2,000,332

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 were \$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: **2017 \$2,052,700** **2018 \$2,123,500**

Rationale: Forecast includes an increase 2.6% for 2017 and 3.4% in 2018 to allow for an increase in rates and the customer base.

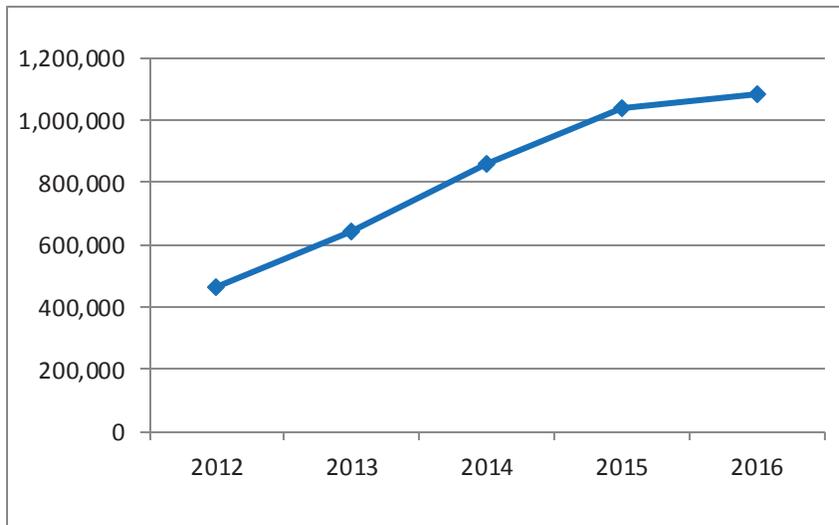
PARKER ARTS, CULTURE and EVENTS (PACE) TICKET REVENUE

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>
2012	460,494
2013	641,040
2014	860,361
2015	1,038,757
2016	1,079,415

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: **2017 \$1,189,220** **2018 \$1,224,900**

Rationale: Forecast anticipates 10% increase based on demand for 2017 and an 3% increase in revenue for 2018.

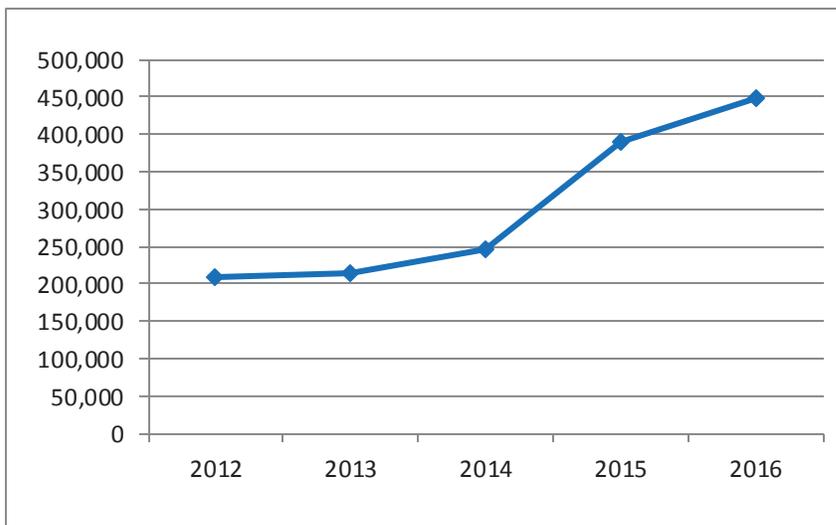
PARKER ARTS, CULTURE and EVENTS (PACE) CLASS REGISTRATION REVENUE

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>
2012	209,048
2013	214,259
2014	245,116
2015	390,642
2016	448,155

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: **2017 \$412,385** **2018 \$424,245**

Rationale: Forecast anticipates continued revenue growth based on demand for 2017 and 2018.

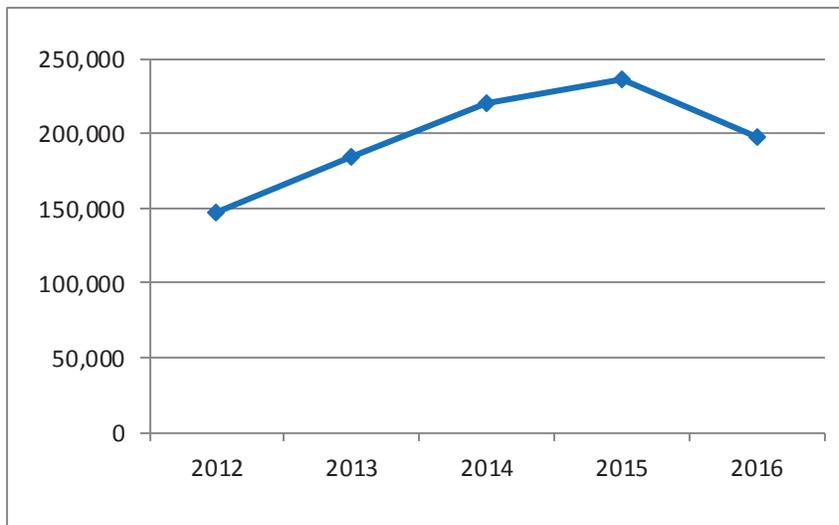
PARKER ARTS, CULTURE and EVENTS (PACE) FACILITY RENTALS

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>
2012	146,799
2013	184,023
2014	220,686
2015	236,079
2016	196,912

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: **2017 \$228,000** **2018 \$234,840**

Rationale: Forecast anticipates stable revenues for 2017 and 2018 due to continued marketing efforts and brand recognition.

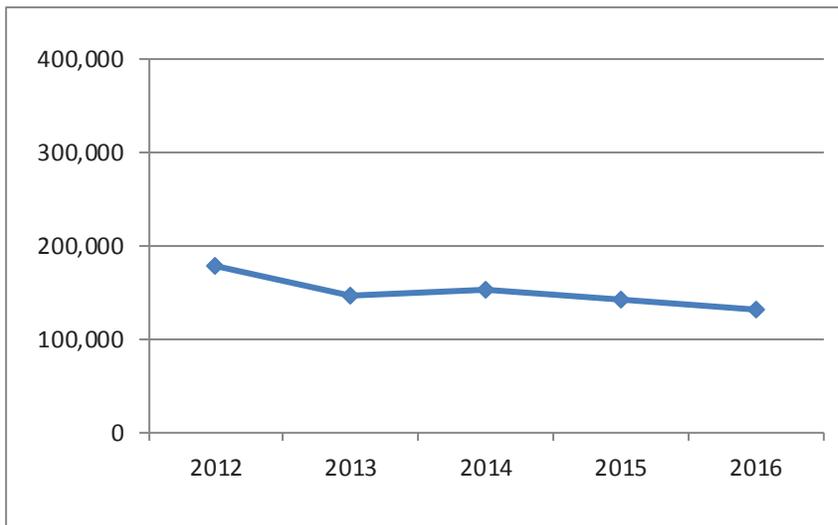
H2O'BRIEN POOL ADMISSION REVENUES

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>
2012	177,436
2013	146,270
2014	151,827
2015	141,931
2016	130,000

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. The opening on the newly remodeled pool at the Parker Recreation Center impacted the 2016 season, but it is expected to stabilize as the "newness factor" wears off.

Forecast: **2017 \$147,000** **2018 \$147,000**

Rationale: Forecast for 2017 and 2018 anticipates average weather, but only a small increase in attendance due to remodel and new pool area at the recreation center.

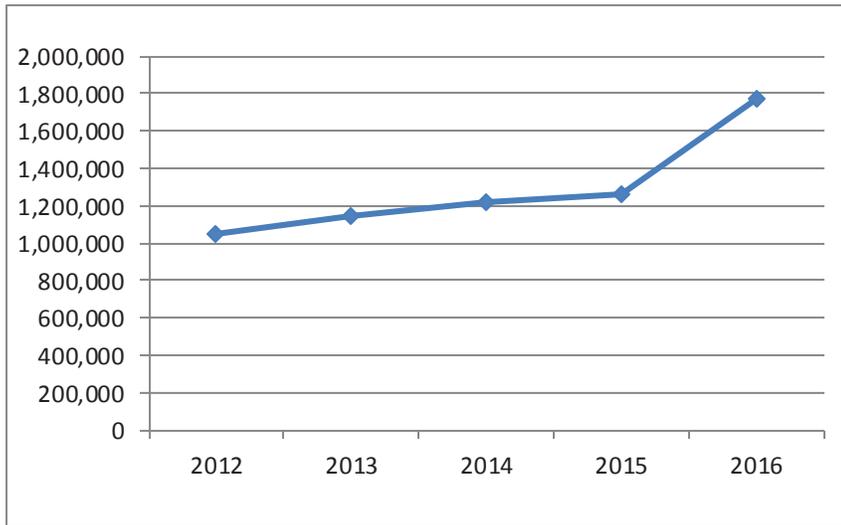
RECREATION ADMISSION REVENUE

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>
2012	254,606	798,545	1,053,151
2013	278,338	860,426	1,138,764
2014	254,424	964,202	1,218,626
2015	319,643	937,342	1,256,985
2016	330,000	1,445,000	1,775,000

As the economy improved following the recession, attendance increased, this combined with more marketing and a slight fee increase has resulted in higher admission revenue. Revenue increased significantly 2016 due to the remodel and expansion of the Recreation Center.

Forecast: **2017 \$1,515,000** **2018 \$1,675,000**

Rationale: Forecast anticipates 2017 and 2018 revenue increasing as a result of the completed remodel

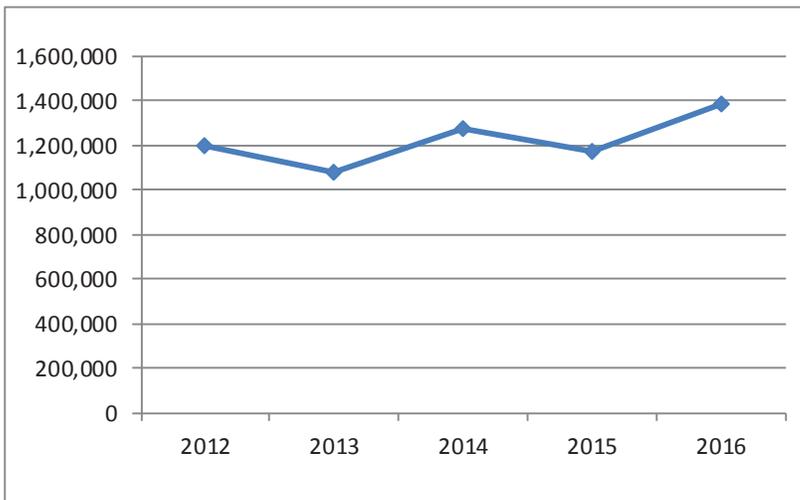
RECREATION SPORTS PROGRAM FEES

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>Contracted Program Fees</u>	<u>Total Sports Fees</u>
2012	321,950	870,709	0	1,192,659
2013	302,406	775,413	0	1,077,818
2014	291,362	978,265	0	1,269,627
2015	253,360	919,518	0	1,172,878
2016	310,000	787,000	290,000	1,387,000

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: **2017 \$1,200,000** **2018 \$1,200,000**

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

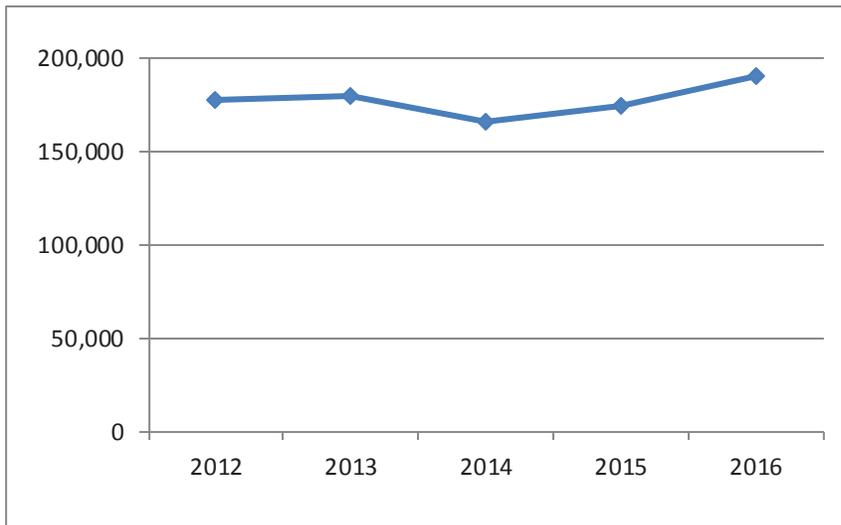
RECREATION SWIM LESSON FEES

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>
2012	177,269
2013	179,069
2014	165,354
2015	173,633
2016	190,000

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: **2017 \$200,000** **2018 \$200,000**

Rationale: Forecast anticipates 2017 revenue increasing with the completion of construction that occurred with Recreation Center expansion project due to patrons utilizing the new pool areas and remaining stable in 2018.

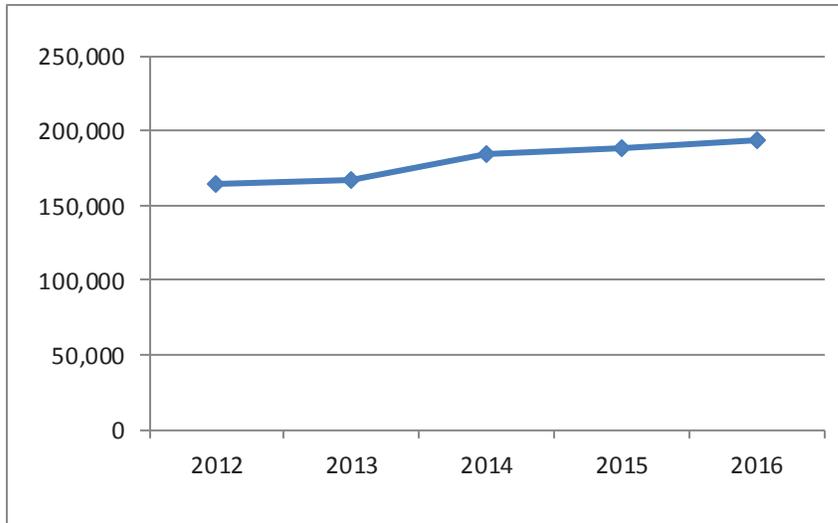
RECREATION SPECIALTY FITNESS FEES

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>
2012	164,519
2013	167,195
2014	184,627
2015	188,061
2016	194,000

Specialty Fitness includes activities such as TRX Suspension Training, Focus Interval Training and various other fitness programs. The increase in specialty fitness revenues from 2012 to 2016 is due to increased participation and new programs. The revenue decreased slightly in 2012 due to an increased number of patrons opting to purchase memberships that include free fitness classes versus paying additional fees for more specialized fitness classes. With completion of the Recreation Center expansion, there is more space available for fitness classes, as a result, revenues will likely remain comparable to 2016 with no anticipated fee increases.

Forecast: **2017 \$195,000** **2018 \$195,000**

Rationale: Forecast for 2017 and 2018 anticipates stable revenue due to continued popularity of the program.

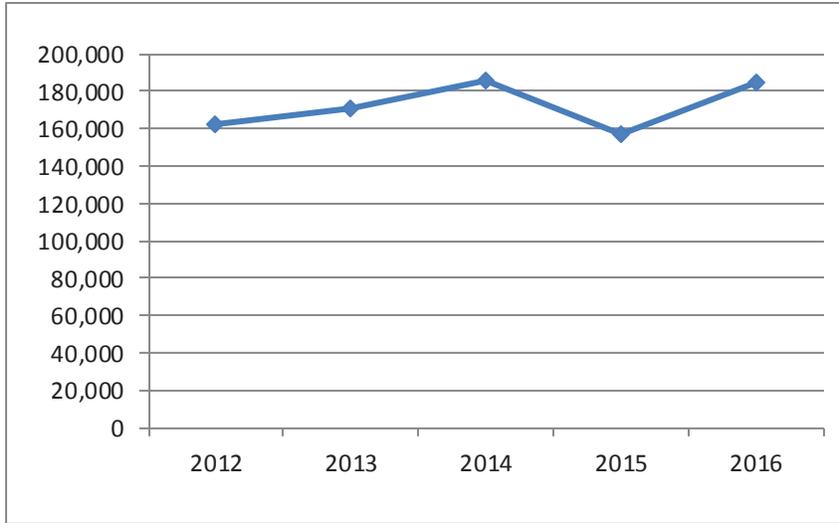
FIELDHOUSE FACILITY RENTAL FEES

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>
2012	162,716
2013	170,917
2014	185,383
2015	156,872
2016	185,000

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 decrease in revenue in 2015 is attributable to limited facility availability due to the Recreation Center expansion that required the use of Fieldhouse space for recreation programs that would normally take place at the Recreation Center.

Forecast: **2017 \$190,000** **2018 \$190,000**

Rationale: Forecast flat but stable revenues in 2017 and 2018.

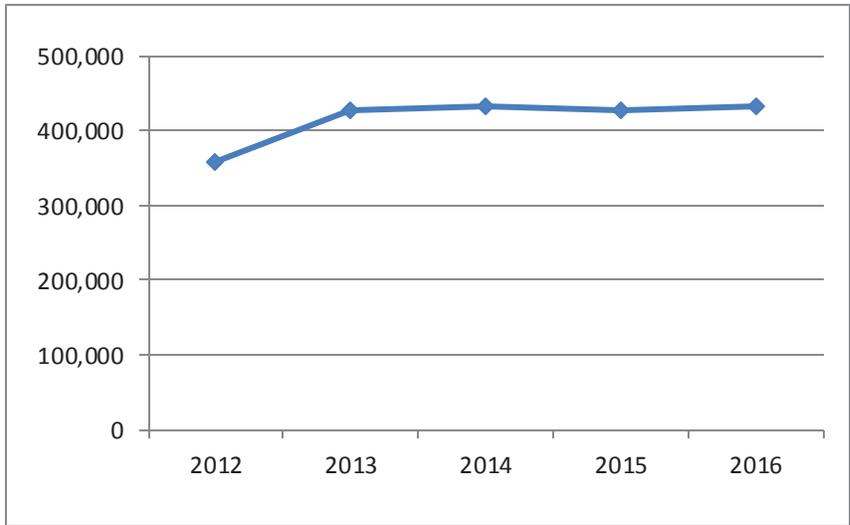
FIELDHOUSE DAY CAMP FEES

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>
2012	357,435
2013	427,554
2014	431,652
2015	426,152
2016	431,000

Revenue increased dramatically since instituting the program due to high demand for this type of program. The increase in 2013 can be attributed to the expansion of the program to include before and after care programs. The program has been operating close to capacity for the past few years and revenue has remained stable.

Forecast: **2017 \$435,000** **2018 \$435,000**

Rationale: Forecast projects stable revenue in 2017 and 2018 due to continued high demand for the program.

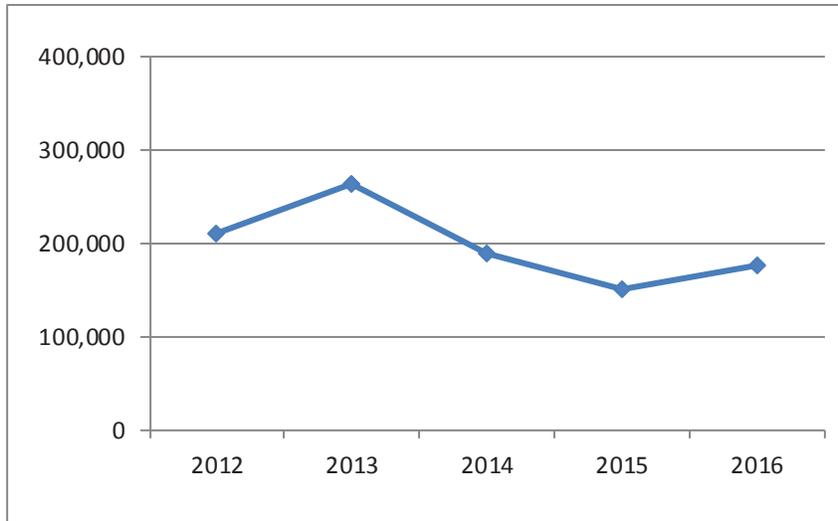
FIELDHOUSE SPORTS INSTRUCTION FEES

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>
2012	210,263
2013	262,287
2014	189,307
2015	150,715
2016	175,000

The Parker Recreation Center expansion impacted venue availability for this program as many programs were relocated to the Fieldhouse due to space limitations at PRC, resulting in decreased revenues in 2015. With completion of the PRC expansion, revenue increased in 2016.

Forecast: **2017 \$175,000** **2018 \$175,000**

Rationale: The projection for 2017 and 2018 is flat but stable revenue.

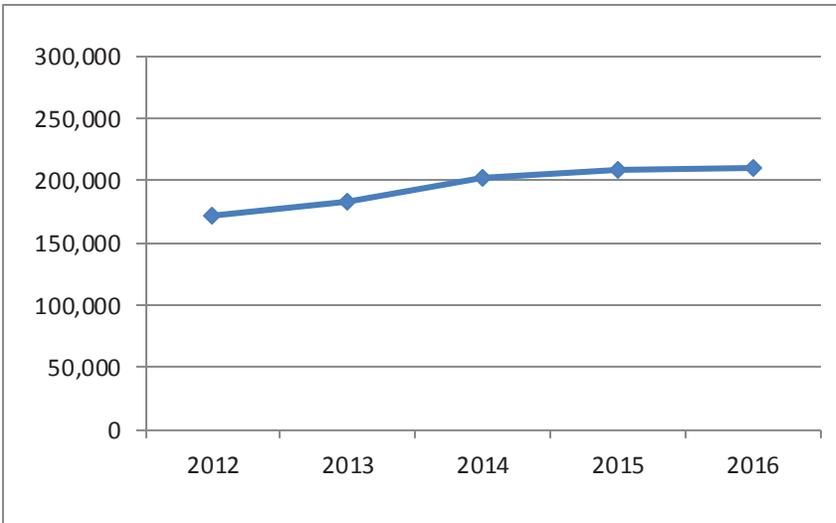
PERSONAL TRAINING FEES

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>
2012	170,747
2013	182,611
2014	202,389
2015	208,543
2016	210,000

Revenue has increased since instituting the personal training and is expected to level out as the demand for small group training increases, 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 increased 2013 revenues slightly.

Forecast: **2017 \$210,000** **2018 \$210,000**

Rationale: Forecast projects level revenues in 2017 and 2018.

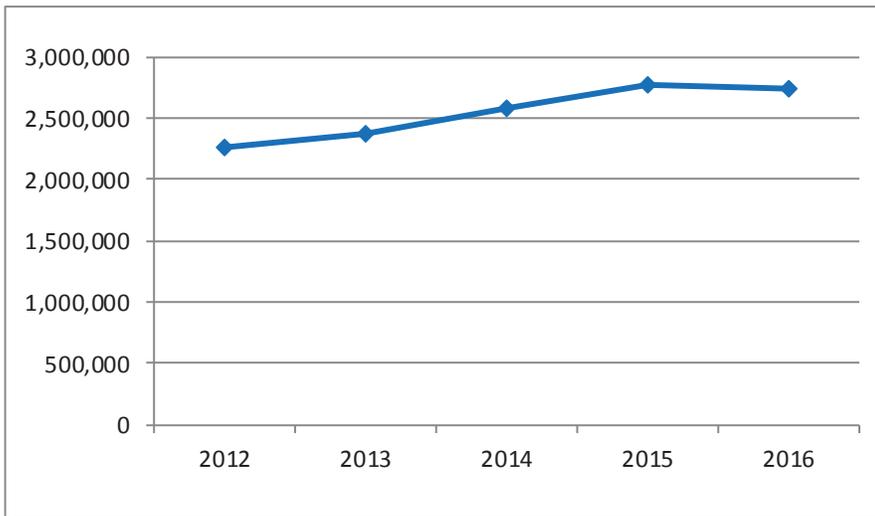
DOUGLAS COUNTY ROAD SALES TAX SHARED REVENUE

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 Revenue</u>	<u>Use Tax Revenue</u>	<u>Shared Sales & Use Tax Revenue</u>
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
2015	2,413,380	352,832	2,766,212
2016	2,500,000	230,000	2,730,000

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 16 percent of the Town’s use tax estimate.

Forecast: **2017 \$2,910,400** **2018 \$3,015,800**

Rationale: Forecast anticipates tax revenues to increase approximately 6% in 2017 and 4% in 2018 due to improved economy and new commercial businesses in the County.

LOTTERY REVENUE

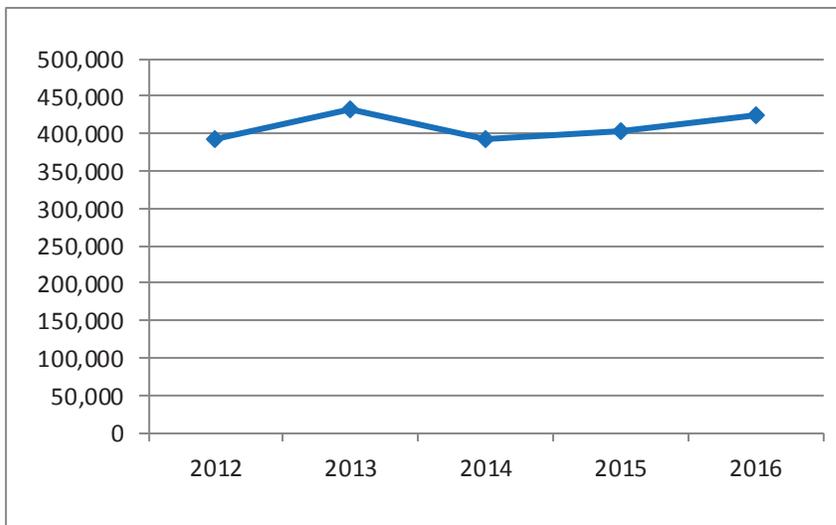
Distribution: Conservation Trust Fund 100%

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>
2012	392,828
2013	431,371
2014	392,734
2015	401,810
2016	425,000

As participation in the Lottery fluctuates, the revenues that filter down to the municipalities vary as well. Participation is related to disposable income, consumer confidence and marketing efforts of the Colorado Lottery.

Forecast: **2017 \$415,700** **2018 \$422,700**

Rationale: Forecast anticipates a relatively flat, steady revenue stream in line with historical averages.

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

	2014	2015	2016	2016	2017	2018	% Change
	Actual	Actual	Amended Budget	Projected	Adopted Budget	Planned Budget	2016 to 2017 Budgets
Beginning Fund Balance	\$23,896,533	\$25,584,533	\$ 23,313,165	\$ 23,313,165	\$ 20,469,292	\$ 14,895,033	-12%
Revenues							
Taxes	31,298,727	33,998,491	35,548,800	36,315,600	38,788,000	41,311,500	9%
Licenses and Permits	1,833,383	1,650,645	1,739,000	1,561,500	1,821,050	1,895,600	5%
Intergovernmental	4,320,037	4,061,239	4,771,626	4,800,464	3,913,648	3,975,297	-18%
Charges for Services	2,322,473	2,309,447	2,778,700	2,434,920	2,781,400	2,871,600	0%
Fines and Forfeitures	184,179	199,047	192,900	172,300	204,300	207,200	6%
Interest	58,416	135,962	73,300	103,050	330,600	204,600	351%
Miscellaneous	95,153	91,402	104,000	173,554	113,400	122,900	9%
Other Financial Sources	1,278	9,439	-	66,650	-	-	
Transfers In	927,600	975,100	1,095,900	1,095,900	1,152,600	1,180,700	5%
Total Revenues	41,041,247	43,430,771	46,304,226	46,723,938	49,104,998	51,769,397	6%
Expenditures							
Salary and Benefits	17,751,259	18,359,192	22,089,391	20,225,522	22,875,457	23,493,465	4%
Supplies	928,273	1,066,957	1,324,227	1,236,175	1,323,245	1,309,580	0%
Purchased Services	13,141,707	14,221,000	17,414,565	15,588,477	18,813,879	19,684,179	8%
Debt Service	3,781,410	3,767,750	3,743,700	3,744,200	3,726,143	3,701,875	0%
Capital Outlay	1,250,949	1,226,197	4,608,698	2,941,590	1,753,600	855,000	-62%
Economic Development Incentives	501,779	771,179	1,500,000	1,427,500	1,500,000	850,000	0%
Other	423,269	342,553	558,800	348,113	670,965	589,300	20%
Transfers Out	1,574,600	5,947,310	4,056,234	4,056,234	4,015,968	3,594,612	-1%
Total Expenditures	39,353,246	45,702,139	55,295,615	49,567,811	54,679,257	54,078,010	-1%
Ending Fund Balances	\$25,584,533	\$23,313,165	\$ 14,321,776	\$ 20,469,292	\$ 14,895,033	\$ 12,586,419	4%

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 4 percent or \$786,000 is due to the budgeted merit increase and the additional of 3 positions in the General Fund
- Purchased Services – The increase of 8 percent or \$1.4 million is attributable to increases for fleet replacements and maintenance, a strategic staffing analysis and facility plan, utility increases and various increases in contracted services (custodial, engineering, etc.)
- Capital Outlay - The \$2.8 million or 62 percent decrease is primarily to the new records management system that was purchased in 2016 in the Police Department. Capital outlay expenditures are detailed in the individual departmental or fund budgets and in the appendix to the budget document
- Other - The 20 percent or \$112,000 increase is primarily due to the increase in contingency funds.

General Fund Summary

General Fund Summary

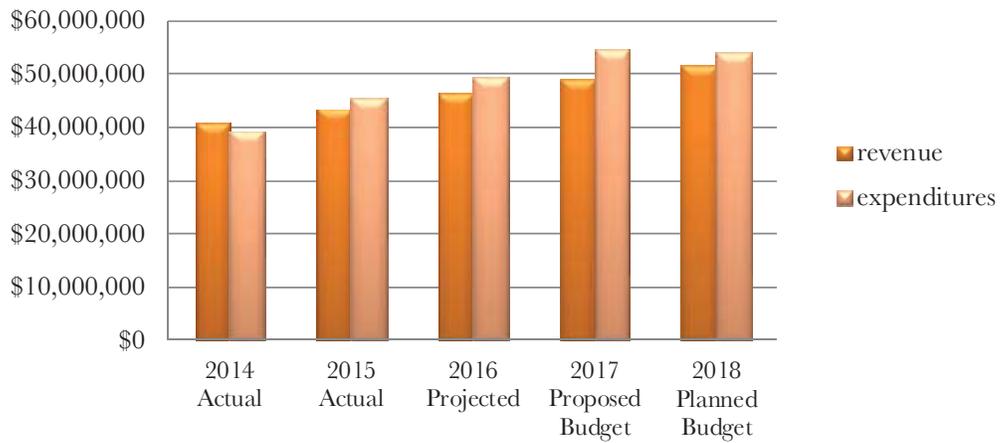
	2014	2015	2016	2016	2017	2018	% Change
	Actual	Actual	Amended Budget	Projected	Adopted Budget	Planned Budget	2016 to 2017 Budgets
Expenditures by Department							
Elected Officials	110,369	129,525	149,760	143,533	166,245	163,175	11%
Town Clerk	321,300	314,627	301,163	234,888	406,742	399,823	35%
Municipal Court	263,563	273,384	333,724	294,076	339,457	352,158	2%
Town Administrator	552,746	639,303	917,543	859,915	1,003,250	933,433	9%
Elections	26,188	38,670	26,000	26,007	26,000	32,000	0%
Finance	769,073	786,956	945,687	1,008,969	1,200,335	1,030,273	27%
Sales Tax	318,623	390,548	481,579	410,311	471,857	480,950	-2%
Legal Services	561,818	494,901	552,325	544,740	570,720	597,375	3%
Human Resources	730,647	728,910	849,807	795,146	865,857	895,140	2%
Risk Management	254,713	265,221	369,589	295,386	387,086	398,375	5%
Community Development	1,531,769	1,329,654	2,176,497	1,593,771	2,165,962	2,020,368	0%
Communications	707,837	693,350	893,435	798,715	940,434	971,575	5%
General Government Buildings	476,947	640,234	698,350	697,675	567,400	500,500	-19%
Customer Service	111,861	118,795	142,278	131,673	148,543	154,708	4%
Historic Preservation	682	-	13,500	-	3,000	3,000	-78%
Interdepartmental	502,149	399,875	613,050	406,614	694,990	615,095	13%
Debt Service	3,781,410	3,767,750	3,743,700	3,744,200	3,726,143	3,701,875	0%
Police	12,750,985	12,934,772	18,472,385	15,851,488	16,203,888	16,258,934	-12%
Building Inspection	1,097,274	1,166,010	1,535,845	1,458,929	1,605,439	1,617,475	5%
Public Works	8,918,241	9,623,292	11,320,839	10,399,009	12,219,291	13,289,212	8%
Parks, Forestry and Open Space	2,724,911	2,806,311	3,801,450	3,319,370	3,959,430	3,935,580	4%
Public Works Buildings	-	122,640	144,400	177,274	186,000	198,400	29%
Parks/Public Works Buildings	198,275	565,367	310,600	296,019	454,550	220,600	46%
Economic Development	565,486	753,557	945,875	596,369	850,670	863,375	-10%
Economic Incentives	501,779	771,179	1,500,000	1,427,500	1,500,000	850,000	0%
Interfund Transfers	1,574,600	5,947,310	4,056,234	4,056,234	4,015,968	3,594,612	-1%
Total Expenditures	39,353,246	45,702,139	55,295,615	49,567,811	54,679,257	54,078,010	-1%
Ending Fund Balances	\$25,584,533	\$23,313,165	\$14,321,776	\$20,469,292	\$ 14,895,033	\$ 12,586,419	4%

Explanation of Significant Budget Variances

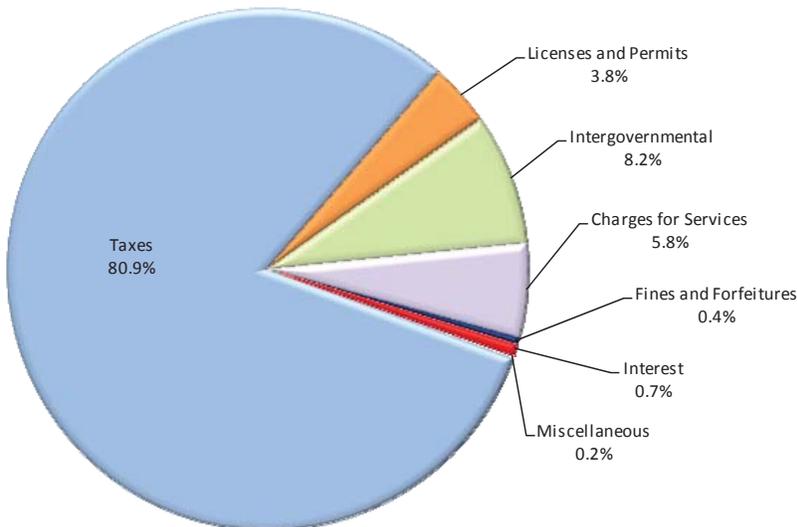
- Budget variances are explained in General Fund Expenditure Detail section

General Fund Summary

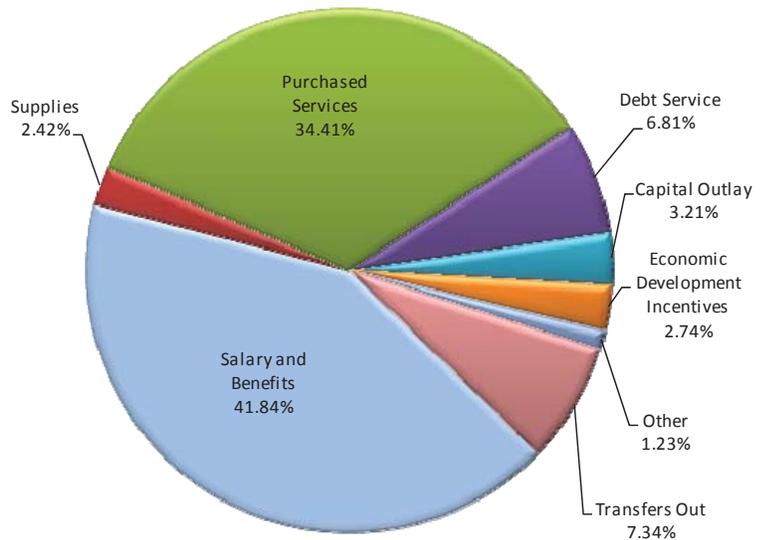
Revenue & Expenditure Comparison



Sources of Revenue - General Fund



Fund Expenditures



General Fund Revenue Detail

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Beginning Fund Balance	\$ 25,584,533	\$ 23,313,165	\$ 23,313,165	\$ 20,469,292	\$ 14,895,033	-12%
Revenue						
Taxes						
Real Property Taxes	1,448,999	1,650,300	1,720,000	1,754,000	1,778,900	6%
Specific Ownership Taxes	141,852	145,100	150,000	155,400	162,200	7%
Sales Taxes	29,959,630	31,202,300	32,100,000	34,300,800	36,701,800	10%
Sales Tax Penalty and Interest	40,075	59,200	65,000	40,800	41,400	-31%
Sales Tax Audit Revenue	251,581	250,000	100,000	250,000	250,000	0%
Lodging Tax	159,652	165,500	160,000	168,600	173,600	2%
Franchise Taxes - Cable	541,098	533,000	550,000	571,300	588,400	7%
Franchise Taxes - Fiber Optics	1,500	500	500	500	500	0%
Franchise Taxes - Gas	378,416	431,100	350,000	367,500	383,700	-15%
Excise Taxes - Electric	1,075,865	1,111,100	1,111,100	1,178,400	1,230,200	6%
Interest - Property Taxes	(177)	700	9,000	700	800	0%
Total Taxes	33,998,491	35,548,800	36,315,600	38,788,000	41,311,500	9%
Licenses and Permits						
Business Licenses	41,459	67,300	67,300	21,150	70,400	-69%
Liquor Licenses and Permits	25,977	26,800	27,000	27,000	27,400	1%
Peddler and Solicitor Permits	4,280	4,900	4,200	4,400	4,500	-10%
Building Permits	1,594,755	1,528,300	1,400,000	1,656,100	1,679,300	8%
Building Permits Credit	(117,690)	-	(5,000)	-	-	
Sign Permits	19,345	19,500	18,000	20,100	20,400	3%
Street Cut Permits	82,519	92,200	50,000	92,300	93,600	0%
Total Licenses and Permits	1,650,645	1,739,000	1,561,500	1,821,050	1,895,600	5%
Intergovernmental						
LEAF-DUI Enforcement Grant	26,557	-	20,000	-	-	
CDBG Grant	1,125	-	-	-	-	
911 Authority	203,990	855,000	883,132	125,000	125,000	-85%
Seizure Fund Revenue	214,641	146,043	146,043	-	-	-100%
COP BABS Interest Credit	813,069	794,771	796,480	774,248	751,702	-3%
School Marshall Program	129,756	127,712	131,100	135,700	138,495	6%
EMPG Grant	19,200	-	38,000	-	-	
Other Police Grants	9,616	-	5,004	-	-	
Motor Vehicle Regis Fees	159,187	162,300	162,300	168,900	173,900	4%
Highway User Taxes	1,090,277	1,078,700	1,078,700	1,134,200	1,168,200	5%
Cigarette Taxes	112,596	112,100	112,100	110,400	109,300	-2%
Severance Taxes	42,551	15,000	19,605	15,000	15,000	0%
Road and Bridge Shareback Funds	1,238,675	1,480,000	1,408,000	1,450,200	1,493,700	-2%
Total Intergovernmental	4,061,239	4,771,626	4,800,464	3,913,648	3,975,297	-18%

General Fund Revenue Detail

Charges for Services

Court Costs, Fees and Charges	79,950	86,100	72,000	83,000	84,200
Open Records Fees	580	-	1,600	-	-
Zoning and Subdivision Fees	74,651	102,600	90,000	117,400	120,900
Service Plan Fees	7,750	7,500	30,000	7,500	7,500
Deficit Reduction Fees	846,441	1,092,400	800,000	981,800	1,025,000
Plan Checking Fees	354,067	307,000	307,000	373,800	385,000
Plan Review Credit	(31,139)	-	(1,500)	-	-
Rental of Kiosk Signs	16,800	15,000	15,000	15,000	15,000
Sales of Maps and Publications	151	1,200	300	200	200
Advertising Commissions	6,116	8,000	6,500	6,500	6,500
Engineering Review Fees	136,907	149,100	140,000	144,500	148,900
Administrative Fees	74,474	66,600	74,000	78,600	81,000
ATM Fees	20	-	20	-	-
Misc Charges/Fees	17,007	2,200	15,000	2,200	2,200
Liquor Investigations Fee	937	-	1,000	-	-
Impound Fees	1,900	5,000	1,700	1,800	1,800
Police Reports	50,720	49,400	49,400	52,700	53,400
Drug Testing	10,138	20,000	10,000	10,000	10,200
Lone Tree Dispatch Services	414,615	611,300	588,400	641,200	659,300
School Resource Officer	67,862	46,700	46,700	47,900	49,300
Lone Tree Crime/Evidence Services	66,889	83,100	65,000	104,000	107,100
Foxfield Court Services	4,885	7,000	4,000	5,000	5,200
PAR Services	23,000	21,000	21,000	21,500	22,100
Police Off-duty Reimbursement	2,231	-	1,000	-	-
C-DOT Signal Operations	46,800	52,500	46,800	46,800	46,800
Event Sponsorship	35,698	45,000	50,000	40,000	40,000
Total Charges for Services	2,309,447	2,778,700	2,434,920	2,781,400	2,871,600

Fines and Forfeitures

Court Fines	159,887	159,600	135,000	166,000	168,400
DUI Fines	36,860	33,300	33,300	38,300	38,800
Miscellaneous Fines	2,300	-	4,000	-	-
Total Fines and Forfeitures	199,047	192,900	172,300	204,300	207,200

Miscellaneous

Interest Earnings and Invest	57,556	73,300	95,700	330,600	204,600
Interest Earnings - 2009 COPS	6,418	19,000	19,000	28,400	37,900
Contributions	78,406	-	7,350	-	-
Contributions - Explorer/Cadet	8,151	-	8,000	-	-
Contributions - Other Police	40	-	-	-	-
Contributions - Teen Court	250	-	1,000	-	-
Contrib. - Historic Preservation	55	-	30	-	-
Contrib. - Tree Mitigation	-	-	26,270	-	-
Restitution	6,547	-	-	-	-
Contributions - K-9 Program	-	-	4,254	-	-
Other Miscellaneous Revenue	69,941	85,000	115,000	85,000	85,000
Total Miscellaneous	227,364	177,300	276,604	444,000	327,500

General Fund Revenue Detail

Other Financial Sources

Insurance Recoveries	9,439	-	61,690	-	-
Sales of General Fixed Assets	-	-	4,960	-	-
Total Other Financial Sources	9,439	-	66,650	-	-

Transfers In

From Parks and Recreation Fund	975,100	1,095,900	1,095,900	1,152,600	1,180,700
Total Transfers In	975,100	1,095,900	1,095,900	1,152,600	1,180,700

Total Revenue	43,430,771	46,304,226	46,723,938	49,104,998	51,769,397
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Total Funds Available	\$ 69,015,304	\$ 69,617,391	\$ 70,037,103	\$ 69,574,290	\$ 66,664,429
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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 \$103,700 or 6% increase is due to the increased property values and new construction .
- Sales Taxes - the \$3.1 million or 10 percent projected increase is due to better than expected sales tax revenue in 2016 resulting in a 6 percent increase in the 2016 projection. The 2017 budget is based on a 7 percent increase over the 2016 projected
- 911 Authority - the \$730,000 or 85 percent projected decrease is due to the one time reimbursements that occurred in 2016 for the new records management system in the Police Department.
- Building Permits - the \$127,800 or 8 percent projected increase is due to the resurgence in home building within the Town
- Interest Earnings - the \$257,300 or 351 percent increase is due to improved interest rates on Town investments.
- Transfers In - the \$56,700 or 5 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.

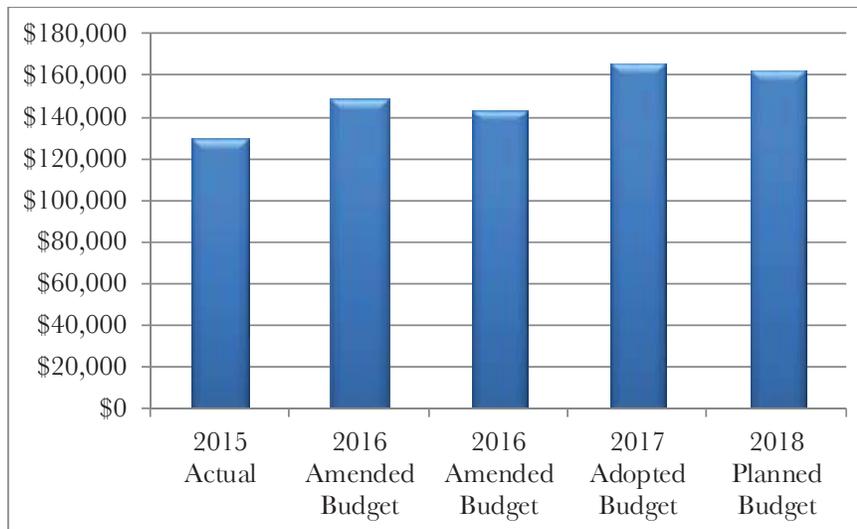
General Fund Expenditure Detail

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 participates in various county-wide intergovernmental relationships.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Elected Officials	\$ 129,525	\$ 149,760	\$ 143,533	\$ 166,245	\$ 163,175	11%
Expenditures by Category						
Salary and Benefits	98,191	99,760	98,513	101,945	105,045	2%
Supplies	5,441	24,500	21,246	36,800	29,330	50%
Purchased Services	25,893	25,500	23,774	27,500	28,800	8%
Total	\$ 129,525	\$ 149,760	\$ 143,533	\$ 166,245	\$ 163,175	11%
Sources of Funding						
General Fund	\$ 129,525	\$ 149,760	\$ 143,533	\$ 166,245	\$ 163,175	11%



Explanation of Significant Budget Variances

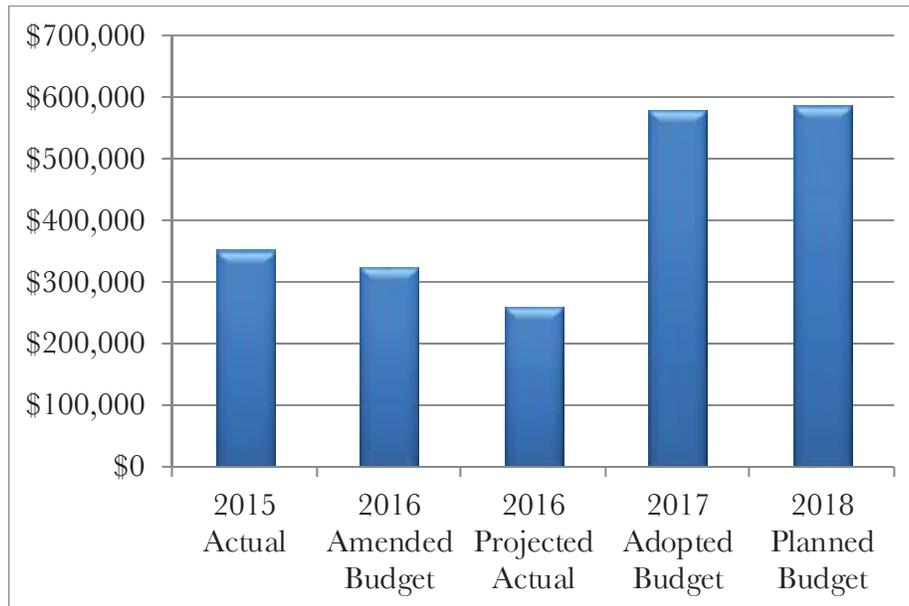
- Supplies - 50 percent increase is due to an increase in travel expenditures
- Purchased Services - 8 percent increase is due to an increase in meetings and meals expenditures

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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Town Clerk	\$ 314,627	\$ 301,163	\$ 234,888	\$ 406,742	\$ 399,823	35%
Elections	38,670	26,000	26,007	26,000	32,000	0%
Customer Service	-	-	-	148,543	154,708	
Total	353,296	327,163	260,895	581,285	586,531	78%
Expenditures by Category						
Salary and Benefits	176,399	193,230	126,416	356,210	394,800	84%
Supplies	20,203	10,900	10,562	4,950	4,950	-55%
Purchased Services	80,641	86,183	86,183	128,125	141,781	49%
Capital Outlay	-	-	-	50,000	-	
Total	277,243	290,313	223,161	539,285	541,531	86%
Sources of Funding						
Liquor Licenses	26,800	26,800	27,000	27,000	27,400	1%
Peddler and Solicitor Licenses	4,900	4,900	4,200	4,400	4,500	-10%
General Fund	295,463	295,463	229,695	549,885	554,631	86%
Total	\$ 327,163	\$ 327,163	\$ 260,895	\$ 581,285	\$ 586,531	78%
Authorized FTE positions						
Town Clerk	1.0	1.0	1.0	1.0	1.0	
Deputy Town Clerk	1.0	1.0	1.0	1.0	1.0	
Administrative Clerk	1.0	1.0	1.0	1.0	1.0	
Customer Service Specialist	-	-	-	2.6	2.6	
Total	3.0	3.0	3.0	5.6	5.6	

Explanation of Significant Budget Variances

- The Customer Service Division was moved from the Town Administrator office to Town Clerk in 2017.
- Salary and Benefits - 84 percent increase is due to funding of the Administrative Clerk position that was not filled in 2015 and held vacant for 2016, but is anticipated to be filled in 2017 and the addition of Customer Service salary and benefits.
- Supplies - 59 percent decrease is due to a one time furniture purchase in 2016
- Purchased Services - 49 percent increase due to the addition of Customer Service purchased services.



2016 Accomplishments

Innovate with Collaborative Governance:

- Remodel Town Clerk office to include large file room
- Ongoing goal for timely destruction of eligible records
- Assessment of Department; with vacancies of positions, evaluated the roles and responsibilities and successfully filled the Deputy Town Clerk position
- Started process of conversion of electronic media for Planning Department case files
- Changed e-recording vendors for better service

2017 Goals

Innovate with Collaborative Governance:

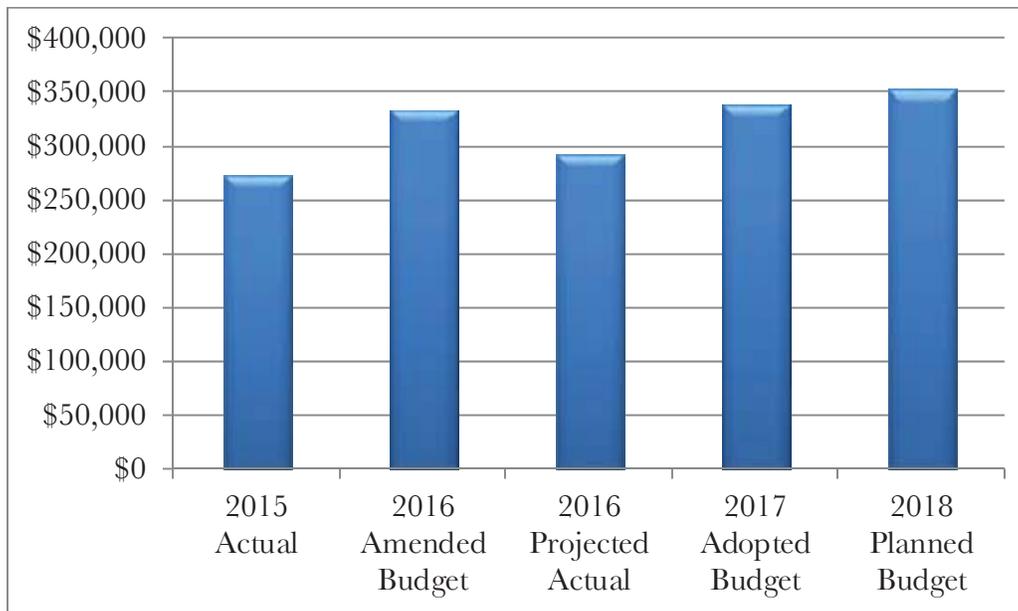
- Select and implement electronic agenda packet software and system
- Continue to address/look at recommendations from Department Assessment
- Implement the different applications available in Laserfiche
- Study the possibility of approval of consent agenda items from Special Licensing Authority to administrative approval (Town Clerk)
- Prepare Town Clerk Presentation for Civic Academy
- Created and began distribution for Special Events Permit Questionnaire

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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>						
Municipal Court	\$ 273,384	\$ 333,724	\$ 294,076	\$ 339,457	\$ 352,158	2%
<i>Expenditures by Category</i>						
Salary and Benefits	173,330	199,980	170,035	208,570	215,020	4%
Supplies	8,709	13,900	15,553	13,000	14,400	-6%
Purchased Services	91,345	119,844	108,488	117,887	122,738	-2%
Capital Outlay	-	-	-	-	-	
Total	\$ 273,384	\$ 333,724	\$ 294,076	\$ 339,457	\$ 352,158	2%
<i>Sources of Funding</i>						
Court Cost Fees	86,100	86,100	72,000	83,000	84,200	-4%
General Fund	187,284	247,624	222,076	256,457	267,958	4%
Total	273,384	333,724	294,076	339,457	352,158	2%
<i>Authorized FTE positions</i>						
Court Administrator	1.0	1.0	1.0	1.0	1.0	
Court Clerk	1.8	1.8	1.8	1.8	1.8	
Total	2.8	2.8	2.8	2.8	2.8	

Explanation of Significant Budget Variances

- Supplies - 6 percent decrease is due to a reduction in the budget for small tools and equipment



2016 Accomplishments

Promote a Safe and Healthy Community:

- Created access to Court Records Management Systems for the prosecutors and the judge.
- Hired and trained new part time Court Clerk.
- Hired and trained new part time Teen Court Coordinator.
- Explored 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.

2017 Goals

Promote a Safe and Healthy Community:

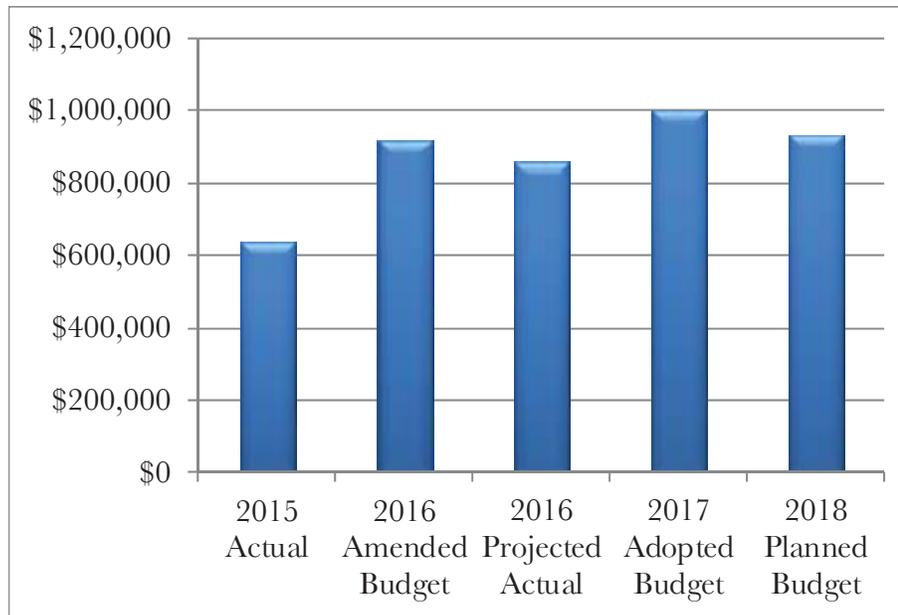
- Electronic interface with Department of Motor Vehicles
- Partner with other Colorado Municipal Courts using same records management system to provide specific training for employees.
- Continue to evaluate connection between Police Records and Court Records Management Systems to possibly reduce the use of paper.
- Review 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 on staff and judge.
- Review and update Court information brochure.
- Explore the use of a modified probation system for the Municipal Court.
- Explore the use of video hearings from the Douglas County Jail.

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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Town Administrator	\$ 639,303	\$ 917,543	\$ 859,915	\$ 1,003,250	\$ 933,433	9%
Customer Service	118,795	142,278	131,673	-	-	-100%
Total	758,098	1,059,821	991,588	1,003,250	933,433	-5%
Expenditures by Category						
Salary and Benefits	630,752	731,480	847,481	757,240	782,630	4%
Supplies	16,683	9,000	12,601	10,100	11,760	12%
Purchased Services	109,903	177,063	148,376	235,910	139,043	33%
Total	\$ 757,338	\$ 917,543	\$ 1,008,458	\$ 1,003,250	\$ 933,433	9%
Sources of Funding						
General Fund	\$ 758,098	\$ 1,059,821	\$ 991,588	\$ 1,003,250	\$ 933,433	-5%
Authorized FTE positions						
Town Administrator	1.0	1.0	1.0	1.0	1.0	
Deputy Town Administrator	1.0	1.0	1.0	1.0	1.0	
Assistant Town Administrator	1.0	1.0	1.0	1.0	1.0	
Executive Assistant	-	-	-	-	-	
Administrative Manager	1.0	1.0	1.0	1.0	1.0	
Customer Service Specialist	2.6	2.6	2.6	-	-	
Total	6.6	6.6	6.6	4.0	4.0	

Explanation of Significant Budget Variances

- Salary and Benefits - 9 percent increase is due to budgeted merit and health insurance increases
- Supplies - 12 percent increase is due to an increase in computer and software for a new Ipad
- Purchased Services - 33 percent increase is due to an increase in Other Professional Services for the completion of a strategic staffing analysis and facility plan



2016 Accomplishments

Foster Community Creativity and Engagement:

- Developed and maintained positive partnerships with local community leaders/organizations as well as county-wide agencies through participation in the Partnership of Douglas County Governments and various agency meetings.
- Twenty-three citizens participated in the 2016 Parker Civic Academy’s 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.

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 an Employee Years of Service Banquet, recognizing the commitment and dedication of employees.
- With the assistance of a consultant, implemented a new employee performance evaluation system; integrating organizational values into the process of managing and evaluating employee performance.

Develop a Visionary Community:

- Revised the Town’s strategic planning goals by enhancing the Town’s Vision and Mission Statements and creating a formal strategic planning document for the Town Council’s goals. Held strategic visioning workshops with Council and departments to update the strategic goals and objectives.

2017 Goals**Foster Community Creativity and Engagement:**

- Establish new avenues of Town-wide communication methods to connect with residents using input gathered from a communications survey.
- Institute a yearly Homeowners' Association Roundtable with Council and staff to share information.

Innovate with Collaborative Governance:

- Establish a Town 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.

Develop a Visionary Community:

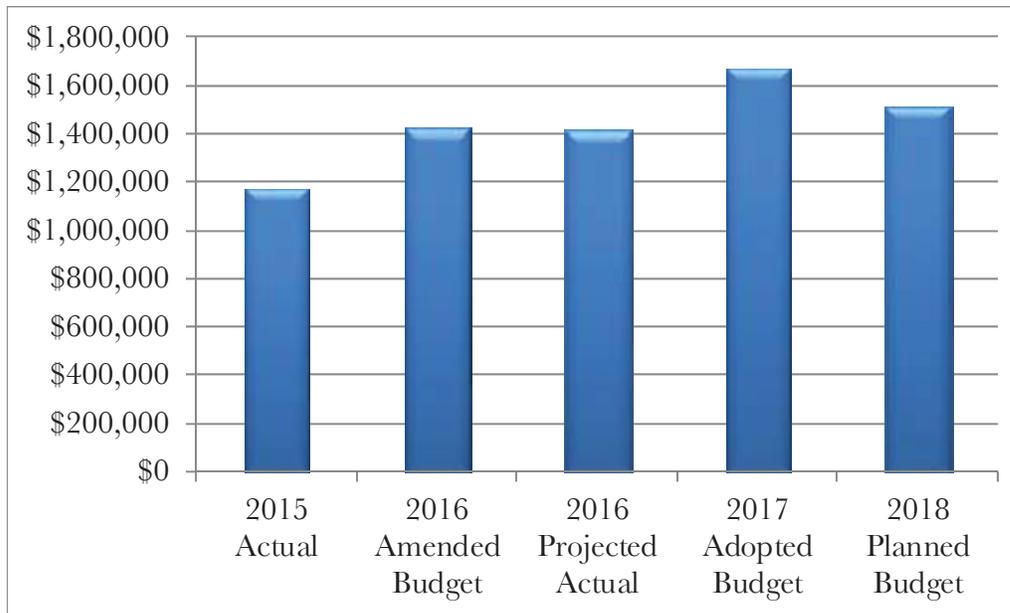
- Build upon the Town's Strategic Plan to include Town-wide and departmental performance measures and indicators through strategic visioning workshops with Council and departments.
- Conduct an organization-wide staffing and space needs analysis to determine future staffing needs and space requirements in the near and long-term for Town 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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Finance	786,956	945,687	1,008,969	1,200,335	1,030,273	27%
Sales Tax	390,548	481,579	410,311	471,857	480,950	-2%
Total	\$ 1,177,504	\$ 1,427,266	\$ 1,419,280	\$ 1,672,192	\$ 1,511,223	17%
Expenditures by Category						
Salary and Benefits	907,855	1,070,318	1,000,504	1,124,100	1,148,580	5%
Supplies	32,260	9,450	19,383	10,225	10,225	8%
Purchased Services	227,192	347,498	367,985	428,367	352,418	23%
Capital Outlay	-	-	31,408	109,500	-	
Total	\$ 1,167,307	\$ 1,427,266	\$ 1,419,280	\$ 1,672,192	\$ 1,511,223	17%
Sources of Funding						
Business Licenses	67,300	67,300	67,300	21,150	70,400	-69%
General Fund	1,110,204	1,359,966	1,351,980	1,651,042	1,440,823	21%
Total	\$ 1,177,504	\$ 1,427,266	\$ 1,419,280	\$ 1,672,192	\$ 1,511,223	17%
Authorized FTE positions						
Finance Director	1.0	1.0	1.0	1.0	1.0	
Accounting Manager	1.0	1.0	1.0	1.0	1.0	
Sales Tax Administrator	1.0	1.0	1.0	1.0	1.0	
Purchasing Agent	1.0	1.0	1.0	1.0	1.0	
Accountant	1.0	1.0	1.0	1.0	1.0	
Accounting/Sales Tax Technician	4.0	4.3	4.3	4.3	4.3	
Sales Tax Auditor	3.0	3.0	3.0	3.0	3.0	
Total	12.0	12.3	12.3	12.3	12.3	

Explanation of Significant Budget Variances

- Salary and Benefits - 5 percent increase is due to budgeted merit and health insurance increases
- Supplies - 8 percent increase is due to an increase in general supplies and meeting and meals
- Purchased Services - 23 percent increase is due to the first year of software maintenance for the fiancé software upgrade
- Capital Outlay - \$109,500 is for new Kronos payroll software



2016 Accomplishments

Innovate with Collaborative Governance:

- Improved transparency through the implementation of Socrata Open Budget
- Implemented Kronos timekeeping upgrade
- Received GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2015 Comprehensive Annual Finance Report
- Received the GFOA Distinguished Budget Presentation Award for the 2016 Budget
- Received the Certification of Excellence from the Association of Public Treasurers of the United States and Canada for the Town’s Investment Policy
- Completed a Popular Annual Financial Report (PAFR) and Received GFOA Certificate of Achievement for Excellence
- Completed process mapping of accounts payable, payroll and accounts receivable to improve efficiency
- Issued banking RFP and completed selection
- Hired and trained a new Accounting Technician/Interdepartmental Liaison
- Completed four department synergy exercises
- Developed new education opportunities for taxpayers by offering enhanced guided webinars on expanded topics as well as monthly taxpayer seminars
- Conducted finance training for Town staff to include specific trainings on grant management, timekeeping, cash handling, and other accounting and purchasing policies
- Worked with the Cultural Department on the RFP for new point of sale software selection
- Conducted course in the Town’s Civic Academy to help citizens understand the budget, accounting, sales tax and purchasing functions of the department

Enhance Economic Vitality:

- Ensured tax revenues collected timely through efficient processing of sales tax returns, educational guidance through audit, and enforcement through the collections process
- Implemented Construction Project Cost Reconciliation; created procedures for Sales Tax Administrator, Auditors and Analyst
- Reviewed CML Standard Definitions for sales tax and provide feedback to CML
- Cross trained sales tax staff to ensure personnel coverage for essential duties for unplanned absences as well as provided staff with complete understanding of various sales and use tax systems

2017 Goals**Innovate with Collaborative Governance:**

- Implement new purchasing card program
- Complete Caselle Connect software upgrade to include new budgeting module
- Receive GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2016 Comprehensive Annual Finance Report
- Receive the GFOA Distinguished Budget Presentation Award for the 2017 Budget
- Achieve the Association of Public Treasurers of the United States and Canada Cash Handling certification
- Receive GFOA Certificate of Achievement for Excellence for the Popular Annual Financial Report (PAFR)
- Implement Priority Based Budgeting
- Review process mapping results and make necessary changes for accounts payable, payroll and accounts receivable to improve efficiency
- Improve transparency by implementing a contracts calendar to be published on the Town website
- Implement new Kronos payroll solution
- Implement new Requisition / Purchase Order processing solution
- Implement new Document Management solution
- Implement electronic workflow for accounts payable
- Complete department synergy exercises
- Continue development of education opportunities for taxpayers by offering enhanced guided webinars on expanded topics as well as offering monthly taxpayer seminars
- Create web-based 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 implementation
- Update records retention for sales tax records

Enhance Economic Vitality:

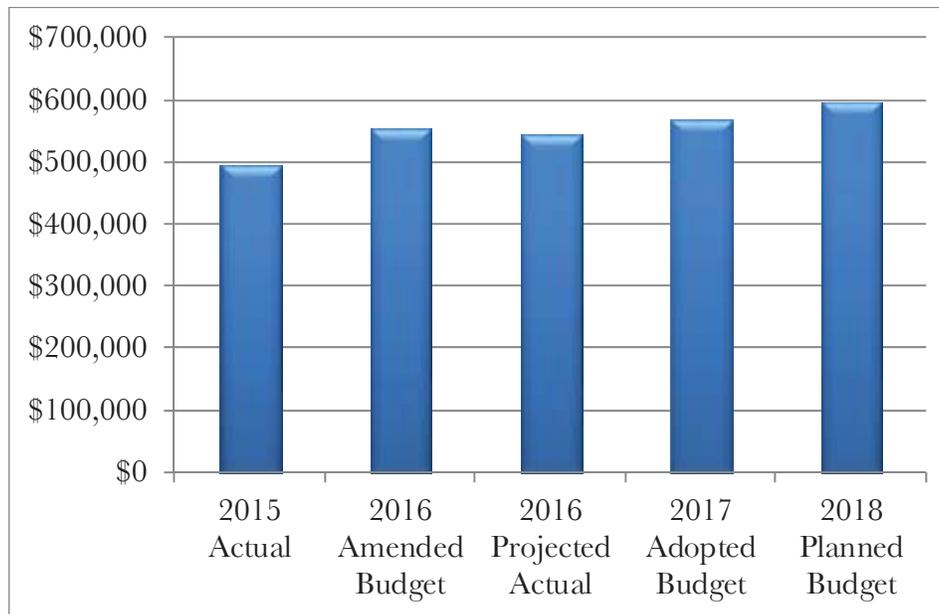
- Ensure tax revenues are being collected timely through efficient processing of sales tax returns, Ensure tax revenues are being collected timely through efficient processing of sales tax returns, educational guidance through audit, and enforcement through the collections process
- Work with CML on Standard Definitions project for sales tax and provide feedback to CML
- Draft Municipal Code changes consistent with CML Standard Definitions
- Train newly hired sales tax auditor
- Increase online filing of sales tax returns and business license renewals
- Implement online payments for accounts receivable and miscellaneous payments received by the Town that are not currently accepting online payments
- Implement a Vendor Outreach program / training regarding the Town's Purchasing processes / requirements

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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Town Attorney	\$ 494,901	\$ 552,325	\$ 544,740	\$ 570,720	\$ 597,375	3%
Expenditures by Category						
Salary and Benefits	311,340	334,120	316,607	339,100	356,000	1%
Supplies	16,187	13,400	13,513	15,950	16,550	19%
Purchased Services	167,373	204,805	214,620	215,670	224,825	5%
Total	\$ 494,901	\$ 552,325	\$ 544,740	\$ 570,720	\$ 597,375	3%
Sources of Funding						
Service Plan Fees	7,500	7,500	30,000	7,500	7,500	0%
General Fund	487,401	544,825	514,740	563,220	589,875	3%
Total	\$ 494,901	\$ 552,325	\$ 544,740	\$ 570,720	\$ 597,375	3%
Authorized FTE positions						
Town Attorney	1.0	1.0	1.0	1.0	1.0	
Legal Assistant	1.0	1.0	1.0	1.0	1.0	
Total	2.0	2.0	2.0	2.0	2.0	

Explanation of Significant Budget Variances

- Supplies – 19 percent increase is due to an increase for books and periodicals



2016 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 agreements, 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, Operations Manual, Police Department Policy and Procedure Manual, and Police Department Standard Operating Procedure Manuals.
- Acted as legal advisor for the 2016 regular election.
- Acted as legal counsel in defending/prosecuting litigation involving the Town.

2017 Goals

Innovate with Collaborative Governance:

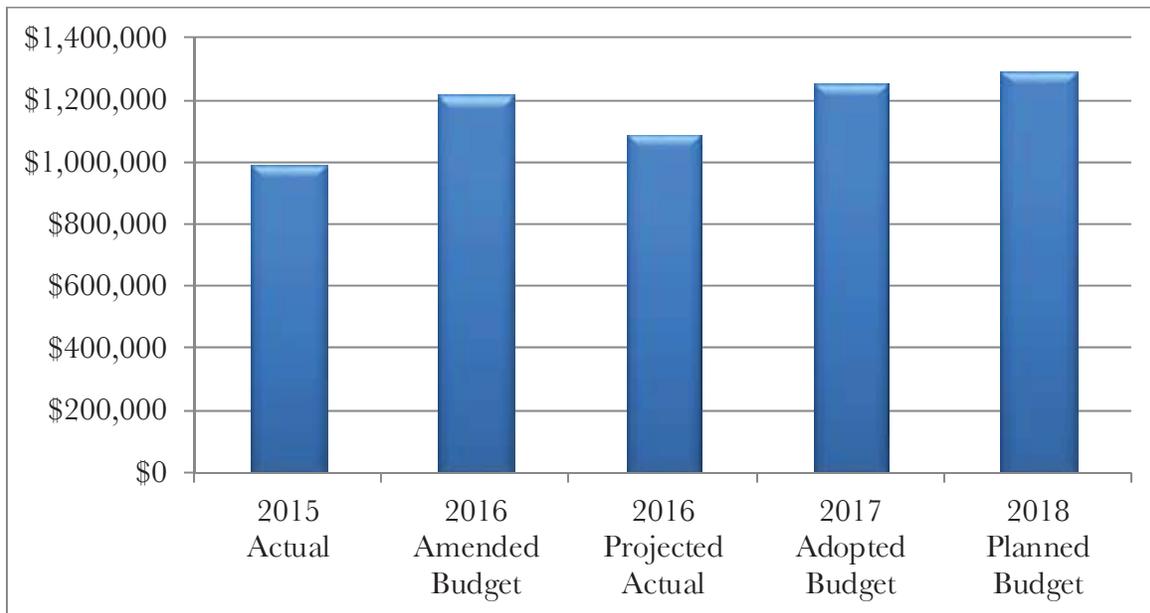
- The Town Attorney will prepare or review all ordinances, resolutions, contracts and other written instruments.
- Prosecute ordinance violations.
- Represent the Town in court and other legally constituted tribunals in which the Town is a party.
- Advise Council of all matters of law and changes or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

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>						
Human Resources	\$ 728,910	\$ 849,807	\$ 795,146	\$ 865,857	\$ 895,140	2%
Risk Management	265,221	369,589	295,386	387,086	398,375	5%
Total	994,130	1,219,396	1,090,532	1,252,943	1,293,515	3%
<i>Expenditures by Category</i>						
Salary and Benefits	607,176	696,544	666,880	723,770	744,370	4%
Supplies	22,733	16,620	19,716	23,820	24,320	43%
Purchased Services	364,221	506,232	403,936	505,353	524,825	0%
Total	\$ 994,130	\$ 1,219,396	\$ 1,090,532	\$ 1,252,943	\$ 1,293,515	3%
<i>Sources of Funding</i>						
General Fund	\$ 994,130	\$ 1,219,396	\$ 1,090,532	\$ 1,252,943	\$ 1,293,515	3%
<i>Authorized FTE positions</i>						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	
Human Resources Analyst	2.0	2.0	2.0	2.0	2.0	
Human Resources Technician	2.0	2.0	2.0	2.0	2.0	
Organizational Development Manager	1.0	1.0	1.0	1.0	1.0	
Risk Manager	1.0	1.0	1.0	1.0	1.0	
Total	7.0	7.0	7.0	7.0	7.0	

Explanation of Significant Budget Variances

- Supplies – 43 percent increase is due to the addition of new employee supplies and an increase in meeting and meal expenditures



2016 Accomplishments

Innovate with Collaborative Governance:

- ACA Reporting
- Offered more opportunities within the Wellness program
- Offered a significant amount of training and Development
- Implemented self-funded Town sponsored Short Term Disability Insurance
- Updated the Personnel Manual
- Updated Public Works Safety Manual
- Implement Supervisor Certificate Program
- Re-evaluate Safety Sensitive Positions – all Recreation positions are now Safety Sensitive
- Hired a new HR Technician
- Increased recruitment

2017 Goals

Innovate with Collaborative Governance:

- Increase participation in training and development
- Refine and improve orientation and onboarding processes
- Improve information systems to assist with ACA Reporting
- New HRIS system
- Update HR procedure manuals
- Continue to re-evaluate Safety Sensitive Positions
- Re-organize the HR department – staffing

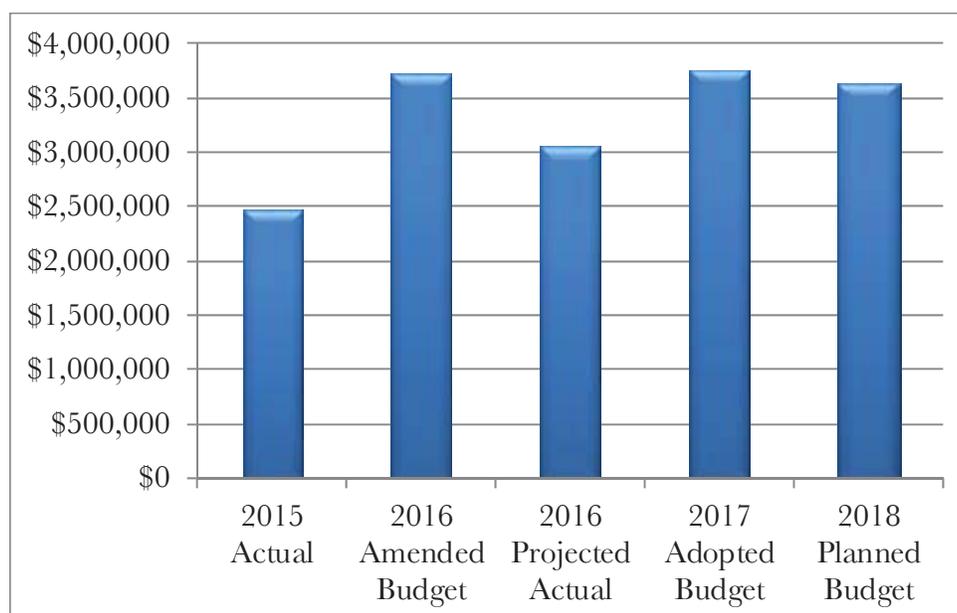
The Community Development Department is responsible for development and implementation of the Town’s Master Plan and other long-term plans, processing land use applications, reviewing sign permits, vendor and temporary use permits, home-based occupation applications and requests for variances from the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

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Community Development	\$ 1,329,654	\$ 2,176,497	\$ 1,593,771	\$ 2,165,962	\$ 2,020,368	0%
Building Inspection	1,166,010	1,535,845	1,458,929	1,605,439	1,617,475	5%
Historic Preservation	-	13,500	-	3,000	3,000	-78%
Total	2,495,664	3,725,842	3,052,700	3,774,401	3,640,843	1%
Expenditures by Category						
Salary and Benefits	1,861,336	2,367,104	2,110,413	2,501,220	2,587,460	6%
Supplies	33,273	34,850	29,273	31,350	26,505	-10%
Purchased Services	519,054	1,293,408	882,239	1,211,831	1,026,878	-6%
Capital Outlay	82,001	30,480	30,775	30,000	-	-2%
Other	-	-	-	-	-	
Total	\$ 2,495,664	\$ 3,725,842	\$ 3,052,700	\$ 3,774,401	\$ 3,640,843	1%
Sources of Funding						
Building Permits	1,594,755	1,528,300	1,400,000	1,656,100	1,679,300	8%
Sign Permits	19,345	19,500	18,000	20,100	20,400	3%
Zoning and Subdivision Fees	74,651	102,600	90,000	117,400	120,900	14%
Plan Checking Fees	354,067	307,000	307,000	373,800	385,000	22%
Rental of Kiosk Signs	16,800	15,000	15,000	15,000	15,000	0%
Lone Tree Building Services	-	-	-	-	-	
General Fund	436,046	1,753,442	1,222,700	1,592,001	1,420,243	-9%
Total	\$ 2,495,664	\$ 3,725,842	\$ 3,052,700	\$ 3,774,401	\$ 3,640,843	1%

Explanation of Significant Budget Variances

- Salary and Benefits – 6 percent increase is primarily due to full year funding of a new Building Inspector
- Supplies - 10 percent decrease is primarily due to the one time replacement of desks and chairs for staff that occurred in 2016
- Purchased Services - 6 percent decrease is primarily due to Transportation Master Plan implementation project that occurred in 2016

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget
<i>Authorized FTE positions</i>					
Building/Electrical Inspector	4.0	4.0	4.0	5.0	5.0
Chief Building Official	1.0	1.0	1.0	1.0	1.0
Code Enforcement Officer	1.0	1.0	1.0	1.0	1.0
Commercial Plans Examiner	1.0	1.0	1.0	1.0	1.0
Community Development Director	1.0	1.0	1.0	1.0	1.0
Comprehensive Planning Manager	1.0	-	-	-	-
Deputy Chief Building Official	1.0	1.0	1.0	1.0	1.0
Deputy Community Development Director	1.0	1.0	1.0	1.0	1.0
Development Review Manager	1.0	-	-	-	-
Executive Assistant	1.0	1.0	1.0	1.0	1.0
Fire/Life Safety Inspector	-	1.0	1.0	1.0	1.0
Neighborhood Services Manager	1.0	1.0	1.0	1.0	1.0
Permit Technician	2.0	2.0	2.0	2.0	2.0
Planner and Associate Planner	4.0	5.8	5.8	5.8	5.8
Planning Manager	-	1.0	1.0	1.0	1.0
Planning Technician	1.0	1.0	1.0	1.0	1.0
Plans Examiner	1.0	1.0	1.0	1.0	1.0
Senior Inspector	1.0	1.0	1.0	1.0	1.0
Senior Planner	1.0	1.0	1.0	1.0	1.0
Total	24.0	25.8	25.8	26.8	26.8



2016 Accomplishments

Support an Active Community:

- Completed Pikes Peak Drive and Pilgrim's Place Conceptual Design Improvements. This design effort implements a key recommendation of the Mainstreet Master Plan to improve Pikes Peak Drive and Pilgrim's Place as multi-modal streets that activate Downtown and improve parking. The construction of the proposed improvements is not currently funded in the Town's Capital Improvement Program.

Foster Community Creativity and Engagement:

- Completed a major update to the Town sign code to address community aesthetics, respond to business needs for signage and comply with the U.S. Supreme Court Reed V. Town of Gilbert decision on content neutrality. The effort has resulted in a content neutral sign code that addresses aesthetics, limits visual blight and supports content neutral access to signage for business, property owners and residents.
- Initiated Downtown Parking Study and Plan. The Study will analyze existing parking conditions in Downtown, determine parking demand related to future development and recommend a comprehensive approach to parking management and improvements. Scheduled completion by end of 2016.
- Initiated a Quarterly Community Development Open House. The purpose of the Open Houses is to raise awareness of the Town's approach to growth and development, facilitate communication with residents and promote civic engagement. This process is on-going.

Enhance Economic Vitality:

- Initiated Parker Road Corridor Plan. The Plan will provide a long-term vision for the Corridor, address mobility issues and promote future growth and redevelopment. Scheduled completion in 2017.
- Completed a major update to the Town sign code to address community aesthetics, respond to business needs for signage and comply with the U.S. Supreme Court Reed V. Town of Gilbert decision on content neutrality. The effort has resulted in a content neutral sign code that addresses aesthetics, limits visual blight and supports content neutral access to signage for business, property owners and residents.
- Initiated Downtown Parking Study and Plan. The Study will analyze existing parking conditions in Downtown, determine parking demand related to future development and recommend a comprehensive approach to parking management and improvements. Scheduled completion by end of 2016.
- Completed Way-Finding Signage Plan and Program. This project will guide the creation of a Town-wide signage system that identifies major destinations, guides the public to them and supports community identity. The Phase One fabrication and installation focused upon Downtown is underway with Phase Two scheduled for 2017.
- Completed Pikes Peak Drive and Pilgrim's Place Conceptual Design Improvements. This design effort implements a key recommendation of the Mainstreet Master Plan to improve Pikes Peak Drive and Pilgrim's Place as multi-modal streets that activate Downtown and improve parking. The construction of the proposed improvements is not currently funded in the Town's Capital Improvement Program.
- Implemented Town administration of the 2015 International Fire Code including approvals, plan review, permitting and inspections. The Town assumed responsibility for the Fire Code in 2016 to improve customer service, provide a one-stop shop approach to development approvals and increase local control. The Town continues to partner and work with the South Metro Fire and Rescue Authority on fire and life safety.
- Implemented comprehensive construction code updates including the 2015 International Building, Fire, Plumbing and Residential Code. The Town is a leader in the South Metro region in building and construction services including using the most current building codes to ensure safe, energy efficient and sound construction.

- Established a comprehensive property maintenance program for commercial properties and parking lots through the Neighborhood Services Division. The purpose of this program is to address the many aging commercial properties in Town, identify sites where property maintenance may be an issue and to partner with businesses and property owners in ensuring that our economic base remains in good condition.
- Completed a major study on storage uses and their impacts, prepared an ordinance that limits storage uses in the future to preserve land for commercial use and development. This effort is intended ensure that the Town has adequate land for future commercial and light industrial development that generates economic development benefits such as jobs, sales tax revenue and multiplier benefits from payroll, purchasing and increased business activity.

Promote a Safe and Healthy Community:

- Implemented Town administration of the 2015 International Fire Code including approvals, plan review, permitting and inspections. The Town assumed responsibility for the Fire Code in 2016 to improve customer service, provide a one-stop shop approach to development approvals and increase local control. The Town continues to partner and work with the South Metro Fire and Rescue Authority on fire and life safety.
- Implemented comprehensive construction code updates including the 2015 International Building, Fire, Plumbing and Residential Code. The Town is a leader in the South Metro region in building and construction services including using the most current building codes to ensure safe, energy efficient and sound construction.
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Innovate with Collaborative Governance:

- Initiated a Quarterly Community Development Open House. The purpose of the Open Houses is to raise awareness of the Town's approach to growth and development, facilitate communication with residents and promote civic engagement. This process is on-going.
- Implemented Town administration of the 2015 International Fire Code including approvals, plan review, permitting and inspections. The Town assumed responsibility for the Fire Code in 2016 to improve customer service, provide a one-stop shop approach to development approvals and increase local control. The Town continues to partner and work with the South Metro Fire and Rescue Authority on fire and life safety.

Develop a Visionary Community Through Balanced Growth:

- Initiated Parker Road Corridor Plan. The Plan will provide a long-term vision for the Corridor, address mobility issues and promote future growth and redevelopment. Scheduled completion in 2017.
- Completed a major update to the Town sign code to address community aesthetics, respond to business needs for signage and comply with the U.S. Supreme Court Reed V. Town of Gilbert decision on content neutrality. The effort has resulted in a content neutral sign code that addresses aesthetics, limits visual blight and supports content neutral access to signage for business, property owners and residents.
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- Completed Pikes Peak Drive and Pilgrim’s Place Conceptual Design Improvements. This design effort implements a key recommendation of the Mainstreet Master Plan to improve Pikes Peak Drive and Pilgrim’s Place as multi-modal streets that activate Downtown and improve parking. The construction of the proposed improvements is not currently funded in the Town’s Capital Improvement Program.
- Initiated a Quarterly Community Development Open House. The purpose of the Open Houses is to raise awareness of the Town’s approach to growth and development, facilitate communication with residents and promote civic engagement. This process is on-going.
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- Implemented comprehensive construction code updates including the 2015 International Building, Fire, Plumbing and Residential Code. The Town is a leader in the South Metro region in building and construction services including using the most current building codes to ensure safe, energy efficient and sound construction.
- Established a comprehensive property maintenance program for commercial properties and parking lots through the Neighborhood Services Division. The purpose of this program is to address the many aging commercial properties in Town, identify sites where property maintenance may be an issue and to partner with businesses and property owners in ensuring that our economic base remains in good condition.
- Completed a major study on storage uses and their impacts, prepared an ordinance that limits storage uses in the future to preserve land for commercial use and development. This effort is intended ensure that the Town has adequate land for future commercial and light industrial development that generates economic development benefits such as jobs, sales tax revenue and multiplier benefits from payroll, purchasing and increased business activity.

2017 Goals

Support an Active Community:

- Undertake a major update to the Open Space, Trails and Greenways Master Plan in partnership with the Parks and Recreation Department
- Initiate a comprehensive revision to the Town Land Development Ordinance including a review of required parks, recreation and open space dedications
- Partner with Town Departments on the improvement of the Sulphur Gulch Trail/Pikes Peak Drive Crossing, The Schoolhouse Plaza and Trails at Crowfoot park design for dedication to Town

Foster Community Creativity and Engagement:

- Continue and improve the Community Development Open House process through the use of digital tools, social media and innovative approaches to public participation
- Initiate greater outreach to the community through a deliberate strategy of engaging and meeting regularly with Homeowner’s Associations.
- Utilize innovative methods of public participation in major projects such as charettes (Development Standards Update), interactive web-sites (Parker Rd. Corridor Plan) and partnering with University of Colorado Denver (Cottonwood Outreach)
- Develop a user-friendly dashboard for TRAKiT and Community Development projects

Enhance Economic Vitality:

- Complete the Parker Road Corridor Plan to provide a long-term vision for the Corridor, address mobility issues and promote future growth and economic development.
- Complete amendments to the Town Land Development Ordinance that simplify timelines/schedules, provide for a preliminary approval process and further revise the sign code
- Coordinate with the Economic Development Department and Parker Authority for Revitalization (PAR) to provide additional support and develop a strategic plan for both entities

Promote a Safe and Healthy Community:

- Expand fire code administration by hiring an inspector to assist the Senior Fire/Life Safety Inspector with inspections, plan review and outreach/education. Continue to cross-train existing inspection staff on fire code administration
- Promote and support the Neighborhood Services function as it transitions to the Police Department for code compliance, property maintenance and quality of life services
- Initiate and complete the Way-Finding Signage Project Phase 2 for directional, gateway and trail-blazing signage subject to approval by Douglas County and CDOT for their facilities

Innovate with Collaborative Governance:

- Undertake a departmental review and strategic planning effort to align Community Development with the Town Strategic Plan, identify areas for improvement and support the use of best practices in operations
- Continue the Planner's Academy training process to ensure that staff customer service, knowledge and performance improves and meets expectations. Explore options for expanding to other staff and the public
- Implement a user-friendly Community Development dashboard for certain projects and departmental activities, improvements to TRAKiT for public information and a targeted customer survey to guide the work program
- Continue to implement foundational plans such as the 2035 Master Plan, Mainstreet Master Plan and Transportation Master Plan

Develop a Visionary Community Through Balanced Growth:

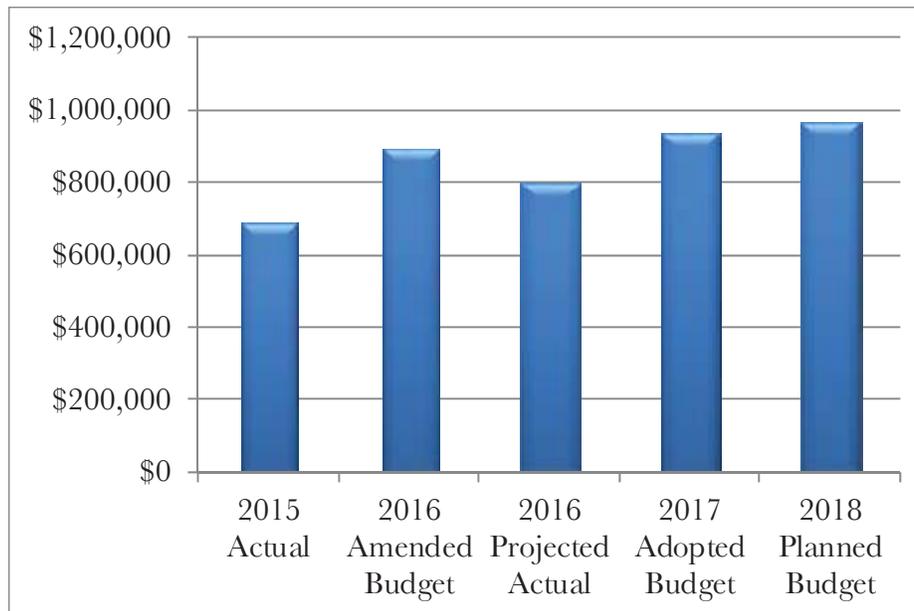
- Complete major planning projects including the Parker Road Corridor Plan, Downtown Parking Study/Plan, update to the Open Space, Trails and Greenways Master Plan and Land Development Ordinance Amendments for multi-family residential uses
- Initiate major planning projects including a comprehensive revision to the Commercial, Industrial and Multi-Family Residential Design Standards, revision of the Town Land Development Ordinance and Transit Plan update
- Evaluate and if necessary undertake a strategic implementation process for Downtown development especially of remaining Town-owned property.

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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Communications	\$ 693,350	\$ 893,435	\$ 798,715	\$ 940,434	\$ 971,575	5%
Expenditures by Category						
Salary and Benefits	299,542	343,210	301,208	317,980	327,250	-7%
Supplies	9,092	6,700	6,763	6,200	6,200	-7%
Purchased Services	384,716	543,525	490,744	616,254	638,125	13%
Total	\$ 693,350	\$ 893,435	\$ 798,715	\$ 940,434	\$ 971,575	5%
Sources of Funding						
Event Sponsorship	32,800	45,000	50,000	40,000	40,000	-11%
General Fund	660,550	848,435	748,715	900,434	931,575	6%
Total	\$ 693,350	\$ 893,435	\$ 798,715	\$ 940,434	\$ 971,575	5%
Authorized FTE positions						
Communications Director	1.0	1.0	1.0	1.0	1.0	
Communications Coordinator	1.0	1.0	1.0	1.0	1.0	
Special Events and Marketing Supervisor	1.0	1.0	1.0	1.0	1.0	
Recreation and Community Marketing Coordinator	0.5	0.5	-	-	-	
Total	3.5	3.5	3.0	3.0	3.0	

Explanation of Significant Budget Variances

- Salary and Benefits – 7 percent decrease is due to the Recreation and Community Marketing Coordinator reallocation to Parks and Recreation
- Supplies - 7 percent decrease is primarily due to the one time replacement of desks and chairs for staff that occurred in 2016
- Purchased Services - 13 percent increase is due to increases in cable access television fees and for a Town videographer



2016 Accomplishments:

Innovate with Collaborative Governance:

- Implemented Town Marketing Initiative elements, including launching a Visitor’s Campaign with paid media, social media and online components, and the launch of a Made in Parker campaign
- Increased Town of Parker Facebook followers by 35%
- Increased Parks and Recreation Facebook followers by 26%
- Helped launch new recognition program for Town staff

Foster Community Creativity and Engagement:

- Produced a Visit Parker video featured on social media and the Town website
- Ran a series of Town and Parks and Recreation Facebook ad campaigns to boost registration/attendance at specific events and activities, as well as to promote the Parker community
- Redesigned the Mayor’s Holiday Lighting event to bring new elements and experiences to a favorite Parker event
- Partnered with local businesses to host a series of Parker Familiarization (FAM) Trips for area media representatives, resulting in positive media coverage of local businesses and Parker as a whole
- Increased Town event sponsorship revenue by 20% over 2015

Support an Active Community:

- Rolled out Town and Parks and Recreation Instagram accounts and associated initiatives
- Increased Parks and Recreation mobile app usage to 2,000 users, a 70% increase
- Increased Parks and Recreation Run Series sponsorship by 53% from 2015

2017 Goals:**Foster Community Creativity and Engagement:**

- Distribute the 2017 Citizen Survey and publicize results to the community
- Produce a new Visitor's Guide for the Town of Parker for digital and print distribution
- Produce a series of Visit Parker videos to showcase on social media and the Town website
- Build upon the Made in Parker campaign to help promote local businesses, in conjunction with the Economic Development Department
- Continue efforts to showcase the Parker community through Media Familiarization Tours and increased positive media coverage

Support an Active Community:

- Design and implement Town and Parks and Recreation Instagram marketing campaigns to increase followers and build reach
- Redesign the Recreation Activity Brochure

Innovate with Collaborative Governance:

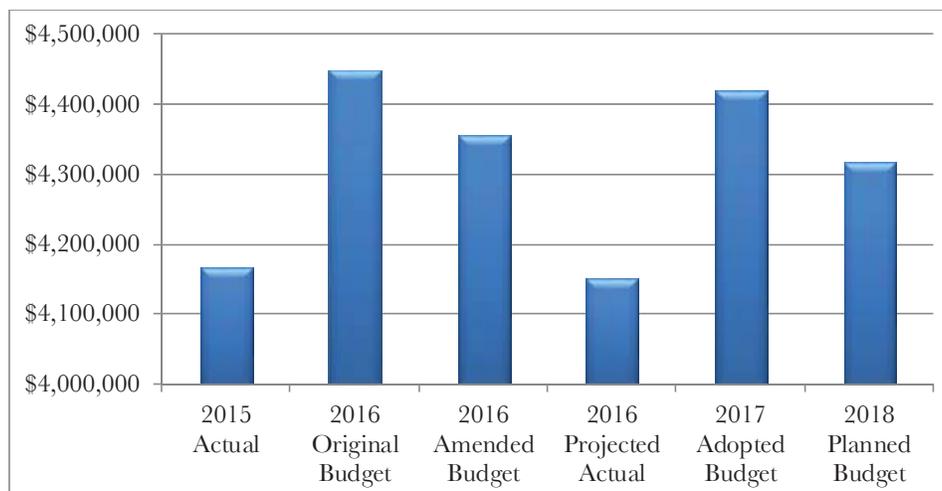
- Create and begin implementing a Parker Parks and Recreation Department Marketing Plan in accordance with The Commission for Accreditation of Park and Recreation Agencies (CAPRA)
- Achieve \$40,000 in 2017 Town event sponsorship revenue
- Continue efforts to showcase the Parker community through Media Familiarization Tours and increased positive media coverage

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.

	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function							
Interdepartmental	\$ 4,167,625	\$ 4,450,250	\$ 4,356,750	\$ 4,150,814	\$ 4,421,133	\$ 4,316,970	1%
Expenditures by Category							
Supplies	49,070	46,850	46,850	33,120	46,900	46,090	0%
Purchased Services	84,865	123,100	129,600	97,494	100,125	103,405	-23%
Debt Service	3,767,750	3,743,700	3,743,700	3,744,200	3,726,143	3,701,875	0%
Other	265,940	536,600	436,600	276,000	547,965	465,600	26%
Total	\$ 4,167,625	\$ 4,450,250	\$ 4,356,750	\$ 4,150,814	\$ 4,421,133	\$ 4,316,970	1%
Sources of Funding							
COP BABS Credit	794,771	794,771	794,771	796,480	774,248	751,702	-3%
Contributions	-	-	-	7,350	-	-	
General Fund	3,372,854	3,655,479	3,561,979	3,346,984	3,646,885	3,565,268	2%
Total	\$ 4,167,625	\$ 4,450,250	\$ 4,356,750	\$ 4,150,814	\$ 4,421,133	\$ 4,316,970	1%

Explanation of Significant Budget Variances

- Other - 26 percent increase is due to increases in contributions to outside entities



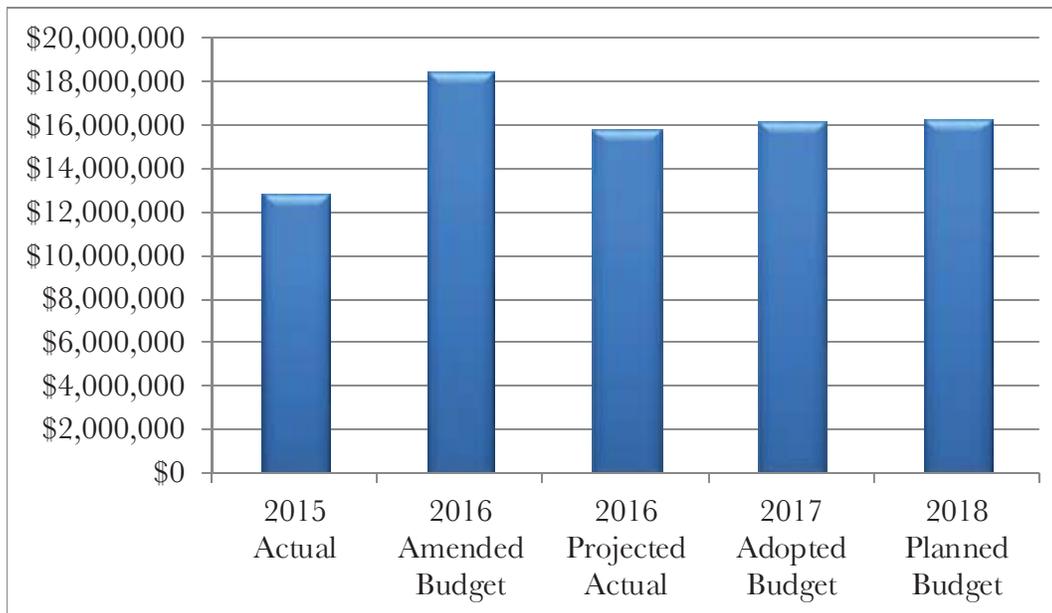
The Parker Police Department provides year-round, 24-hour service to citizens of the Town of Parker and adheres to the highest standards of ethical behavior. The Department's primary objective is to provide a safe community environment in Parker with the highest level of service possible. The organization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

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
<i>Expenditures by Function</i>						
Administration	\$ 2,982,905	\$ 3,672,797	\$ 3,489,231	\$ 4,086,315	\$ 4,261,251	11%
Investigations	1,592,302	1,916,129	1,594,486	1,819,720	1,869,950	-5%
Patrol	5,587,517	6,663,827	6,514,093	6,580,090	6,752,140	-1%
Records	585,151	2,712,643	1,172,149	741,861	754,083	-73%
Communication	1,396,840	2,370,019	2,313,081	1,698,312	1,619,700	-28%
Police Station	536,976	745,800	525,056	838,400	617,800	12%
Emergency Management	77,279	217,370	82,142	264,780	200,680	22%
Animal Services	175,803	173,800	161,250	174,410	183,330	0%
Total	12,934,772	18,472,385	15,851,488	16,203,888	16,258,934	-12%
<i>Expenditures by Category</i>						
Salary and Benefits	9,067,652	10,682,575	10,012,995	10,984,342	11,301,850	3%
Supplies	334,957	578,607	530,986	546,050	527,550	-6%
Purchased Services	2,978,482	3,857,335	3,628,552	4,234,496	4,405,834	10%
Capital Outlay	532,640	3,331,668	1,656,842	416,000	-	-88%
Other	21,042	22,200	22,113	23,000	23,700	4%
Total	\$ 12,934,772	\$ 18,472,385	\$ 15,851,488	\$ 16,203,888	\$ 16,258,934	-12%
<i>Sources of Funding</i>						
Charges for Services	74,400	74,400	61,100	64,500	65,400	-13%
Grants	-	-	63,004	-	-	
City of Lone Tree	83,100	83,100	65,000	104,000	107,100	25%
Douglas County School District	46,700	46,700	46,700	47,900	49,300	3%
General Fund	12,730,572	18,268,185	15,615,684	15,987,488	16,037,134	-12%
Total	\$ 12,934,772	\$ 18,472,385	\$ 15,851,488	\$ 16,203,888	\$ 16,258,934	-12%

	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget
<i>Authorized FTE positions</i>						
Police Chief	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Chief	-	-	1.0	1.0	1.0	1.0
Commander	-	-	6.0	6.0	6.0	6.0
Captain	2.0	2.0	-	-	-	-
Lieutenant	4.0	4.0	-	-	-	-
Sergeant	10.0	10.0	10.0	10.0	10.0	10.0
Police Officer/Detective	51.0	56.0	58.0	58.0	58.0	58.0
Public Relations Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Citizen Outreach Coordinator	-	-	-	-	1.0	1.0
Communications Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
Communications Technician	15.0	16.0	17.0	17.0	17.0	17.0
Records Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Records Clerk	3.0	3.0	3.0	3.0	3.0	3.0
Report Technician	4.2	2.8	2.8	2.8	2.8	2.8
Administrative Technician	5.0	5.0	5.0	5.0	5.0	5.0
Crime Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Crime Scene Technician	1.0	1.0	1.0	1.0	1.0	1.0
Property and Evidence Technician	2.0	2.0	2.0	2.0	2.0	2.0
Animal Welfare Officer	2.0	2.0	2.0	2.0	2.0	2.0
Operations Service Technician	0.8	0.8	0.8	0.8	0.8	0.8
Total	106.0	110.6	114.6	114.6	115.6	115.6

Explanation of Significant Budget Variances

- Supplies - 6 percent decrease is due to less small tools and equipment being requested in 2017 than in 2016
- Purchased Services - 10 percent increase is primarily due to increases in training, education and travel.
- Capital Outlay - 88 percent decrease is due to the new records management system (RMS) that was replaced in 2016



2016 Accomplishments

Support an Active Community:

- Continued 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.
- Provided 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:

- Launched a K-9 program for drug searches and missing person tracking.
- Launched a mounted patrol unit for special events and trail/ park patrols.
- Continued to participate in community outreach activities such as:
 - Citizen’s Academy – Graduated 32 community members
 - Coffee with a Cop
 - Cops & Bobbers
 - CERT Academy
 - Weather Spotter
 - Cram the Cruiser Food Drive
 - Boy Scout and Girl Scout Badge events – over 150 scouts
 - Child Safety Classes
 - National Drug Take-Back events
 - COPS Fighting Cancer At Children’s Hospital
 - Special Olympics Colorado events including Tip-A-Cop, Polar Plunge, Plane Pull and Torch Run
 - NASCAR Fan Fest
 - National Night Out
 - TIPS Alcohol Serving training
 - Functional Needs Academy
 - Paint Parker Graffiti mitigation program

- Launched a new App (MyPD) to enhance connections with the community and add a way for citizens to engage in two-way public safety information sharing and crime prevention.
-
- Assisted the Parker Task Force with their Thanksgiving Food Drive
- Continued teaching the Y.E.S.S. Program at middle schools within the Town.
- Added additional volunteer training and development.
- 129 different members of the community have had the opportunity to ride-along with Parker Officers in 2016 to gain exposure to law enforcement.
- Several representatives of the Parker PD attended an HOA Round-Table event held at PACE in October.

Enhance Economic Vitality:

- Continued to enhance our loss mitigation and business education programs to establish Parker as a safe and prudent location to operate a business.
- Continued High Visibility Grant management.
- Solidified vendor selection for RMS system, within allowed budget.
- Fully participated and embraced the Priority Based Budgeting process to enhance our capabilities for analyzing our programs and funding.
- Continued participation in the ICAC Grant.
- Continued participation in the LEAF Grant for both Parker and Lone Tree.

Promote a Safe and Healthy Community:

- Continued to provide an optimum level of service to victims.
- Continued to host statewide meetings and trainings in the field of public safety.
- Provided emergency management training opportunities to staff to include tabletop exercises.
- Provided a professional response to all public safety needs in the community through outstanding personnel, equipment, training and innovation.
- Outstanding police response, management and communication during a large-scale active-shooter incident near the hospital in September.

Innovate with Collaborative Governance:

- Continued to maximize and enhance the use of mass public notification systems through social media (NextDoor, Twitter, Facebook, MyPD App, CODERED System) and all media outlets.
- Continued to build positive, lasting relationships with outside agencies.
- Received Re-Accreditation from CALEA for Law Enforcement excellence.
- Participated in the IACP Nationwide Benchmarking study for Law Enforcement.
- Researched and selected a new Records Management and Field Reporting System (RMS/FBR) that will meet the needs of the department for many years. The selection of this new software will increase the efficiency of department staff through increased automation and elimination of duplicative effort. Next steps include contract negotiations and implementation (2017-2018).
- Continued to provide ongoing training for retention and succession of employees to assist with personal development and growth.
- Added 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 enhanced Text to 911, video and audio transfer, and could potentially provide full integration with the department's Computer Aided Dispatch System. This project will be funded through the Douglas County Emergency Telephone Service Authority.
- Upgraded the Computer Aided Dispatch (CAD) system to the latest version which is more compatible with mobile devices such as tablets and smart phones. This upgrade brings the department increased flexibility in the field.

- Added two additional dispatch consoles in the Communications Center to accommodate additional staff members.
- Implemented the fourth phase of a five year program to replace all mobile and portable radios in the Police Department. This program was implemented to bring all of the department's radio equipment up to P-25 standard and TDMA compliance.
- Launched full participation in the DA's e-Discovery system. This system allows electronic transfer of criminal filing information to DA's Offices and Courts.
- Expanded the Department's operations to now include a Support Services Division. This allows for a more equitable disbursement of programs for each Commander, a relieving of line-supervisory projects and brought Command-level decision makers closer to the front lines. This growth is congruent with our previously published "Staffing Projections Report" (2015).
- Launched a new performance tracking tool (Guardian Tracking)

2017 Goals

Support an Active Community:

- Continue to support and enhance public safety and encouragement for use of the public trail systems and parks by providing bicycle officer and mounted patrol on trails and in neighborhoods.
- Provide 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:

- Continue to maximize our community outreach through comprehensive communication strategies, engaging 2-way communication, PSA's and social media conversations.
- Recruit and hire a Community Outreach Coordinator to vigorously enhance and develop our already stellar community engagement activities.
- Continue teaching the Y.E.S.S. Program at middle schools within the Town.
- Continue to provide Ride-Along opportunities for members of the public.

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.
- Expand our crime prevention programs more vigorously into HOA's and Multi-Family management organizations.

Promote a Safe and Healthy Community:

- Continue to provide an optimum level of service to victims.
- Continue to host statewide meetings and trainings in the field of public safety.
- Provide emergency management training opportunities to staff and the public to include tabletop exercises.

Innovate with Collaborative Governance:

- Continue to maximize and enhance the use of mass public notification systems through social media (NextDoor, Twitter, Facebook, MyPD App, CODERED System) and all media outlets.
- Continued to build positive, lasting relationships with outside agencies.
- Leverage our position as a flagship law enforcement organization to promote progressive changes in the industry.
- Bring on a Full-Time Clinician to work with CIT referrals within the Parker Community.
- Continue to provide ongoing training for retention and succession of employees to assist with personal development and growth.
- Finalize contract negotiations and plan for implementation of new RMS system.

- Continue to research 911 systems and select the solution that best fits the ever changing needs of the community.
- Provide in house cell phone downloads for patrol and investigations so citizens can get their phones back more quickly.

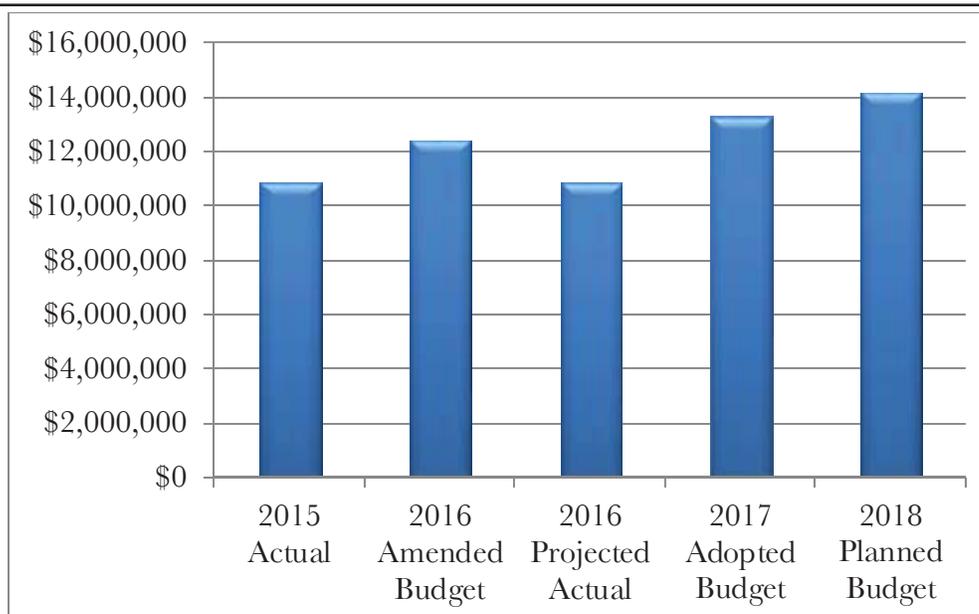
The Public Works Department is responsible for the installation, maintenance and repair of Town streets, traffic signals, traffic signs, flashing school zone signs, sidewalks, curb and gutter, development engineering, inspection and review services, stormwater management, traffic management, snow plowing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

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Administration/Engineering	\$ 1,261,580	\$ 1,516,554	\$ 1,368,929	\$ 1,504,739	\$ 1,555,374	-1%
Streets	7,191,677	8,065,190	7,537,361	9,024,404	9,928,840	12%
Traffic Services	1,170,034	1,739,095	1,492,719	1,690,148	1,804,998	-3%
Public Works Buildings	688,007	455,000	473,293	640,550	419,000	41%
General Government Buildings	583,350	698,350	(0)	487,800	505,700	-30%
Total	10,894,649	12,474,189	10,872,302	13,347,641	14,213,912	7%
Expenditures by Category						
Salary and Benefits	2,410,174	2,993,440	2,630,940	3,092,710	3,100,700	3%
Supplies	434,831	464,400	451,815	476,200	488,800	3%
Purchased Services	7,604,254	7,950,299	7,017,547	8,697,431	9,623,012	9%
Capital Outlay	502,273	1,066,050	771,999	913,300	825,000	-14%
Total	\$ 10,951,533	\$ 12,474,189	\$ 10,872,301	\$ 13,179,641	\$ 14,037,512	6%
Sources of Funding						
Street Cut Permits	92,200	92,200	50,000	92,300	93,600	0%
Highway Users Tax Fund	1,078,700	1,078,700	1,078,700	1,134,200	1,168,200	5%
Road and Bridge Property Tax						
Shareback	1,480,000	1,480,000	1,408,000	1,450,200	1,493,700	-2%
Engineer Review Fees	149,100	149,100	140,000	144,500	148,900	-3%
Bus Shelter Advertising Fees	8,000	8,000	6,500	6,500	6,500	-19%
General Fund	8,086,649	9,666,189	8,189,102	10,519,941	11,303,012	9%
Total	\$ 10,894,649	\$ 12,474,189	\$ 10,872,302	\$ 13,347,641	\$ 14,213,912	7%

Explanation of Significant Budget Variances

- Purchased Services - 9 percent increase is due to an increase in internal services charges for fleet replacement and repair.
- Capital Outlay - 14 percent decreased is due to less equipment requested in 2017 than in 2016. The 2017 requests include new vehicle radios, crash attenuation trailer, Cushman gas hauler 1200, Ford F450 outfitted for snow, Ford F350 outfitted for snow, heavy tandem plow/sander, zero turn mower

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget
<i>Authorized FTE positions</i>					
Engineering & Public Works Director	1.0	0.8	0.8	0.8	0.8
Executive Assistant	1.0	1.0	1.0	1.0	1.0
Customer Service Specialist	1.1	1.0	1.0	1.0	1.0
Capital Improvement & Construction Manager	1.0	1.0	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0	1.0	1.0
Associate Project Manager	1.0	1.0	1.0	1.0	1.0
Senior Development Review Engineer	1.0	1.0	1.0	1.0	1.0
Development Review Engineer	2.0	2.0	2.0	2.0	2.0
Resident Engineer	1.0	1.0	1.0	1.0	1.0
Engineering Inspection Supervisor	1.0	1.0	1.0	1.0	1.0
Engineering Technician	1.0	1.0	1.0	1.0	1.0
Fleet/Facilities Manager	0.2	-	-	-	-
Streets Supervisor	1.0	1.0	1.0	1.0	1.0
Streets Crew Leader	1.0	2.0	2.0	2.0	2.0
Streets Maintenance Worker III	2.0	2.0	2.0	2.0	2.0
Streets Maintenance Worker I/II	10.0	12.0	12.0	12.0	12.0
Traffic Engineer	1.0	1.0	1.0	1.0	1.0
Traffic Engineering Tech	1.0	1.0	1.0	1.0	1.0
Traffic Signal Technician I/II	2.0	2.0	2.0	2.0	2.0
Traffic Signal Technician III	2.0	2.0	2.0	2.0	2.0
Total	32.3	34.8	34.8	34.8	34.8



2016 Accomplishments

Support an Active Community:

- Added 1.3 miles of new bike lanes on J. Morgan Boulevard and Nate Drive in the Stroh Ranch area.

Promote a Safe and Healthy Community:

- Streets contactors performed preventative maintenance surfacing (chip seal and slurry) on a total of 67 lane miles of Town roadways.
- The Town contractors also milled and resurfaced 11,000 square yards of streets.
- Town crews repaired 1,200 potholes.
- Streets installed 26 tons of hot crack sealant through October.
- Town Street sweepers collected and disposed of 1,300 tons of debris along Town roadways.
- Streets processed about 330 customer service requests.
- During the winter of '15/'16; Streets plows cleared snow over 45,000 miles of roads, applying more than 1,000 tons of solid deicer and more than 50,000 gallons of liquid deicer; over about 21 storm events.
- Performed in excess of 7000 underground utility locate tickets for contractors and homeowners.
- Ongoing operation and maintenance of 85 traffic signals, 44 school flashers, thousands of street signs.
- Upgraded obsolete detection equipment to more reliable models at 4 intersections.

Foster Community Creativity and Engagement:

- Continue to operate the community banner advertising and noticing program. This allows all community groups an opportunity to put their message or event on median and other roadway light posts.
- Continue to deploy American flags through downtown Parker for major political holidays and Parker Days.
- Support of traffic management and message board notification for events such as Let Freedom Sing, Parker Days, and other special events requiring road closures.

Innovate with Collaborative Governance:

- Processed numerous CRMs (customer relationship management) responses.
- Completed bench testing of new Ethernet based traffic signal system. Identified system deficiencies and negotiated custom solutions to the Town's specific needs. Selected final product and entered into contract with vendor.
- Completed testing of travel time monitoring test bed. Links between 5 traffic signals were tested.
- Tested new product for keeping LED faces clear of snow during blowing snow events. Reported findings to vendor who made adjustments, and ordered second generation of equipment for further testing.
- Worked with the Douglas County School District on updates to circulation and other site issues at Legend High School, Cimarron Middle School, Cherokee Trail Elementary School, and Iron Horse Elementary School.
- Maintain the Opticom emergency vehicle preemption system used by South Metro Fire and local ambulance companies. Replaced out dated equipment at 3 intersections.
- Worked with Chris Hudson/CIP to complete installation of new fiber optic cable route along Pine Dr and along Dransfeldt Road to support redundant IT communication links.

Enhance Economic Vitality:

- Published annual map of traffic counts used by the business community

Develop a Visionary Community Through Balanced Growth:

- Continued traffic engineering support of the Town's development review process
- Completed lane striping modification to allow a second lane to cross Parker Road eastbound on Mainstreet. This decreased standing traffic queues in peak periods.
- Reviewed and inspected the infrastructure associated with approximately 80 site plans and 20 subdivisions.
- Administered and inspected over 200 right-of-way permits for work within public right-of-way.
- Reviewed and inspected the following improvements to public roadways

2017 Goals

Promote a Safe and Healthy Community:

- Prepare for Town Council consideration, a more responsive snow control policy to enhance resident satisfaction and keep Town roads safe during and after winter storms.
- Asphalt patching – Install 700 tons of Hot Mix Asphalt.
- Crack seal – Install 30 tons of crack sealing material to prevent moisture from penetrating Town roadbases.
- Install 15 tons of “Level N Go” mastic for large crack repairs.
- Concrete repairs. Integrate new site mix truck to improve request responsiveness for small and isolated locations - remove/replace 400 cubic yards of damaged concrete infrastructure with Town staff.
- Prepare and solicit competitive bids for the additional removal and replacement of approximately 2,000 cubic yards of concrete curb/gutter/sidewalk/ramps across Town.
- Street sweeping – clean 10,000 miles of streets and remove 800 cubic yards of street debris.
- Continue effective management of the Town’s roadways through ongoing competitively bid preventative maintenance, resurfacing and reconstruction where needed to extend useful life. Target resurfacing/reconstructing of approximately 850,000 square yards of Town roadways in 2017.
- LED upgrades of roadway luminaires on Parker Square Drive and trail lighting as appropriate.
- Upgrade detection equipment at 5 intersections.
- Develop guidelines for expanded pedestrian flasher use beyond Downtown area.
- Ongoing maintenance and operation of signals, flashers, signs, pavement markings.
- Complete field deployment of new traffic signal monitoring system to be compatible with current technology.
- Establish new intersection analysis protocol for identifying traffic accident trends.
- Evaluate the Town’s current Right-of-Way Permit process to increase efficiencies and better reflect this program’s staff time requirements.

Innovative Governing in a Collaborative Community:

- Field test next generation of heated traffic signal faces.
- Complete installation of upgraded fiber optic network. Activate links along with IT staff/contractors.
- Continue collaboration with Community Development, Parks and Recreation, and other Town departments to ensure a comprehensive and coordinated review of new developments.

Foster Community Creativity and Engagement:

- Continued effective support of Town sponsored special events like Parker Days, Let Freedom Sing, Carriage Parade, and Farmer’s Market.
- Continued community related work on flags, banners, and special events.
- Continued effective support of Town sponsored special events like Parker Days, Carriage Parade and Farmer’s Market.

Support an Active Community:

- Review Town roadways for any appropriate bike lane additions. Club Drive may be one candidate.

Innovate with Collaborative Governance:

- Field test next generation of heated traffic signal faces.
- Complete installation of upgraded fiber optic network. Activate links along with IT staff/contractors.

Develop a Visionary Community Through Balanced Growth:

- Continued traffic engineering support of the Town’s development review process
- Work towards a lasting solution to traffic congestion and safety concerns through downtown Parker.
- Continue commitment to quality infrastructure through development review, specifically through review, coordination, and inspection of major developments in the Anthology/Hess Ranch area.

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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
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Expenditures by Function

Parks	\$ 2,386,189	\$ 3,237,160	\$ 2,844,261	\$ 3,289,800	\$ 3,253,930	2%
Forestry and Open Space	420,122	564,290	475,109	669,630	681,650	19%
Total	2,806,311	3,801,450	3,319,370	3,959,430	3,935,580	4%

Expenditures by Category

Salary and Benefits	1,508,014	1,878,160	1,698,270	2,009,290	2,060,430	7%
Supplies	67,779	83,100	59,347	78,300	79,600	-6%
Purchased Services	1,118,318	1,639,690	1,371,253	1,734,040	1,775,550	6%
Capital Outlay	99,085	180,500	180,500	117,800	-	-35%
Other	13,115	20,000	10,000	20,000	20,000	0%
Total	\$ 2,806,311	\$ 3,801,450	\$ 3,319,370	\$ 3,959,430	\$ 3,935,580	4%

Sources of Funding

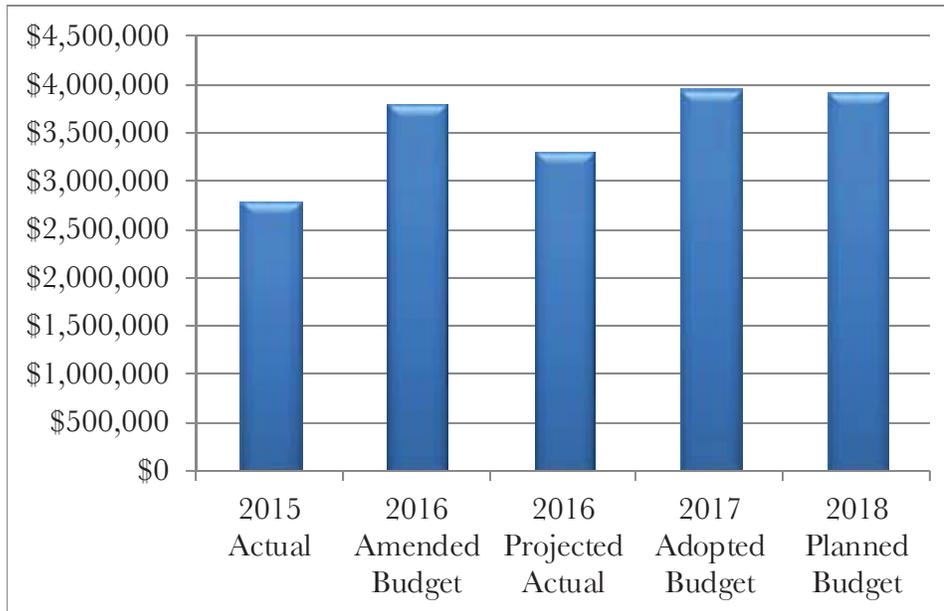
Conservation Trust Fund	-	-	-	-	-	
Parks and Recreation Fund	1,095,900	1,095,900	1,095,900	1,152,600	1,180,700	5%
General Fund	1,710,411	2,705,550	2,223,470	2,806,830	2,754,880	4%
Total	\$ 2,806,311	\$ 3,801,450	\$ 3,319,370	\$ 3,959,430	\$ 3,935,580	4%

Authorized FTE positions

Parks and Recreation Director	0.4	0.4	0.4	0.4	0.4
Customer Service Specialist	1.0	0.5	0.5	0.5	0.5
Parks and Open Space Manager	1.0	1.0	1.0	1.0	1.0
Parks Supervisor	1.0	1.0	1.0	1.0	1.0
Parks Crew Leader	2.0	3.0	3.0	3.0	3.0
Parks Maintenance Worker III	3.0	3.0	3.0	3.0	3.0
Parks Maintenance Worker I/II	11.0	12.0	12.0	12.0	12.0
Forestry/Open Space Supervisor	1.0	1.0	1.0	1.0	1.0
Forestry/Open Space Crew Leader	-	-	-	1.0	1.0
Open Space Technician III	1.0	1.0	1.0	1.0	1.0
Open Space Technician II	1.0	1.0	1.0	1.0	1.0
Total	22.4	23.9	23.9	24.9	24.9

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



2016 Accomplishments

Support an Active Community

- In partnership with local residents and the Rocky Mountain Orienteering Club, created a permanent orienteering course along the Cherry Creek Trail. The course originates at the Baldwin Gulch Trailhead. The course was built completely by volunteers and is one of only two permanent orienteering courses in the state.
- Built a new pop-up plaza at the Old Schoolhouse to host weekly concerts, Wine Walks, and other ticketed events.
- Overseeded nearly 300 acres of open space with native seed to minimize herbicide use by encouraging desirable species to outcompete weeds.
- Created an on-line integrated trails map allowing citizens to access detailed trail information from their mobile devices.

Foster Community Creativity and Engagement:

- Parks and Recreation brought nearly 10,000 people to the Parker area by hosting several new athletic events including Colorado Tour de Cure, Muck Fest MS, numerous USAC sanctioned cycling races, and the first revenue generating event at Rueter-Hess Reservoir.
- Planted 14 annual flower beds utilizing nearly 700 plants grown from seed or plugs in the Town’s greenhouse. 7 of these beds were maintained throughout the season by volunteers.

2017 Goals

Support an Active Community

- Replace plant material on Parker Rd. medians, Lincoln medians, and Hilltop medians
- Upgrade components of the centralized irrigation system to accommodate increased data and improve efficiency
- Replace footing in the Salisbury equestrian facilities and install improved drainage
- Repair or replace damaged concrete and railing system at Keiffers Crossing under Parker Rd. at O'Brien. Remove all tiles under Keiffers Crossing, treat wall with sealant, and commission a mural
- Begin maintenance at Discovery Park, Dog/Disc Park, and Harvie Open Space
- Install guardrail system at Bar CCC Park along Mainstreet

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.

	2015 Actual	2016 Amended Budget	2016 Projected Actual	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Economic Development	\$ 753,557	\$ 945,875	\$ 596,369	\$ 850,670	\$ 863,375	-10%
Expenditures by Category						
Salary and Benefits	307,431	397,350	259,642	358,980	369,330	-10%
Supplies	15,739	11,500	7,327	23,500	23,500	104%
Purchased Services	387,930	457,025	289,400	388,190	390,545	-15%
Other	42,456	80,000	40,000	80,000	80,000	0%
Total	\$ 753,557	\$ 945,875	\$ 596,369	\$ 850,670	\$ 863,375	-10%
Sources of Funding						
General Fund	\$ 753,557	\$ 945,875	\$ 596,369	\$ 850,670	\$ 863,375	-10%
Authorized FTE positions						
Economic Development Director	1.0	1.0	-	-	-	
Business Recruitment Manager	1.0	1.0	1.0	1.0	1.0	
Business Development Officer	1.0	1.0	1.0	1.0	1.0	
Administrative Assistant	-	1.0	1.0	1.0	1.0	
Total	3.0	4.0	3.0	3.0	3.0	

Explanation of Significant Budget Variances

- Salary and Benefits - 10 percent decrease is due to a salary adjustment for the vacant director position.
- Supplies - 104 percent increase is due to new furniture needed for new office space in 2017.
- Purchased Services - 15 percent decrease is primarily due to the reduction in professional services expenditures for 2017.

2016 Accomplishments

Foster Community Creativity and Engagement:

- Participated in the Parker Road Corridor Study as the Town looks to shape the future of this vital corridor through Parker. Land use, zoning, development/redevelopment strategies, activation and implementation are all part of this effort that will be completed in 2017.
- Participated in the Downtown Parking Study to assess the current parking infrastructure, demand, management solutions and future needs. Economic Development will continue to be a stakeholder as the implementation phases take shape in 2017.

Enhance Economic Vitality

- Gander Mountain: This national outfitter and outdoor retailer opened its location in the Crown Point area adjacent to Costco.
- Continuing retail diversification in South Parker, Brakes Plus, Advance Auto and Artisan Pizza all located within the Robinson Ranch commercial area
- UC Health constructed a new free-standing Emergency Center in the western area of the Town
- CVS is under construction with a new retail pharmacy at Jordan and Parker Roads
- The Parker Capital Project Grant was used to assist eight existing businesses with capital costs associated with running or expanding their businesses.
- Business Expansion and Retention visits were conducted with fifty-one Parker businesses
- Small Business Scholarships were granted to four organizations to assist with the costs of training and business skill development for our existing businesses.
- Continued participation in national and regional retail marketing conferences (International Conference of Shopping Centers)
- The digital marketing campaign resulted in a 70% increase in website traffic, with a 68% of new users visiting the website and over 13 million impressions for the campaign.
- The International Economic Development Council invited Parker to present the digital marketing campaign strategy and results for a webinar in December 2016.
- Building on the hotel market study conducted by the Town 18 months ago, several new hotel developments are now in the planning process and scheduled to break ground in 2017
- Three significant retail centers are scheduled to begin construction in 2017 with a total of approximately 140,000 sq. ft. of new retail space
- Active participation in Colorado BIO association
- Created financial incentive agreements with several organizations aimed at assisting in the recruitment and location of businesses that will increase sales taxes, create jobs and stem retail sales leakage

2017 Goals**Innovate with Collaborative Governance:**

- Work externally across jurisdictions to represent the Town of Parker as a preferred location for both growth and start-up business location choices
- Engage in collaborative efforts with other agencies and jurisdictions, and other economic development partners throughout the region.
- Work internally across departments to ensure the economic facets of Town projects are enumerated and shape the discussions of staff and Council
- Represent the interests of the broker/development community in both the short and long-term planning processes of the Town

Enhancing Economic Vitality

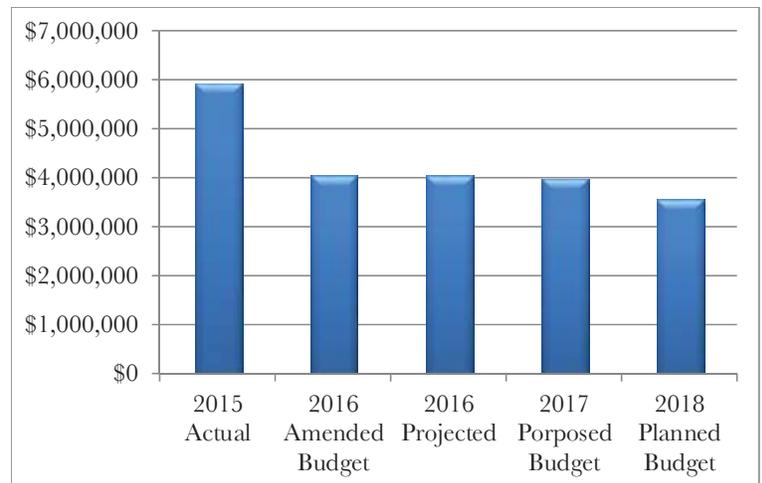
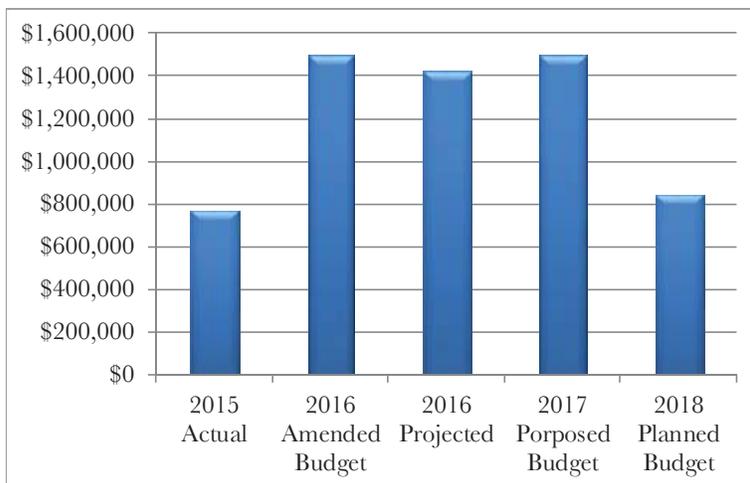
- Attract quality businesses, jobs and continue to diversify the Town's economic base
- Retain and strengthen Parker's existing businesses and foster a supportive business environment
- Engage in industry specific, targeted strategic initiatives that ensure Parker's economic future
- Continue the Economic Development Department's marketing campaign refining activities with data-driven efforts to target end users
- Engage the development/broker community to market and attract quality development to Parker that compliments the Town's vision and enhances services and choices for our residents
- 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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Proposed Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures by Function						
Economic Incentives	\$ 771,179	\$ 1,500,000	\$ 1,427,500	\$ 1,500,000	\$ 850,000	0%
Transfers to...						
Cultural Fund	1,500,000	1,800,000	1,800,000	3,260,900	2,837,000	81%
Public Improvements Fund	191,370	1,500,000	1,500,000	-	-	-100%
Parks and Recreation Fund	3,500,000	-	-	-	-	
Total	5,962,549	4,800,000	4,727,500	4,760,900	3,687,000	-1%
Sources of Funding						
Sales Tax	771,179	1,500,000	1,427,500	1,500,000	850,000	0%
General Fund	5,191,370	3,300,000	3,300,000	3,260,900	2,837,000	-1%
Total	\$ 5,962,549	\$ 4,800,000	\$ 4,727,500	\$ 4,760,900	\$ 3,687,000	-1%

Explanation of Significant Budget Variances

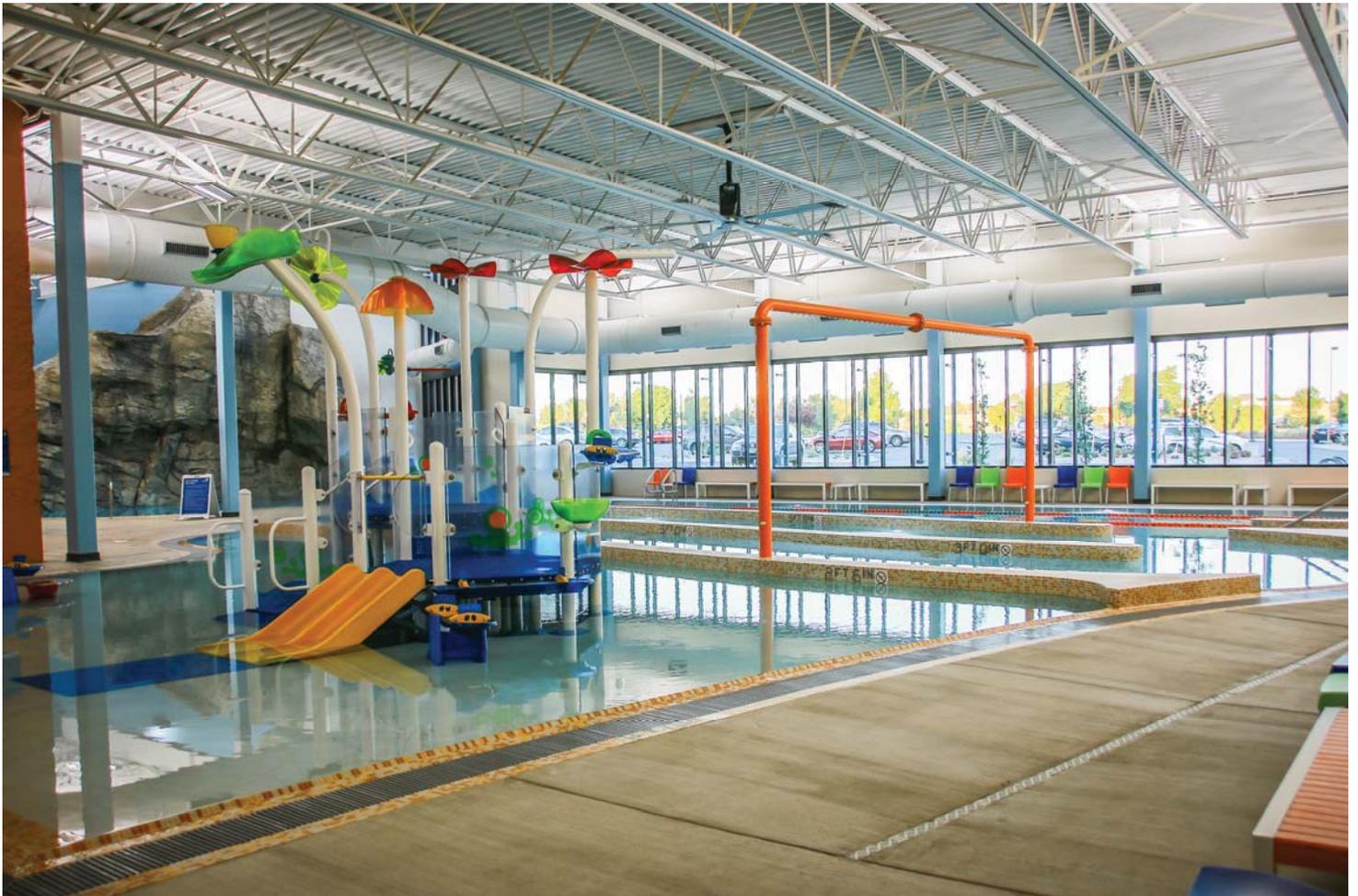
- Transfers to Cultural - 81 percent increase is due to additional funding needed to complete historic restorations at the Schoolhouse.
- Transfers to Public Improvement Fund - 100 percent decrease is due to the reallocation from General Fund for capital street reconstruction to the Excise Tax Fund for 2017 and 2018.



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

Special Revenue Funds Summary

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change 2016 to 2017 Budgets
Beginning Fund Balances	\$ 15,005,657	\$ 18,496,557	\$ 18,496,557	\$ 8,235,567	\$ 9,298,198	-55%
Revenues						
Taxes	6,532,038	6,715,600	6,883,430	7,326,310	7,816,500	9%
Intergovernmental	3,714,636	1,980,595	2,111,604	1,583,700	1,395,900	-20%
Charges for Services	6,442,911	6,967,565	7,020,423	7,151,195	7,371,260	3%
Fines and Forfeitures	81,797	90,000	73,000	70,000	72,100	-22%
Miscellaneous	249,986	151,800	651,431	209,446	272,876	38%
Other Financing Sources	9,880,000	-	-	-	-	
Transfers In	14,595,978	4,216,900	4,216,900	6,774,000	5,372,200	61%
Total Revenues	41,497,346	20,122,460	20,956,788	23,114,651	22,300,836	15%
Expenditures						
Salary and Benefits	4,808,281	5,775,934	5,484,036	6,352,816	6,544,754	10%
Supplies	671,845	772,650	596,642	849,678	801,055	10%
Purchased Services	14,506,220	5,348,133	5,232,072	5,535,446	5,853,407	4%
Capital Outlay	9,640,543	15,556,658	15,201,728	3,180,680	2,542,000	-80%
Economic Development Incentives	89,420	93,000	93,000	101,000	73,000	9%
Transfers Out	8,290,137	4,610,300	4,610,300	6,032,400	5,302,400	31%
Total Expenditures	38,006,446	32,156,675	31,217,778	22,052,020	21,116,616	-31%
Ending Fund Balances	\$ 18,496,557	\$ 6,462,342	\$ 8,235,567	\$ 9,298,198	\$ 10,482,418	44%

Revenue by Fund

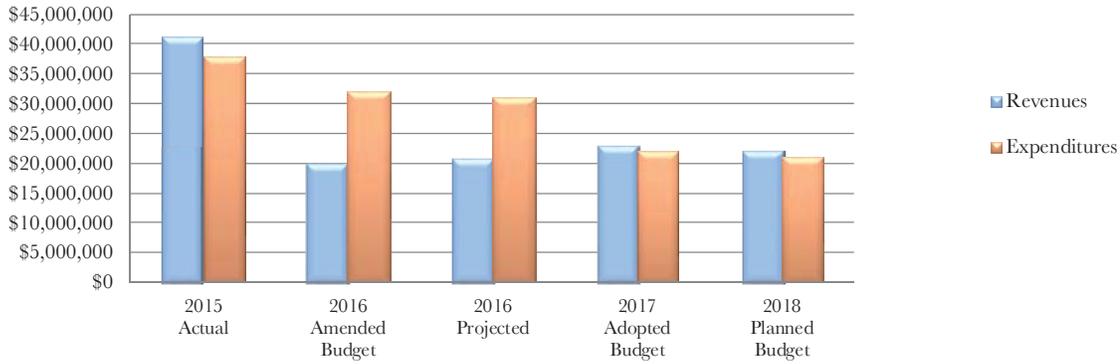
Conservation Trust	\$ 402,163	\$ 408,100	\$ 425,120	\$ 416,300	\$ 423,100	2%
Parks and Recreation	30,363,999	8,373,300	8,984,455	8,425,756	8,930,946	1%
Law Enforcement Assistance	135,078	140,700	121,635	119,800	121,800	-15%
Cultural	4,302,602	5,134,810	5,270,915	6,433,995	5,671,490	25%
Recreation	6,262,012	6,057,650	6,143,663	7,708,900	7,138,500	27%
Capital Renewal and Replacement	31,491	7,900	11,000	9,900	15,000	25%
Total Revenues	41,497,346	20,122,460	20,956,788	23,114,651	22,300,836	15%

Expenditures by Fund

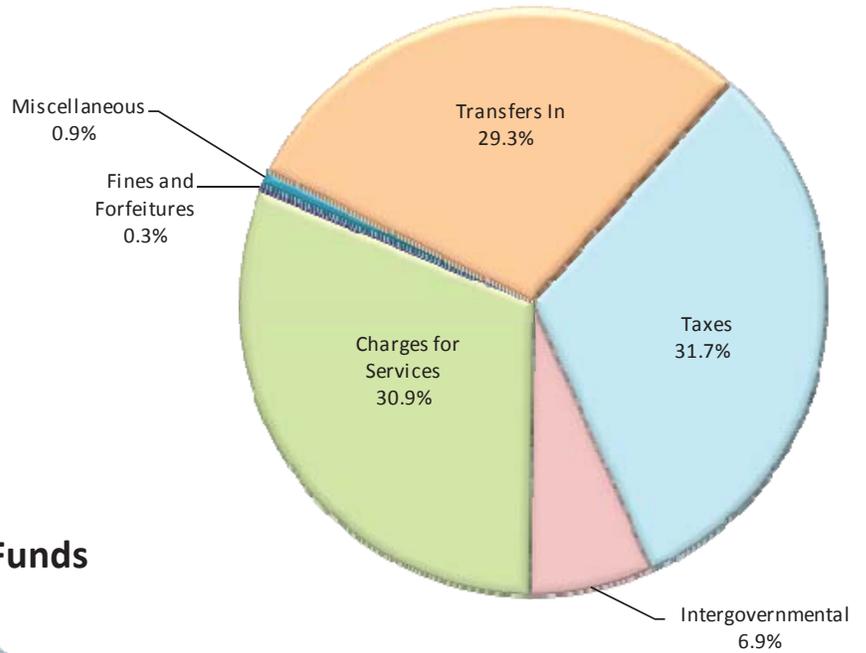
Conservation Trust	3,750,000	600,000	600,000	475,000	450,000	-21%
Parks and Recreation	23,773,606	18,197,271	18,161,349	7,250,046	6,910,880	-60%
Law Enforcement Assistance	283,975	137,003	134,415	139,160	141,790	2%
Cultural	4,144,168	5,970,569	5,452,310	6,686,080	6,000,732	12%
Recreation	6,054,697	7,251,832	6,869,704	7,501,734	7,613,214	3%
Total Expenditures	\$ 38,006,446	\$ 32,156,675	\$ 31,217,778	\$ 22,052,020	\$ 21,116,616	-31%

Special Revenue Funds Summary

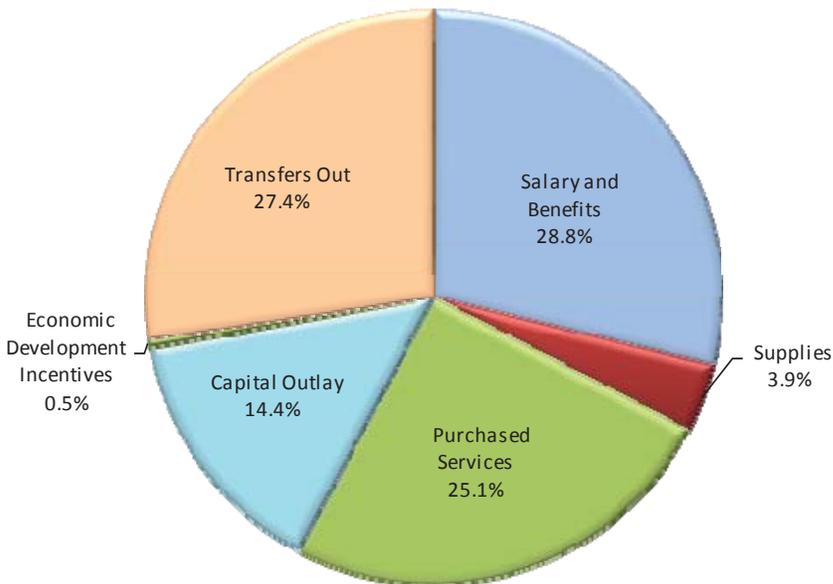
Revenue & Expenditure Comparison



Sources of Revenue - Special Revenue Funds



Expenditures - Special Revenue Funds

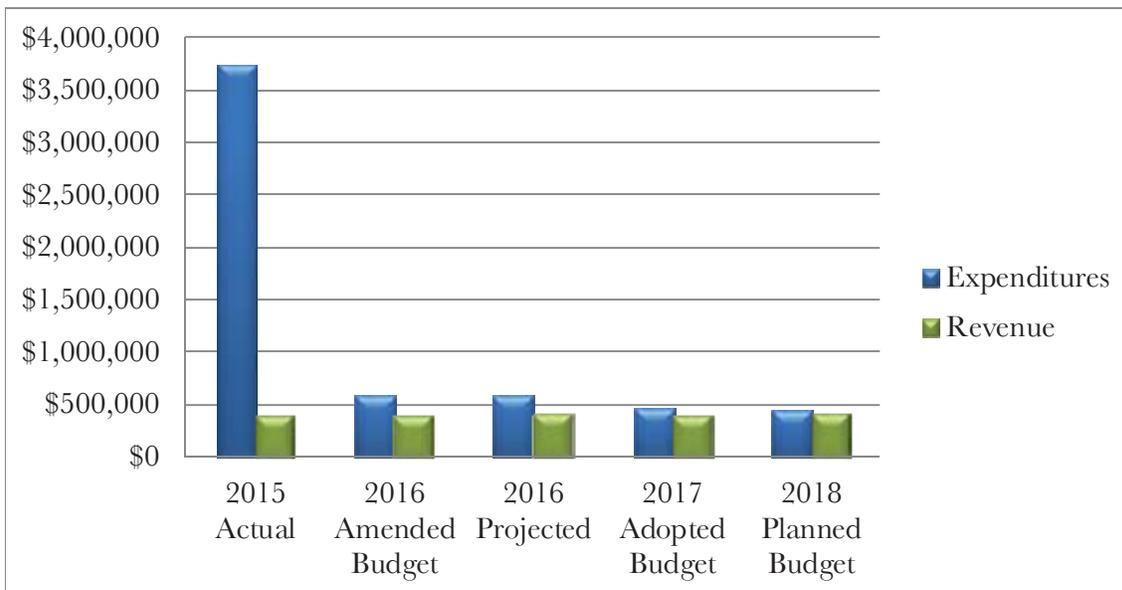


This fund accounts for lottery funds from the State of Colorado, based on a formula tied to population. These funds are restricted and can only be used for parks, recreation and open space purposes. When Council identifies a particular use, the funds are appropriated as a transfer to the fund in which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

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Transfer to General Fund	-	-	-	-	-	
Transfer to Parks & Rec Fund	3,750,000	600,000	600,000	475,000	450,000	-21%
Revenue						
Intergovernmental						
State Conservation Trust Fund	401,810	407,600	425,000	415,700	422,700	2%
Miscellaneous						
Interest Earnings	354	500	120	600	400	20%
Total Revenue	402,163	408,100	425,120	416,300	423,100	2%
Beginning Fund Balance	3,624,632	276,795	276,795	101,915	43,215	-63%
Revenue over (under) Exp	(3,347,837)	(191,900)	(174,880)	(58,700)	(26,900)	-69%
Ending Fund Balance	\$ 276,795	\$ 84,895	\$ 101,915	\$ 43,215	\$ 16,315	-49%

Explanation of Significant Budget Variances

- Transfers to Parks & Rec. Fund - 21 percent decrease is due to the amount of available Conservation Trust funds for 2017 versus what was available for 2016.



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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Salary and Benefits	\$ 193,887	\$ 319,364	\$ 261,663	\$ 340,446	\$ 350,380	7%
Supplies	2,903	4,100	2,500	5,100	5,100	24%
Purchased Services	10,006,124	120,900	179,279	226,100	230,000	87%
Capital Outlay	8,941,136	13,649,607	13,614,607	1,020,000	1,400,000	-93%
Economic Development Incentives	89,420	93,000	93,000	101,000	73,000	9%
Transfer to...						
General Fund	975,100	1,095,900	1,095,900	1,152,600	1,180,700	5%
Recreation Fund	1,855,500	1,228,900	1,228,900	2,820,100	2,085,200	129%
Mainstreet Center Fund	-	-	-	-	-	
Recreation Debt Service Fund	1,709,537	1,585,500	1,585,500	1,584,700	1,586,500	0%
Total Expenditures	23,773,606	18,197,271	18,161,349	7,250,046	6,910,880	-60%
Revenue						
Taxes						
Sales Taxes	5,991,926	6,240,500	6,420,000	6,860,200	7,340,400	10%
Sales Tax Penalty and Interest	8,015	11,800	12,500	8,200	8,300	-31%
Sales Tax Audit Revenue	50,316	50,000	20,000	50,000	50,000	0%
Use Taxes	588,054	413,300	410,000	386,200	395,800	-7%
Total Taxes	6,638,311	6,715,600	6,862,500	7,304,600	7,794,500	9%
Miscellaneous						
Interest Earnings	38,672	48,700	75,000	58,300	98,300	20%
Rent	23,202	9,000	26,000	16,146	16,146	79%
Contributions	24,390	-	400,000	-	-	
Other	698	-	25	-	-	
Intergovernmental	2,900,000	1,000,000	1,000,000	550,000	550,000	-45%
Transfers In	10,965,000	600,000	600,000	475,000	450,000	-21%
Other Financing Sources	9,880,000	-	-	-	-	
Total Miscellaneous	23,831,962	1,657,700	2,101,025	1,099,446	1,114,446	-34%
Total Revenue	30,470,273	8,373,300	8,963,525	8,404,046	8,908,946	0%
Beginning Fund Balance	7,012,239	13,602,632	13,602,632	4,425,738	5,601,448	-67%
Revenue over (under) Exp	6,696,667	(9,823,971)	(9,197,824)	1,154,000	1,998,066	-112%
Ending Fund Balance	\$ 13,708,906	\$ 3,778,661	\$ 4,404,808	\$ 5,579,738	\$ 7,599,514	48%

Explanation of Significant Budget Variances

- Salary and Benefits - 7 percent increase is due to the addition of .25 FTE for the Recreation/Community Marketing Coordinator and the budgeted merit increases for staff.
- Purchased Services - 87 percent increase is due to an increase in software maintenance fees associated with the new recreation software that was implemented in 2016.
- Capital Outlay - 93 percent decrease is due to the completion of Discovery Park adjacent to the new Douglas County Library.
- Transfers to the Recreation Fund - 129 percent increase is due to the amount needed to subsidize the Recreation Fund, this amount will vary from year to year.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget
Authorized FTE positions					
Parks and Recreation Director	0.35	0.35	0.35	0.35	0.35
Recreation/Community Marketing Coordinator	0.25	0.25	0.25	0.50	0.50
Project Administrator	1.00	1.00	1.00	1.00	1.00
Special Project Analyst	-	1.00	1.00	1.00	1.00
Accounting Technician	-	0.33	0.33	0.33	0.33
Total	1.60	2.93	2.93	3.18	3.18

2016 Accomplishments

Support an Active Community

- Additional Parks – Parker’s newest downtown park was completed in December. Discover Park (1.5 acres) includes an ice skate trail, plaza with public art, interactive water spray feature, plus an outdoor performance stage. Construction also began on Parker’s first dog park (5 acres) and disc golf course (39 acres). This project will be completed in the spring of 2017.
- Additional Trails - We added a little over one mile of new trails including connections in Bradbury Hills and the East/West Trail. An additional mile will be added to the East/West Trail in 2017 completing this regional connection within the Town.

Innovate with Collaborative Governance:

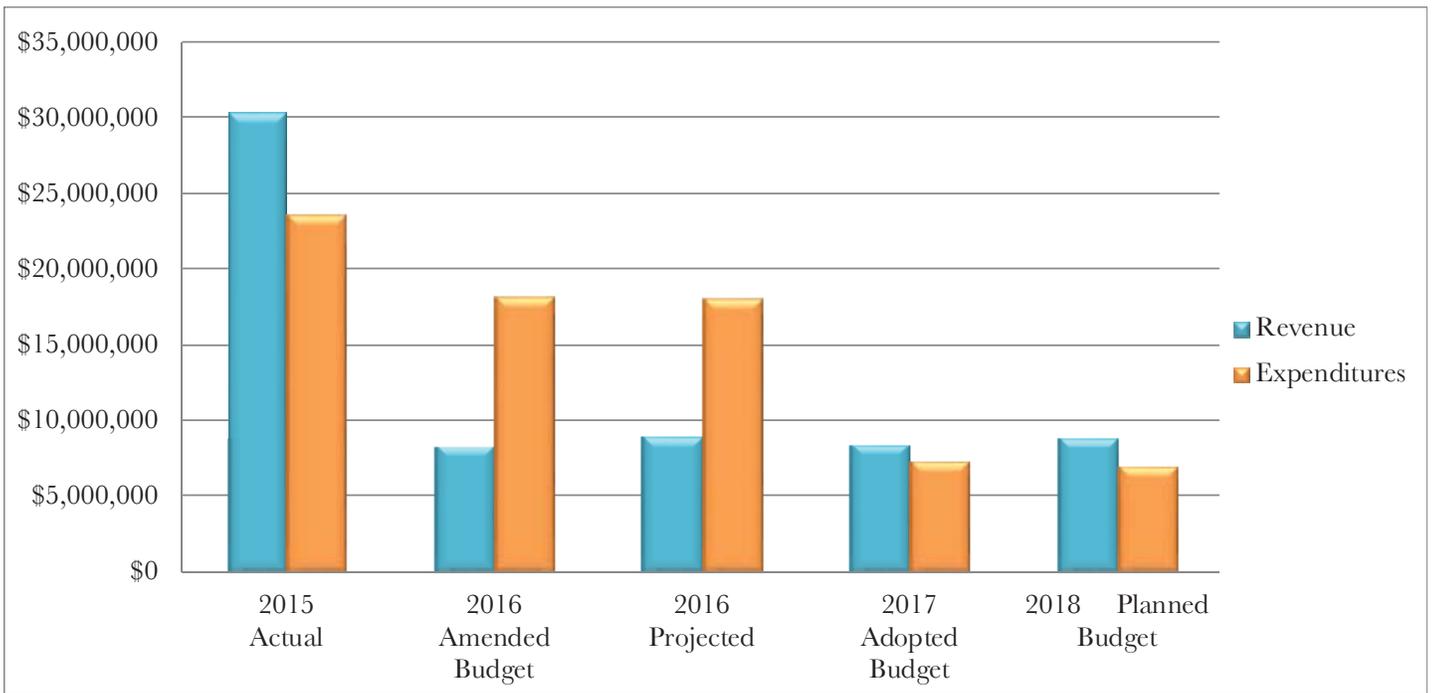
- Additional Open Space - Continued working with Douglas County to get 72 acres of addition open space (The Harvie Property) transferred to the Town. This transaction should be completed in early 2017.
- Grant Funding dollars – Parker and Douglas County secured a \$2 million grant from Great Outdoors Colorado (GOCO) for completion of the East/West trail. Parker’s share of this grant is \$400,000.

2017 Goals**Support an Active Community:**

- Secure and coordinate the various planning entitlements on the Harvie property including annexation, zoning, minor development plat, and Master Plan Site Plan, including a focused community input process
- Begin preliminary planning, phasing and development assessment for Salisbury Park North build-out
- Construct the Salisbury Sports & Equestrian Park east/west internal trail connection
- Initiate the design and engineering of the Bar CCC parking lot improvements including lights for the sports field and parking lot
- Complete construction and opening of the Dog Park/Disc Golf course
- Complete the design and engineering of the Auburn Hills north/south trail connection and initiate construction
- Completion of construction documents and construction of the O'Brien Park/Mainstreet pedestrian improvements
- Complete construction of Phase II and III of the East/West Regional Trail

Innovate with Collaborative Governance:

- Continue to meet and coordinate with Douglas County, Lone Tree, and private property owners regarding completion of the East/West Regional Trail from I-25 and Chambers Road
- Continue coordination with Shea Homes regarding the disposition of Tract Q and the construction of the dog park along the east side of Chambers Road
- General grant administration for the \$2,000,000 GOCO for the East/West Regional Trail
- Coordinate and work with our partners (Douglas/Arapahoe Counties & Aurora) to implement the E-470 Regional Trail
- Continue to participate on the Rueter-Hess Reservoir Recreation Authority regarding implementation of the R-H Reservoir Master Plan
- Continue to participate and coordinate with other staff regarding the Parks and Recreation Departments Accreditation process through the Commission for Accreditation of Park & Recreation Agencies (CAPRA)



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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Salary and Benefits	\$ 106,977	\$ 111,904	\$ 117,766	\$ 118,910	\$ 121,540	6%
Supplies	2,966	3,200	1,512	3,200	3,200	0%
Purchased Services	11,489	15,400	8,638	17,050	17,050	11%
Capital Outlay	162,544	6,499	6,499	-	-	-100%
Total Expenditures	283,975	137,003	134,415	139,160	141,790	2%
Revenue						
Intergovernmental						
V.A.L.E. Grants	48,800	45,000	45,000	45,000	45,000	0%
Charges for Services						
Lone Tree Victim Services	3,089	4,100	2,114	4,100	4,100	0%
Fines and Forfeitures						
Court Surcharges	81,797	90,000	73,000	70,000	72,100	-22%
Miscellaneous						
Interest Earnings	1,392	1,600	1,300	700	600	-56%
Total Revenue	135,078	140,700	121,414	119,800	121,800	-15%
Beginning Fund Balance	234,250	85,353	85,353	72,573	53,213	-15%
Revenue over (under) Exp	(148,897)	3,697	(13,001)	(19,360)	(19,990)	-624%
Ending Fund Balance	\$ 85,353	\$ 89,050	\$ 72,352	\$ 53,213	\$ 33,223	-40%
Authorized FTE positions						
Victim Witness Coordinator	1.00	1.00	1.00	1.00	1.00	
Victim Advocate	0.50	0.50	0.50	0.50	0.50	
Total	1.50	1.50	1.50	1.50	1.50	

Explanation of Significant Budget Variances

- Salary and Benefits - 6 percent increase is primarily due to additional part-time wages budgeted for 2017
- Purchased Services - 11 percent increase is due to an increase in travel and training for 2017
- Capital Outlay - 100 percent decrease is due to computer equipment purchased in 2016 that is not budgeted in 2017

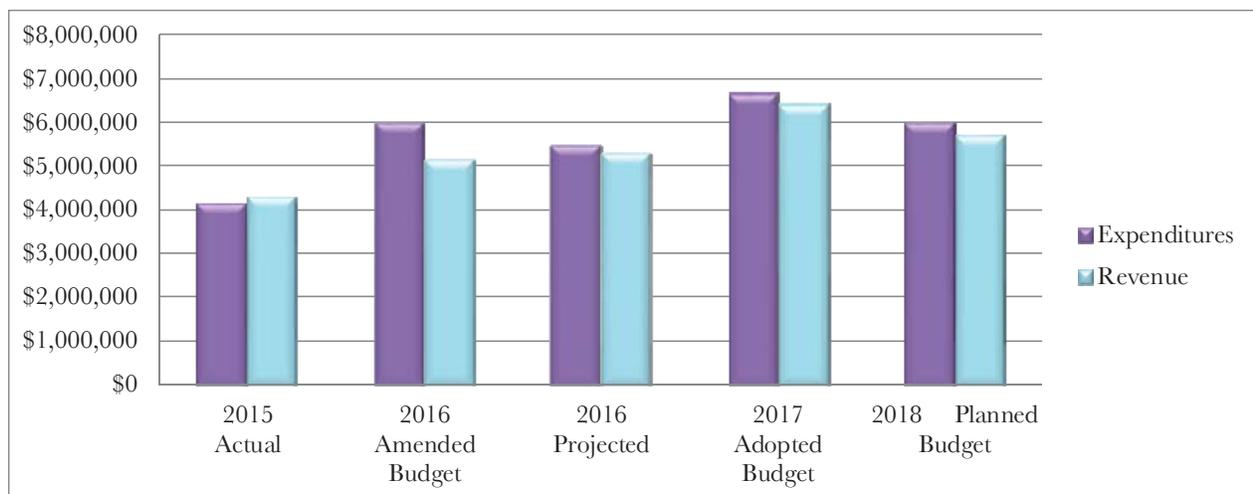
The mission of the Cultural Department is to build a sense of community and enhance our hometown feel through education, performances, events and programs in the arts, culture and sciences. This Department is responsible for the administration and programming of the PACE Center and historic Schoolhouse.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

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Salary and Benefits	\$ 1,290,438	\$ 1,522,062	\$ 1,462,095	\$ 1,742,820	\$ 1,792,540	15%
Supplies	184,189	223,850	115,356	225,220	220,355	1%
Purchased Services	2,350,542	2,617,742	2,503,814	2,833,440	2,950,837	8%
Capital Outlay	318,999	1,606,915	1,371,045	1,884,600	1,037,000	17%
Total Expenditures	4,144,168	5,970,569	5,452,310	6,686,080	6,000,732	12%
Revenue						
Intergovernmental						
Grants	346,176	510,145	623,754	553,000	358,200	8%
Charges for Services						
ATM Fees	100	50	51	50	50	0%
Concession Income	116,466	106,000	160,193	109,180	112,465	3%
Ticket Handling Fee	113,563	147,000	135,240	172,570	177,745	17%
Tickets Revenue	1,058,631	1,204,815	1,098,015	1,260,620	1,298,400	5%
Promotional Sales	21,376	12,000	16,361	12,360	12,730	3%
Advertising Revenue	8,155	5,000	7,550	4,375	4,510	-13%
Less: Patron Credit Taken	-	(1,000)	9,760	13,745	14,150	-1475%
Art Sales	6,433	7,000	1,835	2,500	2,575	-64%
Rental Income	336,332	247,000	260,612	272,510	280,690	10%
Catering Fee	8,196	10,000	9,977	10,300	10,600	3%
Production Fee	-	10,300	-	-	-	-100%
Class Registrations	390,708	381,600	448,155	412,385	424,245	8%
Fundraising Event	-	30,000	-	10,000	5,000	-67%
Total Charges for Services	2,059,962	2,159,765	2,147,749	2,280,595	2,343,160	6%
Miscellaneous						
Interest Earnings	3,852	2,900	7,700	5,100	8,000	76%
Contributions	141,376	74,000	102,572	115,200	123,930	56%
Other Miscellaneous Revenue	1,236	-	1,140	1,200	1,200	
Total Miscellaneous	146,464	76,900	111,412	121,500	133,130	58%
Transfer In						
From General Fund	1,750,000	2,388,000	2,388,000	3,478,900	2,837,000	46%
Total Revenue	4,302,602	5,134,810	5,270,915	6,433,995	5,671,490	25%
Beginning Fund Balance						
Revenue over (under) Exp	158,434	(835,759)	(181,395)	(252,085)	(329,242)	-70%
Ending Fund Balance	\$ 1,168,962	\$ 333,203	\$ 987,567	\$ 735,482	\$ 406,240	121%

Explanation of Significant Budget Variances

- Salary and Benefits - 15 percent increase is due to the addition of a Stage Technician position and a Membership Specialist position.
- Purchased Services - 8 percent increase is primarily due to an increased budget for nation
- Capital Outlay - 17 percent increase is primarily due to Phase III of rehabilitation of the historic Schoolhouse

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget
<i>Authorized FTE positions</i>					
Cultural Director	1.00	1.00	1.00	1.00	1.00
Education Manager	1.00	1.00	1.00	1.00	1.00
Development Manager	1.00	1.00	1.00	1.00	1.00
Asst. Cultural Dir. For Communications and	1.00	1.00	1.00	1.00	1.00
Assistant Marketing Coordinator	1.00	1.00	1.00	1.00	1.00
Outreach Specialist	1.00	1.00	1.00	1.00	1.00
Asst. Cultural Director For Programs	1.00	1.00	1.00	1.00	1.00
Facilities Coordinator	1.00	1.00	1.00	1.00	1.00
Audio Technician	1.00	1.00	1.00	1.00	1.00
Production Assistant	-	1.00	1.00	1.00	1.00
Box Office Manager	1.00	1.00	1.00	1.00	1.00
Food & Beverage Assistant Coordinator	-	1.00	1.00	1.00	1.00
Entertainment Lighting Technician	1.00	1.00	1.00	1.00	1.00
Accounting Technician - P&R/Cultural	-	0.33	0.33	0.33	0.33
Asst. Cultural Director For Operations	1.00	1.00	1.00	1.00	1.00
Custodian	0.50	0.80	0.80	0.80	0.80
Stage Technician	-	-	-	1.00	1.00
Membership Specialist	-	-	-	1.00	1.00
Total	12.50	15.13	15.13	17.13	17.13



2016 Highlighted Accomplishments**Foster Community Creativity and Engagement:**

- Hosted 192 shows at PACE Center and The Schoolhouse, serving almost 60,000 ticket buyers.
- Average attendance for shows was 83 percent of house capacity.
- PACE Center continued to feature national touring acts including Celtic Nights, Second City, Lee Ann Womack, SHEL, Charlie Daniels Band, and Rusted Root.
- Student Matinee series introduced 4,950 school-aged kids to theater.
- Cardel Homes became our first Parker Arts Season Sponsor.

Enhance Economic Vitality:

- Enhanced downtown streetscape by installing downtown's first gateway public art piece "Red Ball and Jacks" in Discovery Park.
- Completed Phase II rehabilitation of downtown's historic Schoolhouse, which is now home to the Town's first artist studio and gallery incubation program.

Support an Active Community:

- Offered 514 after school and summer cultural classes, servicing 3,500 students in cultural subjects of culinary, science, robotics, language arts, music, dance, visual and performing arts.
- Booked over 8,000 hours of community rentals at The Schoolhouse, PACE Center, and Ruth Chapel, including 604 hours for weddings.

2017 Goals**Foster Community Creativity and Engagement:**

- Present 15 national touring shows with 3 school outreach activities.
- Partner with local arts groups to present 39 community arts productions.
- Grow Family Circle memberships 10% through renewals and new members.

Enhance Economic Vitality:

- Complete Phase III rehabilitation of The Schoolhouse, adding to downtown's entertainment options.
- Work with Creative District Executive Committee to enhance downtown streetscape with more Random Acts of Art, such as wrapped utility boxes and more public art.

Support an Active Community:

- Maintain number of cultural enrichment classes and camps at around 500.
- Offer at least eight free family-oriented summer concerts at Discovery Park.

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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
<i>Expenditures by Program/Function</i>						
Administration	\$ 1,100,485	\$ 1,281,773	\$ 1,272,244	\$ 1,401,679	\$ 1,446,062	9%
Recreation Center Building	607,345	801,937	800,543	709,988	790,160	-11%
Sports and Leisure Programs	1,040,660	1,158,860	1,052,616	1,199,640	1,223,130	4%
Special Interest Programs	30,158	32,584	37,924	40,520	41,340	24%
Aquatics	565,881	677,754	659,915	734,500	743,980	8%
H2O'Brien Outdoor Pool	357,934	630,420	490,103	528,130	591,730	-16%
Fieldhouse	1,321,948	1,555,325	1,442,670	1,701,942	1,530,593	9%
Fitness Programs	560,519	573,909	585,816	574,485	621,095	0%
Therapeutic Programs	38,053	85,150	80,279	94,790	96,830	11%
Day Camp	335,974	354,560	335,100	380,290	389,890	7%
Youth Programs	95,741	99,560	112,494	135,770	138,404	36%
Total Expenditures	6,054,697	7,251,832	6,869,704	7,501,734	7,613,214	3%
<i>Expenditures</i>						
Salary and Benefits	3,216,980	3,822,604	3,642,512	4,150,640	4,280,294	9%
Supplies	481,787	541,500	477,274	616,158	572,400	14%
Purchased Services	2,138,066	2,594,091	2,539,705	2,458,856	2,655,520	-5%
Capital Outlay	217,865	293,637	209,577	276,080	105,000	-6%
Total Expenditures	6,054,697	7,251,832	6,869,068	7,501,734	7,613,214	3%

Explanation of Significant Budget Variances

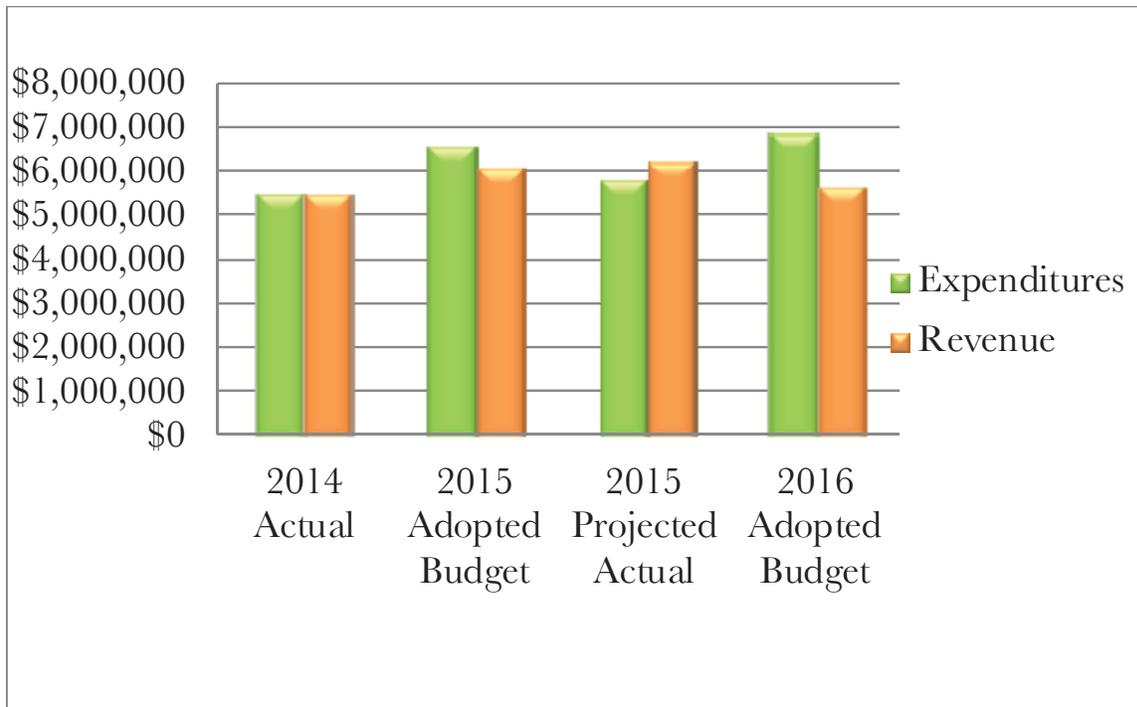
- Salary and Benefits - 9 percent increase is primarily due to reclassifying the Manager on Duty/Special Events and the Water Safety Instructor positions from part-time to full-time.
- Supplies - 17 percent increase is due to an increase in birthday party supplies, small tools and equipment for the Recreation Center and Aquatics.
- Capital Outlay - 6 percent decrease is primarily due to more equipment being purchased in 2016 than is budgeted in 2017

Recreation Fund

(continued)

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Revenue						
Intergovernmental						
Grants	17,850	17,850	17,850	20,000	20,000	12%
Charges for Services						
Swimming Lesson Fees	173,633	190,000	190,000	200,000	200,000	5%
Memberships	937,342	1,404,000	1,445,000	1,250,000	1,400,000	-11%
Daily User Fees	218,102	170,000	250,000	185,000	195,000	9%
Facility Rentals	33,497	30,000	69,000	30,000	30,000	0%
PRC Hosted Events	-	-	-	50,000	50,000	
Vending Machine	50,042	50,000	50,025	55,000	55,000	10%
Specialty Fitness	188,061	194,000	194,000	195,000	195,000	1%
Advertising Revenue	28,336	30,000	30,000	30,000	30,000	0%
Fieldhouse - Admissions	101,542	80,000	80,000	80,000	80,000	0%
Fieldhouse - Concessions	-	-	-	-	-	
Fieldhouse - Facility Rentals	156,872	185,000	185,000	190,000	190,000	3%
Fieldhouse - Equipment Rentals	3,404	3,000	3,800	3,000	3,000	0%
Fieldhouse - Merchandise Sales	3,093	2,500	2,500	2,500	2,500	0%
Fieldhouse - Advertising	27,017	20,000	23,935	20,000	20,000	0%
Fieldhouse - Hosted Special Events	54,770	45,000	60,000	55,000	55,000	22%
Fieldhouse - Day Camp Program	426,152	425,000	431,000	435,000	435,000	2%
Fieldhouse - Sports Instruction	150,715	175,000	175,000	175,000	175,000	0%
H2O - Pool Admission Fees	141,931	147,000	130,000	147,000	147,000	0%
H2O - Pool Rental Fees	21,496	20,000	23,819	20,000	20,000	0%
H2O - Concession Income	119,827	105,000	100,624	110,000	105,000	5%
H2O - Season Passes	15,284	16,000	12,584	10,000	10,000	-38%
H2O - Merchandise Sales	1,615	2,500	1,599	2,000	2,500	-20%
Personal Training	208,543	185,000	210,000	210,000	210,000	14%
Tot Programs	82,496	65,000	92,000	73,000	73,000	12%
Special Interest Programs	30,410	32,000	32,000	32,000	32,000	0%
Adult Sports Programs	253,360	310,000	310,000	310,000	310,000	0%
Youth Sports Programs	919,518	600,000	787,000	600,000	600,000	0%
Therapeutic Recreation Programs	6,707	400	4,836	7,500	7,500	1775%
Contracted Youth Sports	-	290,000	22,485	290,000	290,000	0%
Field Rentals	-	-	-	75,000	75,000	
Other	26,099	27,300	(45,647)	24,500	26,500	-10%
Total Charges for Services	4,379,860	4,803,700	4,870,560	4,866,500	5,024,000	1%
Miscellaneous						
Interest Earnings	5,457	7,200	13,000	2,300	9,300	-68%
Other	3,345	-	13,353	-	-	
Total Miscellaneous	8,802	7,200	26,353	2,300	9,300	-68%
Transfer In						
From Parks and Recreation Fund	1,855,500	1,228,900	1,228,900	2,820,100	2,085,200	129%
Total Revenue	6,262,012	6,057,650	6,143,663	7,708,900	7,138,500	27%
Beginning Fund Balance						
Revenue over (under) Exp	207,315	(1,194,182)	(725,405)	207,166	(474,714)	-117%
Ending Fund Balance	\$ 1,383,529	\$ 189,347	\$ 658,124	\$ 864,654	\$ 389,940	357%

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget
<i>Authorized FTE positions</i>					
<u>Administration</u>					
Parks and Recreation Director	0.25	0.25	0.25	0.25	0.25
Deputy Recreation Manager	1.00	1.00	1.00	1.00	1.00
Facility Coordinator	1.00	2.00	2.00	2.00	2.00
Administrative and Retail Coordinator	1.00	1.00	1.00	1.00	1.00
Program Registration Coordinator	1.00	1.00	1.00	1.00	1.00
Recreation and Community					
Marketing Coordinator	0.25	0.50	0.50	0.50	0.50
Childcare Coordinator	0.80	0.50	0.50	0.50	0.50
Guest Services Representative	0.80	0.25	0.25	0.25	0.25
Maintenance & Facility Attendant	1.00	1.00	1.00	1.00	1.00
<u>Sports and Leisure Programs</u>					
Assistant Director - Programs	0.90	0.90	0.90	0.90	0.90
Recreation Supervisor - Sports	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator II - Sports	2.00	1.00	1.00	1.00	1.00
Recreation Coordinator II - Sports	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor - Sports Programs	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist	-	0.65	0.65	0.65	0.65
Manager on Duty/Special Events	-	-	-	1.00	1.00
Assistant Sports Coordinator	2.00	1.00	1.00	1.00	1.00
<u>Special Interest Programs</u>					
Assistant Director - Programs	0.10	0.10	0.10	0.10	0.10
Therapeutic Rec/Senior Prog Coordinator	1.00	1.00	1.00	1.00	1.00
<u>Aquatics</u>					
Recreation Supervisor - Aquatics	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator I - Aquatics	2.00	1.00	1.00	1.00	1.00
Water Safety Instructor	-	-	-	1.00	1.00
<u>Fieldhouse</u>					
Recreation Supervisor - Fieldhouse	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator II - Events	-	1.00	1.00	1.00	1.00
Recreation Coordinator I - Fieldhouse	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator I - Facilities	-	1.00	1.00	1.00	1.00
Party Event Supervisor	-	0.25	0.25	0.25	0.25
Marketing Supervisor	1.00	1.00	1.00	1.00	1.00
Guest Services Representative	-	0.50	0.50	0.50	0.50
<u>Day Camp</u>					
Day Camp Coordinator	1.00	1.00	1.00	1.00	1.00
Day Camp	-	0.50	0.50	0.50	0.50
Assistant Day Camp Coordinator	-	1.00	1.00	1.00	1.00
<u>Fitness Programs</u>					
Fitness / Wellness Coordinator	1.00	1.00	1.00	1.00	1.00
<u>Youth Programs</u>					
Recreation Coordinator II - Youth Enrichment	0.80	1.00	1.00	1.00	1.00
Total	24.90	27.40	27.40	29.40	29.40



2016 Accomplishments

Support an Active Community:

Therapeutic Recreation:

- Served over 1,500 individuals with disabilities.
- Received \$20,000 mill levy grant for individuals with disabilities
- 30% increase of individuals with disabilities and groups serving individuals with disabilities were awarded scholarships through Mill Levy grant funding
- 50% increase in the number of programs that we offered compared to 2015
- 7 new programs offered for special conditions including Arthritis, Cancer and Parkinson’s

Aging Adults

- Record 150 participated in the Senior Stroll held in May in conjunction with the Parker Senior Center
- 194 participants from the community and Senior Center were introduced to Recreation Programming during a fitness collaboration week in May.

General:

- 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 \$20,000.
- Andy Fraser was the 2016 CPRA award recipient for the Facility Manager of the Year.
- The Recreation Division utilizes over 1,000 volunteers annually for events, programs and activities.

Fitness Division:

- 77,595 total visits to fitness classes
- 20 participant/class average - a 32% increase in class participation compared to 2015
- 1500 plus runners/walkers participated in our annual race series

Wellness Programs/Services at the Parker Recreation Center

- 175% increase in growth in our Pilates Reformer/Tower class offerings and participation
- Served over 400 Reformer/Tower Students
- 200% increase in Private Yoga sessions
- 19 new Wellness classes offered in the areas of Yoga, Pilates and Nutrition Services

Fieldhouse:

- Overall revenue increased from \$729,368 to \$913,606 a 20% increase.
- Admission revenues are up \$11,448 (16%)
- Rental revenues are up \$38,414 (22%)
- Events/parties revenues are up \$21,768 (34%)
- Day Camp revenues are up \$67,660 (16%)

Aquatics Division:

- Swimming lessons have increased dramatically, an increase of \$20,000 compared to 2015 and private lessons have more than doubled.
- We had success with our first summer of C.A.R.A. Swim Team with 25 participants. We received excellent feedback and new requests to join team next summer.
- New pool plaster for H2O'Brien Pool was installed and completed in May 2016 and replaced worn out and cracking old plaster. The result was enhanced appearance and durability (reducing water loss and comfort on swim patron's feet). Locker rooms were also painted at the pool.

Parker Recreation Center:

- Membership revenue has increased over 50% from last year (currently at 1,482, 917) and historically is the largest amount in the last 10 years. The same for Daily Admissions at the PRC we have about 25% increase with the amount being the largest in the last several years (current \$72,423)
- Doubled our facility rental revenues from 2015 and have increased 200% over past years.

Foster Community Creativity and Engagement:

Sports:

- The first Muckfest took place July 16 at Salisbury North. Over 3,000 people attended during this one day event. MuckFest is built for laughs and muddy from the get-go! Teams run in the same wave so they can experience all the muddy shenanigans, epic spills and thrills together. There were approximately 11 days of set-up, and 4 days of tear down. July 15, is already set for 2017, with expectations that the attendance will exceed that of 2016
- The NFL punt/pass/kick local competition, held on Sept. 9 at Salisbury Park, was a huge success with 67 in attendance, comprising both a boys and girls divisions, ages 6-14. Nine local winners attended the sectional competition on Oct. 16, hosted by Foothills Parks & Recreation Department. The Parker Recreation Department has hosted a local competition since 1993, and several sectional competitions as well during the past 23 years.
- The Baseball Legends baseball tournament was brought to Parker on August 5-7. 20 teams participated, mainly from the western part of the country, ranging from Washington State, just south of the Canadian border, to Colorado, Nevada, California and Texas. Players from Mexico also participated on teams sent from California.
- The Tour de Cure is a premier cycling fundraising event of the American Diabetes Association, and the nation's largest cycling event, with a vision of a life free of diabetes and all its burdens. Parker hosted such an event on Sept. 24 at Salisbury Park, with over 1,400 riders in attendance. Teams are formed from businesses, clubs, friends and family to achieve this vision. The success of this race prompted the Town of Parker to again host the event for 2017.
- The Parker Recreation Center has expanded the Enrichment classes with the addition of education and fun cooking camps for kids, parenting classes for adults and some family activities like Canoe trips and Introduction to Orienteering. The Parenting Love and Logic Way class exceeded our projected participation number by 20%. Our new Introduction to Orienteering class was very popular with over 40 people attending the training in July.

2017 Recreation Division Goals**Support an Active Community:****Sports:**

- 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.
- Utilize local groups to increase sports special events, camps and clinic offerings focusing on baseball and football.
- Complete and update the field use policy
- Retool the youth indoor lacrosse program to increase participation.
- Prepare an RFP for sports officials, uniforms and equipment.
- Add a fall baseball league.
- Hire additional Sports Coordinator.

Fitness and Wellness:

- Continue to enhance Group Fitness class offerings to include new formats in peak hours
- Increase the number of in-service opportunities for Personal Training staff; Look to develop an additional Corrective Exercise Specialist
- Enhance the Fitness division marketing tools including new marketing materials in the areas of nutrition, Pilates Reformer and Wellness services
- Introduce new specialty fitness opportunities in the areas of youth, adults and active aging adults

Therapeutic Recreation:

- Continue to increase community awareness of TR opportunities through marketing, networking and word of mouth
- Create new TR programs and events
- Increase partnership opportunities with other organizations who work with Individuals with Disabilities

Aquatics Division:

- Hire and on-board Aquatics Coordinator to focus on Learn to Swim Program and Administrative duties
- Research and develop innovative ways to revamp Learn to Swim Program focusing on development of all levels, delivery, and expansion
- Develop and implement creative ways to recruit for Lifeguards and Swim Instructors to help with staffing levels.
- Develop a more customer friendly way to approach Private Lesson Program waitlist.
- Get entire Aquatics Management Team involved with CPRA-Aquatics
- Research possible enhancement of H2O'Brien pool
- Implement a customer service training program for staff
- Develop and implement a staff recognition program
- Research and justify possible full-time year round Head Lifeguard Staff

Day Camp:

- Evaluate and compare daily camp fees to other schools and programs.
- Evaluate and explore improvements to our Active Flex registration process
- Review refund policy and accounts receivable monitoring and collecting
- Update policies to include automatic charging of fees for camp and cafe

Active Aging Adults:

- Continue to partner with the Parker Senior Center to offer more fitness opportunities at the Senior Center facility
- Develop a quarterly newsletter for seniors that feature senior source articles, healthy recipes and upcoming programs and events
- Explore summer outdoor recreation opportunities and fieldtrips for Active Aging Adults

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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Revenue						
<u>Miscellaneous</u>						
Interest Earnings	6,013	7,900	11,000	9,900	15,000	25%
<u>Transfers In</u>						
From General Fund	-	-	-	-	-	
From Police Station/PACE						
Center Construction Fund	25,478	-	-	-	-	
Total Transfers In	25,478	-	-	-	-	
Total Revenue	31,491	7,900	11,000	9,900	15,000	25%
Beginning Fund Balance	1,947,795	1,979,286	1,979,286	1,990,286	2,000,186	1%
Revenue over (under) expenditures	31,491	7,900	11,000	9,900	15,000	25%
Ending Fund Balance	\$ 1,979,286	\$ 1,987,186	\$ 1,990,286	\$ 2,000,186	\$ 2,015,186	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
- Parkglenn Construction Fund

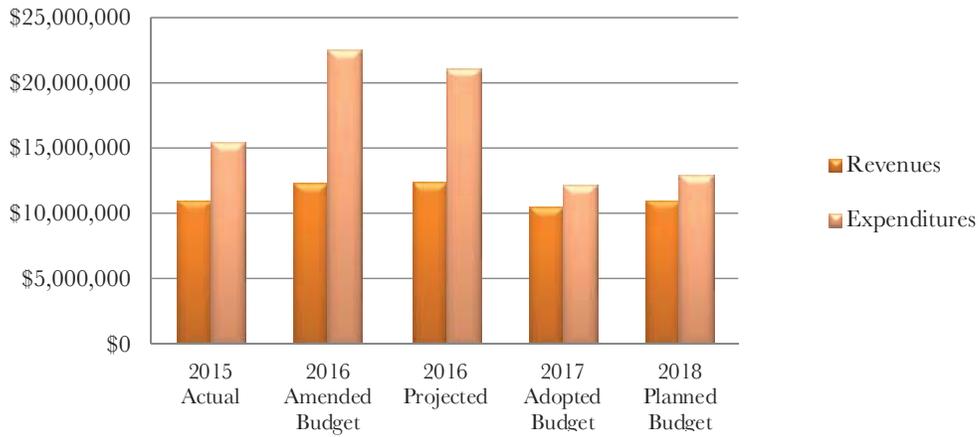


Capital Improvement Fund Summary

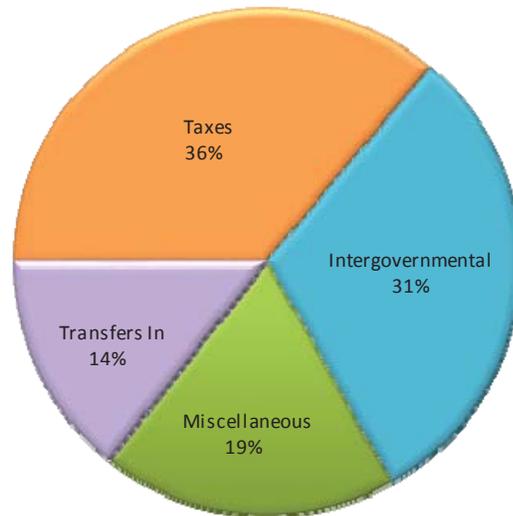
	2015 Actual	2016 Adopted Budget	2016 Projected	2017 Adopted	2018 Planned	% Change 2016 to 2017 Budgets
Beginning Fund Balances	\$ 24,128,165	\$ 19,664,492	\$ 19,664,492	\$ 10,977,933	\$ 9,227,433	-44%
Revenues						
Taxes	4,751,483	4,094,567	3,808,513	3,794,600	3,904,267	-7%
Intergovernmental	3,060,654	3,034,000	3,024,300	3,216,500	4,131,000	6%
Miscellaneous	3,037,472	3,572,817	3,993,171	1,981,400	1,086,754	-45%
Transfers In	191,370	1,600,000	1,600,000	1,500,000	1,953,673	-6%
Other Financing Sources	-	-	-	-	-	
Total Revenues	11,040,979	12,301,384	12,425,984	10,492,500	11,075,694	-15%
Expenditures						
Capital Outlay	11,529,173	21,972,658	20,330,894	10,525,000	11,018,000	-52%
Economic Development Incentives	-	-	193,650	-	-	
Transfers Out	3,975,478	588,000	588,000	1,718,000	1,953,673	192%
Total Expenditures	15,504,651	22,560,658	21,112,544	12,243,000	12,971,673	-46%
Ending Fund Balances	\$ 19,664,492	\$ 9,405,218	\$ 10,977,933	\$ 9,227,433	\$ 7,331,453	-2%
Revenue by Fund						
Public Improvements	\$ 8,965,421	\$ 10,628,384	\$ 11,002,684	\$ 8,955,100	\$ 9,478,840	-16%
Excise Tax	2,074,855	1,672,200	1,422,000	1,536,400	1,595,600	-8%
Police Station/PACE Center						
Construction	156	-	-	-	-	
Parkglenn Construction	546	800	1,300	1,000	1,254	25%
Total Revenues	11,040,979	12,301,384	12,425,984	10,492,500	11,075,694	-15%
Expenditures by Fund						
Public Improvements	11,500,241	21,972,658	20,524,544	10,525,000	11,018,000	-52%
Excise Tax	3,950,000	588,000	588,000	1,718,000	1,750,000	192%
Police Station/PACE Center						
Construction Fund	54,411	-	-	-	-	
Parkglenn Construction	-	-	-	-	203,673	
Total Expenditures	\$ 15,504,651	\$ 22,560,658	\$ 21,112,544	\$ 12,243,000	\$ 12,971,673	-46%

Capital Improvement Fund Summary

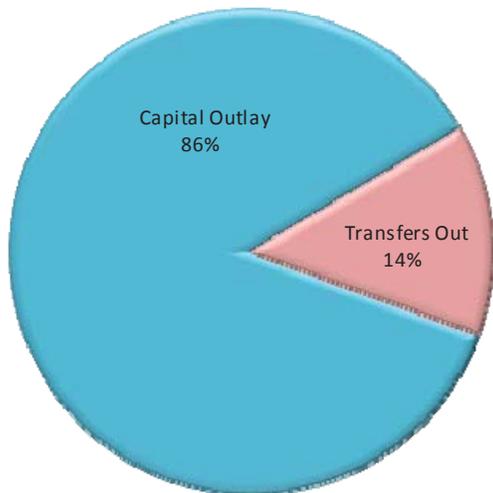
Revenue & Expenditure Comparison



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 landscaping.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Economic Development Incentives	\$ -	\$ -		\$ -	\$ -	
Capital Outlay	11,500,241	21,972,658	20,330,894	10,525,000	11,018,000	-52%
Transfer to General Fund	-	-		-	-	
Total Expenditures	11,500,241	21,972,658	20,330,894	10,525,000	11,018,000	-52%
Revenue						
Taxes						
Use Tax	2,328,037	2,066,500	2,048,146	1,930,800	1,979,100	-7%
Excise Taxes - Electric Undergrounding	358,622	370,367	370,367	392,800	410,067	6%
Total Taxes	2,686,658	2,436,867	2,418,513	2,323,600	2,389,167	-5%
Intergovernmental						
Grants	-	-	-	-	800,000	
Roads Sales Tax Shareback	2,413,380	2,494,900	2,500,000	2,635,400	2,740,800	6%
Roads Use Tax Shareback	352,832	248,000	230,000	275,000	275,000	11%
HUTF - FASTER Funds	294,442	291,100	294,300	306,100	315,200	5%
Total Intergovernmental	3,060,654	3,034,000	3,024,300	3,216,500	4,131,000	6%
Miscellaneous						
Interest Earnings	52,868	69,300	110,000	35,000	30,000	-49%
Contributions	2,973,871	3,488,217	3,831,071	1,880,000	975,000	-46%
Total Miscellaneous	3,026,739	3,557,517	3,941,071	1,915,000	1,005,000	-46%
Transfer In						
From Excise Tax Fund	-	-	-	1,500,000	1,750,000	
From Parkglenn Construction Fund	-	-	-	-	203,673	
From General Fund	191,370	1,500,000	1,500,000	-	-	-100%
Other Financing Sources						
Certificates of Participation Issued	-	-	-	-	-	
Total Revenue	8,965,421	10,528,384	10,883,884	8,955,100	9,478,840	-15%
Beginning Fund Balance	17,165,471	14,630,652	14,630,652	5,108,793	3,538,893	-65%
Revenue over (under) Exp	(2,534,819)	(11,444,274)	(9,447,009)	(1,569,900)	(1,539,160)	-86%
Ending Fund Balance	\$ 14,630,652	\$ 3,186,378	\$ 5,183,643	\$ 3,538,893	\$ 1,999,732	11%

Explanation of Significant Budget Variances

- Capital Outlay - 52 percent decrease is primarily due to more major capital projects occurring in 2016 than is budgeted in 2017.

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

- Reconstruction Project – The 2016 Reconstruction project removed and replaced the concrete pavement with asphalt pavement on eastbound Mainstreet between Jordan Road and Motsenbocker Road. This project included concrete pavement preventative maintenance on Mainstreet between Jordan and Bradbury Parkway and Jordan Road between Clarke Farms Drive and Cedar Gulch Parkway. The project was bid with an aggressive schedule to minimize the disruption to the traveling public and the project was completed on schedule.
- Powerline Undergrounding – The Town completed an overhead to underground powerline conversion project on Hilltop Road between Legend High School and the Hess/Hilltop Roads intersection. The Town also completed a joint conversion project with the Cottonwood Highlands development on Jordan Road between E-470 and Acer Drive.
- Legend High School Circulation Improvements – This joint project with the Douglas County School District was completed over the summer shut down at Legend High School to improve circulation internally and around Legend High School.
- Sidewalk Gap Closure Project – The 2016 project consisted of the addition of sidewalks east of the Salisbury Park entrance at Motsenbocker Road. The project added 500-feet of sidewalk to both sides of the access roadway for improvement pedestrian access.
- The Town commenced the design of the Cottonwood Drive widening between Jordan Road and Parker Road (State Highway 83).
- Chambers Road Widening – The Town commenced the construction of the Chambers Road widening between the Hess Road intersection and Mainstreet intersection. The project included a roadway bridge over Newlin Gulch, a pedestrian bridge over Chambers Road near Gold Rush Elementary and 10,000 lineal feet of bike lane. This project was jointly funded by the Town, Douglas County and the Douglas County School District. The new northbound lanes and a new southbound lane configuration were opened to traffic in December. The milling and repaving of the southbound direction will be completed in the spring of 2017 and median landscaping is planned for 2017.
- The design for the Summerset Lane extension east of Pine Drive was completed.
- Communication upgrades – Completed the installation of approximately 13,000-feet of fiber optic cable for improved communication between Town facilities.
- Crown Crest Boulevard traffic signal – Commenced the construction of a traffic signal on Crown Crest Boulevard at the Parker Adventist Hospital/Life Time Fitness entrance.

2017 Goals**Promote a Safe and Healthy Community:**

- Chambers Road Widening – Hess Road to Mainstreet: Finish the roadway widening project by June of 2017. Complete the median landscaping of the portion located in the incorporated boundary of the Town by September.
- Jordan Road Widening – Hess Road to Bradbury Parkway: Complete the design and construction of the Jordan Road widening to four (4) lanes between Hess Road and Bradbury Parkway.
- Lincoln Avenue Median Improvements: Complete the concrete improvement work necessary for proposed median improvements on Lincoln Avenue between Keystone Boulevard and Jordan Road. In addition, the median landscaping design will also be completed.
- Communications Upgrades: Complete the installation of fiber optic conduit and cabling on Jordan Road between Mainstreet & Lincoln Avenue by mid-year for improved Town-wide communication redundancy.
- Reconstruct Project: Complete the reconstruction of failing pavement on J. Morgan Boulevard between Parker Road and Nate Drive plus the reconstruction of the west parking lot at old Town Hall.

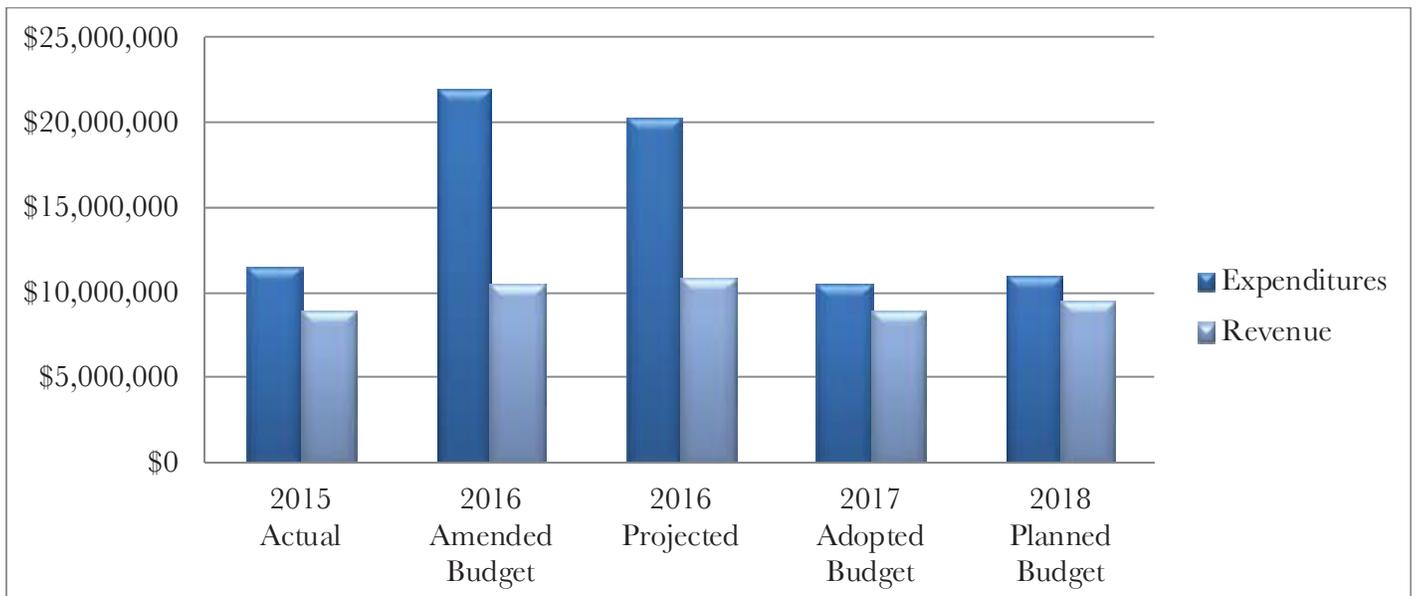
- Cottonwood Drive Widening: Complete the design effort on the Cottonwood Drive widening between Jordan Road and Parker Road. Pending 2018 funding approval, construction is tentatively scheduled for 2018.
- Vantage Point Access Traffic Signal Modifications: Complete the construction of the developer funded modifications at the 18400 Cottonwood Drive traffic signal.
- Chambers Road/Cottonwood Drive Traffic Signal: Complete the design of the proposed traffic signal at Chambers Road & Cottonwood Drive. Pending the Cottonwood Drive extension improvements to Chambers Road by the Cottonwood Highlands development and associated traffic needed to meet Federal warrants; construction may be completed in 2017.
- Motsenbocker Road Widening: Complete the design of the Motsenbocker Road widening project between Todd Drive and the Clarke Farms subdivision by mid-2017. Pending funding from the Neu Towne development, the construction of the improvements may commence in the second-half of 2017.
- Summerset Extension: Complete the construction of Summerset Lane east of Pine Drive.
- Parker Road – East Sidewalk Project: Complete the acquisition of easements needed for the Parker Road – East Sidewalk project between the Sulphur Gulch trail and Plaza Drive on the east side of Parker Road. Federal funding for this project is anticipated to be available for this project in the final-quarter of 2017. Pending acquisition of all easements, the competitive bidding of the project will be completed in late-2017 to allow for construction in the first-half of 2018.
- Sidewalk Gap Project: Complete the construction of the missing sidewalk on the east side of Riva Drive between Omaha Avenue and the Sulphur Gulch trail in conjunction with the Pioneer Elementary School.

Innovate with Collaborative Governance:

- Chambers Road Widening – Mainstreet to Lincoln: Execute an intergovernmental agreement with Douglas County for this widening project by mid-2017. This is a Douglas County lead project.

Foster Community Creativity and Engagement:

- Schoolhouse Annex Improvements: Complete the design and construction of the proposed Schoolhouse annex (non-historic) improvements.
- Parker Consolidated School – Phase III: Complete the upstairs and exterior restoration improvements at the historic portion of the Schoolhouse building.

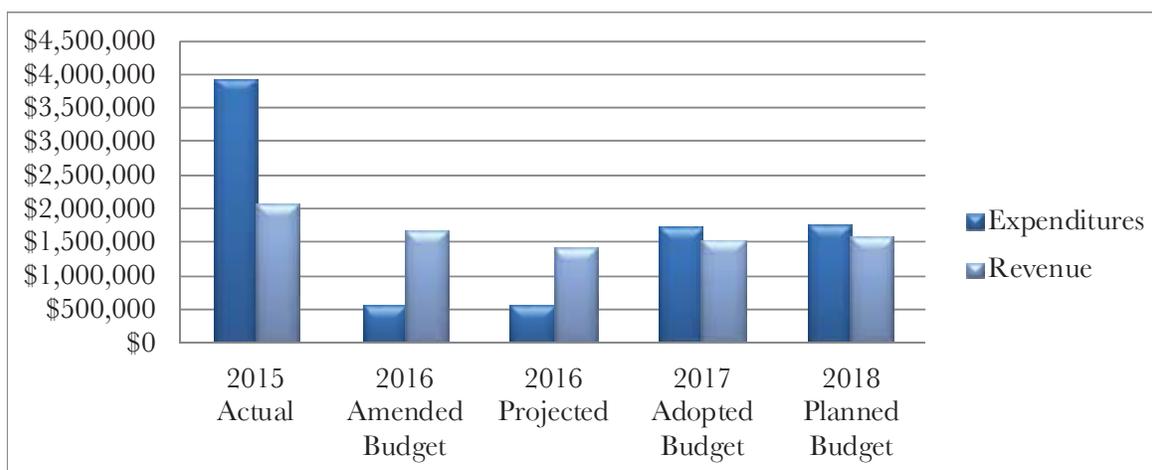


The Excise Tax Fund accounts for the accumulation of new development excise taxes and the transfer of funds to other funds for the purpose of financing roads, parks or municipal facilities. Revenue from the Development Excise Tax Fund may be expended for the following purposes only: Capital improvements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

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Transfers Out	\$ 3,950,000	\$ 588,000	\$ 588,000	\$ 1,718,000	\$ 1,750,000	192%
Revenue						
Taxes						
New Development Excise Tax	2,064,824	1,657,700	1,390,000	1,471,000	1,515,100	-11%
Miscellaneous						
Interest Earnings	10,031	14,500	32,000	65,400	80,500	351%
Total Revenue	2,074,855	1,672,200	1,422,000	1,536,400	1,595,600	-8%
Beginning Fund Balance	6,708,866	4,833,721	4,833,721	5,667,721	5,486,121	17%
Revenue over (under) Exp	(1,875,145)	1,084,200	834,000	(181,600)	(154,400)	-117%
Ending Fund Balance	\$ 4,833,721	\$ 5,917,921	\$ 5,667,721	\$ 5,486,121	\$ 5,331,721	-7%

Explanation of Significant Budget Variances

- Transfers Out - 351 percent increase is primarily due to more major capital projects occurring in 2016 than is budgeted in 2016 requiring less transfers in the 2017 budget year.



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

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Transfer to Public Improvement Fund	-	-	-	-	203,673	
Total Expenditures	-	-	-	-	203,673	
Revenue						
<u>Miscellaneous</u>						
Interest Earnings	\$ 546	\$ 800	\$ 1,300	\$ 1,000	\$ 1,254	25%
Total Revenue	546	800	1,300	1,000	1,254	25%
Beginning Fund Balance						
Revenue over (under) expenditures	199,573	200,119	200,119	201,419	202,419	1%
Ending Fund Balance	\$ 200,119	\$ 200,919	\$ 201,419	\$ 202,419	\$ (0)	1%

Explanation of Significant Budget Variances

The Parkglenn Construction Fund will be closed at the end of 2018.

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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Original Budgets
Expenditures						
Principal	\$ 478,500	\$ 488,400	\$ 488,400	\$ 451,068	\$ 445,612	-8%
Interest	462,895	453,325	453,325	489,205	497,829	8%
Other Debt Costs	-	-	-	-	-	
Total Expenditures	941,395	941,725	941,725	940,273	943,441	0%
Revenue						
Miscellaneous						
Interest Earnings	-	-	-	-	-	
Transfers In						
From General Fund	755,940	756,234	756,234	755,068	757,612	0%
From Stormwater Utility Fund	185,455	185,491	185,491	185,205	185,829	0%
Total Revenue	941,395	941,725	941,725	940,273	943,441	0%
Beginning Fund Balance	-	-	-	-	-	
Revenue over (under) Exp	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	

Recreation Debt Service Fund
Donald P. Warn, Finance Director

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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Original Budgets
Expenditures						
Principal	\$ 1,021,500	\$ 1,146,600	\$ 1,146,600	\$ 1,173,400	\$ 1,200,200	2%
Interest	687,899	436,900	436,900	409,300	384,300	-6%
Other Debt Costs	138	2,000	2,000	2,000	2,000	0%
Total Expenditures	1,709,536	1,585,500	1,585,500	1,584,700	1,586,500	0%
Revenue						
Miscellaneous						
Interest Earnings	-	-	-	-	-	
Transfers In						
From Parks and Recreation Fund	1,709,536	1,585,500	1,585,500	1,584,700	1,586,500	0%
Total Revenue	1,709,536	1,585,500	1,585,500	1,584,700	1,586,500	0%
Beginning Fund Balance						
Revenue over (under) Exp	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	

Enterprise Fund

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

- Stormwater Utility Fund

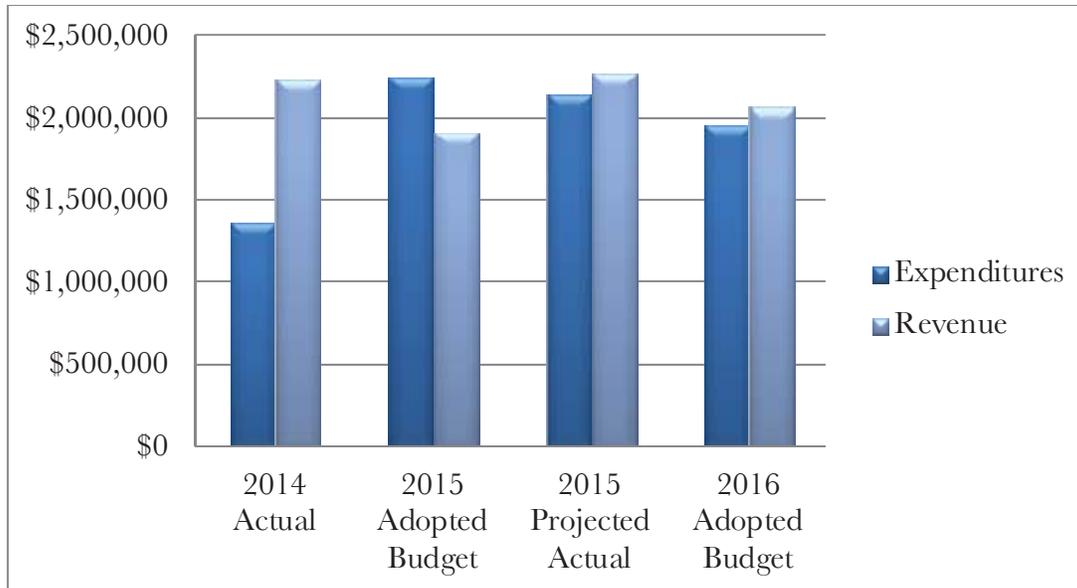


This fund was established and accounts for fees collected from residential and commercial properties to ensure that stormwater systems are properly planned, constructed and maintained within the Town. The utility provides overall stormwater management to prevent flooding, protect water quality and to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

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Salary and Benefits	\$ 658,699	\$ 703,584	\$ 618,743	\$ 741,150	\$ 753,510	5%
Supplies	11,465	11,875	10,525	12,250	12,350	3%
Purchased Services	425,611	554,732	418,763	549,463	572,335	-1%
Capital Outlay	640,850	752,485	685,804	255,000	785,000	-66%
Transfers Out	185,455	185,491	185,491	185,205	185,829	0%
Total Expenditures	1,922,080	2,208,167	1,919,326	1,743,068	2,309,024	-21%
Revenue						
Charges for Services						
Grading Permit Fees	6,943	56,700	90,000	57,800	58,800	2%
Engineer Review Fees	54,650	45,500	45,500	46,400	47,200	2%
Commercial Stormwater Utility Fees	796,102	820,200	824,932	836,600	850,700	2%
Residential Stormwater Utility Fees	1,129,155	1,148,300	1,165,200	1,205,700	1,262,200	5%
Prior Year Refund	-	-	-	-	-	
Total Charges for Services	1,986,850	2,070,700	2,125,632	2,146,500	2,218,900	4%
Miscellaneous						
Interest Earnings	9,671	11,400	23,000	57,300	99,800	403%
Other	817,133	-	207,000	-	-	
Total Miscellaneous	826,805	11,400	230,000	57,300	99,800	403%
Total Revenue	2,813,655	2,082,100	2,355,632	2,203,800	2,318,700	6%
Beginning Fund Balance	4,912,895	5,804,469	5,804,469	6,240,775	6,701,507	8%
Revenue over (under) Exp	891,575	(126,067)	436,306	460,732	9,676	-465%
Ending Fund Balance	\$ 5,804,469	\$ 5,678,402	\$ 6,240,775	\$ 6,701,507	\$ 6,711,183	18%
Authorized FTE positions						
Engineering & Public Works Director	-	0.20	0.20	0.20	0.20	
Manager of Engineering and Stormwater	1.00	-	-	-	-	
Stormwater Project Engineer	1.00	1.00	1.00	1.00	1.00	
Environmental Program Manager	1.00	1.00	1.00	1.00	1.00	
Stormwater Engineering Technician	1.00	1.00	1.00	1.00	1.00	
Stormwater Crew Leader	1.00	1.00	1.00	1.00	1.00	
Stormwater Equipment Operator	1.00	1.00	1.00	1.00	1.00	
Maintenance Worker 1/2	1.00	1.00	1.00	2.00	2.00	
Maintenance Worker 3	1.00	1.00	1.00	1.00	1.00	
Total	8.00	7.20	7.20	8.20	8.20	

Explanation of Significant Budget Variances

- Capital Outlay - 66 percent decrease is primarily due to more major capital projects occurring in 2016 than is budgeted in 2017.



2016 Accomplishments

Promote a Safe and Healthy Community:

- Stormwater operations staff inspected 4,358 drainage facilities and performed maintenance activities on over 1,050 drainage facilities (detention ponds, culverts, channels, storm sewers, etc.)
- Stormwater engineering staff performed over 1,260 inspections on development projects and issued 40 grading permits for new projects throughout the Town
- Completed a Community Rating System Cycle visit and improved the Town’s rating from a Class 6 community to a Class 5 community
- Completed Roadside Ditch Improvements in the Robinson Ranch Subdivision
- Completed design of drainage improvements on Parker Square Drive
- Completed construction on the Cherry Creek Stabilization project at Norton Farms including a neighborhood volunteer planting project
- Completed construction of a drop structure and trail crossing on Newlin Gulch as a part of the East/West regional trail.

Foster Community Creativity and Engagement:

- The Town’s Stormwater Division co-sponsored the annual Household Chemical Roundup in 2016. Approximately 693 households dropped off items at the event resulting in more than 42 tons of materials being collected, including approximately 40,000 pounds of paint materials, 218 tires and 2,290 pounds of batteries.

2017 Goals**Promote a Safe and Healthy Community:**

- Complete design of improvements on Cherry Creek from McCabe Meadows Park to Twenty Mile Road extended (KOA reach)
- Design and construct detention pond outlet structure rehabilitation at McCabe Meadows parking lot
- Complete design of improvements on Newlin Gulch at Heirloom Parkway extended
- Complete replacement of trickle channel in Parkglenn detention pond
- Complete design and construction of a detention pond in Pine Bluffs serving Town Right-of-Way
- Co-Sponsor 2017 Household Chemical Roundup
- Continue with storm infrastructure inspections and maintenance throughout Town

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

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted	2018 Planned	% Change 2016 to 2017 Budgets
Beginning Fund Balances	\$ 459,137	\$ 918,989	\$ 918,989	\$ 1,029,128	\$ 1,850,734	12%
Revenues						
Charges for Services	7,413,686	9,218,796	9,394,325	9,856,970	10,230,694	7%
Miscellaneous	147,402	3,700	74,808	23,900	43,900	546%
Transfers In	-	-	-	-	-	
Total Revenues	7,561,088	9,222,496	9,469,133	9,880,870	10,274,594	7%
Expenditures						
Salary and Benefits	1,814,835	2,076,224	2,121,310	2,223,222	2,292,462	7%
Supplies	373,945	440,600	380,093	423,050	429,050	-4%
Purchased Services	1,793,245	2,578,543	2,600,755	2,873,592	2,919,853	11%
Utilities/Insurance	1,779,592	1,900,000	2,085,500	2,200,000	2,310,000	16%
Capital Outlay	1,324,619	2,165,800	2,171,337	1,339,400	1,275,000	-38%
Transfers Out	15,000	-	-	-	-	
Total Expenditures	7,101,236	9,161,167	9,358,995	9,059,264	9,226,365	-1%
Ending Fund Balances	\$ 918,989	\$ 980,318	\$ 1,029,128	\$ 1,850,734	\$ 2,898,963	89%

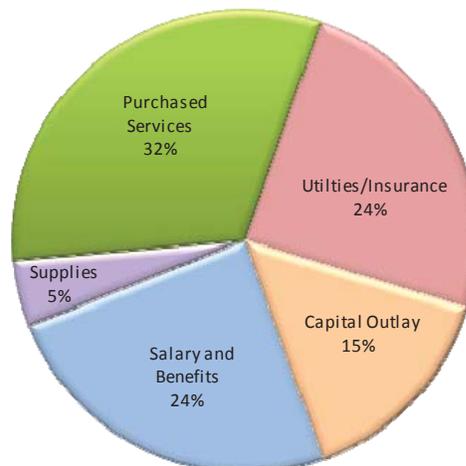
Revenue by Fund

Fleet Services	\$ 1,584,765	\$ 2,012,400	\$ 2,107,960	\$ 2,344,700	\$ 2,417,600	17%
Technology Management	2,793,579	3,635,996	3,819,144	3,857,120	4,077,194	6%
Facility Services	918,639	862,700	1,153,600	894,600	930,900	4%
Medical Benefits	2,264,105	2,711,400	2,388,429	2,784,450	2,848,900	3%
Total Revenues	7,561,088	9,222,496	9,469,133	9,880,870	10,274,594	7%

Expenditures by Fund

Fleet Services	2,006,185	2,237,613	2,315,629	1,703,361	1,718,615	-24%
Technology Management	2,503,687	4,004,404	3,893,006	4,103,983	4,106,890	2%
Facility Services	793,022	874,950	920,299	891,920	926,060	2%
Medical Benefits	1,798,343	2,044,200	2,230,061	2,360,000	2,474,800	15%
Total Expenditures	\$ 7,101,236	\$ 9,161,167	\$ 9,358,995	\$ 9,059,264	\$ 9,226,365	-1%

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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Salary and Benefits	\$ 358,798	\$ 388,380	\$ 436,097	\$ 411,122	\$ 423,432	6%
Supplies	7,541	8,500	10,358	9,900	9,900	16%
Purchased Services	506,915	480,733	503,637	507,339	510,283	6%
Capital Outlay	1,132,931	1,360,000	1,365,537	775,000	775,000	-43%
Total Expenditures	2,006,185	2,237,613	2,315,629	1,703,361	1,718,615	-24%
Revenue						
Charges for Services						
Internal User Charges	1,427,447	1,890,200	1,972,000	2,222,700	2,289,300	18%
Lone Tree Fleet Services	66,301	121,900	75,000	121,900	121,900	0%
Total Charges for Services	1,493,749	2,012,100	2,047,000	2,344,600	2,411,200	17%
Miscellaneous						
Interest Earnings	210	300	-	100	6,400	-67%
Contributions/Insurance Recoveries	90,807	-	60,960	-	-	
Total Revenue	1,584,765	2,012,400	2,107,960	2,344,700	2,417,600	17%
Beginning Fund Balance	66,579	(354,841)	(354,841)	(562,510)	78,829	59%
Revenue over (under) Exp	(421,420)	(225,213)	(207,669)	641,339	698,985	-385%
Ending Fund Balance	\$ (354,841)	\$ (580,054)	\$ (562,510)	\$ 78,829	\$ 777,814	-114%
Authorized FTE positions						
Facilities/Fleet Manager	0.40	0.50	0.50	0.50	0.50	
Fleet Maintenance Master Technician	1.00	1.00	1.00	1.00	1.00	
Fleet Crew Leader	1.00	1.00	1.00	1.00	1.00	
Fleet Maintenance Worker 3	1.00	1.00	1.00	1.00	1.00	
Fleet Maintenance Worker 2	1.00	1.00	1.00	1.00	1.00	
Total	4.40	4.50	4.50	4.50	4.50	

Explanation of Significant Budget Variances

- Salary and Benefits - 6 percent increase is due to the addition of on-call pay for fleet staff
- Purchased Services - 6 percent increase is due to increased budget for repair and maintenance of fleet vehicles
- Capital Outlay - 43 percent decrease is primarily due to less planned vehicle replacements in 2017 than in 2016.

2016 Accomplishments

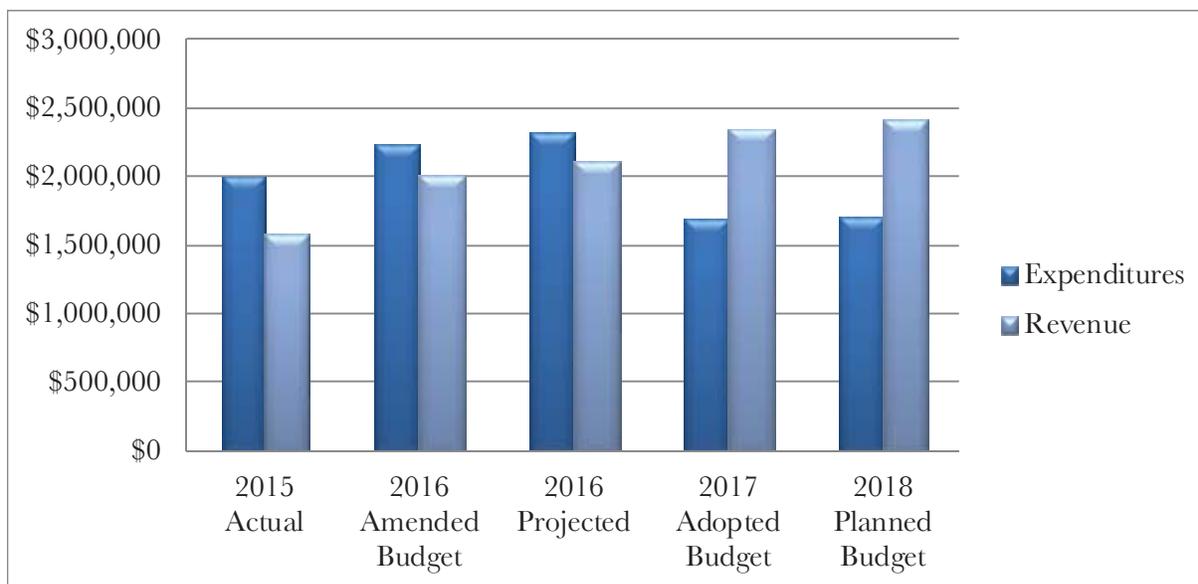
Innovate with Collaborative Governance:

- Maintained operational service levels for Town’s fleet of equipment
- Performed 1,561 systematic inspections, services, and repairs
- Performed unscheduled maintenance in a timely manner
- Maintained fiscal control of internal service allocation for fleet
- Purchased and deployed equipment through cooperative bid process including the purchase of a new concrete supply unit which will provide more opportunity for the operational department for years to come

2017 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



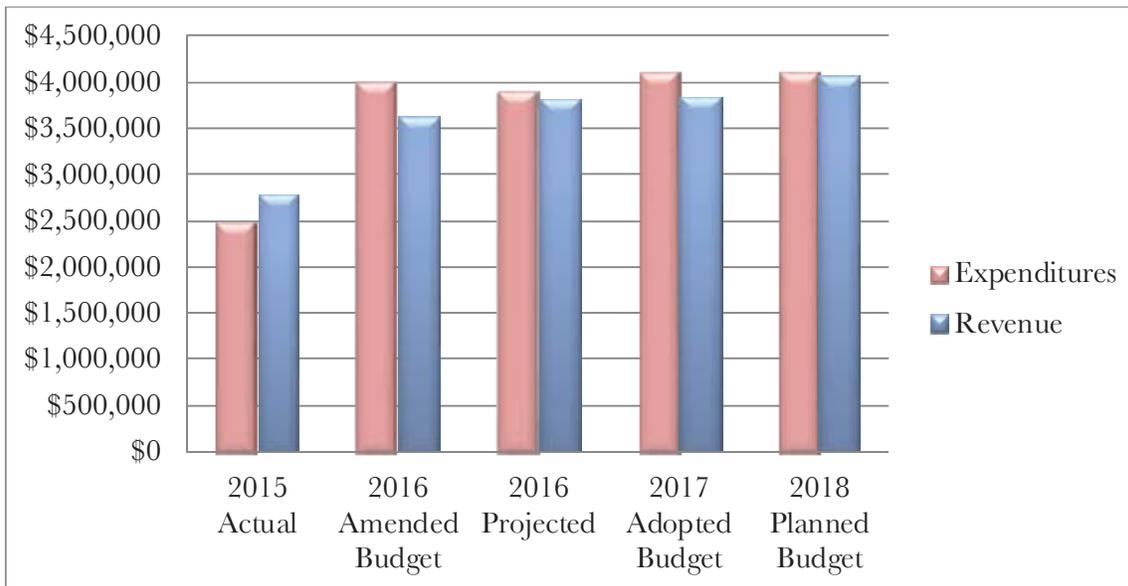
Technology Management Fund
Michael Aggson, IT Director

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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Salary and Benefits	\$ 960,052	\$ 1,065,354	\$ 1,032,489	\$ 1,178,250	\$ 1,212,540	11%
Supplies	318,333	394,850	324,135	374,400	375,400	-5%
Purchased Services	1,044,921	1,738,400	1,730,582	1,986,933	2,018,950	14%
Capital Outlay	165,381	805,800	805,800	564,400	500,000	-30%
Transfers Out	15,000	-	-	-	-	
Total Expenditures	2,503,687	4,004,404	3,893,006	4,103,983	4,106,890	2%
Revenue						
Charges for Services						
Internal User Charges	2,642,075	3,634,496	3,634,496	3,856,520	4,074,394	6%
External User Charges	147,374	-	175,000	-	-	
Miscellaneous						
Interest Earnings	4,130	1,500	9,648	600	2,800	-60%
Transfers						
Transfer from General Fund	-	-	-	-	-	
Total Revenue	2,793,579	3,635,996	3,819,144	3,857,120	4,077,194	6%
Beginning Fund Balance	436,478	726,371	726,371	652,509	405,646	-10%
Revenue over (under) Exp	289,893	(368,408)	(73,862)	(246,863)	(29,696)	-33%
Ending Fund Balance	\$ 726,371	\$ 357,963	\$ 652,509	\$ 405,646	\$ 375,950	13%
Authorized FTE positions						
Information Technology Director	1.0	1.0	1.0	1.0	1.0	
Systems Analyst	1.0	1.0	1.0	1.0	1.0	
Systems Administrator	1.0	1.0	1.0	1.0	1.0	
Police Systems Administrator	1.0	1.0	1.0	1.0	1.0	
Programmer Analyst	1.0	1.0	1.0	1.0	1.0	
System Specialist	3.0	3.0	3.0	4.0	4.0	
GIS Coordinator	1.0	1.0	1.0	1.0	1.0	
GIS Administrator	1.0	1.0	1.0	1.0	1.0	
Network Administrator	1.0	1.0	1.0	1.0	1.0	
Total	11.0	11.0	11.0	12.0	12.0	

Explanation of Significant Budget Variances

- Salary and Benefits - 11 percent increase is primarily due to the addition of a System Specialist.
- Purchased Services - 14 percent increase is due to increases in software maintenance agreements.
- Capital Outlay - 30 percent decrease is primarily due to one-time Town-wide network enhancements that occurred in 2016.



2016 Accomplishments

Innovate with Collaborative Governance:

- Developed 2017 business plan for the Information Technology department.
- Created the Technology Steering Committee with representatives from every department to help plan technology projects, resources, and more accurate budgeting.
- Implemented the redesigned wide area network with back up metro Ethernet circuits to each Town facility for redundancy and high availability. The project included re-engineering the Town fiber network with OSPF configurations and full time performance monitoring.
- Implemented 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.
- Completed the Computer Aided Dispatch re-hosting project and software upgrade for the Police Department.
- IT worked closely with the Police Department to evaluate replacement solutions for the records management system.
- Completed the Fieldhouse Security Camera System upgrade project.
- Completed remediation steps from the PCI compliance assessment.
- Completed initial steps of remediation from the security assessment and budgeted for additional remediation for 2017.
- IT worked with the design and construction teams to successfully complete the technology portions of the new Discovery Park and the Schoolhouse remodel.

2017 Goals**Innovate with Collaborative Governance:**

- Develop 2018 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 remaining security remediation items and conduct another security assessment.
- Replace the current Exchange email system with a cloud based Microsoft Office 365 email system.
- Complete a network infrastructure replacement for Town Hall and the Police Department that takes the network to 1Gbps speeds at all the edge ports.
- Complete the Police Department Asset Tracking system.
- Implement a new Mobile Device Management solution to improve security.
- Information Technology will continue 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.

	2015 Actual	2016 Amended Budget	2016 Amended Budget	2017 Proposed Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Salary and Benefits	\$ 495,985	\$ 622,490	\$ 652,133	\$ 633,850	\$ 656,490	2%
Supplies	47,328	37,250	45,600	38,750	43,750	4%
Purchased Services	223,402	215,210	222,566	219,320	225,820	2%
Capital Outlay	26,307	-	-	-	-	
Total Expenditures	793,022	874,950	920,299	891,920	926,060	2%
Revenue						
Charges for Services						
User Charges - Custodial	268,455	258,500	239,900	265,200	277,500	3%
User Charges - Facilities	650,000	604,200	912,800	626,900	648,600	4%
Total Charges for Services	918,455	862,700	1,152,700	892,100	926,100	3%
Miscellaneous						
Interest Earnings	(158)	-	700	2,500	4,800	
Contributions/Miscellaneous	342	-	200	-	-	
Total Revenue	918,639	862,700	1,153,600	894,600	930,900	4%
Beginning Fund Balance	(43,920)	81,697	81,697	314,998	317,678	286%
Revenue over (under) Exp	125,617	(12,250)	233,301	2,680	4,840	-122%
Ending Fund Balance	\$ 81,697	\$ 69,447	\$ 314,998	\$ 317,678	\$ 322,518	357%
Authorized FTE positions						
Facility/Fleet Manager	0.40	0.50	0.50	0.50	0.50	
Facility	1.00	1.00	1.00	1.00	1.00	
Customer Service Specialist	0.50	0.50	0.50	0.50	0.50	
Facility Supervisor	1.00	1.00	1.00	1.00	1.00	
Facility Maintenance Tech 1/2	2.00	2.00	2.00	2.00	2.00	
Facility Maintenance Tech 3	4.00	4.00	4.00	4.00	4.00	
Total	8.90	9.00	9.00	9.00	9.00	

Explanation of Significant Budget Variances

2016 Accomplishments

Innovate with Collaborative Governance:

- Enhanced existing work order management system and accounting of resources.
- Efficient completion of several major repairs to mechanical equipment at multiple locations.
- Completed remodel and work space configuration at the Motsenbocker facility.
- Completed remodel of Teen Court area and expanded City Clerk storage room at Town Hall.
- Performed 3,074 work orders in 2016. 878 work orders were scheduled and 2,196 were unscheduled.

Promote a Safe and Healthy Community:

- Effectively managed the initial warranty period of the Recreation Center Expansion.
- Effectively managed the remaining warranty for the PWOC facility.
- Assisted with the construction of the new Park Plaza facility, providing input on security and other facility related items.

Foster Community Creativity and Engagement:

- Managed several facets of the 2016 modifications at the School House and Annex facility.

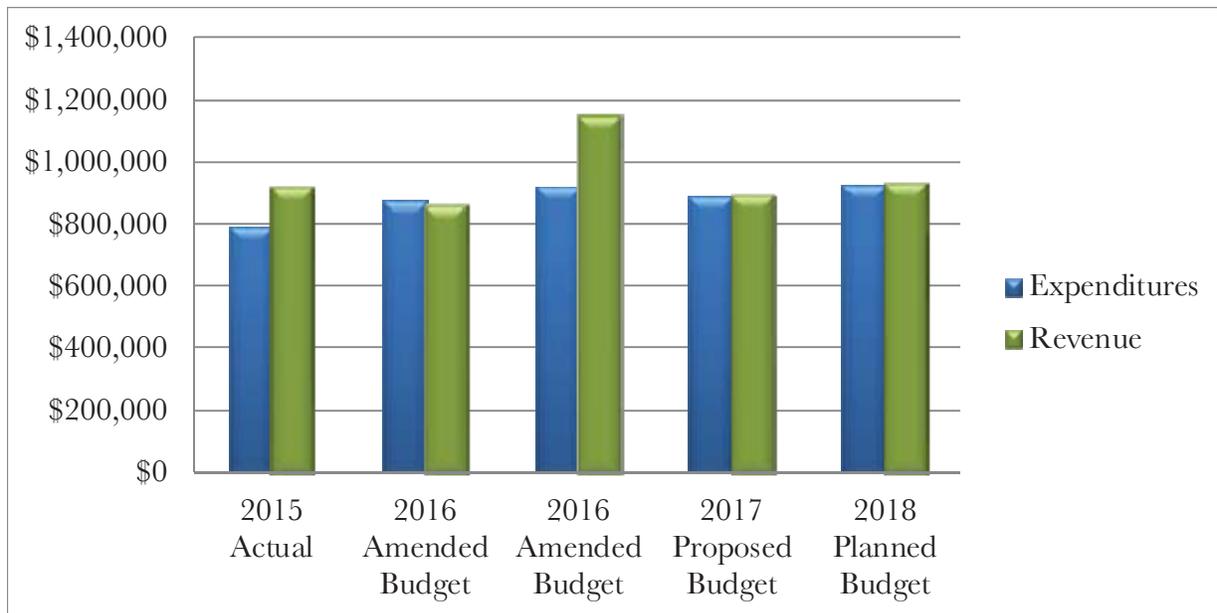
2017 Goals

Innovate with Collaborative Governance:

- Develop strategic long range capital plan for each facility to include mechanical and equipment replacements.
- Continue to implement security controls at all Town facilities to include key management and card access systems.
- Ensure allocations for each operational department and facility are spent appropriately and accurately.
- Manage replacement of mechanical equipment through funded CIP projects.

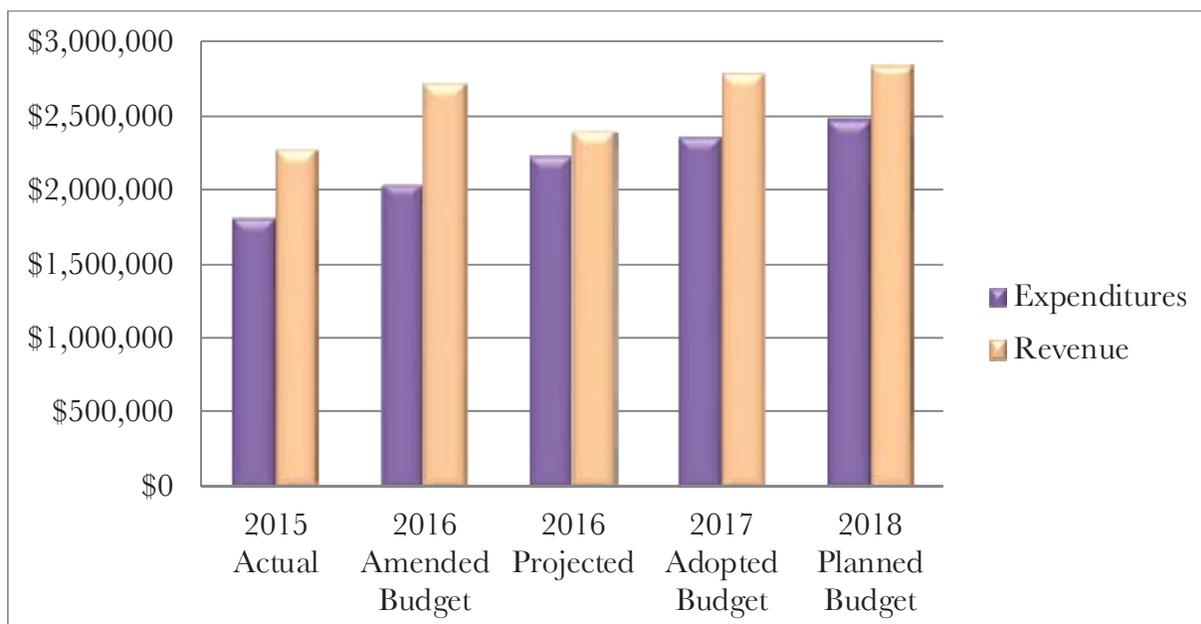
Foster Community Creativity and Engagement:

- Work closely on the design and construction remodel of the Annex at the Old School House.
- Perform facility foundation repairs at the Ruth Chapel facility.



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.

	2015 Actual	2016 Amended Budget	2016 Projected	2017 Adopted Budget	2018 Planned Budget	% Change Adopted Budgets
Expenditures						
Purchased Services	\$ 18,007	144,200	144,561	160,000	164,800	11%
Insurance	1,779,592	1,900,000	2,085,500	2,200,000	2,310,000	16%
Capital Outlay	-	-	-	-	-	
Total Expenditures	1,798,343	2,044,200	2,230,061	2,360,000	2,474,800	15%
Revenue						
Charges for Services						
User Charges - Town Premium	1,767,892	2,167,600	1,900,000	2,211,000	2,255,200	2%
User Charges - Employee Contribution	444,142	541,900	485,129	552,750	563,800	2%
Total Charges for Services	2,212,034	2,709,500	2,385,129	2,763,750	2,819,000	2%
Miscellaneous						
Interest Earnings	1,661	1,900	3,300	20,700	29,900	989%
Contributions	50,410	-	-	-	-	
Total Revenue	2,264,105	2,711,400	2,388,429	2,784,450	2,848,900	3%
Beginning Fund Balance	-	465,762	465,762	624,130	1,048,580	34%
Revenue over (under) Exp	465,762	667,200	158,368	424,450	374,100	-36%
Ending Fund Balance	\$ 465,762	\$ 1,132,962	\$ 624,130	\$ 1,048,580	\$ 1,422,680	-7%





PARKER
C O L O R A D O

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 3, 2016

SUBJECT: 2017 Draft Capital Budget and Ten-Year Capital Improvement Plan (CIP)

BACKGROUND:

For the 2017 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 2017 will become the capital budget. Every project in other future years represents only a plan. You will appropriate funds only for 2017 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 2017 is \$1,010,000, Replacement and Maintenance of Existing Capital is \$13,331,900 and Machinery, Equipment and Software is \$2,636,780 for a total proposed 2017 capital budget of \$16,978,680.

I. New Capital

Public Works Projects

- Traffic Signal Design at Chambers Road and Cottonwood Drive \$275,000

It is currently anticipated that the Cottonwood Highlands developer will construct Cottonwood Drive between Chambers Road and Jordan Road in 2017. This roadway extension will result in the creation of a new intersection at the Chambers Road and Cottonwood Drive which is projected to meet Federal MUTCD (Manual of Uniform Traffic Control Devices) warrants for installation of a traffic signal in 2017. 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 Vantage Point \$50,000

In mid-2016, the Town received payment for the modification to the Cottonwood Drive & Costco traffic signal from the Vantage Point development. As part of the Vantage Point development, a new northern access is being constructed at this existing intersection and traffic signal. The developer requested that the Town complete the traffic signal modifications needed due to this new northern access being constructed and have made payment for this work.

Parks and Recreation Projects

- Salisbury Park North Design \$50,000

The CIP request in 2016 for Salisbury Park North design is \$50,000. 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 and engineering work for the development of the park in 2016 and 2017 and completing this effort in 2018. 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

- Harvie Open Space (Planning & Design) \$60,000

The CIP request in 2017 for the Harvie Open Space is \$60,000. 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 coordinated 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.

- Rueter-Hess Reservoir Recreational Opportunities \$210,000

Implementation of the Rueter-Hess Reservoir Recreation Master Plan provides an excellent opportunity for the Town, along with other Authority members, to participate in the future planning and development of this unique regional recreation amenity. Monies allocated in 2017 would cover the Town's pro-rata share for preparation of various entitlement approvals and construction documents for Phase I, with construction of Phase I completed in 2018.

- Concrete Trail Connection through Salisbury Sports & Equestrian Park \$400,000

The trail will increase connectivity in this portion of the community, while also providing an all-weather trail surface for many of the Town's winter running events. This will decrease preparation time for our Parks Division, versus the current soft-surface trail. The concrete trail will also provide a more useable connection from the McCabe Meadows Trail to Salisbury Sports Park, especially for major special events such as "Let Freedom Sing". Design and engineering will occur in 2016/17 with construction anticipated during the summer of 2017.

I. Re-Investment in Existing Capital

Public Works Projects

The CIP request in 2017 for roadway and concrete projects is \$9,400,000 which includes \$100,000 for contingency. The roadway and concrete projects consist of the following:

- Jordan Road Widening to Hess Road \$3,600,000
- Chambers Road Widening - Mainstreet to Hess Road (Construction) \$600,000
- Motsenbocker Widening - Clarke Farms to Todd Drive (Construction) \$3,000,000
- Mainstreet North Side – Sidewalk Town & County (Design) \$50,000

- Parker Road Sidewalk Project (Design) \$50,000
- General Street Improvements (Construction) \$1,500,000
- Miscellaneous Sidewalk Gap Closures \$100,000
- Safety Enhancements \$100,000
- Median/Entryway Lighting & Landscaping \$300,000

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

The Jordan Road Widening to Hess Road (south of Main) estimated cost is \$3,600,000. In the prior 15-years, Town Council has approved several development agreements with the planned developments adjacent to Jordan Road south of Mainstreet where they constructed their respective “halves” of Jordan Road. The remaining eastern half of Jordan Road south of the Bradbury Parkway intersection to Hess Road does not have an adjacent development to construct the widening but is needed due to traffic growth. This is the area that abuts but does not have access to the Cherry Creek Highlands subdivision (unincorporated Douglas County). In addition, the planned development of Anthology and Hess Ranch is projected to add additional traffic to Jordan Road. The widening of Jordan Road will be a community enhancement that is driven by the regional development.

The Chambers Road project consists of two phases: Mainstreet to Newlin Gulch Blvd and Newlin Gulch Blvd to Hess Road. Both phases were constructed in 2016. The \$600,000, 2017 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 Motsenbocker Widening (Clarke Farms to Todd Drive) estimated cost is \$3,000,000. Town Council approved development agreements with both the Neu Towne subdivision and the Overlook at Cherry Creek subdivision several years ago. The intent of the agreements was that the Town would complete the widening following payment from the proposed development per the agreements. The widening of Motsenbocker Road will be a community enhancement that is driven by the adjacent development.

The Mainstreet North Side Sidewalk (Town & Country Area) estimated design costs are \$50,000. Town Council approved the Mainstreet Master Plan (MMP) in 2015. The MMP recommends improvements to north Mainstreet sidewalk between PACE Center Drive and Victorian Drive (east) intersection consisting of wider sidewalks, pedestrian lighting and streetscape improvements. This would be adjacent to the Town & County Townhomes development but also at the Town owned former Parker Water & Sanitation District (PWSD) office (currently the Economic Development Department offices).

The Parker Road Sidewalk Project estimated design cost is \$50,000. 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 DRCOG transportation funding process. The Town is

to expend Town funds in 2017 to complete the acquisition of the easements needed for construction (both permanent and temporary). The proposed split with the Federal funds for construction will be at an 80% Federal and 20% local (Town) match.

The General Street Improvements estimated cost is \$1,500,000. Town staff is currently evaluating locations for this 2017 expenditure. It was originally anticipated to be used in 2017 for Cottonwood Drive west of Cherry Creek. This work needs to be completed concurrently with the Cottonwood bridge widening project which has been delayed. As of compiling this budget request, it is currently anticipated that this funding will be utilized for reconstructing roadways in the Stroh Ranch area. Several areas in Stroh Ranch are being considered but the leading contender at this time is J. Morgan Boulevard from Parker Road (State Highway 83) to Nate Drive.

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. \$100,000 is budgeted annually for this program.

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. \$100,000 is budgeted annually for this program.

The estimated costs for Median/Entryway Lighting and Landscaping is \$300,000. 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 2018. 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 \$800,000

The CIP request in 2017 for the Townwide Sign Program is \$800,000. 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 2017 for stormwater projects is \$255,000. The stormwater projects consist of the following:

- Cherry Creek at KOA \$65,000
- McCabe Meadows \$60,000

- Newlin Gulch \$40,000
- Parkglenn Trickle Channel \$50,000
- Pine Bluffs F2 Sub-Regional Detention Pond \$40,000

The Cherry Creek at KOA project is estimated to cost \$630,000, with the Town's portion consisting of \$65,000 in 2017 and \$250,000 in 2018. 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 designed 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 McCabe Meadows project estimated cost is \$60,000. The project is located north-west of the intersection of Parker Road and Indian pipe Road adjacent to the McCabe Meadows trail head parking lot. The detention pond serves part of Parker Road as well as the Parker United Methodist Church on the east side of Parker Road. The Church is currently expanding their parking lot and as a result is required to construct needed improvements to the detention pond to accommodate the water quality and increased runoff. The Town has elected to allow the Church to provide the Town cash in lieu of performing the improvements. This will allow the Town to implement additional retrofit improvements to bring the infrastructure up to current industry standards for water quality.

This Newlin Gulch project is located in Newlin Gulch just east of Chambers Road approximately at Heirloom Parkway (extended). The project is a grade control structure within Newlin Gulch. 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 design in 2017 and construction in 2018. The estimate for the construction is \$400,000 and funding cooperation from Urban Drainage and Flood Control District is 50% of costs

The estimated costs for the Parkglenn Trickle Channel is \$50,000. During routine maintenance efforts by the Town's Stormwater operations staff, the concrete Parkglenn trickle channel was breaking apart while removing sediment from the invert. Further inspection of the trickle channel resulted in identifying deficiencies in the majority of the trickle channel. Based on the severity of the deteriorated concrete and the amount of concrete in this condition, it is in the best interest of the Town to remove the entire trickle channel and install new concrete.

The Pine Bluffs Water Quality Pond estimated cost is \$40,000. The portion of Pine Drive that would benefit from the Pine Bluffs project currently discharges stormwater runoff through pipe and swales directly to Cherry Creek. By providing funding to increase the size of the detention pond and associated infrastructure, the Town would be providing water quality for the stormwater runoff and complying with current Federal and State regulations. By providing funding to increase the size of a detention pond that is required with the development the Town will realize a considerable cost savings as compared to designing and constructing a stand-alone water quality pond.

Parks and Recreation Projects

The CIP request in 2017 for parks and recreation projects is \$335,000 including \$100,000 for contingency and consists of the following:

- Bar CCC Parking Lot Improvements \$75,000
- General Trails Development (Construction) \$100,000
- Auburn Hills North/South Trail Connection \$60,000

The CIP request in 2017 for the Bar CCC Parking Lot Improvements is \$75,000. These funds will be used to update the existing design documents including design and engineering for future lighting of the fields and parking lot. The proposed improvements will allow increased use of the park for various special events, community activities, sports programming, etc., especially during the winter months. Staff is proposing that the prior construction plans be updated in 2017 with construction of the parking lot improvements in 2018.

The CIP request in 2017 for General Trails Development is \$100,000. 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 CIP request in 2017 for Auburn Hills North/South Trail Connection design is \$60,000 for design and engineering. Total cost for the project is \$410,000 with construction anticipated in 2018. This trail will increase connectivity in this portion of the community, while also providing an all-weather trail surface versus the current dirt path. It will also complete the connection to the East/West Regional Trail. This new trail, which will be approximately 1,700 feet in length, will complete the connection between the East/West Regional Trail and Mainstreet. The trail will run north/south between the Bradbury Hills and Regency communities, and consists of a 10’ wide concrete surface. The alignment will follow the old Newlin Gulch Road right-of-way.

Facilities Projects

The CIP request in 2016 for facilities projects is \$2,541,900 which consists of the following:

- Historic Schoolhouse Restoration – Phase III \$1,150,000
- Schoolhouse Annex – Reconfigure Current Office Space \$160,000
- Schoolhouse – Shared Walkway, South Ent., North Sidewalk/Amenity Zone \$291,250
- Schoolhouse Annex - Update Bathrooms \$38,000
- Upgrade Lighting in Schoolhouse Annex Room 300 \$14,900
- Upgrade Exterior Lighting on Schoolhouse Annex \$5,200
- Public Art \$50,000
- Updates to Motsenbocker Facility \$25,000
- Motsenbocker Mezzanine Storage \$30,800
- Motsenbocker Facilities Building HVAC Unit \$35,000
- Motsenbocker Office Building: Roof-Top Units (aka RTUs) \$45,000
- Motsenbocker Facilities Building Roof Replacement \$100,000
- Motsenbocker Office Building: Roof (flat) \$35,000

- Upgrade the Police Interview Room Camera and Recording Systems \$170,000
- Upgrade of Police Security Video Components \$25,000
- Upgrade of Police Audio Visual Equipment \$50,000
- Renovation of Mezzanine Level at the Parker Fieldhouse \$160,000
- Fieldhouse Gym Floor Refinishing \$32,000
- Replacement of the Gym Wall Pads at the Parker Fieldhouse \$7,500
- General Government Carpet Replacement Program \$30,000
- Town Hall- DDC Control upgrade to Niagara N4 \$10,000
- Town Hall-Variable Frequency Drives for Roof Top Units (RTUs) \$22,000
- Town Hall-Office Door Hardware Upgrades \$55,000

The CIP request in 2017 for the Historic Schoolhouse Restoration – Phase III is \$1,150,000. Phase III is the final phase of the restoration. It includes restoration of the 1st floor windows, doors and flooring, replacement of the roof and cupola, repointing the exterior brick, and repainting the fascia.

The CIP request in 2017 for the Schoolhouse Annex Reconfiguration of Current Office Space is \$160,000. As part of the restoration of the historic Schoolhouse, an elevator will be installed to make the building fully accessible. The ground-floor entrance to the elevator will be located in the Schoolhouse annex, in the area that currently serves as administrative offices for the complex. There is currently no space in the annex for a box office or a concession, so this is also an opportunity to reconfigure the existing office space to accommodate not only the new elevator, but also a box office and a concession area with storage.

The CIP request in 2017 for the Schoolhouse Shared Walkway is \$291,500. This work is largely driven by Planning Department requirements related to the construction of the new distillery abutting the Schoolhouse property. It will be necessary to build a shared cement walkway between the new distillery and the Schoolhouse to enable patrons and the public to access the Schoolhouse, the distillery, and Mainstreet from the public parking lot on the south side of the Schoolhouse. It will also be necessary to repair and improve the south entrance to the non-historic Schoolhouse annex – not only is the existing cement cracked and crumbling, this entrance needs to integrate with the new shared walkway, creating an inviting and safe public zone. Lastly, the distillery developers are required to build a new sidewalk and amenity zone on the north side of their building, adjacent to Mainstreet. The Town therefore needs to widen the sidewalk and amenity zone on the north side of the Schoolhouse to align with the distillery’s new streetscape.

The CIP request in 2017 for the Schoolhouse Annex Bathroom Update is \$38,000. The bathrooms have not been completely updated since the building was purchased by the Town in 1995. The toilets were replaced in 2015, but the vanities, mirrors, fans, and urinal need to be replaced and the stalls and walls need to be repainted. These are the only bathrooms for the historic Schoolhouse, Ruth Chapel and the non-historic annex.

The CIP request in 2017 for the upgraded Lighting in Schoolhouse Annex Room 300 is \$14,900. The lighting in rooms 300/301 of the non-historic annex was installed by an artist when he used it as his studio. It is comprised of metal work lights and extension cords that are clipped and duct-taped to a metal bar that is suspended from the vaulted ceiling. It is unsafe, unattractive, and provides insufficient illumination for the space.

The CIP request in 2017 for the upgraded Exterior Lighting on Schoolhouse Annex is \$5,200. The exterior lighting at the entrances to the non-historic annex is antiquated and unsafe, providing insufficient illumination for building patrons.

The CIP request in 2017 for Public Art is \$50,000. Council has directed that \$50,000 be set aside annually for the acquisition and installation of public art throughout the Town.

The CIP request in 2017 for the updates to the Motsenbocker Facility is \$25,000. The wash bay currently does not have a containment system. A wash bay curtain will allow equipment and trucks to be washed without getting debris in the rest of the shop or on other pieces of equipment. A mechanized gate on the northeast side of the yard will allow vehicles and equipment to enter and exit on the far side of the yard near Salisbury Park. The pole barns currently store Parks' irrigation materials, ball field maintenance tools and products, fertilizer, signs, and special event equipment. The pole barn doors frequently get stuck and require two people to open. Improving the mechanical system and adding door openers would eliminate the problems associated with malfunctioning doors.

The CIP request in 2017 for the Motsenbocker Mezzanine Storage is \$30,800. The dasher boards for the ice ribbon will be installed seasonally and then removed and stored during the off-season. The system includes glass panels as well as actual dasher boards. While the tempered glass is very durable at its surface, it's fragile around the vertical edges, which means proper storage for the panels is critical, outdoor storage is not an option. There is no storage on-site for the dasher boards; they will need to be stored inside at the Motsenbocker facility. A 24'x48' mezzanine will be added to the Public Works storage building and will provide adequate storage space for the dasher boards.

The CIP request in 2017 for the Motsenbocker Facilities Building HVAC Unit is \$35,000. The existing HVAC unit was added when the (1970 constructed) horse barn was "re-purposed" into a shop with offices. Ductwork and control elements will need replacement to improve the heating and cooling components into much more efficient and cost-effective system.

The CIP request in 2017 for the Motsenbocker Office Building: Roof-Top Units (aka RTUs) is \$45,000. This RTU replacement is the first replacement of the five (5) units placed into service when the building was constructed in 1996. All of the remaining units will eventually be replaced, based on annual repair and service requirements.

The CIP request in 2017 for the Motsenbocker Facilities Building Roof Replacement is \$100,000. This building was constructed in approximately 1970 and the roof has been partially re-roofed in the past, and many temporary patches have occurred to stop numerous persistent leaks. Following the re-assignment of this old building to Facilities after Parks took over the newly renovated (former Streets) east shop, updates and minor renovations have occurred. The roof replacement is long overdue and will aid in protecting the investment in interior improvements.

The CIP request in 2017 for the Motsenbocker Office Building: Roof is \$35,000. When the building was constructed in 1996 the roof was built as a "Twenty-year Roof" so it has reached its design life. Staff has needed to patch leaks during each of the past several years. With the recent interior remodel now complete it is important to protect that investment with a new and reliable roof.

The CIP request in 2017 for the upgrade to the Interview Room Camera and Recording Systems is \$170,000. The police station will be over 6 years old in 2017 and there is a need to upgrade the video recording systems in the building. This project is anticipated to involve video and audio recording systems in all of the department's interview rooms. Digital recording systems have changed quite a lot since the police building was constructed 6 years ago. Newer systems provide higher quality recordings and are easier for the end user to operate. The current system will need to go through upgrades in the near future requiring further investment.

The CIP request in 2017 for the upgrade of Security Video Components is \$25,000. The police station will be over 6 years old in 2017 and there is a need to upgrade some of the security video components. The current security recording systems were installed at the time of construction and some components will need to be upgraded due to age. These items include monitor replacements, camera replacements (not all), fiber optic repairs, and other components in the system that will need refreshed.

The CIP request in 2017 for the upgrade of Audio Visual Equipment is \$50,000. The police station will be over six years old in 2017 and there is a need to upgrade some of the audio visual equipment in the building. This project is anticipated to involve projector replacements, installation of HDMI connectors to floor boxes, updating connectors to monitors to accommodate new technology and reprogramming of Crestron units. Technology has changed quite a lot in the past six years making some of the audio visual equipment in the Police Department incompatible with new devices. This incompatibility shows up often regarding the use of HDMI connections.

The CIP request in 2017 for the Renovation of the Mezzanine Level at the Parker Fieldhouse is \$160,000. The Fieldhouse playground area renovation would remove the underutilized and misused playground structure and replace it with a needed space that would accommodate new offices for expanding staff, additional programs, rentals and used to increase revenue and provide greater services for the community. The project that has begun in 2016 with design work and phase 1 of construction will be completed using funds already budgeted in 2016 followed by phase 2 of construction in 2017 utilizing requested funds of \$160,000 (for the remaining construction and FFE items).

The CIP request in 2017 for the Fieldhouse Gym Floor Refinishing is \$32,000. The purpose of this refinishing request is to adhere to quality maintenance standards of the gymnasium floor, which is a crucial component to the Parker Fieldhouse. It is recommended that this process is completed every 10 years to restore the gymnasium surface. Years of refinishing the floor with poly leads to yellowing of the gym floor. This full procedure will help restore the natural color of the wood and allow restriping for pickleball lines.

The CIP request in 2017 for the Replacement of the Gym Wall Pads at the Parker Fieldhouse is \$7,500. The existing gym wall pads are original to the facility. 10 years of heavy usage has deteriorated the wall pads to the point that they require replacement. Reupholstering of the existing pads is over \$10,000. Replacement is the most cost effective way to address the condition of the current pads.

The CIP request in 2017 for the 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 2017 for the Town Hall DDC Control upgrade to Niagara N4 is \$10,000. Upgrades to the DDC controls of HVAC equipment are due to the software changes requirements to JAVA Plugin support, which is being discontinued by Oracle. Java allows us to view and interface with the Building Automation Systems. Without support for the Plugin, this Plugin becomes a favorite pathway for hackers. Parker IT department supports this upgrade as necessary to prevent network security breaches.

The CIP request in 2017 for the Town Hall-Variable Frequency Drives for Roof Top Units (RTUs) is \$22,000. Installing Variable Frequency Drives, and new supply and return motors will bring the equipment in line with today's HVAC technology. Upgrades will offer greater energy savings, extended equipment life, reduced maintenance costs and faster response to building HVAC automation process commands.

The CIP request in 2017 for the Town Hall-Office Door Hardware Upgrades is \$55,000. In 2015 Parker HR/Risk Management Department and Parker Police Department performed a security audit inspection of all Town owned Facilities. At the Town Hall location it was identified that thirty-six (36) of the existing offices will need to be upgraded to a new safer lockset to provide a level of security in the event of an active shooter scenario. This upgrade will include converting all offices, all exterior and interior doors to a standard lockset and Best Core, and also the creation of a new keyed Matrix to accommodate all new offices within each department.

I. Machinery, Equipment and Software

The CIP request in 2017 for machinery, equipment and software is \$2,623,880 and consists of the following:

General Fund Expenditures:

Police Department

- Additional Tyler/Brazos E-Citation Licenses and Hardware \$11,000
- Razor ATV Type Vehicle and Trailer \$40,000
- Time Division Multiple Access (TDMA) \$120,000

The CIP request in 2017 for the additional licenses and hardware is \$11,000. They are needed to install E-Citation functionality into vehicles that were not originally slated to receive this equipment. Due to higher than anticipated utilization of this system, it has been determined that additional equipment needs to be installed in the two school marshal vehicles and the three sergeant vehicles.

The CIP request in 2017 for a Razor ATV type vehicle is \$40,000. The ATV will be fully outfitted with limited emergency equipment to be utilized for special events (i.e. Parker Days, Let Freedom Sing etc.) Additionally, the vehicle will be used for off road searches of suspects/subjects where traditional police vehicles cannot gain access.

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 for \$120,000 is the final phase of that plan.

Public Works Equipment

- Cushman 1200 Gas Hauler 1200 \$15,000
- Scorpion Crash Trailer Attenuator \$25,000
- Ford F-350 Class Crew Cab Pickup with SnowEx Insert and Plow \$45,000
- Hustler Super Z (Zero Turn) Mower \$15,000
- Ford F-450 Class 4 Door Pickup with SnowEx Insert and Plow \$60,000
- Tandem Dump Truck with Snow Plow and V-box Spreader \$250,000
- Vehicle Radios \$250,000

The CIP request in 2017 for the Cushman 1200 Gas Hauler 1200 is \$15,000. Street pavement condition inspection and defect inventory is a slow but vital aspect of street maintenance. The Cushman 1200 Gas Hauler is a small utility vehicle that will allow inspectors to easily and closely inspect street and concrete conditions for inventory and work program needs. It will also be very useful in assisting with the various mandatory community duty festivals conducted in Parker throughout the year.

The CIP request in 2017 for the Scorpion Crash Trailer Attenuator is \$25,000. Street sweepers work in an often challenging and uncomfortable environment, operating a working vehicle at 3-5 mph in active traffic situations. It has been the policy of current Streets management to require a trailing warning vehicle, preferably with crash attenuation, when sweepers operate on a roadway posted above 40 mph. Purchase of this trailer will enable a single sweeper to operate safely and allow other Town staff to attend to other duties, rather than operating the trailing vehicle, thereby improving service and efficiency.

The CIP request in 2017 for the Ford F-350 Class Crew Cab Pickup with SnowEx Insert and Plow is \$45,000. Under current Town policy, pickup plows are deployed when 10" or more of snow has accumulated on Town roadways. Three storms during the 2015-2016 winter season severely tested the Town's ability to implement the residential plowing policy. Enhancing the Town's ability by adding a Ford F-350 Class Crew Cab Pickup with SnowEx Insert and Plow to enter residential areas will benefit many residents and will prepare the Town for anticipated changes (for more services) should the policy be revisited.

The CIP request in 2017 for the Hustler Super Z (Zero Turn) Mower is \$15,000. Right-of-way mowing is provided during summer months by the Streets Department. The requested mower will improve the cut quality and therefore the appearance of Town roadways, and is more efficient than conventional tractor pulled mowing decks, which are in short supply due to equipment breakdowns and demands from other mowing departments.

The CIP request in 2017 for the Ford F-450 Class 4 Door Pickup with SnowEx Insert and Plow is \$60,000. Under current Town policy, pickup plows are deployed when 10" or more of snow has accumulated on Town roadways. Three storms during the 2015-2016 winter season severely tested the Town's ability to implement the residential plowing policy. Enhancing the Town's ability by adding a Ford F-450 Class Crew Cab Pickup with SnowEx Insert and Plow to enter

areas will benefit many residents and will prepare the Town for anticipated changes (for more services) should the policy be revisited. Additionally, preventative maintenance on Town roadways helps to extend pavement life and is more cost effective than heavier, more extensive roadway resurfacing activities.

The CIP request in 2017 for the Tandem Dump Truck with Snow Plow and V-box Spreader is \$250,000. The Town currently has 11 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. During the winter of 2015/2016, seldom were more than 8 heavy plows available for service production. 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.

The CIP request in 2017 for the Vehicle Radios is \$250,000. The two-way communications radios in our snow plow trucks and pickups are very outdated and can no longer be supported technically or repaired. These radios have been moved from vehicle-to-vehicle over the years as trucks in the fleet have been replaced. Ensuring that our radios are working well and can be technically supported is imperative to snow removal operations and emergency response. In addition, current CDL requirements prohibit the use of cell phones in commercial vehicles except for “one-press” operations like radios.

Parks, Open Space & Forestry

- Kubota/John Deere Tractor \$60,000
- Mezzanine Addition to the Parks Storage Building at the Motsenbocker Facility \$30,800
- Approximately 1,000 ft of Temporary Event Fencing \$13,000
- Enclosed Event Trailer \$14,000

The CIP request in 2017 for the Kubota/John Deere Tractor \$60,000. Currently the Parks, Recreation and Open Space Department does not have a tractor of adequate size to utilize some key existing implements. The Public Works Department currently has the only tractor suitable for large open space mowing operations with Park’s big mower, and capable of fully utilizing our seeder in varied terrain. This Public Works tractor was relied upon heavily in the past, when it was not being used by Streets. It was originally purchased when both Parks and Forestry & Open Space were within Public Works as shared use equipment. Over the last 3-5 years it has become increasingly unavailable for Parks use due to the Public Works change in approach to roadside maintenance and their move to the new facility.

The CIP request in 2017 for the Mezzanine Addition to the Parks Storage Building at the Motsenbocker Facility is \$30,800. The dasher boards for the ice ribbon will be installed seasonally and then removed and stored during the off-season. The system includes glass panels as well as actual dasher boards. While the tempered glass is very durable at its surface, it is fragile around the vertical edges, which means proper storage for the panels is critical; outdoor storage is not an option. A 24’x48’ mezzanine in the Motsenbocker building would provide adequate storage space for the dasher boards as well as for additional seasonal items at the park plaza, including seasonal bistro tables, seasonal benches, and rubber ice skate matting.

The CIP request in 2017 for approximately 1,000 feet of Temporary Event Fencing is \$13,000. The new park plaza downtown will host several ticketed events and/or events with a liquor license. New events are also planned at the Schoolhouse. All of these will require temporary fencing. The Town also currently rents fencing or uses t-posts and snow fence, which is unattractive and time consuming to install at several other events, including Let Freedom Sing, Barker Days, the Mayor's Tree Lighting, the kids Try-a-thon, and the Carriage Parade. Owning our own fencing also allows us to get custom made fencing that will match the style of downtown. This fencing meets the standards required for a liquor license and can also be used for athletic activities and other events.

The CIP request in 2017 for the Enclosed Event Trailer is \$14,000. Larger events typically require 2-3 trucks and trailers, shutting down daily Parks operations to accommodate events. A dedicated event trailer would allow Parks to continue operations and haul most of the event materials in a single trailer. A covered trailer would keep the materials secure and protected from the elements.

Parks and Recreation Fund Expenditures:

Recreation Center Expenditures

- TKO Dumbbells, Plates, Racks and Weight Trees at the Recreation Center \$35,100
- Four (4) Precor Adaptive Motion Trainers (AMT) \$26,400
- Cybex Bravo Pro Functional Trainer \$8,000
- Cybex Smith Press, Cybex Big Iron Power Rack, Two (2) Cybex Big Iron Half Rack \$21,580

State-of-the-art equipment is a primary factor in membership retention. 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 CIP request in 2017 for the TKO Dumbbells, Plates, Racks and Weight Trees at the Recreation Center is \$35,100. The current dumbbells and plates are approaching the end of their life cycle. Within the last year Recreation replaced several dumbbells and plates due to the urethane coating cracking and ripping and exposing the steal weight causing safety issues for patrons.

Replacement of the original AMTs that were purchased in 2012 will cost \$26,400. Replacement of the AMTs is necessary due to the excessive wear-and-tear expected from a frequently used machine.

The CIP request in 2017 for the Cybex Bravo Pro Functional Trainer is \$8,000. Currently there is one functional trainer at Recreation Center that gets continued use throughout the day. It is a very popular piece among patrons and personal trainers. Recent upgrades made to the new proposed Bravo line make the functional trainer even more diverse and allow the user to use the machine for a large variety of exercises. The new piece also allows the user greater range of motion compared current to free-standing machines.

The CIP request in 2017 for the Cybex Smith Press, Cybex Big Iron Power Rack, Two (2) Cybex Big Iron Half Rack is \$21,580. The addition of the building expansion updated and modernized the facility but neglected some of the weight equipment. It is important to update and add certain equipment in order to give customers the optimal experience of a newly renovated facility. A few items that are in need of replacement are the Smith Machine and squat racks. These machines are currently 9 years old and have to be serviced on a regular basis due to frequent break downs. The weight bars on the Smith machine are constantly breaking down and all of the racks show significant signs of wear as they are approaching their lifespan.

H2O'Brien Expenditures

- ADA Aquatic lift for H2O'Brien \$10,000

The CIP request in 2017 for the ADA Aquatic lift for H2O'Brien is \$10,000. At least two accessible means of entry shall be provided for swimming pools. By adding a new updated fixed position lift, it will fulfill the ADA requirement and it will enable easy access to the outdoor pool.

Fieldhouse Expenditures

- TKO Dumbbells, Plates, Racks and Weight Trees at the Recreation Center \$15,000

The current dumbbells and plates are approaching the end of their life cycle. Within the last year we have replaced several of our dumbbells and plates due to the urethane coating cracking and ripping and exposing the steal weight causing safety issues for patrons.

Cultural Fund Expenditures:

- Audio & Lighting Equipment and Scissor Lift for New Band Shell \$225,000

The new park and plaza on Mainstreet includes a band shell for community arts presentations. The Cultural Department currently presents 4 Concerts in the Park at O'Brien Park during the month of August. With the opening of the new park, the Cultural Department will discontinue the O'Brien concerts and instead present weekly summer concerts in the new park. The Cultural Department will develop additional performing arts events for the band shell that will also use this equipment, such as a Shakespeare in the Park festival and other theater presentations.

Fleet Fund Expenditures:

- Fleet Replacements \$775,000

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 \$775,000 for 2017.

Information Technology Fund Expenditures:

Software and Computer Equipment

- Town Hall and Police Department Network Infrastructure Replacement and Upgrade \$308,500
- Data Aggregation System \$82,900
- Email System Replacement \$108,000
- Mobile Device Management Solution \$65,000

The CIP request in 2017 for the Town Hall and Police Department Network Infrastructure Replacement and Upgrade is \$308,500. Most edge ports at the Police Department and Town Hall are currently at 100Mbps speeds. This has been industry standard, up until recently. Due to lower costs for network equipment and the continued brisk increase in bandwidth usage, most organizations are moving to 1Gbps at the edge across the board. To accomplish this reliably, several changes to infrastructure are necessary including new fiber optic cabling between the wiring closets and the main data room at Town Hall, and upgrading all backbone network speeds to at least 10Gb.

The CIP request in 2017 for the Data Aggregation System is \$82,900. As part of the PCI-DSS compliance remediation steps outlined in the most recent third-party PCI-DSS audit, the Town needs to be using a data aggregation system to pull together and store security and operational logs from the many disparate technology systems the IT Department is asked to maintain.

The CIP request in 2017 for the Email System Replacement is \$108,000. The IT Department is forecasting that the Town's current Microsoft Exchange email system will reach its maximum capacity sometime in 2017. We have examined two options to increase our email capacity. One would be to increase the speed and storage of our current on premise email system. The second would be to migrate the Town's mailboxes to a cloud-based email system. Recommendation is to move to cloud-based email.

The CIP request in 2017 for the Mobile Device Management Solution is \$65,000. In the 2015 Information Security Assessment it was determined that a formal Mobile Device Management (MDM) system should be in place as a best practice. This would apply to any mobile device accessing any Town data including Town email. Currently there are no formal Mobile Device Management (MDM) programs in place for the Town. A mobile device "user agreement" is in place currently, which does not fully provide proper security, but does state that the IT department could install a MDM client on any mobile device accessing Town data

**TOWN OF PARKER
CAPITAL IMPROVEMENT PLAN SUMMARY
2017 BUDGET**

Description	Public Works Infrastructure	Parks and Recreation	Stormwater Utilities	Facilities	Other Capital	Total
New Capital	325,000	685,000				1,010,000
Replacement/Maintenance of Existing Capital	10,200,000	335,000	255,000	2,541,900		13,331,900
Machinery, Equipment and Software	667,500	233,880	-		1,735,400	2,636,780
Total Expenditures	\$ 11,192,500	\$ 1,253,880	\$ 255,000	\$ 2,541,900	\$ 1,735,400	\$ 16,978,680

- **Budget Submission to Council on: October 3, 2016**
- **Public Hearings on: November 7, 2016 and December 5, 2016**
- **Budget Approval on: December 5, 2016**

REQUESTED DIRECTION: This is for informational purposes only.

ATTACHMENT: Ten Year Capital Improvement Plan



PARKER

C O L O R A D O

TOWN OF PARKER
CAPITAL PROJECTS - PARKS & RECREATION FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL	ACTUAL	PROJECTED	PROPOSED	
	2014	2015	2016	2017	2018
				BUDGET	
P&R Revenue Available for Capital	2,277,741	1,642,142	2,872,713	1,817,787	2,770,466
Intergovernmental - Open Space Funds (a)	-	2,900,000	1,000,000	550,000	550,000
Contributions	301,865	24,390	-	-	-
Transfers In form Other Funds	-	10,965,000	600,000	475,000	450,000
Debt Issuance	7,000,000	-	-	-	-
Total Revenues	9,579,606	15,531,532	4,472,713	2,842,787	3,770,466
Parker Recreation Center Expansion	7,439,931	7,867,592	128,227	-	-
Norton Farms Trail Improvements	-	-	14,131	-	-
East/West Regional Trail	49,428	582,982	1,181,350	-	-
Salisbury Park North Master Plan	95,117	8,000	-	-	-
Bradbury Hills Trail Gaps	16,650	20,689	322,661	-	-
Rueter-Hess Reservoir Recreational Opportunities	-	25,000	10,000	210,000	50,000
Harvic Open Space Planning and Development	-	-	30,000	60,000	-
Ongoing Trails Development	-	29,329	50,000	100,000	100,000
Sulphur Gulch Trail/Pikes Peak Crossing	-	-	250,000	-	-
Site Signage	-	-	15,030	-	-
Dog Park / Disc Golf MP & Entitlements	8,235	39,840	-	-	-
Dog Park / Disc Golf Construction	-	-	1,425,000	-	-
The Plaza on Main Construction	-	356,113	8,643,887	-	-
The Plaza on Main FFE, IT & Art	-	-	300,000	-	-
O'Brien Park/Mainstreet Ped Fence	-	-	330,000	-	-
Stroh Ranch Parking Lot Improvements	-	11,593	564,321	-	-
Salisbury Park North Construction	-	-	100,000	50,000	150,000
Parker Road Landscape Edge Improvements	-	-	150,000	-	-
Bradbury/PSCO. Trail	-	-	-	-	-
DC Library / Town Park MP & Entitlements	105,585	-	-	-	-
Adaptive Playground at Salisbury Park	-	-	-	-	-
Concrete Trail - Salisbury Sports & Equine Park	-	-	35,000	365,000	-
O'Brien Park North Updated MP	-	-	-	-	50,000
O'Brien Park North Construction	-	-	-	-	-
E470 Regional Trail Undercrossing of Jordan Rd	-	-	-	-	-
Completion of Bradbury Park	-	-	-	-	-
Rowley Downs Trail Extension	-	-	-	-	-
Mid-block Olde Town East/West Trail Connection	-	-	-	-	-
Expansion/Renovation of H2O'Brien Pool	-	-	-	-	-
Bar CCC Sports Lights/Paved Parking/Playground	-	-	-	75,000	975,000
Auburn Hills North/South Trail Connection	-	-	-	60,000	350,000
Expansion of Fieldhouse on adjacent 5 acre site	-	-	-	-	-
Competitive Pool Facility (Reata West)	-	-	-	-	-
Second Recreation Center (Reata West)	-	-	-	-	-
Completion of Reata West Recreational Site	-	-	-	-	-
Kinney Creek Trail Undercrossing of Parker Road	-	-	-	-	-
Parker Road Trail Crossing at E470	-	-	-	-	-
Machinery & Equipment	19,903	-	-	-	-
Contingency	-	-	100,000	100,000	100,000
Total Expenditures	7,734,849	8,941,138	13,649,607	1,020,000	1,775,000
(Use)/Accumulation of Surplus Funds	1,844,757	6,590,394	(9,176,894)	1,822,787	1,995,466
Ending Available Resources	7,012,238	13,602,632	4,425,738	5,601,448	7,596,914

2019	2020	2021	2022	2023	2024	2025	2026	TOTAL 2017 TO 2026
1,530,386	2,825,856	3,252,226	3,708,996	8,000,000	8,000,000	8,000,000	8,000,000	47,905,717
550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	5,500,000
-	-	-	-	-	-	-	-	-
400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,125,000
-	-	-	-	-	-	-	-	-
2,480,386	3,775,856	4,202,226	4,658,996	8,950,000	8,950,000	8,950,000	8,950,000	57,530,717
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
500,000	2,000,000	-	-	-	-	-	-	2,760,000
-	-	-	-	-	-	-	-	60,000
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
8,000,000	-	9,000,000	-	9,000,000	-	9,000,000	9,000,000	44,200,000
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	365,000
-	-	-	-	-	-	-	-	50,000
-	5,100,000	-	-	-	-	-	-	5,100,000
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	7,000,000	-	-	-	-	-	7,000,000
-	-	-	-	-	-	-	-	1,050,000
-	-	-	-	-	-	-	-	410,000
-	-	8,000,000	-	-	-	-	-	8,000,000
-	-	-	-	-	-	*	*	-
-	-	-	25,000,000	-	-	-	-	25,000,000
-	-	-	-	10,000,000	-	-	-	10,000,000
-	-	-	-	-	-	-	-	-
-	250,000	-	-	-	-	-	-	250,000
-	-	-	-	-	-	-	-	-
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
8,700,000	7,550,000	24,200,000	25,200,000	19,200,000	200,000	9,200,000	9,200,000	106,245,000
(6,219,614)	(3,774,144)	(19,997,774)	(20,541,004)	(10,250,000)	8,750,000	(250,000)	(250,000)	
1,377,300	(2,396,844)	(22,394,618)	(42,935,622)	(53,185,622)	(34,185,622)	(53,435,622)	(34,435,622)	

Parks and Recreation Fund

Capital project: Bar CCC Parking Lot Improvements

Project cost: \$1,050,000 **2017 cost:** \$75,000 **2018 cost:** \$ 975,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: Customer Service: Bar CCC Park is one of Parker's most visible and accessible parks. Although recent improvements to the park over the last five to six years have included enhanced pedestrian access and improved baseball facilities, parking can still be challenging with the existing unimproved parking area and minimal vehicular access off of Twenty-Mile Road. By improving the existing parking lot and adding an additional access drive, safety and functionality of the park would be greatly enhanced; more efficient use of the parking would result, and an increased variety of community activities and events could be programmed at this location.

Description/Discussion:

In 2008, improvements were completed to Bar CCC Park including a newly renovated ball field and backstop, a new picnic shelter and internal paths connecting the new amenities. These improvements have resulted in a dramatic increase in use of the park for a variety of activities. Although the park is now improved, the adjacent parking lot is in poor condition and difficult to use for winter events. Staff is proposing that the prior construction plans be updated in 2017 with construction of the parking lot improvements tentatively scheduled for 2019.

The proposed improvements will allow increased use of the park for various special events, community activities, sports programming, etc., especially during the winter months.



Existing Parking Lot



Parks and Recreation Fund

Capital project: Auburn Hills North/South Trail Connection

Project cost: \$410,000 **2017 cost:** \$60,000 **2018 cost:** \$350,000

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 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 Auburn Hills North/South Trail connection, will increase trail access for the communities located in the area as well as providing additional recreational and commuter opportunities for residents throughout the Town.

Description/Discussion:

This new trail, which will be approximately 1,700 feet in length, will complete the connection between the East/West Regional Trail and Mainstreet. The trail will run north/south between the Bradbury Hills and Regency communities, and consists of a 10' wide concrete surface. The alignment will follow the old Newlin Gulch Road right-of-way.

This trail will increase connectivity in this portion of the community, while also providing an all-weather trail surface verses the current dirt path. It will also complete the connection to the East/West Regional Trail.



Parks and Recreation Fund

Capital project: Concrete Trail Connection through Salisbury Sports & Equestrian Park

Project cost: \$400,000 **2016 cost:** \$35,000 **2017 cost:** \$365,000

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 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 Salisbury Trail connection, will increase trail access and use for the communities located in the area as well as providing additional recreational and commuter opportunities for residents throughout the community.

Description/Discussion:

This project will provide concrete trail connection from the existing Salisbury Park/Sports Complex to the Cherry Creek Trail near McCabe Meadows Trailhead. The trail will be 10' wide, approximately 1,400' in length and accommodate a variety of users. This future connection was shown in the Salisbury Equestrian Park Master Plan which was completed in 2007. In addition, since the very eastern portion of this trail is within the Preble's Meadow Jumping Mouse (PMJM) Habitat Conservation Plan (HCP) area and the 100 year flood plain, the Town will be coordinating closely with the Fish & Wildlife Service and our environmental consultant team (ERO Resources) to develop appropriate mitigation measures, and the Army Corps of Engineers regarding any flood plain issues. Additional dog park play features

The trail will increase connectivity in this portion of the community, while also providing an all-weather trail surface for many of the Town's winter running events. This will decrease preparation time for our Parks Division, versus the current soft-surface trail. The concrete trail will also provide a more useable connection from the McCabe Meadows Trail to Salisbury Sports Park, especially for major special events such as "Let Freedom Sing".



Capital project: Rueter-Hess Reservoir Recreational Opportunities

Project cost: \$2,805,000 **2015 cost:** \$25,000 **2016 cost:** \$10,000 **2017 cost:** \$210,000
2018 cost: \$50,000

Operational impact: Maintenance and repair costs.

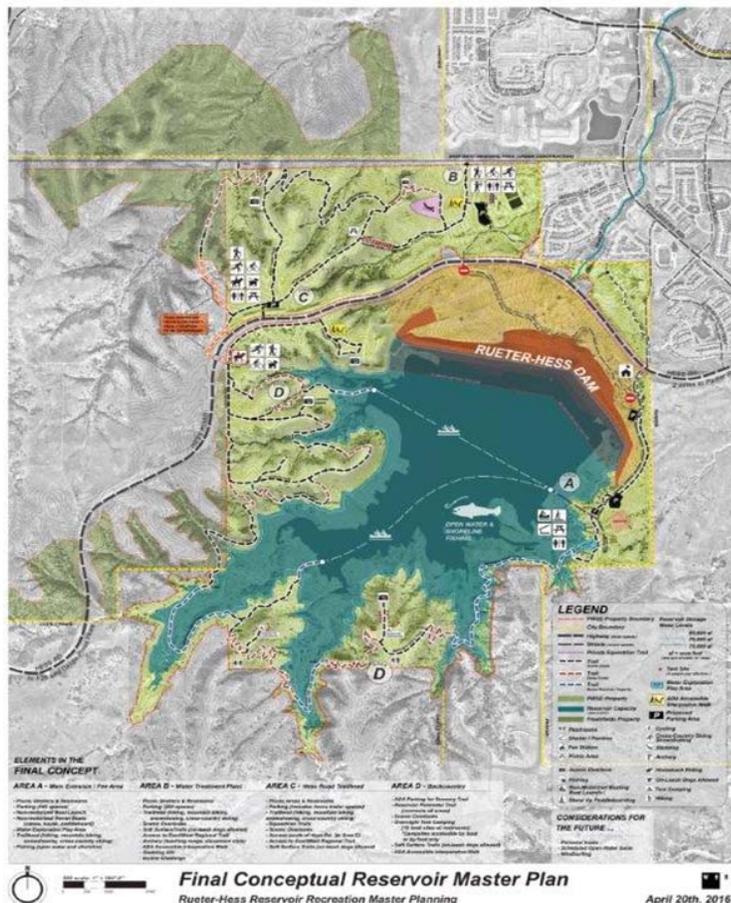
Council goals achieved:

Support an Active Community: Over the last several years citizens have shown an interest in the potential recreational opportunities at Rueter-Hess Reservoir. While actual recreational uses may be limited there's still an opportunity to develop various recreational amenities that complement the Town's existing inventory of recreational facilities. Build-out of the various recreational amenities as envisioned in the approved Master Plan will provide our residents with a wide range of water-based and land-based recreational opportunities currently unavailable within the Town.

Description/Discussion:

The Master Plan approved in 2015 outlined preferred amenities with approximate cost and phasing. Monies allocated in 2017 would cover the Town's pro-rata share for preparation of various entitlement approvals and construction documents for Phase I. Monies allocated in 2018 would cover the Town's pro-rata share of construction improvements planned for 2018.

Implementation of the Rueter-Hess Reservoir Recreation Master Plan provides an excellent opportunity for the Town, along with other Authority members, to participate in the future planning and development of this unique regional recreation amenity.



Parks and Recreation Fund

Capital project: Salisbury Park North Design

Project cost: \$200,000 **2017 cost:** \$50,000 **2018 cost:** \$150,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Support an Active Community: As the Town continues to grow and expand, additional parks, trails and recreational amenities will be essential to maintaining this quality of life. The Salisbury Park North project provides the first step in the development and enhancement of this important “Central Park”. Given the size of this future park a variety of active and passive uses can easily be accommodated thereby meeting the needs of many demographic groups including kids, families, singles and active seniors.

Description/Discussion:

Based on the approval Master Plan the next steps include, developing a more detailed phasing plan, identifying specific cost by phase, developing a logical infrastructure phasing plan with cost per phase, plus any technical studies and consultant support services.

Based on the scope of this project, staff anticipates a significant amount of background research and technical support will be needed prior to implementation of the Master Plan and initial construction, to ensure a logical and efficient build-out of the 90 acre site.



Parks and Recreation Fund

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

Project cost: \$90,000 **2016 cost:** \$30,000 **2017 cost:** \$60,000

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 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:

In 2015, 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 design in 2017



TOWN OF PARKER
CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL	ACTUAL	PROJECTED	PROPOSED	
	2014	2015	2016	2017 BUDGET	2018
REVENUES:					
Use Tax	3,097,710	2,328,037	2,066,500	1,930,800	1,979,100
Excise Tax - Electric (25% Share of Total)	362,232	358,622	370,367	392,800	411,167
Road Sales Tax Shareback	2,218,219	2,413,380	2,494,900	2,635,400	2,740,800
Road Use Tax Shareback	353,022	352,832	248,000	275,000	275,000
Parker Homestead Metro District (Chambers Road) (Per Annexation Agreement)	393,230	1,215,573	191,197		
Parker Homestead Metro District (Chambers Road/Homestead Signal)					
Cottonwood Highlands (Powerline Undergrounding Fee Per Permit \$400k)			25,000	375,000	
Anthology Development (Hess Road Widening - '12) (Current Court Case)				500,000	500,000
Compark Annexation (Original & 2013) Single Family Grasslands	124,250				
Clarke Farms Commercial (20-Mile & Pony Express Traffic Signal)					120,000
Cottonwood Development Funds (Parkerhouse Signal - Tentative)					150,000
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					140,000
Douglas County Escrow Funds - Lincoln Creek Development					
Cottonwood Drive - Condos Contribution				380,000	
Stroh Road Contributions - PWSD & Village on the Green		353,079			215,000
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	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			
Vantage Point			941,250		
Compark Village			92,500		
Douglas County School District			200,000		
Douglas County School District			49,917		
Villages of Parker F30 Creekside HOA			1,421		
Pine Bluff Ped Signal	30,000				
Hilltop Rd & Legend HS Access	148,110				
Cottonwood King Soopers	250,000				
Misc Contributions	224,420	162,092			
Debt Issuance	13,204,976				
Transfer from General Fund (c)	315,000	191,370	1,500,000	1,500,000	1,750,000
Transfer from Parks and Recreation Fund			100,000		
Transfer from Parkglenn Capital Fund					203,173
Douglas County Contribution - PW Facility	1,039,630				
Douglas County Library - EastMain Site Development	-	39,548			
Misc Grants	11,766				800,000
Interest & Earnings	47,057	54,065	69,300	35,000	30,000
FASTER (CDOT)	282,848	294,442	291,100	306,100	315,200
TOTAL REVENUES	23,280,413	8,965,422	10,391,452	9,180,100	10,479,440

TOWN OF PARKER
CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL	ACTUAL	PROJECTED	PROPOSED	
	2014	2015	2016	2017 BUDGET	2018
EXPENDITURES:					
Debt Issuance Costs	131,001	-	-	-	
<u>Facility CIP:</u>					
Publics Works Facility	9,611,594	5,265,726	566,741	-	
Photovoltaics (solar panels) PW Facility	-	-	400,000	-	
The Plaza on Main - Site Development	189,900	1,919,215	2,199,170	-	
<u>Roadway CIP:</u>					
Street Improvements	-	-	1,500,000	1,500,000	1,750,000
Bayou Gulch - Crowfoot to Southern Town Limit (Phase 2)	-	-	-	-	
Chambers Widening - Mainstreet to Hess (Phase 2)	286,624	178,909	10,528,000	600,000	
Chambers Widening - Hess to Stroh	-	-	-	-	
Chambers Widening - Stroh to Crowfoot (Phase 2)	-	-	-	-	
Cottonwood Widening - Jordan to Cherry Creek	-	-	968,000	-	6,570,000
Crowfoot Valley Widening - Stroh to Southern Town Limit	-	-	-	-	
Crown Crest Roundabout Modification	-	-	-	-	
Dransfeldt Extension - 20-Mile to Motsenbocker Road	-	-	-	-	
Dransfeldt Widening - Lincoln to Mainstreet	-	-	-	-	
Dransfeldt, Motsenbocker, Todd Roadway Alignment	-	-	200,000	-	
Hess Road Widening / Bridge(Cherry Creek) - Nate to Mots.	3,970,501	153,275	10,000	-	
Hess Widening - Great Plain to Western Town Limit	-	-	-	-	
Hess Widening - Motsenbocker to Great Plains	2,256	-	-	-	
Jordan Road Widening to Hess Road (south of Main)	-	-	385,000	3,600,000	
Jordan/Lincoln Intersection Improvements	-	-	-	-	
Kieffer Crossing Improvements (Approach)	-	-	-	-	
Lincoln Widening - Keystone to Parker Road	-	-	-	-	
Mainstreet Master Plan Implementation	-	-	-	-	
Mainstreet North Side Sidewalk (T&C Area)	-	-	-	50,000	
Mainstreet West Streetscapre Improvements	-	-	-	-	
Motsenbocker Widening - Clarke Farms to Todd Drive	148,628	-	100,000	3,000,000	
Motsenbocker Widening - Todd Drive to Stroh Ranch	-	-	-	-	
Parker Road and Woodman Turn Lane	-	442,078	-	-	
Parker Road Corridor Implementation	-	-	-	-	
Parker Road Sidewalk Project	-	-	100,000	50,000	1,000,000
Parker Road/Lincoln Deceleration Lane	-	-	-	-	
Parkglenn Way - South of Longs (to Brownstone extension)	-	-	-	-	
Pikes Peak Ave Ext (Town hall East)	-	-	-	-	
Pikes Peak Court Extension	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	958,944	686,506	349,150	-	
Stroh Rd. Widening - J. Morgan to Motsenbocker	-	-	-	-	
Summerset Lane Extension	-	12,981	1,567,019	-	
Todd Drive (Jordan to Motsenbocker)	429,184	1,425,399	10,000	-	
Old Town Parking Structure	-	-	-	-	
Misc. Sidewalk Gap Closures	43,681	201,149	100,000	100,000	100,000
Roadway Safety Enhancements	24,757	198,511	190,000	100,000	100,000
Median/Entryway Lighting & Landscaping	517,538	-	583,661	300,000	300,000
Townwide Sign Program	142,374	34,485	200,000	800,000	50,000

2019	2020	2021	2022	2023	2024	2025	2026	TOTAL 2017 TO 2026
								-
								-
								-
1,750,000	2,000,000	2,000,000	2,250,000	2,250,000	2,500,000	2,500,000	2,500,000	21,000,000
						*	*	-
		329,000	3,901,000					600,000
					366,000	4,352,000	4,352,000	4,230,000
								9,070,000
								6,570,000
						*	*	-
						*	*	-
						20,000,000	20,000,000	40,000,000
789,000	2,560,000							3,349,000
								-
								-
	1,103,000							1,103,000
								-
								3,600,000
		120,000	3,169,000					3,289,000
							500,000	500,000
	695,000	7,162,000						7,857,000
								-
								50,000
							500,000	500,000
								3,000,000
	586,000	4,422,000						5,008,000
								-
								-
								1,050,000
								-
								-
	300,000							300,000
							1,000,000	1,000,000
								-
								-
					150,000	1,350,000	1,350,000	2,850,000
								-
	551,000	5,741,000						6,292,000
								-
								-
	6,250,000							6,250,000
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	1,000,000
300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000	100,000	1,300,000

TOWN OF PARKER
CAPITAL PROJECTS - PUBLIC IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL	ACTUAL	PROJECTED	PROPOSED	
	2014	2015	2016	2017 BUDGET	2018
EXPENDITURES:					
<i><u>Traffic Signal CIP (Standalone & Not In Roadway CIP Listing Above):</u></i>					
School Zone Safety Flasher	-	13,090	-	-	
Pine Drive/Summerset	-	-	-	-	
Hilltop and Legend HS Access	148,317	-	-	-	
Pine Drive/Dewberry	20,472	55,057	-	-	
Parker Road/Parkglenn Way	-	8,332	-	-	
Chambers Road/Compark Boulevard	-	265,086	9,000	-	
Cottonwood Drive/Cottonwood Way	-	261,567	12,000	-	
Redundant Fiber Project	-	(50)	185,000	-	
Chambers Road/Cottonwood Dr	-	-	10,000	275,000	
Crowncrest/Hospital Signal	-	-	275,000	-	
Vantage Point Signal Modification	-	-	-	50,000	
Chambers Road/Grasslands Drive	-	-	-	-	275,000
Dransfeldt Road/Parkglenn Way	-	-	-	-	
Hess Road/Great Plain Way	-	-	-	-	
Jordan Road/Cedar Gulch Parkway	-	-	-	-	
Jordan Road/Parkerhouse Road	-	-	-	-	275,000
Jordan Road/Todd Drive	-	-	-	-	
Lincoln Avenue/Village Creek Pkwy (Lincoln Creek)	-	-	-	-	
Motsenbocker Road/French Creek Avenue	-	-	-	-	
Parker Road/Longs Way	-	-	-	-	
Parker Road/Rancho Caballo	-	-	-	-	
Stroh Road/J. Morgan Boulevard	-	-	-	-	250,000
Twenty Mile Road/Pony Express Drive	-	-	-	-	248,000
Equipment	-	375,725	-	-	
Contingency	7,432	-	100,000	100,000	100,000
Economic Incentives	31,961	-	193,650	-	
TOTAL EXPENDITURES	17,825,039	11,500,240	20,941,391	10,525,000	11,018,000
(Use)/Accumulation of Surplus Funds	5,455,374	(2,534,818)	(10,549,939)	(1,344,900)	(538,560)
ENDING FUND BALANCE	17,165,472	14,630,654	4,080,715	2,735,815	2,197,255

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

(a) The Town is currently holding \$75,000 in escrow related to the Motsenbocker 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

2019	2020	2021	2022	2023	2024	2025	2026	TOTAL 2017 TO 2026
								-
								-
								-
								-
								-
								-
								-
								275,000
								-
								50,000
								275,000
						288,000	288,000	576,000
256,000								256,000
256,000								256,000
								275,000
	264,000							264,000
	264,000							264,000
			279,000					279,000
	284,000							284,000
		339,000						339,000
								250,000
								248,000
								-
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
								-
3,701,000	15,507,000	20,763,000	10,249,000	2,900,000	3,666,000	29,140,000	31,190,000	138,659,000
4,579,800	(6,388,633)	(11,878,900)	(798,133)	6,749,720	8,438,665	(19,325,031)	(21,158,267)	
6,777,055	388,422	(11,490,478)	(12,288,611)	(4,740,758)	(3,849,946)	(24,065,789)	(25,008,213)	

Public Improvement Fund

Capital project: Chambers Road Widening – Mainstreet to Hess

Project cost: \$11,600,000 **2014 cost:** \$286,624 **2015 cost:** \$178,909 **2016 cost:** \$10,528,000
2017 cost: \$600,000

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: \$7,538,000 **2016 cost:** \$968,000 **2018 cost:** \$6,570,000

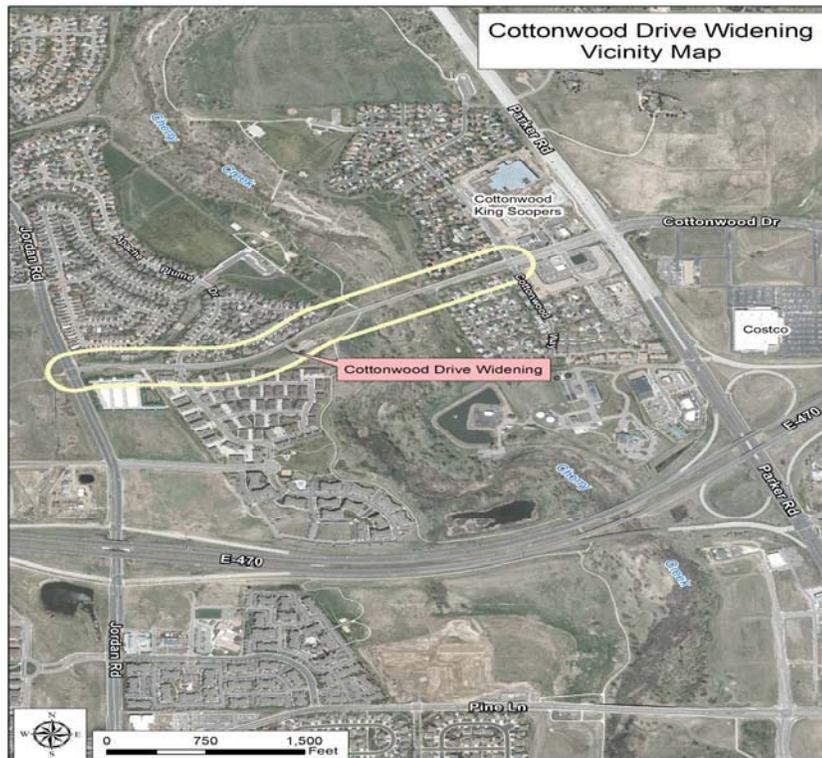
Operational impact: Maintenance and repair costs.

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 **2016 cost:** \$100,000 **2017 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: \$1,150,000 **2016 cost:** \$100,000 **2017 cost:** \$50,000 **2018 cost:** \$1,000,000

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) that will occur in 2018.



Public Improvement Fund

Capital project: Jordan Road Widening to Hess Road (south of Mainstreet)

Project cost: \$3,900,000 **2017 cost:** \$3,600,000 **2018 cost:** \$300,000

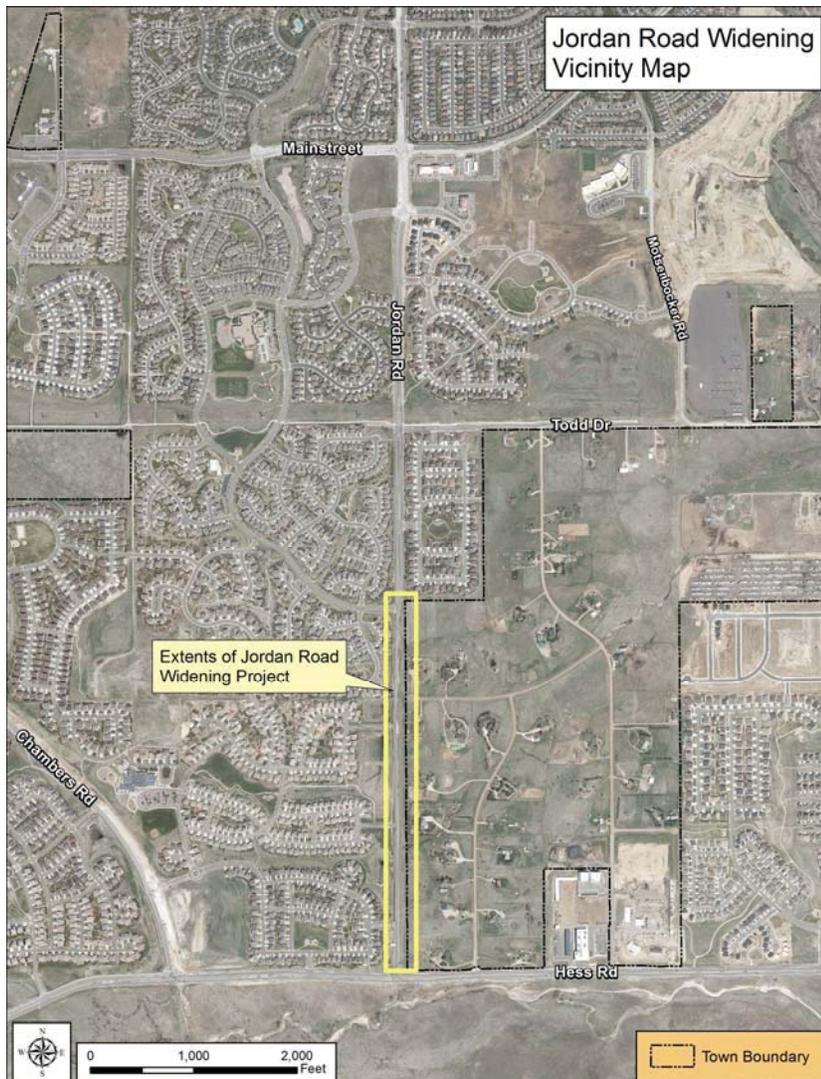
Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: In the prior 15-years, Town Council has approved development agreements with numerous developments adjacent to Jordan Road south of Mainstreet to construct their respective “halves” of Jordan Road. The remaining eastern half of Jordan Road south of the Bradbury Parkway intersection to Hess Road does not have an adjacent development to construct the widening but is needed due to traffic growth. In addition, the planned development of Anthology and Hess Ranch will add additional traffic to Jordan Road. The widening of Jordan Road will be a community enhancement that is driven by the regional development.

Description/Discussion:

The widening of Jordan Road to a four (4) lane arterial roadway section between the Bradbury Parkway intersection and the Hess Road intersection.



Public Improvement Fund

Capital project: Sidewalk gap closures

Project cost: \$200,000 **2017 cost:** \$100,000 **2018 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. Based on a request received from the principal at Pioneer Elementary School to improve pedestrian and vehicular flow at the school site, the proposed 2016 sidewalk gap project is anticipated to be on the east side of Riva Ridge Drive between Omaha Avenue and the Sulphur Gulch trail.



Public Improvement Fund

Capital project: Roadway safety enhancements

Project cost: \$200,000 **2017 cost:** \$100,000 **2018 cost:** \$100,000

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. 2016 funds were utilized for improvements in the Legend High School parking lot (joint project with the Douglas County School District) and luminaire additions on Parker Road. The plan for funding in 2017 is to address the lack of intersection lighting on Jordan Road. Several of these intersections lack any lighting which increases the potential for vehicle/vehicle or vehicle/pedestrian incidents. With the Cottonwood Highlands development under development in 2016, 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 2017 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: \$600,000 **2017 cost:** \$300,000 **2018 cost:** \$300,000

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:

The next programmed area is Lincoln Avenue between Keystone Boulevard and Jordan Road. Progress on this section of Lincoln Avenue was delayed due to Douglas County maintenance work in the area but this project was anticipated to take two (2) years to complete with the currently anticipated \$300,000 annual funding level. The median landscaping and lighting lets people know that they are in Parker due to the use of the “Parker style” 5-globe lighting. The biggest goal of this project is community enhancement.



Public Improvement Fund

Capital project: Town-wide Sign Program

Project cost: \$850,000 **2017 cost:** \$800,000 **2018 cost:** \$50,000

Operational impact: Maintenance and repair costs.

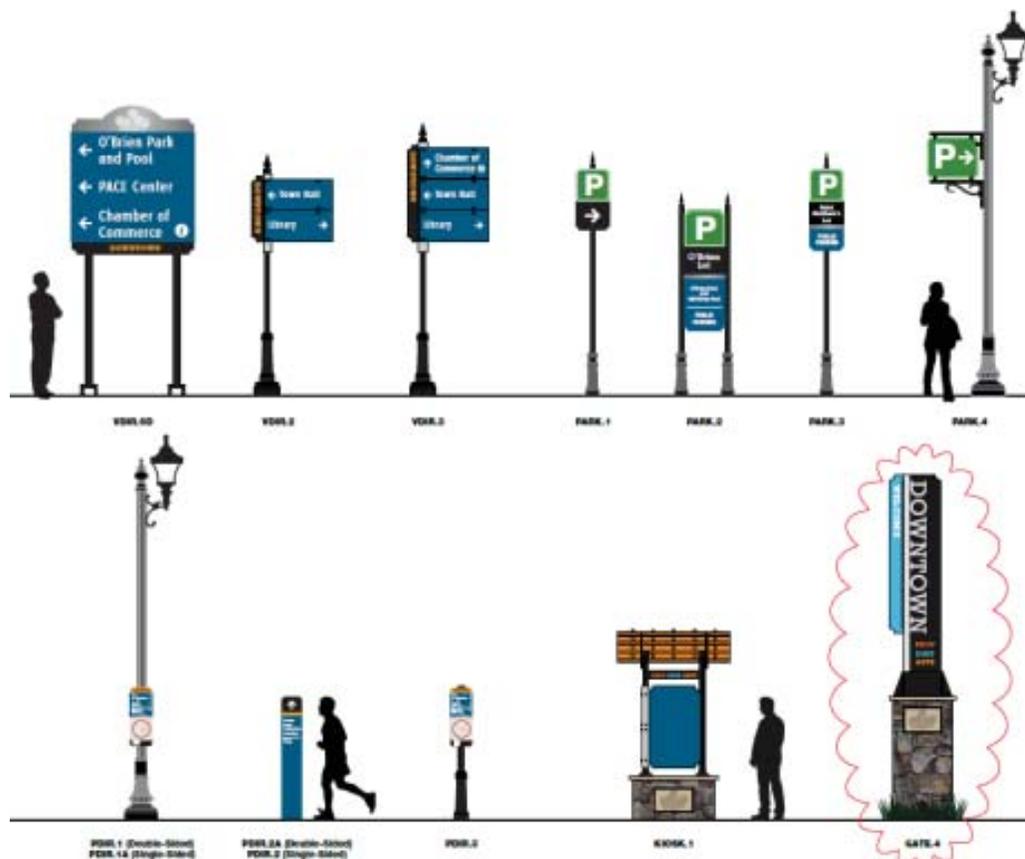
Council goals achieved:

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

Description/Discussion:

The Townwide Sign Program was developed to create Town signage that is professional and create consistency throughout the community. The funding request for 2017 includes phase 2 of the wayfinding signage installation for all areas outside of downtown Parker.

Justification/purpose: The program maintains a recognizable town branding through consistent and informative signage intended to create a sense of place and increases the quality of life and safety of residents. The sign program will also reinforce our hometown feel through recognition of our community spirit. 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 specific signage associated with this request includes phase 2 of the wayfinding signage providing direction to important public facilities outside of downtown, phase 1 is constructing the downtown wayfinding. 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 and the 2017 request is for installation. The Town should anticipate reimbursement for the traffic signal installation as development occurs adjacent to the intersection.



Public Improvement Fund

Capital project: Vantage Point Signal Modification

Project cost: \$50,000 **2017 cost:** \$50,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Modification of the existing traffic signal at the Cottonwood Drive & Costco/Vantage Point intersection.

Description/Discussion:

In mid-2016, the Town received payment for the modification to the Cottonwood Drive & Costco traffic signal from the Vantage Point development. As part of the Vantage Point development, a new northern access is being constructed at this existing intersection and traffic signal. The developer requested that the Town complete the traffic signal modifications needed due to this new northern access being constructed and have made payment for this work. When the original traffic signal was constructed in 2008, the future extension of this roadway was anticipated. The work consists of adding a mast-arm to the south side of the existing traffic signal and making associated traffic signal modifications (vehicular and pedestrian) due to this new northern private roadway.



Public Improvement Fund

Capital project: Street Improvements

Project cost: \$3,250,000 **2017 cost:** \$1,500,000 **2018 cost:** \$1,750,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Town roadways are typically designed with a 30-year design life assuming routine maintenance is used. As roadways reach the end of their design/service life, they become very distressed and complaints increase due to potholes plus ride and noise issues. Roadways at the end of their design life can also impact economic development. The Town has a fiduciary responsibility to maintain the transportation investment made previously.

Description/Discussion:

Town staff is currently evaluating locations for this 2017 expenditure. It was originally anticipated to be used in 2017 for Cottonwood Drive west of Cherry Creek. This work needs to be completed concurrently with the Cottonwood bridge widening project which has been delayed. As of compiling this budget request, it is currently anticipated that this funding will be utilized for reconstructing roadways in the Stroh Ranch area. Several areas in Stroh Ranch are being considered but the leading contender at this time is J. Morgan Boulevard from Parker Road (State Highway 83) to Nate Drive. Assuming that this is the location selected (the decision will be made in the last quarter of 2016) for the 2017 reconstruct project, it will consist of removing the existing distressed concrete pavement and replacing it with a composite hot mix asphalt pavement over aggregate base course pavement section.

This will be an ongoing annual project as the Town has numerous roadways approaching their original design life. Town Staff reviews potential projects on an annual basis and subsequent reconstruct projects will be determined on a yearly basis depending on numerous factors. For example, the reconstruct of the Stroh Road pavement near the Cherry Creek bridge may be included in the construction of the second Cherry Creek bridge in order to minimize the impacts to the traveling public.

TOWN OF PARKER
CAPITAL PROJECTS - STORMWATER UTILITY
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL	ACTUAL	PROJECTED	PROPOSED	
	2014	2015	2016	2017	2018
				BUDGET	
REVENUES:					
Stormwater Utility Fund (5% growth starting in 2015)	600,000	630,000	694,575	694,575	729,304
Escrow from Parker Homestead SIA	22,000	143,037	-	-	-
Urban Drainage Contribution			200,000		
TOTAL REVENUES	622,000	773,037	894,575	694,575	729,304
EXPENDITURES:					
Miscellaneous Drainage 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)	-	-	-	-	-
Cherry Creek at Mainstreet (a)	-	-	-	-	50,000
Cherry Creek at Norton Open Space (a)	200,000	75,000	-	-	-
Crown Point Regional Detention Pond	-	200,000	-	-	-
Hilltop Road Water Quality Improvements	-	-	50,000	-	-
Lemon Gulch (a)	-	-	-	-	-
Schoolhouse Parking Lot	-	-	10,000	-	-
McCabe Meadows	-	-	-	60,000	-
Newlin Gulch (a)	-	-	-	40,000	200,000
Newlin Gulch Crossing at East-West Trail (a)	-	-	400,000	-	-
Newlin Gulch Crossing at Parker Homestead (c)	-	160,340	12,485	-	-
Oak Gulch (a)	-	-	-	-	100,000
Oak Gulch Improvements (a)	-	-	50,000	-	-
Parker Square Drainage Improvements	-	-	100,000	-	-
Parkglenn Trickle Channel	-	-	-	50,000	-
Pine Bluffs F2 Sub-Regional Detention Pond	-	-	-	40,000	-
Pine Gulch Regional Detention Pond (a)(b)	-	-	-	-	-
Potestio Brothers Drainage Improvements (a)	-	75,610	-	-	-
Robinson Ranch Drainage Improvements	-	-	50,000	-	-
Sara Gulch (a)	-	-	-	-	-
Sierra Middle School at Pine Lane Elem Drainage	-	-	-	-	-
Sulpher Gulch at Canterbury Parkway (a)	-	125,000	-	-	-
Sulpher Gulch at Canterbury Trail (a)	-	-	-	-	-
Tallman Gulch at Hidden River (a)	-	-	-	-	-
Tallman Gulch at Wanderlust (a)	-	-	-	-	35,000
Tallman Tributary (a)	-	-	-	-	-
Mower	-	-	15,000	-	-
Pipe Inspection Camera	-	-	-	-	-
Plate Compactor Attachment	-	4,900	-	-	-
Overseeder Attachment	-	-	-	-	-
Rototiller Attachment	6,124	-	-	-	-
Dump Trailer	9,399	-	-	-	-
F550 Pickup with Dump Bed	-	-	-	-	50,000
Single Axle Dump Truck	-	-	-	-	-
TOTAL EXPENDITURES	215,523	640,850	687,485	255,000	785,000
(Use)/Accumulation of Surplus Funds	406,477	132,187	207,090	439,575	(55,696)
ENDING FUND BALANCE	672,816	805,003	1,121,108	1,353,593	1,297,897

Stormwater Utility Fund

Capital project: Cherry Creek Improvements at KOA

Project cost: \$315,000 **2017 cost:** \$65,000 **2018 cost:** \$250,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: This reach has experienced channel aggradation causing sedimentation and widening. The bank vegetation is sparse due to suffocation of aggraded sediment. If Dransfeldt Road were extended and crossed Cherry Creek, this reach would need to be channelized and re-formalized to provide a feasible means of crossing the creek.

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 was anticipated to be design in 2016 based on development interest adjacent to the site, however, no development submittals have been received by the Town. Due to the lack of development submittals it is anticipated that the earliest a project design will be needed is in 2017 followed by construction in 2018 if the extension of Dransfelt Road is imminent. This project may be pushed back further depending on the developments of the Dransfelt Road crossing over Cherry Creek schedule.



Stormwater Utility Fund

Capital project: Pine Bluffs Water Quality Pond

Project cost: \$40,000 **2017 cost:** \$40,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: Increased water quality will be achieved by providing infrastructure to serve Pine Drive rather than the current configuration of stormwater directly flowing to Cherry Creek. This project will provide water quality for the stormwater runoff from Pine Drive utilizing Stormwater fees collected by the Utility to help improve the quality of water in Cherry Creek and provide continued compliance with State and Federal Clean Water laws.

Description/Discussion:

The portion of Pine Drive that would benefit from this project currently directly discharges stormwater runoff through pipe and swales directly to Cherry Creek. By providing funding to increase the size of the detention pond and associated infrastructure, the Town would be providing water quality for the stormwater runoff and complying with current Federal and State regulations. By providing funding to increase the size of a detention pond that is required with the development the Town will realize a considerable cost savings as compared to designing and constructing a stand-alone water quality pond.



Stormwater Utility Fund

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

Project cost: \$240,000 **2017 cost:** \$40,000 **2018 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 approximately at Heirloom Parkway (extended). The project is a grade control structure within Newlin Gulch. 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 design in 2017 and construction in 2018. The estimate for the construction is \$400,000 and funding cooperation from Urban Drainage and Flood Control District is \$200,000.



Stormwater Utility Fund

Capital project: McCabe Meadows Detention Pond Retrofit

Project cost: \$60,000 **2017 cost:** \$60,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: This detention pond serves stormwater runoff from the Parker United Methodist Church and Parker Road. The retrofit will provide a stormwater detention and water quality facility as well as keep the adjacent parking lot and roadways safe from flooding during heavy rainfall/runoff events.

Description/Discussion:

This project is located north-west of the intersection of Parker Road and Indian pipe Road adjacent to the McCabe Meadows trail head parking lot. The detention pond serves part of Parker Road as well as the Parker United Methodist Church on the east side of Parker Road. The Church is currently expanding their parking lot and as a result is required to construct needed improvements to the detention pond to accommodate the water quality and increased runoff. The Town has elected to allow the Church to provide the Town cash in lieu of performing the improvements. This will allow the Town to implement additional retrofit improvements to bring the infrastructure up to current industry standards for water quality.



Stormwater Utility Fund

Capital project: Parkglenn Trickle Channel

Project cost: \$50,000 **2017 cost:** \$50,000

Operational impact: Maintenance and repair costs.

Council goals achieved:

Promote a Safe and Healthy Community: The concrete trickle channel for this channel is in disrepair. Removal and replacement of the concrete will provide a more aesthetically pleasing lining to the channel while providing the necessary stormwater conveyance to keep the adjacent roadway free from localized flooding during heavy rainfall/runoff events.

Description/Discussion:

During routine maintenance efforts by the Town's Stormwater operations staff, the concrete trickle channel was breaking apart while removing sediment from the invert. Further inspection of the trickle channel resulted in identifying deficiencies in the majority of the trickle channel. Based on the severity of the deteriorated concrete and the amount of concrete in this condition, it is in the best interest of the Town to remove the entire trickle channel and install new concrete.





PARKER

C O L O R A D O

TOWN OF PARKER
CAPITAL PROJECTS - FACILITES
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL 2015	PROJECTED 2016	PROPOSED	
			2017 BUDGET	2018
REVENUES:				
Charges for Services:				
General Fund	420,678	174,000	632,800	115,000
Parks and Rec Fund	-	216,000	199,500	-
Cultural Fund	35,000	50,000	50,000	50,000
Transfer in School House	109,975	572,846	1,459,600	1,037,000
Grant Funding (a)	200,000	245,640	200,000	
TOTAL REVENUES	765,653	1,258,486	2,541,900	1,202,000
EXPENDITURES:				
General Gov't. Carpet Program	30,000	30,000	30,000	30,000
Reconfiguration/Updates to Motsenbocker Facility	351,296	45,000	25,000	
Motsenbocker Mezzanine Storage	-	-	30,800	
Motsenbocker Office Bldg. roof (Flat)	-	-	35,000	
Motsenbocker Office Bldg. RTU's	-	-	45,000	30,000
Motsenbocker Facilities Bldg. Roof	-	-	100,000	
Motsenbocker Facilities HVAC unit	-	-	35,000	
Public Works/Parks Fiber Connection - Mots	-	60,000	-	
Town Hall Bldg. Controls	-	-	10,000	
Town Hall Variable Frequency Drives	-	-	22,000	
Town Hall Door Hardware	-	-	55,000	
Town Hall Boilers	-	-	-	
Town Hall Roof	-	-	-	
Town Hall Chiller Plant	-	-	-	
Town Hall VAV Zone Valves	-	39,000	-	
Town Hall RTU's	-	-	-	55,000
Town Hall Expansion	-	-	-	
Townwide Storage Facility	-	-	-	
Police Departmental Expansion	-	-	-	
Police Interview Recording System	-	-	170,000	
Police Station AV Upgrade	-	-	50,000	
Police Station Security Component Upgrade	-	-	25,000	
PD Cooling Tower for A/C Units	-	-	-	
Concrete removal and enhancement of Old Town Hall pat	11,486	-	-	
Concrete trail improvements for Stroh Soccer Park	27,896	-	-	
School House Non-historic Annex Office Reconfiguration	-	-	160,000	
School House Non-historic Annex Shared Walkway	-	-	291,500	
School House Non-historic Annex Bathroom Upgrade	-	-	38,000	
School House Rm 300 Lighting	-	-	14,900	
School House Exterior Lighting	-	-	5,200	
School House Baseboards	-	-	-	12,000
School House Non-historic Annex RTU	-	-	-	25,000
North Plaza on Mainstreet (Schoolhouse & Chapel)	-	-	-	500,000

2019	2020	2021	2022	2023	2024	2025	2026	TOTAL 2017 TO 2026
145,000	770,000	6,600,000	600,000	-	-	145,000	900,000	9,907,800
-	85,000	-	-	85,000	-	-	-	369,500
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
25,000	-	-	-	-	-	-	-	2,521,600
								200,000
								-
220,000	905,000	6,650,000	650,000	135,000	50,000	195,000	950,000	13,498,900

								60,000
								25,000
								30,800
								35,000
								75,000
25,000								100,000
								60,000
								-
								10,000
								22,000
55,000								55,000
			600,000					55,000
						145,000		600,000
								145,000
								-
65,000	70,000							190,000
	400,000	6,600,000						7,000,000
							900,000	900,000
								-
	75,000							245,000
	75,000							125,000
	75,000							100,000
	75,000							75,000
								-
								-
								160,000
								291,500
								38,000
								14,900
								5,200
25,000								12,000
								50,000
								500,000

TOWN OF PARKER
CAPITAL PROJECTS - FACILITIES
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL	PROJECTED	PROPOSED	
	2015	2016	2017 BUDGET	2018
School House (Old School House) Heating unit -boiler (a)	-	150,000	-	
School House Dry Valve (Fire Sprinkler)	10,000	-	-	
School House Electrical Upgrade	86,000	109,941	-	
School House Fire Alarm Panel	-	-	-	
School House Fire Sprinkler Head Replacement	-	-	-	
School House Foundation	-	-	-	
School House Gym Demolition	-	180,000	-	
School House Old School House Rehab (a)	213,975	318,045	1,150,000	
School House Parking Lot Replacement and Lighting	-	-	-	500,000
School House Sewer Line replacement Analysis	-	-	-	
Ruth Chapel Front Steps	-	10,500	-	
Ruth Chapel Seal Foundation Walls	-	50,000	-	
Townwide Public Art	35,000	50,000	50,000	50,000
Fieldhouse Electrical Surge Protection	-	13,000	-	
Fieldhouse Bldg. Controls	-	-	-	
Fieldhouse Reroof	-	-	-	
O'Brien Pool Bldg. Doors	-	8,000	-	
Replace existing portions of flooring in Recreation Center	-	45,000	-	
Renovating the public equip storage Group Fitness Studio	-	15,000	-	
Carpet Replacement at Rec Center	-	35,000	-	
Fieldhouse Playground Area Renovation	-	-	160,000	
Refinish Gym Floor at Fieldhouse	-	-	32,000	
Replace Gym Wall Pads at Fieldhouse	-	-	7,500	
Replastering of H20'Brien Pool	-	100,000	-	
Rec. Center Roof	-	-	-	
Rec. Center RTU's	-	-	-	
Rec. Center Group Cycle Room Floor	-	-	-	
Rec. Center Gym Curtain	-	-	-	
Salisbury Concession/RR's HVAC Unit	-	-	-	
Salisbury Equestrian HVAC	-	-	-	
TOTAL EXPENDITURES	765,653	1,258,486	2,541,900	1,202,000
(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

2019	2020	2021	2022	2023	2024	2025	2026	TOTAL 2017 TO 2026
								-
								-
								-
								-
								-
								1,150,000
								500,000
								-
								-
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
								-
								-
								-
								-
								160,000
								32,000
								7,500
								-
								-
								-
	50,000			50,000				100,000
								-
								-
	35,000							35,000
								35,000
								-
								-
220,000	905,000	6,650,000	650,000	135,000	50,000	195,000	950,000	13,498,900
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

TOWN OF PARKER
CAPITAL OUTLAY - MACHINERY, EQUIPMENT AND SOFTWARE
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

	ACTUAL 2015	PROJECTED 2016	PROPOSED 2017 BUDGET	2018
REVENUES:				
General Fund	727,094	3,248,900	956,300	825,000
LEAF Fund	-	-	-	
Cultural Fund	-	-	225,000	
Recreation Fund	110,483	195,637	116,080	
Information Technology Fund	201,500	516,800	564,400	
Fleet Fund	1,091,164	1,360,000	775,000	775,000
Facilities Fund	26,307	-	-	
TOTAL REVENUES	2,156,547	5,321,337	2,636,780	1,600,000
EXPENDITURES:				
One (1) Sergeant patrol vehicle				
Administrative Vehicle (2)	55,044	-	-	
Animal Service Vehicle	50,520	-	-	
K-9	-	11,000	-	
Five (5) Portable Radios	-	37,500	-	
Wearable Camera System (5 units)	45,766	-	-	
Police Mobile Command Center	-	-	-	
Two (2) Additional Police Vehicles	38,967	-	-	
Razor ATV Type Vehicle and Trailer	-	-	40,000	
Three (3) Additional Police Vehicles	-	192,900	-	
Tyler/Brazos E-Citation Licenses and Hardware	-	-	11,000	
PD RMS	-	2,000,000	-	
Time Division Multiple Access (TDMA) - 2nd Phase	120,000	120,000	120,000	
Dispatch Radio System Replacement	-	-	-	
Roadway Widener Skid Steer Loader Attachment	-	-	-	
Single Drum Vibratory Roller	-	-	-	
Concrete Breaker Backhoe Attachment	-	-	-	
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	-	
Four (4) Trucks with Spreaders/Plows	-	-	-	750,000
Tandem Dump Truck w/Snowplow	-	250,000	257,500	
Front End Loader (4 CY)	-	-	-	
Gradall	-	-	-	

2019	2020	2021	2022	2023	2024	2025	2026	TOTAL 2017 TO 2026
940,000	1,640,000	265,000	45,000	-	-	850,000	850,000	6,371,300
								-
								225,000
								116,080
								564,400
								1,550,000
								-
								-
								-
940,000	1,640,000	265,000	45,000	-	-	850,000	850,000	8,826,780

								-
								-
								-
								-
								-
								-
								-
900,000								900,000
								-
								40,000
								-
								11,000
								-
								120,000
								-
								-
						350,000	350,000	700,000
								-
								-
40,000								40,000
								-
								-
	810,000							1,560,000
	280,000							537,500
								-
	400,000							400,000

TOWN OF PARKER
CAPITAL OUTLAY - MACHINERY, EQUIPMENT AND SOFTWARE
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL		PROPOSED	
	2015	2016	2017 BUDGET	2018
Pickup Trucks w/Snowplow	-	-	105,000	
Portland Cement Storage Silo	-	-	-	30,000
Crash Attenuation Trailer	-	-	25,000	
Cushman 1200 Gas Hauler 1200	-	-	15,000	
Zero Turn Mower	-	-	15,000	
Regenerative Air Street Sweeper	261,945	-	-	
Vehicle Radios	-	-	250,000	
Travel Time Feedback System	-	-	-	
Bucket Truck	-	-	-	
Pickup Truck w/Snowplow	-	-	-	45,000
Traffic Signal System Replacement	-	220,000	-	
Toro Versa-Vac Turf Sweeper	-	-	-	
John Deere 1585	-	36,500	-	
Parks Vehicles - Two (2) Pickups	-	144,000	-	
Kubota/John Deere Tractor	-	-	60,000	
Mezzanine Storage Unit	-	-	30,800	
Approximately 1,000 ft of Temporary Event Fencing	-	-	13,000	
Enclosed Event Trailer	-	-	14,000	
ADA Accessibility Compliance- Parks/Trails	2,931	-	-	
Batting cage for Bar CCC Parks	5,842	-	-	
Walk-behind Ryan Mataway Overseeder	5,463	-	-	
Playground equipment updates for O'Brien	12,427	-	-	
10x10 Commercial Grade Pop-up Tents	8,411	-	-	
Ryan Renovaire 72 tow aerator with 3/4" coring tines	5,999	-	-	
Two (2) License Plate Recognition (LPR) units	-	-	-	
Audio & Lighting Equipment and Scissor Lift for New Ban	-	-	225,000	
Two (2) Precor Adaptive Motion Train	-	-	-	
Octane LateralX Elliptical Trainer	-	-	-	
Precor 835 Treadmills (12)	70,920	-	-	
Staimaster Stepmill (3)	13,085	-	-	
Electronic Gymnasium Basketball Hoop system (6)	-	45,000	-	
Parks & Recreation Management Software	26,478	20,000	-	
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	-	
Four (4) Precor AMT's	-	-	26,400	
TKO Weight Plates, Trees, DB, Racks	-	-	35,100	
Cybex Power Rack	-	-	5,000	
Two (2) Cybex Half Racks	-	-	11,580	
Cybex Smith Machine	-	-	5,000	
Cybex Bravo Functional Trainer	-	-	8,000	
Security Cameras	-	29,682	-	
Refurbish the SCS play structure at H20'Brien pool	-	33,000	-	
ADA Lift	-	-	10,000	
Cybex DB and Racks	-	-	15,000	
Two (2) Adaptive Motion Trainers for Parker Fieldhouse	-	14,000	-	
Vehicle Alignment Machine	-	60,000	-	
Fleet Replacements	1,091,164	1,300,000	775,000	775,000

TOWN OF PARKER
CAPITAL OUTLAY - MACHINERY, EQUIPMENT AND SOFTWARE
TEN YEAR CAPITAL IMPROVEMENT PLAN
2017-2026

DESCRIPTION	ACTUAL	PROJECTED	PROPOSED	
	2015	2016	2017 BUDGET	2018
Software Upgrade for Bridgeware Antennas	-	-	-	-
Point-to-Point and Port-to-Multiport RF Antenna Links	-	-	-	-
Pikes Peak A/V Replacement	19,500	-	-	-
SAN Switches	30,000	-	-	-
Firewall Project	32,000	40,000	-	-
PD SANS	120,000	-	-	-
PD Internal Affairs interview room video server	-	15,000	-	-
Field House Security Camera System Upgrade	-	38,000	-	-
Town Hall VMware host cluster build-out	-	78,500	-	-
VMware virtual host primary cluster replacement	-	97,000	-	-
Network Equipment for Redesign	-	193,350	-	-
Redesign Fiber Network	-	19,950	-	-
Multi-factor Authentication	-	17,000	-	-
SAN Maintenance	-	18,000	-	-
Switch Replacement	-	-	308,500	-
Email Replacement Project	-	-	108,000	-
Data Aggregation Software	-	-	82,900	-
Mobile Device Management Solution	-	-	65,000	-
Facilities 1-Ton Service Van	26,307	-	-	-
TOTAL EXPENDITURES	2,156,547	5,321,337	2,636,780	1,600,000
(Use)/Accumulation of Surplus Funds	-	-	-	-
ENDING FUND BALANCE	-	-	-	-

TOWN OF PARKER

**NON-ROUTINE CAPITAL IMPROVEMENT PROJECTS WITH A SIGNIFICANT IMPACT ON THE OPERATING BUDGET
2017-2026**

Capital Project and Description of Impacts	Operating Fund Impacted				
		2017	2018	2019	2020
Public Works Facility	General	\$ 88,700	\$ 91,400	\$ 94,100	\$ 96,900
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					
Discovery Park	General	\$ 23,000	\$ 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.					
Trail Connection Salisbury Park	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	\$ 39,100	\$ 40,300	\$ 41,500	\$ 42,700
The expansion will add 25,000 sq.ft. of space. Major components that would be included in the proposed expansion include, expanded leisure pool with various aquatic amenities, therapy pool for senior therapeutic needs and injury rehabilitation, family changing rooms to serve a broader demographic segment of our community, additional activity rooms for youth, adult, and older adult fitness/enrichment classes, and an improved lobby area that is more customer friendly and serves as a community gathering space. This will increase utilities					
Parker Road Sidewalk	General	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Construction of this sidewalk will result in approximately one additional mile of sidewalk to repair and maintain.					
Harive Open Space	General	\$ 38,000	\$ 38,000	\$ 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	General	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
Ongoing annual maintenance for the new records management system.					
Rueter-Hess Reservoir Rec Opportunities	General	\$ -	\$ -	\$ -	\$ -
When the recreational opportunities are fully implemented in 2020, there will be a need for staff time and maintenance at the reservoir					

Estimated Operating Impact Per Year					
2021	2022	2023	2024	2025	2026
\$ 99,800	\$ 102,800	\$ 105,900	\$ 109,100	\$ 112,400	\$ 115,800
\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000
\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
\$ 44,000	\$ 45,300	\$ 46,700	\$ 46,700	\$ 46,700	\$ 48,100
\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00



PARKER
C O L O R A D O

Appendix

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

- Economic and Demographic Detail
- Budget Ordinance 1.493 – Adoption of Budget
- Budget Ordinance 1.494 – Setting of Mill Levy
- Glossary
- Financial Trends Monitoring System (FTMS)



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

TYPE OF INDUSTRY	2007	2008	2009	2010	2011	2012	2013	2014	2015
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	\$ 18,185,261
Aggregate all other filers	11,932,464	13,086,908	12,498,731	13,975,412	15,507,174	13,637,174	14,682,794	15,820,918	18,116,284
Total sales taxes	23,904,250	24,418,900	24,975,871	26,341,878	28,862,771	28,862,771	30,981,914	33,153,841	36,301,545
Top ten filers as a percentage of total sales tax	50.08%	46.41%	49.96%	46.95%	46.27%	52.75%	52.61%	52.28%	50.10%

2015 Top ten filers in alphabetical order: Costco Wholesale #1022, Douglas County, Walmart Stores Inc, King Soopers #75, The Home Depot USA Inc, King Soopers #88, Target Corporation, Intermountain Rural Electric Association, Lowes HIW Inc, Safeway Store 45 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	2015
General Government									
<i>Building Permits:</i>									
Single-family residential units	232	142	43	112	183	381	332	347	312
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	\$ 106,788,354
Multi-family residential units	3	-	-	7	7	38	-	9	23
Valuation	\$ 618,078	\$ -	\$ -	\$ 1,295,564	\$ 1,338,620	\$ 7,420,142	\$ -	\$ 34,373,298	\$ 49,091,908
Total commercial new, remodel and other	582	615	631	466	416	515	628	637	489
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	\$ 56,552,496
<i>Tax and Licensing:</i>									
Business licenses issued	175	227	513	458	333	749	631	487	492
<i>Community Development:</i>									
Code enforcement inspections	1,700	1,721	2,200	2,059	2,221	2,589	2,047	2,036	4,624
Public Safety									
<i>Police:</i>									
Calls for service *	53,569	55,721	65,821	63,995	58,009	60,084	65,122	65,987	68,577
Total charges *	6,003	5,516	4,841	4,379	4,431	5,325	5,218	5,696	5,813
<i>Building Inspection:</i>									
Total building inspections	21,408	17,694	18,122	14,490	16,061	34,622	27,238	25,170	29,015
Highways and Streets									
<i>Streets:</i>									
New roadway additions (miles)	6	2	14	12	6	1	2	2	2
Parks and Recreation									
<i>Recreation:</i>									
Adult sports leagues	8	8	8	7	8	8	8	8	7
Youth sports leagues	9	9	14	15	17	17	23	24	26
Adult league attendance	4,079	5,440	6,195	5,874	5,556	6,584	6,036	5,183	5,306
Youth league attendance	8,572	8,319	8,754	8,813	8,438	9,360	10,576	11,083	10,047

* 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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
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	2
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	2
Miles of roadway	137	143	145	159	171	177	178	180	182	184
Parks, culture and recreation										
Ruth Chapel	1	1	1	1	1	1	1	1	1	1
Mainstreet Center	1	1	1	1	1	1	1	1	1	1
PACE Center	-	-	-	-	-	1	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	1
Outdoor pool	1	1	1	1	1	1	1	1	1	1
Parks										
Regional	2	2	2	2	2	1	1	1	1	2
Local	9	10	11	11	11	11	11	12	13	14

Source: Town of Parker

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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Area in square miles	19.70	19.70	20.20	20.50	20.50	20.80	21.20	21.20	21.28	21.54
Housing units	15,826	16,184	16,451	16,508	16,620	16,731	17,133	17,451	17,798	18,752
Population	44,211	45,211	45,244	45,259	45,297	45,758	46,919	47,823	48,789	50,677
Average persons per household	2.88	2.88	2.85	2.85	2.85	2.84	2.84	2.84	2.84	2.80
Median age	34.50	34.50	34.50	35.40	36.60	36.10	35.80	34.40	34.70	34.90
High school graduates - persons age 25+	97.0%	97.0%	96.0%	97.0%	97.0%	97.1%	97.2%	97.5%	97.4%	97.7%
Bachelor's degree or higher - persons age 25+	51.9%	51.9%	56.0%	45.3%	45.3%	46.9%	47.5%	48.5%	50.2%	53.5%
Unemployment rate	2.5%	2.3%	3.0%	5.0%	5.2%	6.3%	5.9%	5.0%	3.6%	2.7%
Per capita income	\$ 53,329	\$ 58,305	\$ 62,633	\$ 62,500	\$ 65,874	\$ 71,463	\$ 75,317	\$ 79,127	\$ 82,938	\$ 86,749
Total personal income (in thousands)	\$ 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	\$ 4,396,179

Source: Town of Parker, Douglas County, Nielsen Claritas Site Reports, Bureau of Economic Analysis. Information prior to 2003 not available.

ORDINANCE NO. 1.493, Series of 2016

TITLE: A BILL FOR AN ORDINANCE TO ADOPT THE 2017 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 2017 was presented by the Town Administrator on October 3, 2016; 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 7, 2016, and December 5, 2016, 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:

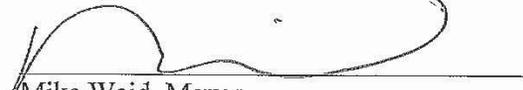
Section 1. The 2017 budget for the Town of Parker, Colorado, which is attached hereto as **Exhibit A** and incorporated by this reference, is hereby adopted and the monies are appropriated to the various funds as the same are budgeted.

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 7th day of November, 2016.


Mike Waid, Mayor

11/16/2016

ATTEST:


Carol Baumgartner, Town Clerk

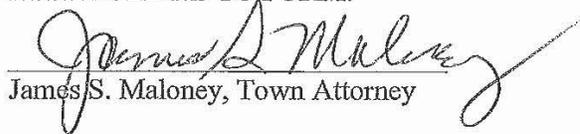
ADOPTED ON SECOND AND FINAL READING this 5th day of December 2016.


Mike Waid, Mayor

ATTEST:


Carol Baumgartner, Town Clerk

APPROVED AS TO FORM:


James S. Maloney, Town Attorney

11/16/2016²

Exhibit A

**Town of Parker
2017 Annual Budget**

General Fund

Beginning fund balance	\$ 20,469,292
Revenues	49,104,998
Expenditures	54,679,257
Ending fund balance	<u>\$ 14,895,033</u>

Conservation Trust Fund

Beginning fund balance	\$ 101,915
Revenues	416,300
Expenditures	475,000
Ending fund balance	<u>\$ 43,215</u>

Parks and Recreation Fund

Beginning fund balance	\$ 4,425,738
Revenues	8,425,756
Expenditures	7,250,046
Ending fund balance	<u>\$ 5,601,448</u>

Law Enforcement Assistance Fund

Beginning fund balance	\$ 72,573
Revenues	119,800
Expenditures	139,160
Ending fund balance	<u>\$ 53,213</u>

Cultural Fund

Beginning fund balance	\$ 987,567
Revenues	6,433,995
Expenditures	6,686,080
Ending fund balance	<u>\$ 735,482</u>

Recreation Fund

Beginning fund balance	\$ 657,488
Revenues	7,708,900
Expenditures	7,501,734
Ending fund balance	<u>\$ 864,654</u>

Exhibit A

Capital Renewal and Replacement Reserve Fund

Beginning fund balance	\$ 1,990,286
Revenues	9,900
Expenditures	-
Ending fund balance	<u>\$ 2,000,186</u>

Public Improvements Fund

Beginning fund balance	\$ 5,108,793
Revenues	8,955,100
Expenditures	10,525,000
Ending fund balance	<u>\$ 3,538,893</u>

Excise Tax Fund

Beginning fund balance	\$ 5,667,721
Revenues	1,536,400
Expenditures	1,718,000
Ending fund balance	<u>\$ 5,486,121</u>

Police Station/PACE Center Construction Fund

Beginning fund balance	\$ (0)
Revenues	-
Expenditures	-
Ending fund balance	<u>\$ (0)</u>

Parkglenn Construction Fund

Beginning fund balance	\$ 201,419
Revenues	1,000
Expenditures	-
Ending fund balance	<u>\$ 202,419</u>

General Debt Service Fund

Beginning fund balance	-
Revenues	940,273
Expenditures	940,273
Ending fund balance	<u>\$ -</u>

Exhibit A

Recreation Debt Service Fund

Beginning fund balance	\$ -
Revenues	1,584,700
Expenditures	1,584,700
Ending fund balance	<u>\$ -</u>

Stormwater Utility Fund

Beginning fund balance	\$ 6,240,775
Revenues	2,203,800
Expenditures	1,743,068
Ending fund balance	<u>\$ 6,701,507</u>

Fleet Services Fund

Beginning fund balance	\$ (562,510)
Revenues	2,344,700
Expenditures	1,703,361
Ending fund balance	<u>\$ 78,829</u>

Technology Management Fund

Beginning fund balance	\$ 652,509
Revenues	3,857,120
Expenditures	4,103,983
Ending fund balance	<u>\$ 405,646</u>

Facilities Services Fund

Beginning fund balance	\$ 314,998
Revenues	894,600
Expenditures	891,920
Ending fund balance	<u>\$ 317,678</u>

Medical Benefits Fund

Beginning fund balance	\$ 624,130
Revenues	2,784,450
Expenditures	2,360,000
Ending fund balance	<u>\$ 1,048,580</u>

ORDINANCE NO. 1.494, Series of 2016

TITLE: A BILL FOR AN ORDINANCE TO LEVY GENERAL PROPERTY TAXES FOR THE YEAR 2016 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF PARKER, COLORADO, FOR THE 2017 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 5, 2016;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is **\$1,773,450**;

WHEREAS, the 2016 valuation for assessment for the Town of Parker, as certified by the County Assessor, is \$681,572,007;

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 2016 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 2016, 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 2016 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 2016.

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.

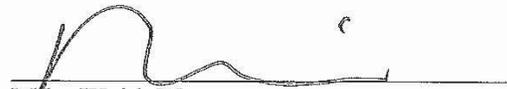
Section 3. The Town Council hereby establishes a temporary tax policy to increase the uniform exemption from taxation upon business personal property to cause the first hundred thousand dollars of actual value in business personal property listed on a single personal property schedule to be exempt from the levy and collection of personal property tax for the year 2016. 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.

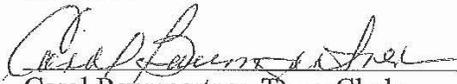
Section 5. Severability. If any clause, sentence, paragraph or part of this Ordinance or the application thereof to any person or circumstances shall for any reason be adjudged by a court of competent jurisdiction invalid, such judgment shall not affect application to other persons or circumstances.

Section 6. This Ordinance shall become effective ten (10) days after final publication.

INTRODUCED AND PASSED ON FIRST READING this 21st day of November, 2016.


Mike Waid, Mayor

ATTEST:


Carol Baumgartner, Town Clerk

ADOPTED ON SECOND AND FINAL READING this 5th day of December, 2016.


Mike Waid, Mayor

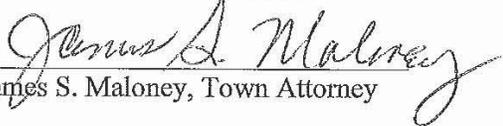
ATTEST:


Carol Baumgartner, Town Clerk

11/22/2016²

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APPROVED AS TO FORM:


James S. Maloney, Town Attorney

11/22/2016³

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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 2011 – 2015

Prepared by

The Finance Department

**TOWN OF PARKER
AN EVALUATION OF FINANCIAL TRENDS
2011 - 2015**

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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 2015, 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 2015. 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 2014 levels. In general trends remained positive in 2015, 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 2015, with sales taxes increasing 7.6% and use taxes increasing 62% compared to 2014. For 2016, year-to-date sales tax revenues are up 9.7% compared to 2015. 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 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. In 2014, Certificates of Participation were issued to finance the construction of a new Public Works Facility and the expansion of the Recreation Center. In 2015, the Town issued a Sales and Use Tax Revenue Refunding Note, the proceeds were used to refund the Town's 2006 Sales and Use Tax Revenue Bonds used for the acquisition and construction of a Fieldhouse and related improvements.

- 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 2015 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 3.3% at the end of 2015. 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)

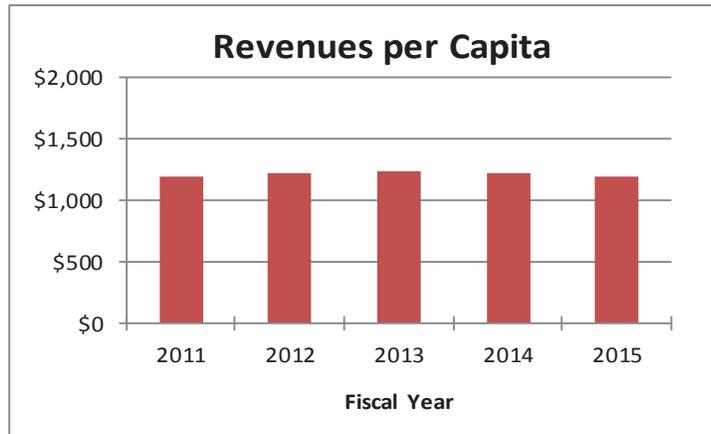
Revenues per Capita

Warning Trend:

Decreasing Net Operating Revenues per Capita (constant dollars)

Formula:

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



Fiscal year:	2011	2012	2013	2014	2015
Net Operating Revenues *	54,400,130	58,526,977	61,519,761	63,761,658	66,103,682
Consumer Price Index	220.3	224.6	230.8	237.2	240.0
Net Operating Revenues (constant dollars)	54,400,000	57,412,000	58,720,000	59,216,000	60,677,000
Population	45,758	46,919	47,823	48,789	50,677
Net Operating Revenues per Capita (constant dollars)	1,189	1,224	1,228	1,214	1,197

* 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 2015 for a fourth consecutive year after a slight dip in 2011. While revenue increased in the majority of categories, sales tax showed the most significant increases in 2015. Carryover cash increased 7.16% in 2015 following a decrease of 1% in 2014. The increase was anticipated due to several projects that were unfinished at the end of 2015 and will be re-appropriated in 2016.

The population estimates are updated annually. New construction in 2015 resulted in an increase in the population estimate of 3.87%.

The increase in the 2015 CPI is a good indicator that the economy is continuing to recover from recession.

For 2016, Net Operating Revenues are anticipated to increase over 2015 levels. Looking at 2016 and beyond, the prospect of additional retail development in the Cottonwood area and along Parker Road at Lincoln Avenue and the rebound of the housing market should help the trend stay positive.

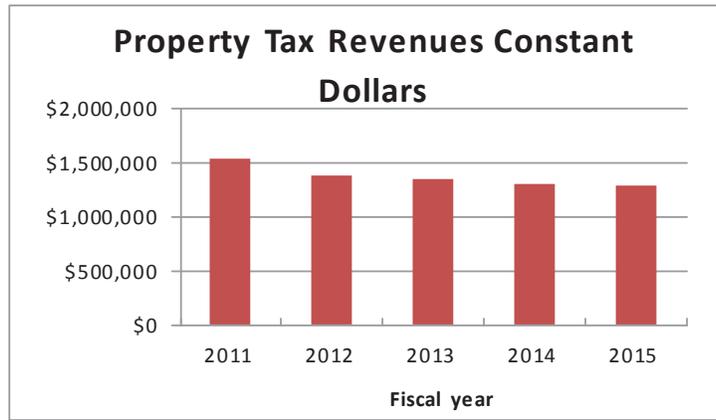
Property Tax Revenues

Warning Trend:

Decline in Property Tax Revenues
(constant dollars)

Formula:

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



Fiscal year:	2011	2012	2013	2014	2015
Property Tax Revenues	1,540,517	1,426,923	1,429,635	1,452,169	1,448,822
Consumer Price Index	212.4	220.3	224.6	237.2	240.0
Property Tax Revenues (constant dollars)	1,541,000	1,376,000	1,352,000	1,300,000	1,282,000

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. The County Assessor indicates a double digit increase in assessed valuations for 2015 which will move the trend positive in 2016.

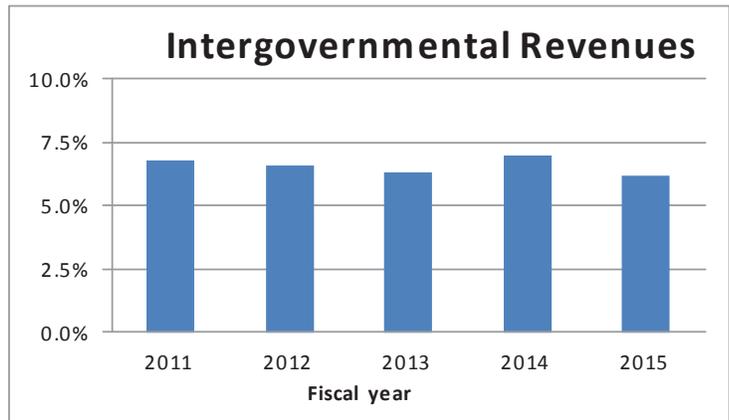
Intergovernmental Revenues

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:	2011	2012	2013	2014	2015
Intergovernmental Operating Revenues	3,680,597	3,834,058	3,865,266	4,452,717	4,203,091
Net Operating Revenues	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
Intergovernmental Operating Revenues as a percentage of Net Operating Revenues	6.8%	6.6%	6.3%	7.0%	6.2%

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.

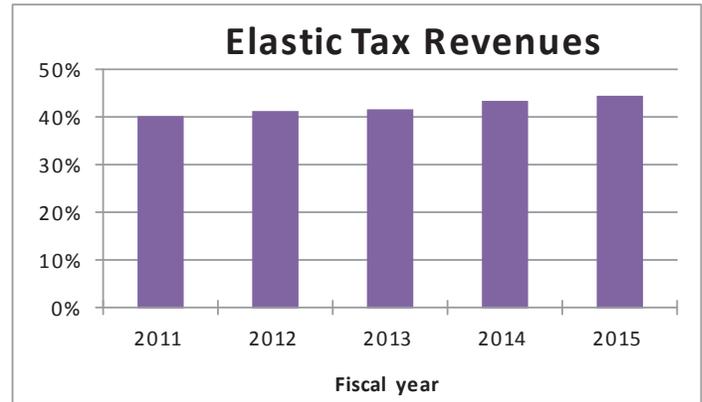
Elastic Tax Revenues

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:	2011	2012	2013	2014	2015
Elastic Tax Revenues	21,832,266	24,052,034	25,681,732	27,656,921	30,119,283
Net Operating Revenues	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
Elastic Operating Revenues as a percentage of Net Operating Revenues	40.1%	41.1%	41.7%	43.4%	44.4%

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 the last three years.

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.

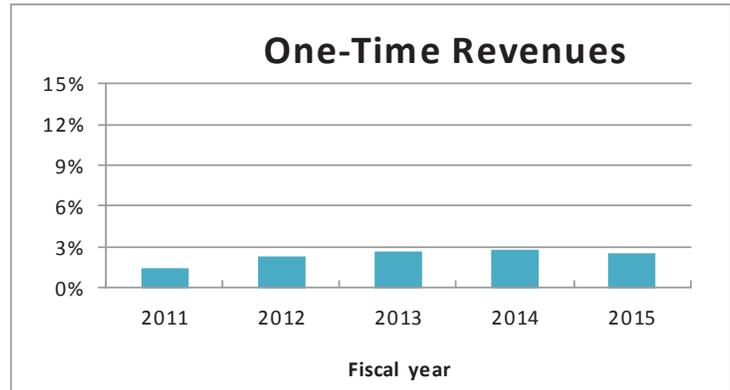
One-Time Revenues

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:	2011	2012	2013	2014	2015
One-Time Operating Revenues	757,291	1,315,322	1,631,036	1,770,618	1,710,181
Net Operating Revenues	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
One-Time Operating Revenues as a percentage of Net Operating Revenues	1.4%	2.2%	2.7%	2.8%	2.5%

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 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:	2011	2012	2013	2014	2015
Restricted Operating Revenues	1,291,930	957,085	2,538,926	2,491,887	6,552,195
Net Operating Revenues	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
Restricted Operating Revenues as a percentage of Net Operating Revenues	2.4%	1.6%	4.1%	3.9%	9.7%

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 Cultural Fund and Public Improvements Fund.

In 2011, the General Fund transferred \$600,000 to Cultural Fund and \$387,000 to the Capital Renewal and Replacement Reserve Fund. In 2012, the General Fund transferred \$600,000 to the Cultural fund. In 2013, the General Fund transferred \$925,000 to the Cultural Fund and \$1,250,000 to the Public Improvement Fund. In 2014, the General Fund transferred \$1,050,000 to the Cultural Fund, \$315,000 to the Public Improvement Fund and \$209,600 to the Debt Service Fund. In 2015, the General Fund transferred \$1,500,000 to the Cultural Fund, \$3,500,000 to the Parks and Recreation Fund, \$191,370 to the Public Improvement Fund and \$755,940 to the Debt Service Fund.

The amount of restricted operating revenues is within acceptable limits.

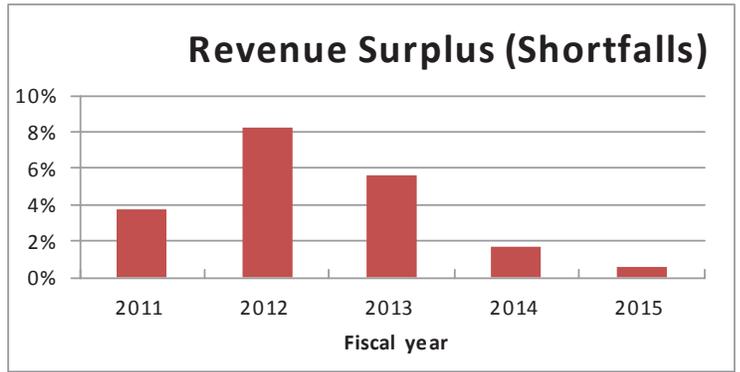
Revenue Surplus (Shortfalls)

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:	2011	2012	2013	2014	2015
Revenue Surplus (Shortfall)	2,029,438	4,804,900	3,461,848	1,095,374	348,710
Net Operating Revenues	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
Revenue Surplus (Shortfall) as a percentage of Net Operating Revenues	3.7%	8.2%	5.6%	1.7%	0.5%

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.

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.

2015: 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

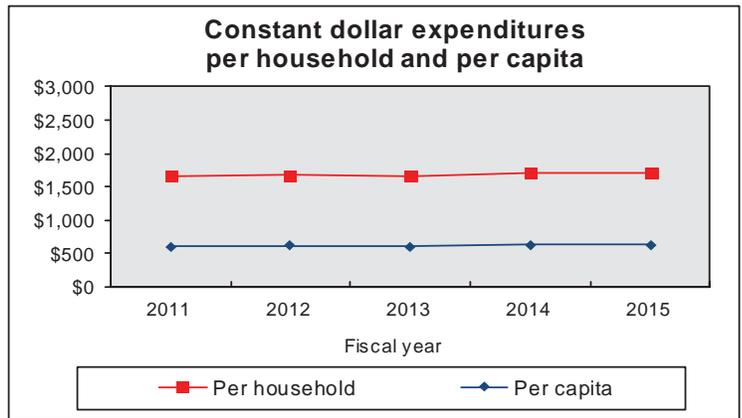
Expenditures per Capita

Warning Trend:

Increasing Net Operating Expenditures per Capita (constant dollars)

Formula:

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



Fiscal year:	2011	2012	2013	2014	2015
Net Operating Expenditures	27,909,685	29,332,361	30,364,003	32,881,722	35,064,433
Consumer Price Index	220.3	224.6	230.8	237.2	240.0
Constant dollar expenditures	27,910,000	28,773,000	28,982,000	30,537,000	32,186,000
Estimated population	45,758	46,919	47,823	48,789	50,677
Estimated households	16,731	17,133	17,451	17,798	18,758
Per capita expenditures (constant dollars)	610	613	606	626	635
Per household expenditures (constant dollars)	1,668	1,679	1,661	1,716	1,716

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.

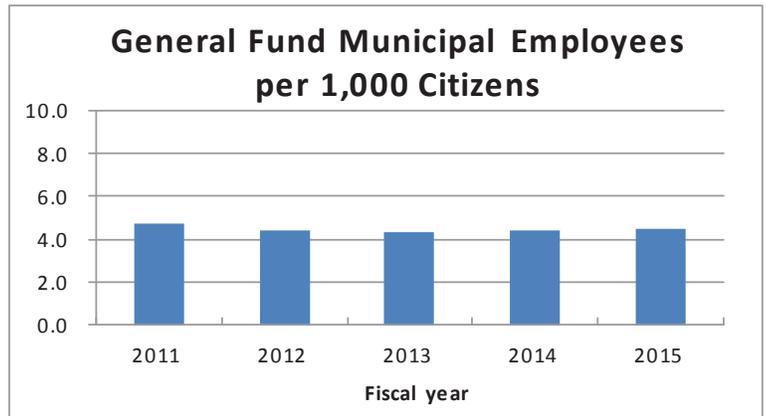
With the Town's efforts to keep expenditures in check along with modest increases in population and number of households, the trends are stable over the 5-year period.

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:	2011	2012	2013	2014	2015
Number of general fund full-time municipal employees *	216	208	205	213	227
Population	45,758	46,919	47,823	48,789	50,667
Number of City employees per 1,000 citizens	4.7	4.4	4.3	4.4	4.5

* 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. In 2015, seven positions in the Police Department, one in finance, two in public works, two in building, one in town administration and one in community were added.

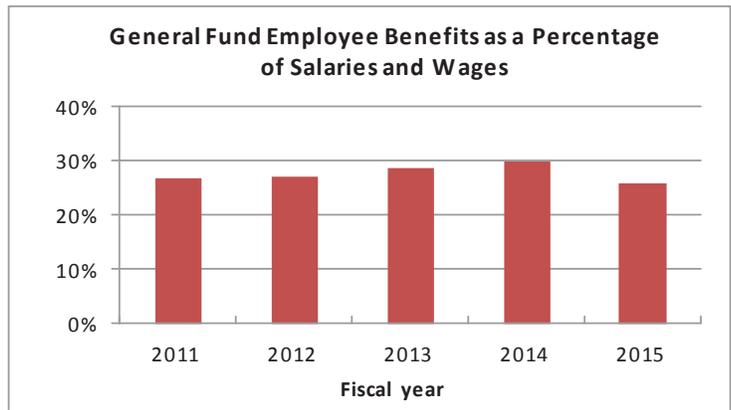
Employee Benefits

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:	2011	2012	2013	2014	2015
General Fund employee benefit expenditures	3,345,540	3,514,410	3,914,115	4,086,942	3,792,164
Total salaries and wages	12,446,931	12,925,817	13,688,501	13,664,317	14,567,028
Employee benefits as a percentage of total salaries and wages	26.9%	27.2%	28.6%	29.9%	26.0%

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 2015, a salary increase of 4% 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

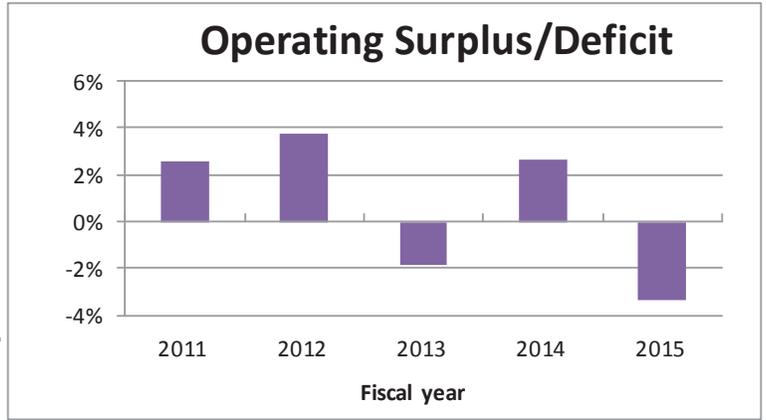
Operating Revenues Over (Under) Expenditures

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:	2011	2012	2013	2014	2015
General Fund Operating (Deficit)/Surplus*	1,421,796	2,212,829	(1,113,078)	1,688,000	(2,271,368)
Net Operating Revenues	54,400,130	58,637,483	61,519,761	63,761,658	67,797,696
General Fund Operating (Deficit)/Surplus as a percentage of Net Operating Revenues	2.6%	3.8%	-1.8%	2.6%	-3.4%

*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, 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.

The deficit in 2015 is due to the transfer to the Parks and Recreation Fund for the recreation center expansion.

Fund Balances

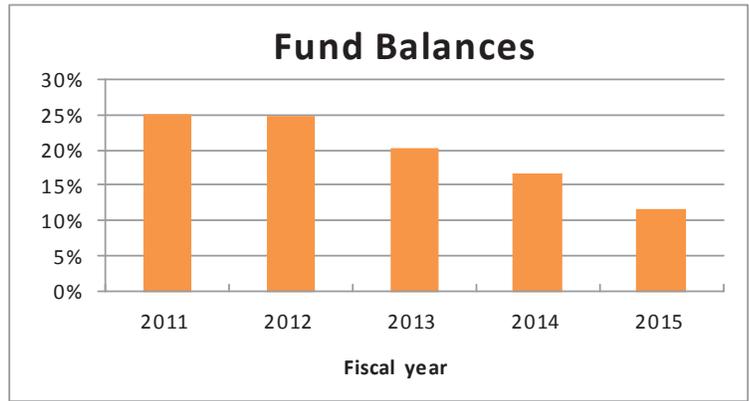
(General Fund)

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:	2011	2012	2013	2014	2015
Unassigned Fund Balances	13,677,803	14,554,422	12,496,031	10,685,656	7,881,300
Net Operating Revenues	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
Unassigned Fund Balances as a percentage of Net Operating Revenues	25.1%	24.9%	20.3%	16.8%	11.6%

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 2011, 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.

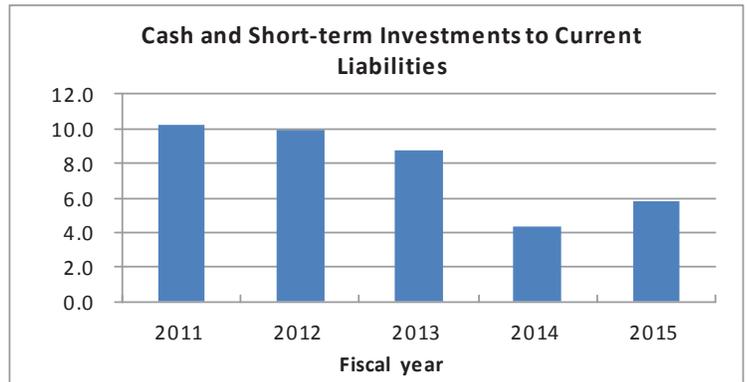
Liquidity

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:	2011	2012	2013	2014	2015
Cash and Short-term Investments	17,346,906	18,195,345	15,508,719	21,470,413	17,229,414
Current Liabilities *	1,697,895	1,836,198	1,778,808	4,965,700	2,973,800
Cash and short-term investments ratio to current liabilities	10.2	9.9	8.7	4.3	5.8

* 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 appears negative, but it is anticipated as the Town utilizes funds for one-time projects. 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.

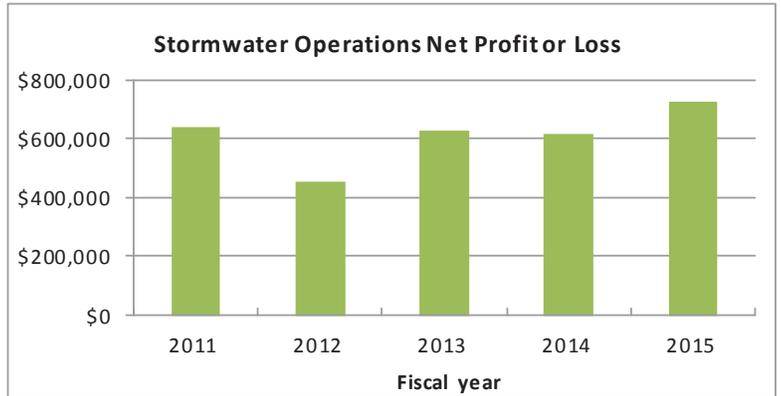
Stormwater Operations - Income and Losses

Warning Trend:

Recurring enterprise losses (deficits)

Formula:

Enterprise profits or losses



Fiscal year:	2011	2012	2013	2014	2015
Stormwater Operating Results (Net Profit or Loss) excluding depreciation	807,956	622,419	764,476	751,743	891,347
Net profit or loss*	638,799	455,586	628,076	613,283	725,991

*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.

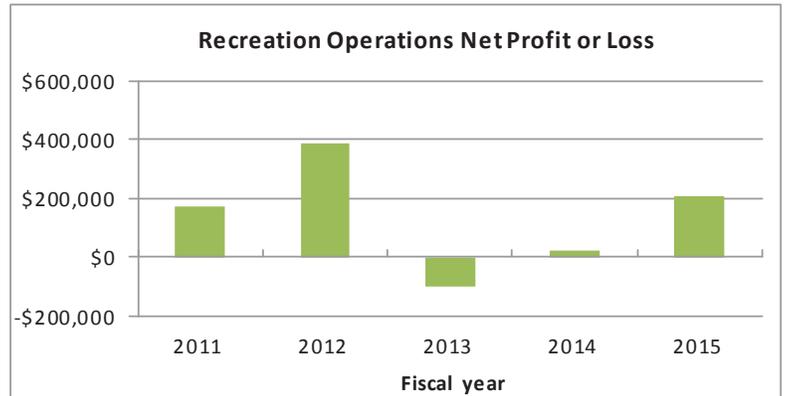
Recreation Operations - Income and Losses

Warning Trend:

Recurring losses (deficits)

Formula:

Enterprise profits or losses



Fiscal year:	2011	2012	2013	2014	2015
Operating Revenue	3,765,882	4,132,752	4,271,722	4,457,106	4,401,055
Expenditures	4,554,047	4,926,022	5,361,349	5,508,161	6,054,697
Operating profit or loss	(788,165)	(793,270)	(1,089,626)	(1,051,055)	(1,653,642)
Net profit or loss including interest and transfers	173,293	386,902	(98,518)	20,394	207,315
Operating Revenue as a percentage of Expenditures	82.7%	83.9%	79.7%	80.9%	72.7%

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.

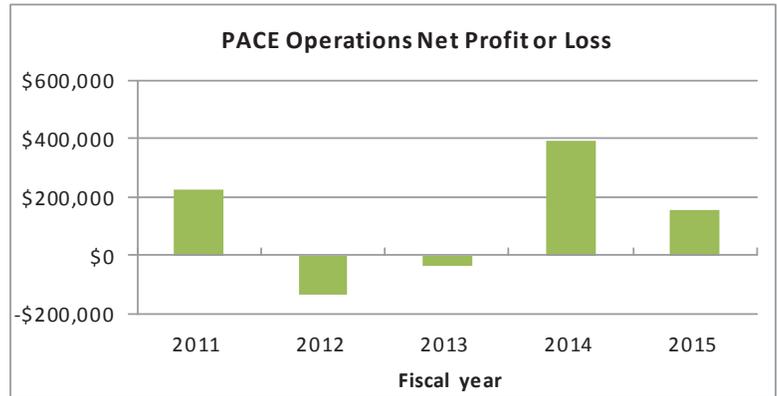
Analysis:

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 in four of the last five years.

Cultural Operations - Income and Losses

Warning Trend:
Recurring losses (deficits)

Formula:
Enterprise profits or losses



Fiscal year:	2011	2012	2013	2014	2015
Operating Revenue	550,201	1,112,329	1,527,100	1,931,946	2,548,749
Expenditures	925,844	1,846,842	2,611,929	3,252,888	4,144,168
Operating profit or loss	(375,643)	(734,513)	(1,084,829)	(1,320,942)	(1,595,418)
Net profit or loss including interest and transfers	224,357	(132,578)	(35,340)	390,524	158,434
Operating Revenue as a percentage of Expenditures	59.4%	60.2%	58.5%	59.4%	61.5%

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 Cultural 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 Cultural 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 Cultural 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 five 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

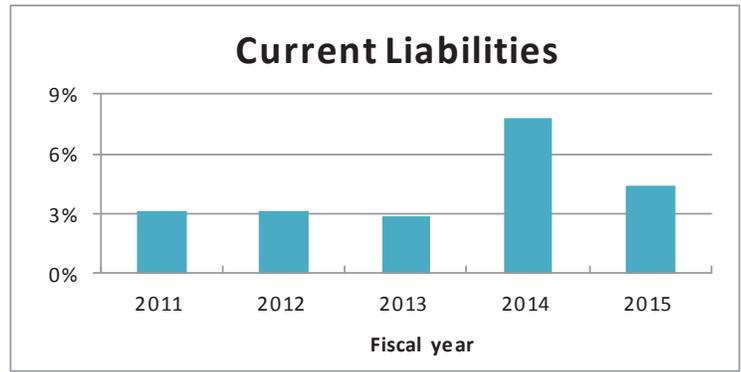
Current Liabilities

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:	2011	2012	2013	2014	2015
Current Liabilities *	1,697,895	1,836,198	1,778,808	4,965,700	2,973,800
Net Operating Revenues	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
Current Liabilities as a percentage of Net Operating Revenues	3.1%	3.1%	2.9%	7.8%	4.4%

* 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 2011 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.

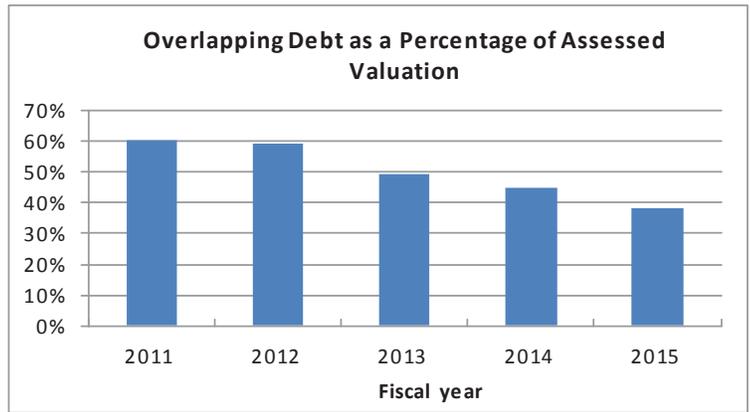
Combined Long-term (Overlapping) Debt

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:	2011	2012	2013	2014	2015
Long-term Direct and Overlapping G.O. Debt	334,197,610	332,843,220	273,580,956	256,133,080	252,670,664
Assessed Valuation	556,939,889	561,018,741	556,939,889	574,439,359	662,798,384
Long-term Overlapping Debt as a percentage of Assessed Valuation	60.0%	59.3%	49.1%	44.6%	38.1%

Description:

Overlapping debt is the net direct bonded debt of another jurisdiction that is issued against a tax base within part or all of the boundaries of the community. Examples of other jurisdictions are school, metropolitan and utility districts. The level of overlapping debt is only that debt applicable to the property shared by the two jurisdictions.

The overlapping debt indicator measures the ability of the community's tax base to repay the debt obligations issued by all of its governmental and quasi-governmental jurisdictions. Like long-term debt of the government itself, overlapping debt can be measured in terms of assessed valuation or another tax base or repayment source.

Both special-purpose and overlapping debt need to be considered in assessing total indebtedness. First, although the probability that your community would have to repay the debt may be slim, the potential is real. Second, during depressed economic times, your government may be affected by the same adverse conditions that might cause an overlapping agency to default, which would render the burden of assuming additional debt even more severe.

Commentary:

Combined long-term debt represents the portion of debt which is dependent on property taxes for payment. It is a measure of the community's ability to pay the combination of the Town's long-term debt with the bonded debt of jurisdictions overlapping the Town.

The warning signals are as follows:

- Combined debt exceeding 10 percent of assessed valuation;
- An increase of 20 percent over the previous year in combined debt as a percentage of market valuation;
- Combined debt as a percentage of market valuation increasing 50 percent over four years;
- Combined debt exceeding 90 percent of the amount authorized by state law.

Analysis:

The Town's Long-term Overlapping Debt as a percentage of Assessed Valuation appears to be high, but the Town of Parker has numerous metropolitan districts and several special districts that account for 65% of the G.O. debt issued for capital construction of infrastructure. The percentage of Douglas County School District debt applicable to the Town accounts for 19% of Long-Term Direct Debt and the remaining 16% is direct debt of the Town of Parker.

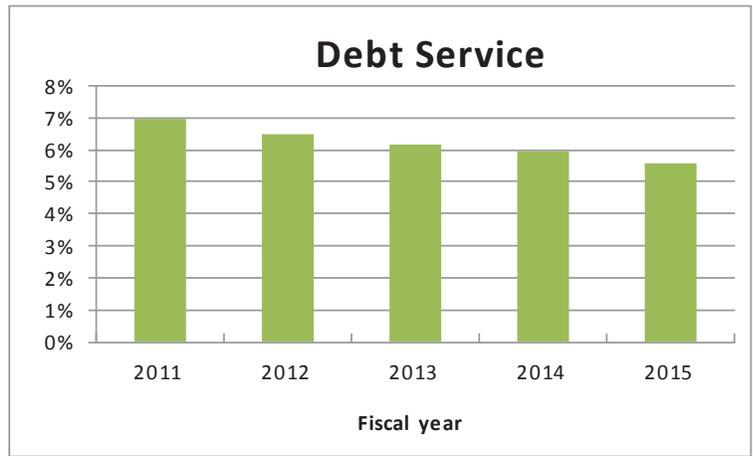
The Town's does not have any outstanding G.O. debt at this time, but the voters did give the Town authorization to issue \$12,500,000 of G.O. debt in 2001 for the acquisition and preservation of open space and parkland. The Town currently has no plans to issue the debt.

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:	2011	2012	2013	2014	2015
Net Direct Debt Service	3,784,923	3,784,573	3,784,502	3,781,410	3,767,750
Net Operating Revenues *	54,400,130	58,526,977	61,519,761	63,761,658	67,797,696
Net Direct Debt Service as a percentage of Net Operating Revenues	7.0%	6.5%	6.2%	5.9%	5.6%

* 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:

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.

In 2014, the Town issued \$19,520,000 in Certificates of Participation to finance the costs of constructing and equipping a new public works facility, as well as the recreation center expansion. \$13,000,000 was for the new public works facility and \$6,520,000 was for the recreation center expansion. Payments are due semi-annually in varying amounts through October 15, 2034.

Analysis:

The Net Direct Debt Service as a percentage of Net Operating Revenues is relatively small and is not a warning signal. The trend is positive as the percentage has decreased over the last five years.

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.

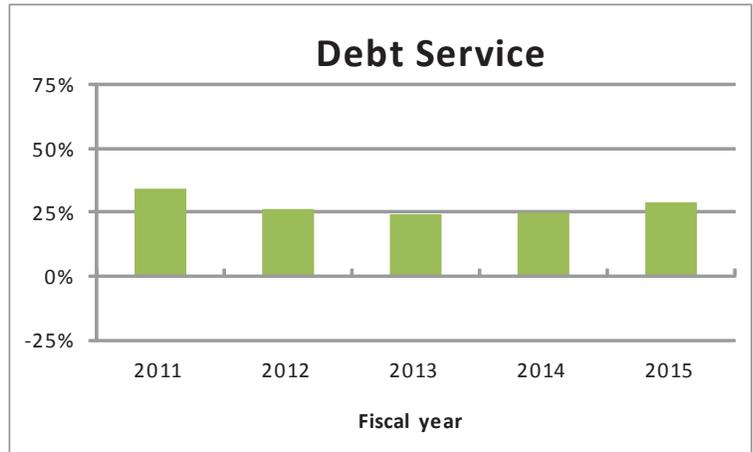
Debt Service - Parks and Recreation Fund

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:	2011	2012	2013	2014	2015
Net Direct Debt Service	1,482,275	1,244,300	1,239,019	1,361,316	1,709,536
Sales/Use Tax 1/2 Cent Recreation Revenue	4,347,687	4,790,577	5,114,756	5,502,274	5,991,926
Net Direct Debt Service as a percentage of Pledged Revenue	34.1%	26.0%	24.2%	24.7%	28.5%

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 2014, the Town issued \$19,520,000 in Certificates of Participation to finance the costs of constructing and equipping a new public works facility, as well as the recreation center expansion. \$13,000,000 was for the new public works facility and \$6,520,000 was for the recreation center expansion. Payments are due semi-annually in varying amounts through October 15, 2034.

In 2015, the Town issued a Sales and Use Tax Revenue Refunding Note, the proceeds were used to refund the Town's 2006 Sales and Use Tax Revenue Bonds used for the acquisition and construction of a Fieldhouse and related improvements. This issue consists of a bank loan in the original amount of \$9,880,000 due annually on May 1 in various amounts through May 1, 2025.

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 in four of 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

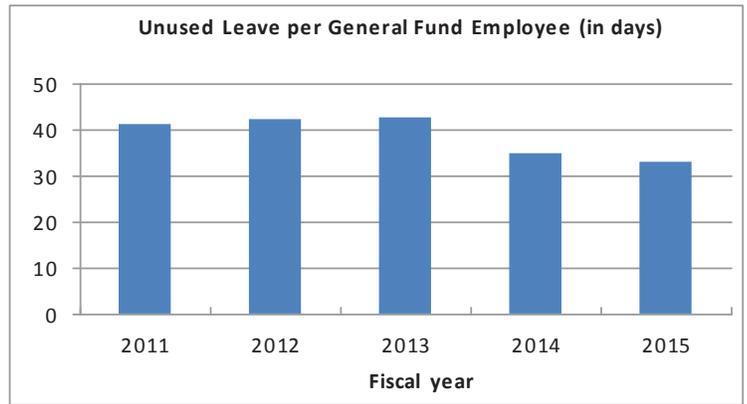
Accumulated Employee Leave

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:	2011	2012	2013	2014	2015
Total days of unused vacation and sick leave	8,525	8,463	8,746	7,452	7,554
Number of general fund employees*	207	199	205	213	227
Days of unused leave per general fund municipal employee	41.2	42.5	42.7	35.0	33.3

* 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 has improved over the last two years and 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

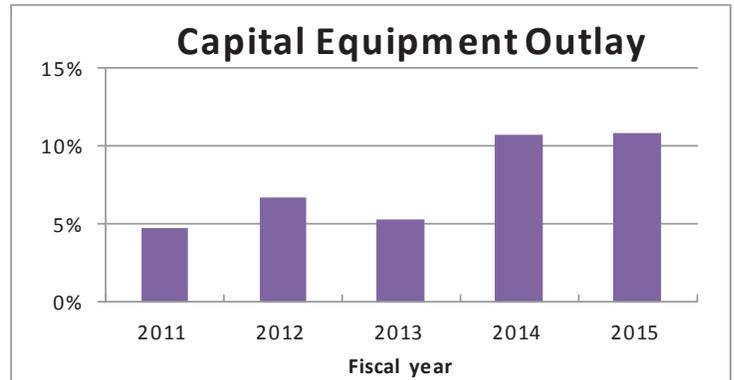
Capital Equipment Outlay

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:	2011	2012	2013	2014	2015
Total Capital Equipment Outlay	1,316,767	1,965,083	1,608,870	3,505,027	3,773,568
Net Operating Expenditures	27,909,685	29,332,361	30,364,003	32,881,722	35,064,433
Capital Outlay as a percentage of Operating Expenditures	4.7%	6.7%	5.3%	10.7%	10.8%

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 increases in 2014 and 2015 are the result of vehicle additions to fleet related to new position within the organization and the replacement of aging equipment and increased fleet replacement.

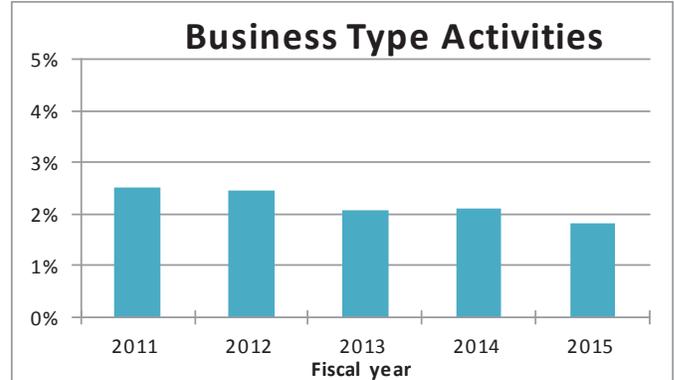
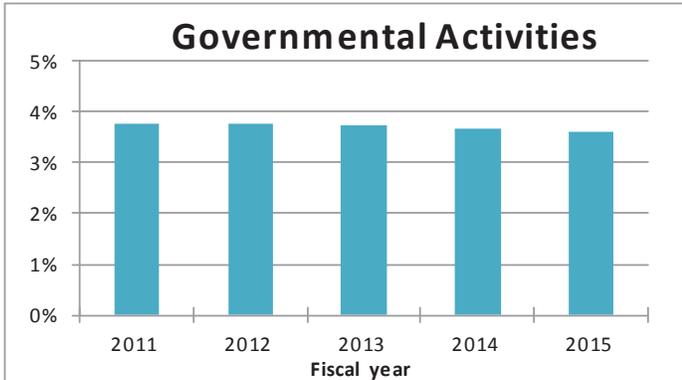
Depreciation - Governmental and Business Type Activities

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:	2011	2012	2013	2014	2015
Depreciation Expense for Governmental Activities	15,310,267	15,469,741	15,364,469	15,537,959	16,165,711
Cost of Depreciable Capital Assets Governmental Activities	405,021,826	409,231,981	411,979,603	423,905,374	449,353,222
Depreciation Expense as a Percentage of total Fixed Assets	3.8%	3.8%	3.7%	3.7%	3.6%
Depreciation Expense for Business Type Activities	169,157	166,833	136,400	138,460	165,356
Cost of Depreciable Capital Assets Business Type Activities	6,761,599	6,790,049	6,572,478	6,588,001	9,122,292
Depreciation Expense as a percentage of total Fixed Assets	2.5%	2.5%	2.1%	2.1%	1.8%

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 over the last five years.

Overall, the percentages over the five year period have remained fairly stable.

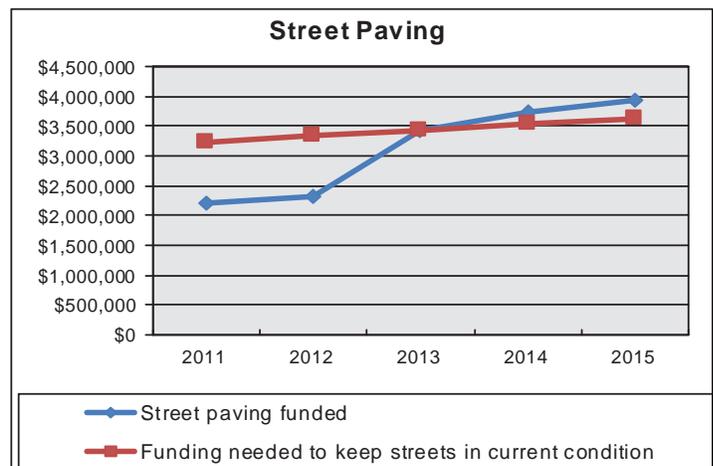
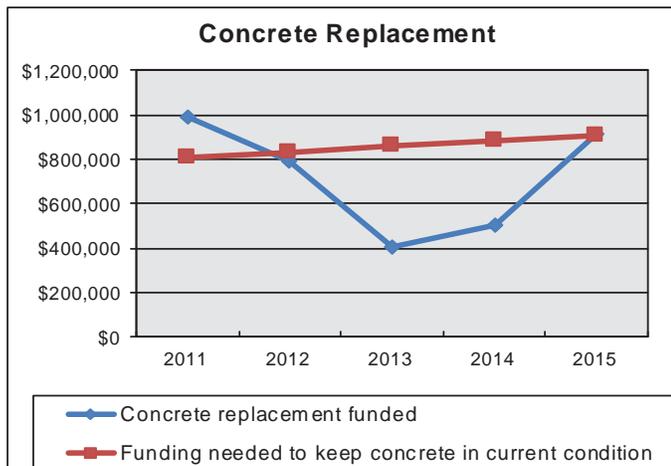
Infrastructure Replacement

Warning Trend:

Recurring capital funded less than capital required

Formula:

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



Fiscal year:	2011	2012	2013	2014	2015
Street paving funded	2,206,001	2,314,335	3,416,915	3,735,733	3,930,611
Funding needed to keep streets in current condition	3,240,080	3,337,520	3,435,076	3,535,483	3,638,825
Paving funded as a percentage of capital required	68.1%	69.3%	99.5%	105.7%	108.0%
Concrete replacement funded	989,252	790,602	407,754	505,160	913,631
Funding needed to keep concrete in current condition	810,020	834,380	858,769	883,871	909,706
Concrete replacement funded as a percentage of capital required	122.1%	94.8%	47.5%	57.2%	100.4%

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.

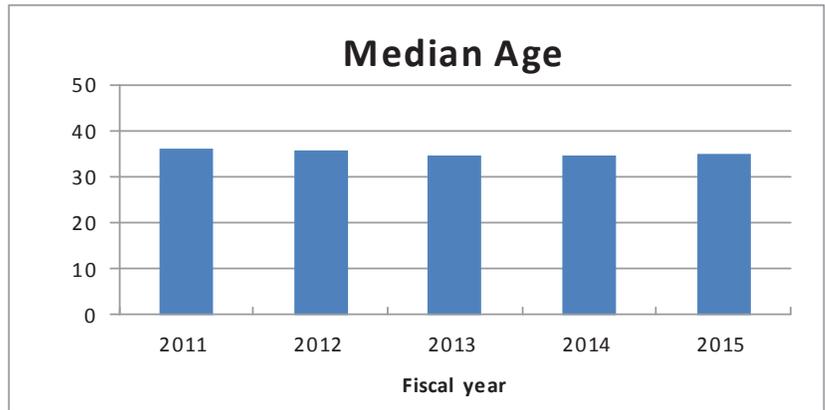
INDICATORS

- 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:	2011	2012	2013	2014	2015
Median Age	36.10	35.80	34.40	34.70	34.90

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

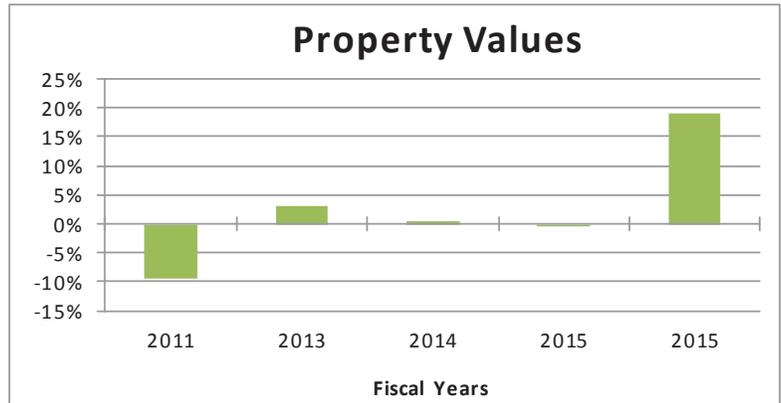
Property Value

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:	2011	2013	2014	2015	2015
Market value of property	4,707,781,891	4,775,374,576	4,932,712,386	5,060,763,970	6,098,738,980
Consumer Price Index	220.3	224.6	230.8	237.2	240.0
Property value (constant dollars)	4,539,207,000	4,684,362,000	4,708,251,000	4,699,939,000	5,598,062,000
Property value in prior year (constant dollars)	5,013,965,000	4,539,207,000	4,684,362,000	4,708,251,000	4,699,939,000
Percent change in property value (constant dollars)	-9.5%	3.2%	0.5%	-0.2%	19.1%

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 due to the double digit increases for the 2015 reassessment by the County Assessor.

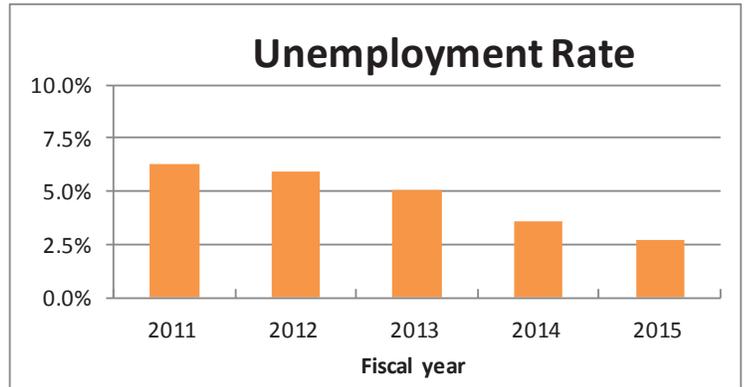
Employment Base

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:	2011	2012	2013	2014	2015
Unemployment rate	6.3%	5.9%	5.0%	3.6%	2.7%

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 back to pre-recession levels.

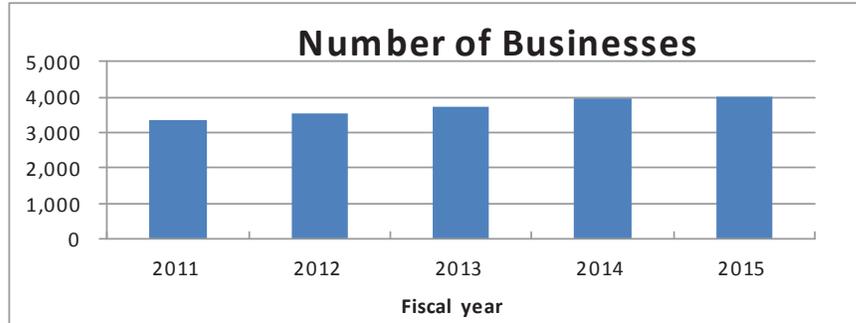
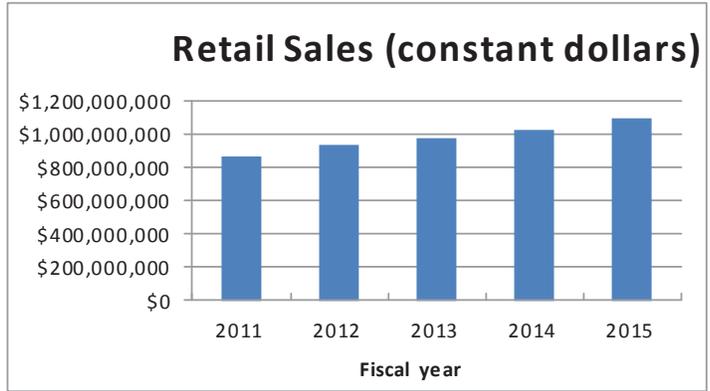
Business Activity

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:	2011	2012	2013	2014	2015
Retail Sales	869,273,511	958,115,409	1,023,027,568	1,100,423,178	1,198,385,218
Consumer Price Index	220.3	224.6	230.8	237.2	240.0
Retail Sales (constant dollars)	869,274,000	939,772,000	976,528,000	1,022,020,000	1,100,064,000
Number of Retail Businesses	3,361	3,514	3,718	3,949	3,993

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:

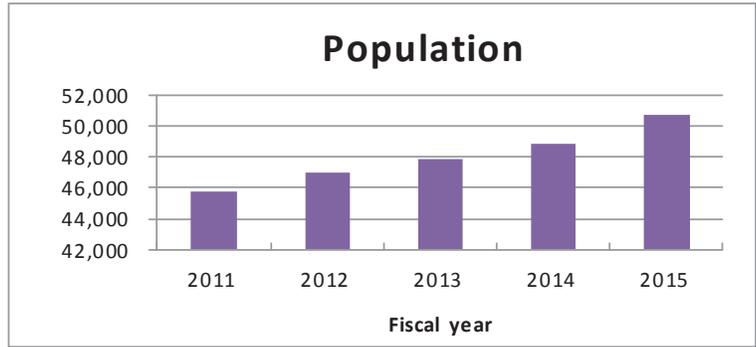
In general, through 2015, retail sales have increased at a pace greater than inflation. The recession that significantly impacted the nation was not a major factor for retail sales in the Town. This was mostly result of the timing of the new Costco opening in August of 2008.

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:	2011	2012	2013	2014	2015
Population	45,758	46,919	47,823	48,789	50,677

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:

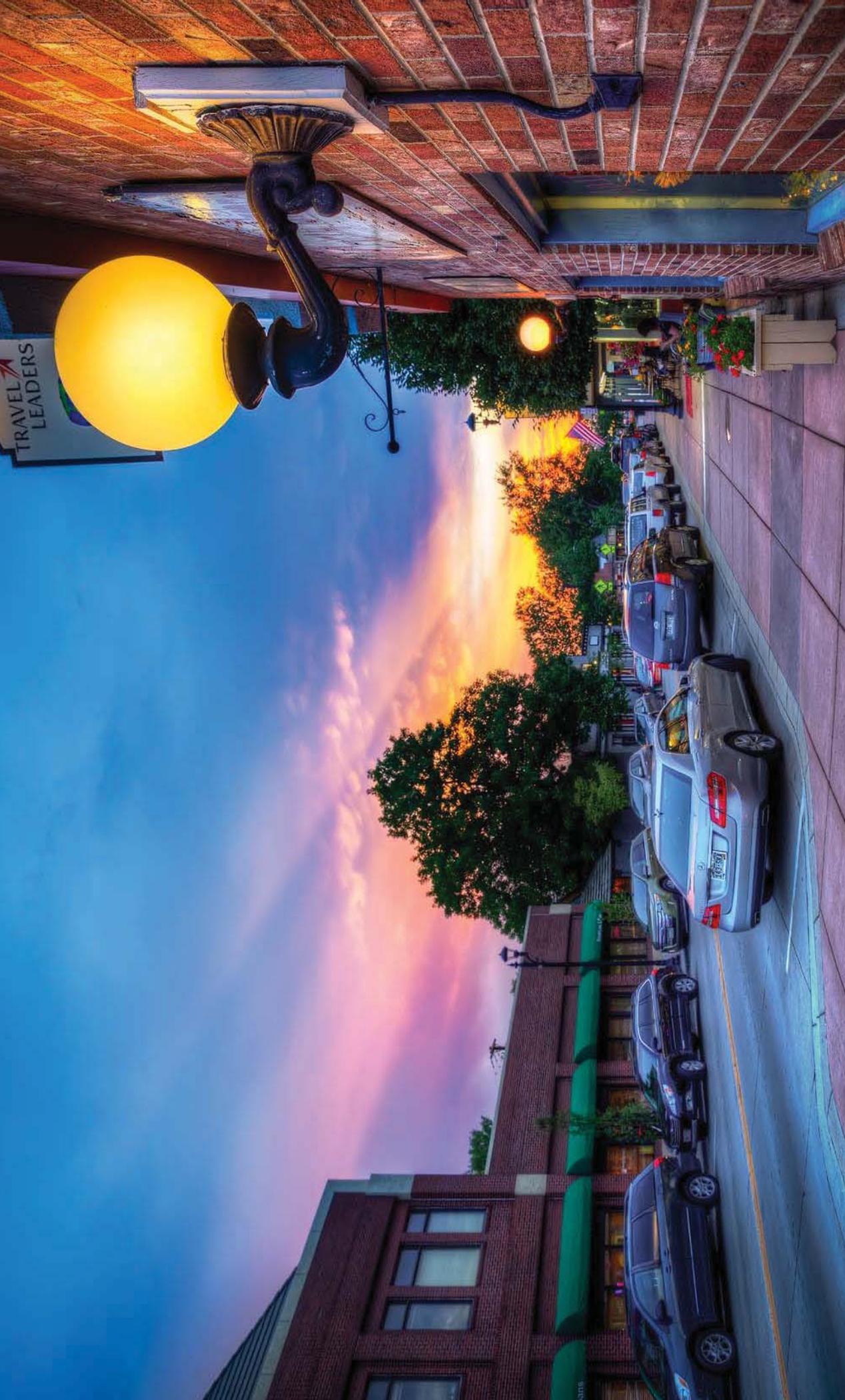
The Denver Metro Area continues to see a net population influx.

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



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 variety 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 furthering 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 strategic objectives 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

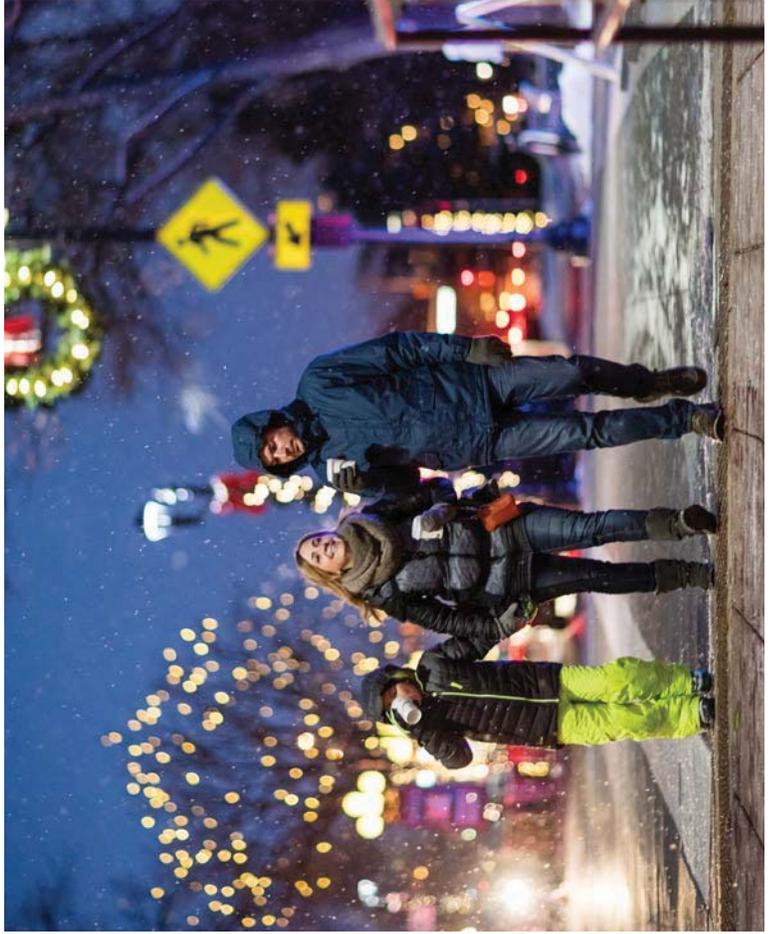
We communicate openly, honestly and frequently with all members of our team. We demonstrate fairness, compassion and consistency in our interactions with others. We recognize the value of all members of our organization. We form partnerships with the community and listen to and respect the ideas and 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 we include our residents in our decision making and planning.

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 is a priority for the Town. We support ecologically efficient practices for the protection of a healthy, local ecosystem. 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 and culture 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 over 2,000 cultural events at the PACE Center and The Schoolhouse. 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 education opportunities also continue to expand, with over 400 classes each year serving more than 3,700 youth 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.



Enhance Economic Vitality



Parker will be 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, and safeguard 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 to keep our 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, the 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. 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 for Parker, as well as community preparedness and resiliency. We provide proactive educational programs and serve as an active partner in crime prevention. 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.

Parker 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 day-to-day transportation network for business and residents. 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 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 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 we are meeting their needs

efficiently. Positive relationships with our surrounding communities and regional leaders are important building blocks for effective governing.

We promote the research and development of innovative tools with which to serve our residents and stakeholders. We are committed to continual evaluation and improvement of our services. We promote a responsive, transparent governing structure to support these goals and encourage active public engagement, response and feedback.



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 the longterm 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 span from the professional development of employees, to the progress of a department, to identifying Town-wide priorities for the future. Developing the Town's strategic initiatives is critical to a successful future, and we will review our strategic priorities over time to ensure they remain appropriate for Parker's needs.



Town of Parker

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 furthering 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
- ★ Quality Service
- ★ Innovation
- ★ Teamwork

Strategic Goal



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.

Strategic Objectives

- 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.
- 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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Strategic Goal



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.

Strategic Objectives

- Prioritize community involvement and public input through emphasis on civic engagement, continuous dialogue with residents, actively seeking public input on community development issues, and a multi-faceted approach to information distribution.
- Provide innovative, engaging and relevant arts, culture, science and entertainment experiences to advance cultural enrichment.
- Promote and support a variety of community events, entertainment venues and dining opportunities that connect the community and provide for a positive environment.
- Provide welcoming and interactive community gathering places.
- Evaluate and grow our volunteer programs to expand opportunities for members of the public to dynamically engage with our departments.
- Provide lifelong learning and cultural enrichment opportunities in the arts and sciences for all ages, including cultural enrichment opportunities for students in our public facilities and schools.
- Develop relationships with community members through special functions, programs, education and interactive public relations messaging.
- Ensure access to quality education, technical training and information resources.
- Through education, communication and community input, we strive for transparency, honesty and responsiveness.
- Foster the development of our creative district, and support the emergence of active, knowledge-based uses. Partner to establish places for artistic, commercial and social collaboration.
- 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.
- Preserve and promote Parker's history and heritage, and facilitate the adaptive reuse of historic properties.
- Seek the development of a creative commons or marketplaces linking major institutions with local organizations, businesses and individuals.
- Promote community engagement by providing and publicizing opportunities for community involvement, participation and feedback.

Town of Parker

Strategic Plan Summary

Mission, Vision & Values

Mission

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Strategic Goal



Enhance Economic Vitality

Parker will be 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.

Strategic Objectives

- Create an environment to help small businesses thrive through strategic partnerships, programs and educational opportunities.
- Retain and strengthen Parker's existing businesses by creating a supportive business environment through outreach campaigns and enhanced strategic relationships.
- Attract quality businesses and jobs to continue to diversify the Town's economic base.
- Stimulate economic growth using well-planned development, community revitalization and robust public infrastructure.
- Provide strong financial leadership by aligning budget and policy initiatives with priorities of the Town for long-term economic sustainability.
- Acknowledge the importance of public-private partnerships, and seek to balance Town resources while maximizing private sector investments into the community.
- Provide a safe, efficient transportation network that enables business and industry to enjoy a sustained supply chain, and maintain access by clients and customers.
- Continue the expansion of our marketing campaigns to promote awareness of economic development, business and commerce opportunities in Parker.
- Improve the effectiveness of the Town's collaboration with economic development partners throughout the region.
- Align the Town's economic development strategic plan throughout the organization to address issues of economic vitality, goals, objectives, priorities and programs, as well as implementation tools.
- Strive to be good partners with all companies conducting business in our community by providing accurate and timely information, contribute easily-accessible resources and by cultivating meaningful, informative relationships with businesses.
- Develop the downtown creative district as a cultural and entertainment destination for residents and visitors and expand Parker's creative industries.
- Prioritize the growth and expansion of downtown as a dense, mixed-use and walkable and bike-friendly destination that functions as the Town's location for business, employment, recreation and shopping.
- Work collaboratively with Town departments, community stakeholders, and the development community to establish the most expeditious and effective development review process for economic development prospects seeking to locate in the Town of Parker.
- Continue to enhance our loss mitigation and business education programs to establish Parker as a safe and prudent location to operate a business.

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Strategic Goal



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.

Strategic Objectives

- Protect the community by enforcing the law and preventing crime, and be a reliable and active source of emergency communications and support services.
- Plan, design, operate and maintain streets to enable safe and convenient travel for users of all ages and abilities, regardless of mode of transportation.
- Advance public health, safety and general welfare by continuing to provide best-in-class building, fire code administration and development review services.
- Foster a sense of community belonging and connection by engaging residents in proactive prevention, intervention and education programs to protect the safety and well-being of their community.
- Ensure the development of emergency response and recovery plans across the organization in partnership with other community efforts.
- Continue to maximize and research enhancements for the accurate and timely use of public safety notifications through technology, social media and other media outlets, to ensure members of the public can rely on us for accurate, need-to-know information.
- Collaborate with regional governments, and enhance our advanced approach to emergency management training, disaster preparedness and recovery.
- Continue to research and develop our approach to crime prevention through evidence-based policy, procedure, investigations, trend analysis and resource deployment.
- Develop a secure, reliable and sustainable information technology network for the future, creating a proactive security system to protect our organization and our residents.
- Support our stakeholders' safety and ongoing health through development of effective traffic and transportation management programs for drivers, bicyclists and pedestrians.
- Successfully safeguard and manage Town assets while maintaining the integrity of the expenditure of public funds.
- Provide assurance of regulatory and policy compliance to mitigate risk and exposure to liability.
- Provide top-notch customer service and financial expertise built on solid ethical standards, professional integrity and strong financial leadership.
- Ensure the Town leadership is well informed and prepared to guide the organization in emergency response and recovery efforts, helping the Town coordinate these efforts as a community.

Town of Parker

Strategic Plan Summary

Mission, Vision & Values

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Strategic Goal



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.

Strategic Objectives

- 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.

Town of Parker

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 furthering 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
- ★ Quality Service
- ★ Innovation
- ★ Teamwork

Strategic Goal



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.

Strategic Plan Summary

Strategic Objectives

- Use 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.
- Manage balanced, sustainable growth and promote well planned strategic development.
- Continue to use sustainable energy and conservation techniques.
- Enhance employee hiring, retention and career development to ensure that our human resource infrastructure is strengthened based on strategic recruitment, continuing education, and a positive and supportive work environment.
- 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 reviews of historic financial conditions and responsible forecasting of future trends.
- Foster Parker's hometown feel through an integrated park and recreation management approach that considers the natural environment, technology, community identity, physical resources and financial operations. Maintain or adapt these resources so they may be enjoyed and utilized in a manner that benefits both current and future generations.
- Communicate and reinforce the Town Council's vision, mission and goals with employees at all levels in the organization to reinforce our commitment to these priorities and connect them with the value of work for all staff.
- Work closely with the development community to seek sustainable and practical solutions to solve regulatory challenges across our community.
- Work collaboratively with other Town departments and external stakeholders to meet the priorities of Town Council and Parker citizens.
- Undertake strategic planning, retreat and team-building efforts to update the missions of our departments, align our goals and objectives with Town Council priorities, establish performance metrics, review customer service satisfaction and support staff development.
- Use innovative tools and business ideas to evolve our online tools for residents.
- Engage in ongoing planning to develop cultural programs that best serve our growing population and changing demographics.
- Support decision-making with timely and accurate short-term and long-term analysis and plans that advance the Town's vision and goals.
- Create and enable a healthy, engaged workforce by making employees feel valued in their work to help us achieve the mission, vision and goals of the Town.
- Retain great employees to enhance the quality of customer service and development of the Town.
- Support the development of employees as individuals and professionals.