



## Agenda Memorandum

**Agenda Date:** 9/20/2016

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**Item #:** 12. **File #:** ORD 2016-029

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**To:** Honorable Mayor and Members of Town Council

**From:** David L. Corliss, Town Manager

**Ordinance Adopting the 2017 Budget for the Town of Castle Rock, Colorado (First Reading)**

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Town staff provided an overview of the Proposed 2017 Budget to Town Council and the community at the August 16, 2016 Council meeting. Following that meeting, Councilmembers were further briefed on the budget, and some posed additional questions to staff. To be sure all of Council has the same information, responses to questions raised during the briefings are provided within this memo.

### **Building Use Tax/Budget Amendment**

A revenue-related item of note within the budget is a proposed change in the base to which the Town applies its building use tax, which is the sales tax charged on construction materials. The Town currently bases this tax upon square footage valuations that are out-of-date. The budget includes current valuation rates as set by the International Code Council, which is common municipal practice. This has caused projected revenue increases within several funds.

Additionally, the budget now reflects the fourth 2016 budget amendment, which means balances in some funds have been adjusted.

### **Vehicle Information**

The Town's vehicle replacement program is funded by departmental contributions made to the Fleet Fund, which is intended for the replacement of Town vehicles and equipment. Departments that operate vehicles budget replacement contributions annually for this purpose. Of the 43 units budgeted for purchase in 2017, 33 are scheduled replacements that meet the Town's replacement criteria, and 10 would be new to the fleet.

In accordance with the Town's vehicle replacement policy, unit age, usage and historical maintenance costs are used to determine the replacement timing of vehicles and equipment. Other factors include type of use, operating weather conditions, and operating terrain. Once a vehicle has met the replacement criteria, Fleet Services, the operating department and the Fleet Advisory Committee conduct a thorough review to determine whether the vehicle should be replaced, retained for limited use or retained for an extended life cycle. The Town uses best practices recommended by the American Public Works Association for these purposes.

New additions to the fleet must be justified by the requesting department and are typically related to additional personnel, or equipment required to maintain service levels. Fleet Services works with departments to “right size” vehicle requests to achieve the most economical life cycle possible.

The inflation rate assumed for future vehicle purchases varies by vehicle type, with an average of about 3%. Because vehicles may be differently equipped based upon their usage, the cost for similar vehicles may vary. Additional information is available in **Attachment D**.

Noted on the list is the needed purchase of two vehicles for the Division of Innovation and Technology. Some employees within that division drive Town-owned vehicles for reasons including the expectation that they remain highly mobile during their shifts, with the ability to transport numerous pieces of equipment (ladders, tools, computers, printers, etc.), as well as the ability to better manage liability for the Town.

### **Retirement Contribution**

The Town provides a retirement benefit for its employees. Human Resources annually conducts a benchmark analysis of comparable jurisdictions to make sure this benefit remains competitive within the marketplace. This year’s analysis supports increasing the Town’s retirement contribution from 6% to 7% for all employees.

The recommended 1% increase would cost approximately \$380,339, spread across all funds. The continued strong Town financial status can accommodate this increase in expenditure. Additional information is available in **Attachment E**.

### **Conclusion**

The Proposed 2017 Budget is being presented tonight on first reading, with second and final reading planned at the September 20, 2016 Town Council meeting. Public hearings/public input on the proposed budget will be conducted at both of those meetings.

Attached to this memo are the ordinance to adopt the budget on first reading (**Attachment A**), the 2017 Budget Message (**Attachment B**), which provides an explanation and summary of the proposed budget and major issues, and the presentation slides that will be used tonight (**Attachment C**).

The complete Proposed 2017 Budget, along with revenue and expenditure details and a four-page Budget in Brief document, is available on the Town’s website at [CRgov.com/2017budget](http://CRgov.com/2017budget).

### **Proposed Motion**

“I move to approve on first reading an ordinance adopting the 2017 Budget for the Town of Castle Rock, Colorado.”

### **Attachments**

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**Attachment A:** Ordinance

**Attachment B:** 2017 Budget Message

**Attachment C:** Proposed 2017 Budget Presentation

**Attachment D:** Fleet Replacements-Additions

**Attachment E:** Proposal to Increase Town Retirement Contribution

**ORDINANCE NO. 2016 - \_\_**

**AN ORDINANCE ADOPTING THE 2017 BUDGET FOR THE  
TOWN OF CASTLE ROCK, COLORADO**

**WHEREAS**, the Town Manager has submitted to the Town Council the proposed 2017 Budget, in compliance with Section 9-4 of the Town's Home Rule Charter;

**WHEREAS**, a public hearing was held on August 16, 2016; and

**WHEREAS**, a proper notice was published in accordance with Section 9-6 of the Charter for public hearing on September 1, 2016; and

**WHEREAS**, upon completion and review of the proposed budget, the Town Council is prepared to adopt a final budget for the calendar year 2017.

**NOW, THEREFORE, IT IS ORDAINED BY THE TOWN COUNCIL OF THE  
TOWN OF CASTLE ROCK, COLORADO AS FOLLOWS:**

**Section 1. Adoption.** The 2017 Budget, dated September 6, 2016, is approved and adopted, and therefore budgeted and appropriated by fund as follows:

<b><u>Budget Summary</u></b>	
General Fund	\$ 47,936,117
Economic Development Fund	2,615,379
Transportation Fund	20,699,541
Conservation Trust Fund	221,834
Philip S. Miller Trust Fund	265,900
Public Art Fund	25,000
Police Forfeiture Fund	-
Downtown Development Authority TIF Fund	1,954,544
Special Events Fund	337,304
Parks and Recreation Capital Fund	3,211,463
Municipal Facilities Capital Fund	4,104,265
Fire Capital Fund	6,324,311
Police Capital Fund	166,228
Transportation Capital Projects Fund	5,479,618
General Long Term Planning Fund	2,418,100
Water Fund	17,861,986
Water Resources Fund	27,685,672
Stormwater Fund	4,509,062
Wastewater Fund	11,370,089
Golf Fund	3,320,800
Development Services Fund	6,668,393
Community Center Fund	6,979,785
Employee Benefits Fund	8,011,548
Fleet Services Fund	6,309,402
<b>TOTAL</b>	<b><u>\$ 188,476,341</u></b>

**Section 2. Compliance.** The 2017 Budget, as approved and adopted, complies with Article IX of the Charter, and the total budgeted and appropriated expenditures and provisions for contingencies do not exceed the total of budgeted and appropriated revenues.

**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 the remaining provisions of this ordinance.

**Section 4. Safety Clause.** The Town Council finds and declares that this ordinance is promulgated and adopted for the public health, safety and welfare and this ordinance bears a rational relation to the legislative object sought to be obtained.

**SUBMITTED** this 6th day of September, 2016, and approved for publication and further reading by a vote of the Town Council of the Town of Castle Rock of \_\_\_\_ for and \_\_\_\_ against.

**PASSED, APPROVED AND ADOPTED ON SECOND AND FINAL READING** this 20th day of September, 2016 by the Town Council of the Town of Castle Rock, Colorado, by a vote of \_\_\_\_ for and \_\_\_\_ against.

**ATTEST:**

**TOWN OF CASTLE ROCK**

\_\_\_\_\_  
Sally A. Misare, Town Clerk

\_\_\_\_\_  
Paul Donahue, Mayor

**Approved as to form:**

**Approved as to content:**

\_\_\_\_\_  
Robert J. Slentz, Town Attorney

\_\_\_\_\_  
Trish Muller, Finance Director

## **PROPOSED 2017 BUDGET MESSAGE**

August 16, 2016

Honorable Mayor and Town Council Members,

Budgets reflect priorities. On behalf of Town staff, I am pleased to submit the Proposed 2017 Budget to Town Council and the community which we believe reflects the Town's priorities – including quality Town services with an emphasis on surface transportation infrastructure, long-term water infrastructure, and public safety. The budget is planned to be introduced at the August 16, 2016, Town Council meeting; scheduled to be heard on first reading on September 6, 2016; and currently scheduled to be heard on second reading on September 20, 2016.

This Budget Message outlines the Town's overall financial condition; provides an overview of the Proposed 2017 Budget, including priorities, major initiatives and items requiring Council direction; includes information about the 2017-2019 Balanced Financial Plan and the 2017-2021 Capital Improvement Plan; and reviews outstanding issues. Drafts of all budget documents referenced will be available on the Town's website at [CRgov.com/2017budget](http://CRgov.com/2017budget).

### **OVERALL TOWN FINANCIAL CONDITION**

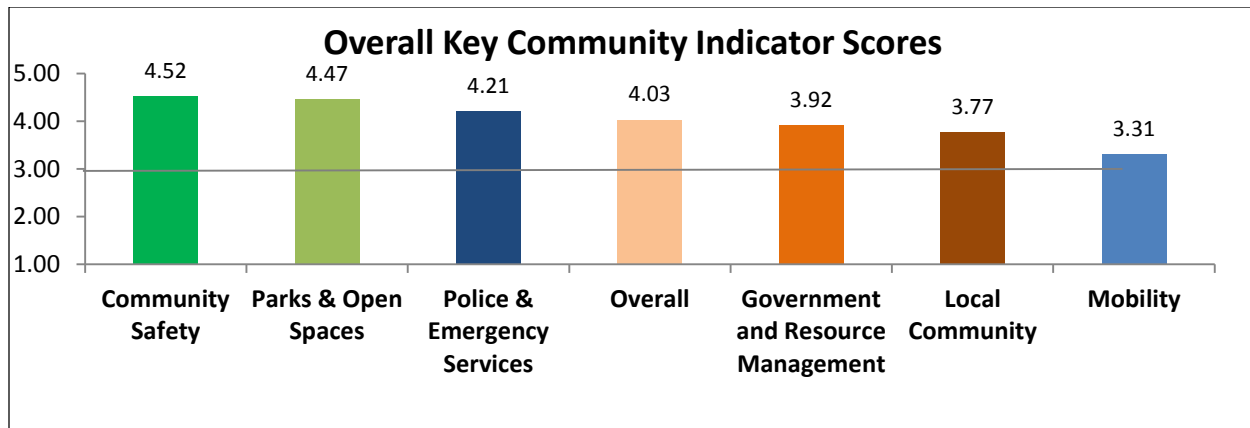
The Town's overall financial condition is strong for 2017. Looking further ahead, some capital funds presently indicate imbalances between revenues and expenditures that will need to be resolved prior to the adoption of future years' budgets. Our continuing work on a recommendation for increases in impact fees will respond to these issues. In order to maintain our current levels of service for Town operations as this community grows, increases in Town impact fees in 2017 and future years will be necessary.

Through effective Town Council leadership and direction and strong financial management and planning by the organization, the Town continues to maintain high-quality core services. The Proposed 2017 Budget priorities can be summarized as follows:

- Enhance surface transportation
- Provide outstanding public safety services
- Secure the community's long-term renewable water future
- Adopt a balanced budget
- Plan and manage for balanced community growth
- Create primary jobs, expand the tax base and improve the business climate
- Provide and maintain an outstanding parks, recreation, trails and open space system
- Maintain community character, including a vibrant Downtown
- Maintain high-quality Town services

2015 Community Survey results reinforce that the community appreciates the high quality of services provided in Castle Rock – nine out of 10 residents said the quality of services the Town provides “exceeds” or “greatly exceeds” their expectations. Additionally, various national publications and programs have recognized the Town as one of the nation's premier communities and organizations. Recent examples include earning recognition as one of the safest communities in Colorado; accreditation from the American Public Works Association; and awards for industry-leading water practices.

In addition to considering community survey feedback when proposing 2017 budget priorities, the Town held two public open houses regarding the 2017 Budget in summer 2016.



*The 2015 Community Survey asked 33 questions regarding the quality of, and residents' perceptions of, various aspects of the Town of Castle Rock. All 33 questions were analyzed, and the results showed that many of the answers were highly related (e.g., individual responses to questions dealing with safety were very similar). Like questions were grouped to create new variables called dimensions. The chart above shows ratings for the six dimensions, on a scale from 1 to 5, where a rating above 3 is above average. The analysis also identified areas in which the Town might wish to allocate additional resources toward the dimensions, based upon what is important to residents. The table resulting from that analysis is included for reference at the end of this Budget Message.*

The Town will continue providing high-caliber services in 2017 without any tax increases or new taxes, and in compliance with Town Council's conservative financial policies. The proposed budget includes annual growth in property tax revenue at 5.5 percent, as allowed by Town Code. The corresponding proposed mill levy rate will not be available until late August, when preliminary property valuation information is available from the County. The mill levy rate will be less than or equal to the 2016 rate of 1.473 mills.

Annual growth in sales tax revenue is included at 7.2 percent over 2016 forecasted figures. Residential growth is expected to continue to be strong, with 700 single-family units and 100 multifamily units budgeted in 2017. While continued development increases demand factors on Town services, it also provides additional resources to enhance quality of life within the community, which nearly all residents who responded to the 2015 Community Survey said met or exceeded their expectations.

The proposed budget does include proposed fee increases in two areas: water rates and golf fees. The proposed water rate increases – which are needed to support long-term renewable water capital needs and stormwater capital needs – would impact the typical residential monthly bill by about \$1.26. A system development fee increase also is included for water, stormwater and wastewater, which would be between \$271 and \$463 per new single-family unit constructed. Golf fees, meanwhile, are proposed to increase by \$3 for most 18-hole rounds and by \$1 for most 9-hole rounds, in order to accommodate escalating operational and maintenance costs.

Another revenue-related item of note incorporated within the proposed budget is a proposed change in the base to which the Town applies its building use tax. The Town assesses this tax on construction materials based upon square footage valuations that are currently out of date. The proposed budget uses accurate valuations in line with the current rates recommended by the International Code Council, which is common municipal practice – including by other area jurisdictions. This recommendation has caused projected revenue increases within several funds.

### **PROPOSED 2017 BUDGET OVERVIEW**

The total Town proposed budget for 2017 is \$188,476,341. This includes \$83.1 million for capital improvements, debt and transfers between funds and \$105.3 million for operations. The 2016 amended budget for operations was \$96.5 million, or 9 percent less than the Proposed 2017 Budget. The increase for 2017 reflects the necessity of investing in Town operations to meet the needs of a growing community while maintaining the high-quality levels of service Castle Rock residents and businesses expect.

Even with additional resources incorporated to maintain levels of service, annual operating revenues exceed annual operating expenditures, meaning the proposed budget is balanced.

The Proposed 2017 General Fund Budget provides for revenues estimated at \$46,356,808 and expenditures at \$47,936,117, a difference of \$1,579,309. It's important to note that included in these expenditures are a number of one-time capital items, which total \$966,780, as well as a \$3 million loan to the Fire Capital Fund for construction of Fire Station 152. When factoring out these items, the total operating surplus is \$2,387,471. This means the General Fund can demonstrate the capacity to fund the \$2 million that will be needed in 2018 to operate the new fire station, which will represent a significant ongoing new expense.

Looking again at the overall budget, expenditure totals are higher than expected revenues due to the planned use of capital reserves, which is a common and sound practice. Major one-time uses of reserves within the proposed budget include water resources projects totaling

\$18.2 million and transportation initiatives totaling \$16.1 million, which are both detailed in a later section.

Operating and debt reserves are maintained in all funds consistent with Town Council policies, as is the emergency TABOR reserve. As the budget is proposed, the General Fund is projected to end 2017 with an unobligated reserve of \$9 million after meeting these reserve requirements. This amount will be impacted by items not yet provided for, including those items requiring Council direction and other outstanding issues described later in this letter.

While the draft budget was developed using conservative and informed financial modeling and forecasting, it is important to note that it does include more assumptions than prior budgets, due to the earlier timing of its preparation. Council should recognize that the 2017 Budget may need to be amended in accordance with actual financial conditions, should the information that was known at the time this budget was prepared change dramatically as 2017 gets underway.

### **PROPOSED 2017 BUDGET PRIORITIES**

Council-adopted policies, including the 2013 Strategic Plan; 2015 community survey results; and Council actions and direction regarding strategic priorities, have led to nine suggested priorities for the Proposed 2017 Budget. The intent of the proposed budget is to focus resources on the priorities. Staff used a resource allocation prioritization model developed using 2015 Community Survey data (included at the end of this message) as a guide when evaluating departments' budget requests.

Following are the proposed budget priorities and major items planned to support them. Perhaps most notable in the community's view are the proposed investments in infrastructure, including long-term water systems and surface transportation – the latter which is a direct response to feedback from the 2015 Community Survey, as well as to the growth open houses held in 2016. About \$9.8 million is proposed to be invested in transportation projects during 2017. Additionally, five new positions are proposed within Public Works to focus on duties including transportation project management, traffic signal management, snow and ice control, pothole filling/crack sealing and more. These investments will help improve mobility in Castle Rock and will be a stride toward achieving a 10-year plan to continue keeping in step with the community's always-growing transportation needs.

#### **1) Enhance surface transportation**

- Continue annual Pavement Maintenance Program, focused in 2017 on southern Castle Rock, at an estimated 2017 cost of \$4.8 million
- Complete initial planning, design and right of way acquisition for the Crystal Valley Parkway/Interstate 25 interchange, for an estimated one-time 2017 cost of \$2.3 million
- Reconstruct Meadows Parkway between Prairie Hawk Drive and U.S. Highway 85, for an estimated one-time 2017 cost of \$1.987 million
- Reconstruct Emerald Drive between Plum Creek Parkway and Emerald Court, for an estimated 2017 one-time cost of \$1.339 million
- Construct a roundabout at Third and Perry Streets, for an estimated 2017 one-time cost of \$1 million



- Continue the annual bridge maintenance program, at a 2017 cost of \$685,000
- Construct two new traffic signals at to-be-determined locations, for an estimated one-time 2017 cost of \$460,000
- Implement the final of three phases of traffic signal system upgrades, for an estimated 2017 cost of \$400,000
- Continue the rehabilitation of Wilcox Street crosswalks between Fifth and Eighth Streets, for an estimated 2017 cost of \$161,000
- Add a Project Manager in Public Works to oversee transportation capital improvement projects, at an estimated ongoing annual cost of \$127,000
- Add a Senior Traffic Signal Technician, at an estimated ongoing annual cost of \$98,000, plus one-time vehicle, equipment and software costs of \$147,000
- Add two Operators in the Streets Division to work year-round on issues including snow and ice control, pothole filling, crack sealing and more, at an estimated ongoing annual cost of \$156,000
- Add a second northbound to westbound turn left turn lane at U.S. Highway 85 and Meadows Parkway, for an estimated 2017 one-time cost of \$107,000
- Add a Field Supervisor in the Streets Division to round out the crew with the two new Operators, at an estimated ongoing annual cost of \$93,000

## **2) Provide outstanding public safety services**

- Construct and equip Fire Station 152 in Crystal Valley Ranch, for an estimated one-time 2017 cost of \$4.76 million
- Implement a new records management system for Castle Rock Fire and Rescue, for an estimated one-time 2017 cost of \$600,000, plus an estimated ongoing annual cost of \$60,000
- Add two Patrol Officers, at an estimated ongoing annual cost of \$211,000, along with a one-time vehicle cost of \$58,000
- Continue the public safety radio program, for an estimated 2017 cost of \$312,800
- Purchase power stretchers to assist Castle Rock Fire and Rescue in safely transporting patients, for an estimated one-time 2017 cost of \$225,000
- Add a Fire Prevention Officer, jointly funded by the General Fund and Development Services Enterprise Fund, for an ongoing annual cost of \$106,000, plus a one-time vehicle cost of \$54,000
- Continue body-worn camera initiative for Castle Rock Police Department, for an estimated 2017 cost of \$109,000
- Purchase automatic CPR devices, to assist CRFD in the treatment of cardiac patients, for an estimated one-time 2017 cost of \$100,000

## **3) Secure the community's long-term renewable water future**

- Construct the Plum Creek diversion, well fields and related pipelines and pump station, for an estimated 2017 cost of \$9.8 million
- Continue the WISE project, for an estimated 2017 cost of \$633,000
- Work on the Chatfield and Newlin Gulch pipelines and pump stations and upgrade the Plum Creek Water Reclamation Authority for the Newlin Gulch pipeline, for an estimated 2017 cost of \$5.65 million
- Contribute to projects at the Plum Creek Wastewater Reclamation Authority, which treats the Town's wastewater, for an estimated 2017 cost of \$4.62 million
- Continue rehabilitation and replacement of Town wells that have reached the end of their useful lives, for an estimated 2017 cost of \$3.48 million
- Continue stream stabilization, for an estimated 2017 cost of \$2 million
- Continue the Chatfield Reallocation project, for an estimated 2017 cost of \$1.2 million
- Upgrade pump stations and distribution systems, for an estimated 2017 cost of \$660,000
- Continue the aquifer storage and recovery pilot program, for an estimated 2017 cost of \$500,000
- Continue the replacement of pumps and motors at wastewater lift stations, for an estimated 2017 cost of \$494,000
- Continue sewer line rehabilitation, for an estimated 2017 cost of \$385,000

- Complete structural and/or site modifications to existing water tanks, for an estimated 2017 cost of \$360,000
- Complete miscellaneous improvements at existing water treatment plants, for an estimated 2017 cost of \$150,000
- Complete site improvements at the Kellogg Court property, for an estimated 2017 cost of \$85,000

**4) Adopt a balanced budget**

- No tax increases are proposed
- Operating revenues exceed operating expenditures
- Required reserves are maintained

**5) Plan and manage for balanced community growth**

- Hire contractors to help oversee commercial development projects, at an estimated 2017 cost of \$400,000
- Add a Combination Building Inspector, at an estimated ongoing annual cost of \$92,000
- Add a Neighborhood Services Liaison, at an estimated ongoing annual cost of \$84,000, along with a one-time vehicle cost of \$30,000

**6) Create primary jobs, expand the tax base and improve the business climate**

- Utilize public/private partnerships to achieve a vibrant local economy to provide for core priorities
- Maintain availability of \$2 million in the Economic Development Fund for the pursuit of economic development opportunities consistent with goals

**7) Provide and maintain an outstanding parks, recreation, trails and open space system**

- Continue annual trail improvements, at an estimated 2017 cost of \$229,686
- Plan for the Town's next neighborhood park, planned to be constructed in 2018 pending funding availability, for an estimated 2017 one-time cost of \$200,000
- Replace an HVAC chiller and condenser at the Recreation Center, at an estimated one-time 2017 cost of \$200,000
- Complete bunker renovations and cart path improvements at Red Hawk Ridge Golf Course, for an estimated one-time 2017 cost of \$150,000

**8) Maintain community character, including a vibrant Downtown**

- Complete improvements to Festival Park, which were budgeted in 2016
- Continue enhanced special events program, for an estimated 2017 cost of \$337,300
- Use the Downtown Special Fund and tax increment financing to facilitate Downtown redevelopment projects, with a focus on mixed-use projects in the Downtown core

**9) Maintain high-quality Town services**

- Add a GIS Analyst, for an estimated ongoing annual cost of \$102,000
- Add a Building Use Tax Auditor at mid-year, at an estimated 2017 cost of \$51,000 and an estimated ongoing annual cost of \$102,000

**OTHER MAJOR INITIATIVES**

In addition to accomplishing the priorities set forth above, the Proposed 2017 Budget includes a number of other significant items:

- Construct a combined Parks and Facilities maintenance building, for an estimated one-time 2017 cost of \$3.5 million
- Purchase 43 vehicles and other equipment to provide continued safety and efficiency in Town operations, \$5.34 million
- Furnish the planned addition to Town Hall, at an estimated one-time 2017 cost of \$500,000
- Design an expansion to the Public Works Service Center, for an estimated one-time 2017 cost of \$220,000

- Construct a wireless ring to provide redundant connectivity to main Town facilities, for an estimated one-time 2017 cost of \$170,000
- Continue the annual Cisco networking device replacement program, for an estimated 2017 cost of \$169,000
- Scan paper Development Services records into an online database, \$100,000

The Proposed 2017 Budget continues the Town's commitment to maintaining high-quality services and attracting and retaining high-quality employees. This includes funding for compensation and benefits competitive within the market. Employee compensation increases are planned at an average 4 percent performance-based compensation increase for general employees, with an average of 5 percent budgeted for sworn public safety personnel, in accordance with Council's public safety compensation initiative. The Town does not provide any cost of living adjustments; any increases in pay are solely performance-based. Benefits, meanwhile, are budgeted at 8 percent Town and employee premium increases; the actual cost will be determined later in 2016, based upon claims experience. A market evaluation of compensation and benefits is conducted annually to ensure appropriate competitiveness.

#### **ITEMS REQUIRING COUNCIL DIRECTION**

There are a few issues requiring specific Town Council consideration so they can be adjusted within the Proposed 2017 Budget or a future budget amendment, if so directed:

#### **2017 Contracts for Service Funding Requests**

Council will need to determine 2017 service contract funding levels. For budget purposes, staff has included the amounts each organization has requested. One exception is the DDA mill levy match, for which the Town's projection was slightly higher than the organization's request. Staff's projection for the match has been included for budget purposes. Council will be asked to approve the service contracts in October, following the adoption of the 2017 Budget. Contracts will be administered according to the Council-approved amounts, which may not match the amounts presently budgeted.

#### **Impact Fee Adjustments**

In 2016, staff worked with an independent consultant to complete a study of the Town's impact fee structure to ensure growth is paying for growth as called for by Council. This effort will culminate in the recommendation of some impact fee increases as part of a future Council agenda item. Any increases Council adopts will affect current and future years' revenues and the Town's corresponding ability to accomplish needed capital projects – particularly, transportation projects as discussed with Council at the June 14 financial work session.

#### **Parking Study Outcomes**

A study is underway to examine how parking conditions can be improved within Downtown Castle Rock. At present, no financial resources have been dedicated to implementing any outcomes of this study, which is expected to be completed by the end of 2016. At such time when study outcomes are available, Council might wish to dedicate funding to implement parking solutions for Downtown.

#### **THREE-YEAR FINANCIAL PLAN AND FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

Included with the Proposed 2017 Budget are drafts of the 2017-2019 Balanced Financial and 2017-2021 Capital Improvement plans. Some items of note within these plans:

- **Surface transportation:** Pavement Maintenance Program costs of \$5.9 million in 2018 and \$7.9 million in 2019; multiple street reconstructions at \$3.05 million in 2018 and \$2.91 million in 2019; Founders Parkway improvements at \$1.81 million in 2018 and \$3.34 million in 2019; transportation capital project costs of \$230,000 in both 2018 and 2019; \$800,000 for improvements in the historic Craig & Gould neighborhood in 2019

- **Public safety:** Twelve new personnel are included to staff the new Crystal Valley Fire Station beginning in January 2018 (\$1.96 million, ongoing); and two patrol officers (\$256,000, ongoing), a training officer (\$126,000, ongoing) two dispatchers (\$187,000, ongoing), one special operations sergeant (\$156,000, ongoing) and a detective (\$132,000, ongoing) are included for the Police Department in 2018; and four patrol officers (\$532,000, ongoing) are included in 2019
- **Renewable water:** \$10.8 million for advanced treatment processes at Plum Creek Water Purification Facility, \$2.8 million for the alternative source of supply project and \$1.2 million for the Chatfield Reallocation project in 2018; \$3.8 million for the WISE project and \$2.7 million for the alternative source of supply project in 2019; \$1.9 million for stream stabilization projects in 2018 and \$1.6 million in 2019; \$3.2 million for Plum Creek Water Reclamation Authority expansion in 2018 and \$3.3 million in 2019; capital projects of \$853,000, pumping and distribution system upgrades of \$460,000 and waterline rehabilitation and replacement projects of \$853,000 in 2018; pumping and distribution system upgrades of \$850,000, water line replacements of \$574,000 and well rehabilitation and replacement of \$500,000 in 2019; and \$740,000 for sewer line rehabilitation in 2018
- **Balanced budget:** The plan indicates some imbalances between revenues and expenditures in 2018 and 2019, which will resolved – either by scaling back on projects or by securing additional revenue – prior to the adoption of those years’ budgets
- **Managed growth:** Growth is being planned at 700 single-family units and 192 multifamily units in 2018 and 600 single-family units and 72 multifamily units in 2019
- **Services and staff:** New technology-related positions in 2018 and 2019, \$106,000 and \$121,000, respectively (ongoing); \$1.98 million for the construction of an expansion to the Public Works Service Center in 2018; \$3.26 million to construct a new Utilities administration/customer service building in 2019; and purchase of 29 vehicles/equipment, \$3.18 million in 2018, and 38 vehicles/equipment, \$2.43 million in 2019

## **OUTSTANDING ISSUES**

As comprehensive as the Town’s financial planning efforts are, there are some areas still under development and consideration. These issues should be mentioned as part of the Town and community’s ongoing considerations and planning:

### **TABOR**

The Town experienced a TABOR revenue issue in 2015, with \$714,580 over the revenue cap. Staff will continue managing within TABOR as directed by Council, but there exists the potential that the Town will experience excess revenues again over the next few years – particularly, for 2016, and in 2018. Of course, TABOR information does not become final until after a year has ended. Staff and Council must keep this dynamic in mind when completing financial planning and resource allocation. The likely source from which any needed TABOR refunds would be paid – including those which may be needed yet in 2016, for the 2015 surplus – would be General Fund fund balance.

### **Public Safety Training Facility**

The Town is presently leasing a Public Safety Training Facility, but that option is time-limited, and a permanent space to house that function needs to be found. An assessment is underway to define needs, but no provision to buy or build a permanent facility is included in the Draft 2017-2019 Balanced Financial Plan. Staff will continue to develop options in this regard and will present to Council for consideration a project that best meets the Town’s long-term needs in this area. The likely recommended funding source for this project would be General Fund fund balance.

### **Snowflex Loan**

Council has authorized the execution of a non-binding memorandum of understanding with SnowSports 365 for a \$2.7 million loan toward a year-round sports center at Philip S. Miller Park. If this project progresses, the likely recommended funding source for this Proposed Budget Message

loan would be General Fund fund balance. No provision for this project is presently included within the Draft 2017-2019 Balanced Financial Plan.

#### **Riverwalk Project**

The Riverwalk project is a proposed mixed-use development on either side of Sellars Gulch just west of Wilcox Street, which could be catalytic for Downtown Castle Rock's redevelopment. Economic assistance from the Downtown Development Authority – and possibly from the Town as well – would be needed for this project to come to fruition. No provision for this project is presently included within the Draft 2017-2019 Balanced Financial Plan.

#### **Rueter-Hess Recreation**

Planning is underway to make Rueter-Hess Reservoir, in which the Town is a partner, a recreational amenity. As a partner in this endeavor, the Town will be requested to make a financial contribution, the amount of which is not presently known. A placeholder amount of \$25,000 is included in the draft plan, but financing will need to be examined and adjusted as recreational plans for Rueter-Hess are finalized.

#### **Needs Not Accounted for in the Proposed 2017 Budget**

To continue meeting service levels, staff requested more positions than are presented in the Proposed 2017 Budget. As the need is further demonstrated and resources allow, consideration of these positions at some point in the future may be appropriate.

#### **Additional Town and Strategic Priorities**

As the community continues to experience positive aspects of strong population growth, the Town will also have additional demands for services, including requests for services that are not currently provided by either the Town or other service providers. Continued dialogue with residents and prioritization of resources will be essential to ensure we maintain a high-quality community in future years.

#### **CONCLUSION**

The Proposed 2017 Budget focuses on maintaining levels of service while accomplishing core priorities. The schedule for Council and community consideration of the proposed budget includes a presentation on August 16, 2016; first reading on September 6 and second and final reading on September 20, at which time Council consideration of the 2017-2021 Capital Improvement Plan/Program and 2017-2019 Balanced Financial Plan are also expected to occur. Adoption of the 2017 property tax mill levy is expected to occur in early December, as has been past practice.

I'd like to thank Town Council for its leadership; Finance Director Trish Muller, Budget and Finance Manager Nicole Carner and the team of financial analysts; Finance Department staff; Deputy Town Manager Fritz Sprague and Senior Management Analyst Kristin Zagurski; department heads; and staff in all departments for their efforts in the preparation of this proposed budget.

Respectfully submitted,



David L. Corliss  
Town Manager

## Resource Allocation Prioritization Recommendations per 2015 Community Survey Data

Government and Resource Management ➡	Local Community ➡	Mobility ➡	Parks and Open Spaces ➡	Public Safety
Keeps residents informed ➡	Sense of community ➡	Cleanliness of the streets ➡	Availability of healthy activities ➡	Safety in neighborhood ➡
Seeks residents' involvement and input ➡	Aesthetics and quality of Town structures ➡	Convenience and accessibility of the roads ➡	Quality of trails and open spaces	Frequency of patrols ➡
Value of service for rates paid ➡	Cost of living ➡	Traffic signal timing ➡	Availability of trails and open spaces	Safety of Town parks ➡
Overall quality of water ➡	Ability to buy locally	Condition of the roads	Quality of parks	Approachability of police ➡
Water conservation programs	Ability to work near where I live	Congestion	Adequacy of walking and biking paths	Confidence in Fire Department
Securing and managing long-term water supply	Opportunities for youth		Availability of parks	Response time
	Employment opportunities			Safety after dark
	Arts and culture			
	Entertainment and events			

➡ = Key Driver;

  = Key driver, lower-than-average agreement, invest

  = Key driver, near average agreement, invest as allowed

  = Key driver, above-average agreement, maintain

  = Not a driver, lower than-average agreement; monitor

  = Not a driver, near average agreement; maintain

  = Not a driver, above-average agreement; maintain

TOWN OF CASTLE ROCK

# PROPOSED 2017 BUDGET

FIRST READING  
SEPTEMBER 6, 2016



# STEPS TO ADOPTION

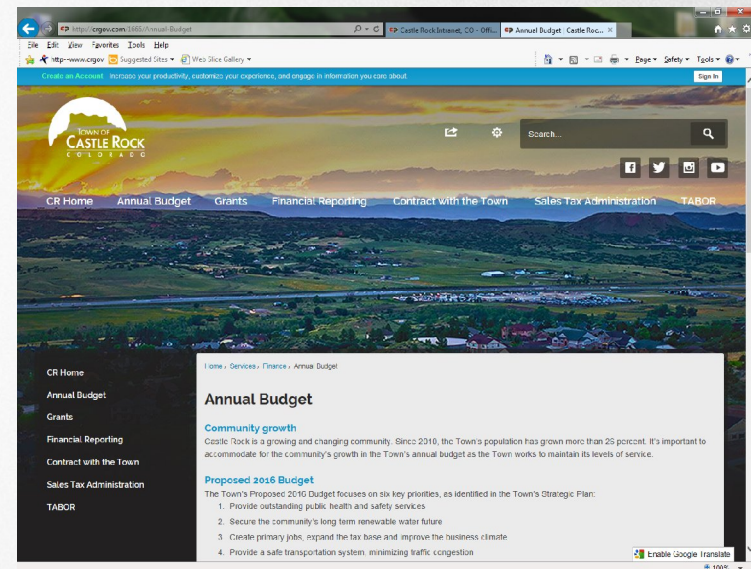
## PROCESS HIGHLIGHTS

Posted online and provided to Council:

- Proposed 2017 Budget
- Budget in Brief
- Budget Message
- Revenue and expenditure details
- Draft 2017-2019 Balanced Financial Plan
- Draft 2017-2021 Capital Improvement Program

Introduction of Proposed 2017 Budget  
Accomplished August 16

First and second readings  
September 6 (tonight) and September 20, respectively



View the budget documents online:

[CRGOV.COM/2017BUDGET](http://CRGOV.COM/2017BUDGET)  
[CRGOV.COM/TRANSPARENCY](http://CRGOV.COM/TRANSPARENCY)



# CORE PRIORITIES

HOW THEY'RE CONTINUED IN THE PROPOSED 2017 BUDGET



## TRANSPORTATION

- Pavement Maintenance Program
- Initial planning, design and right of way acquisition for future Crystal Valley Parkway/I-25 interchange
- Reconstruct Meadows Parkway between Prairie Hawk and U.S. 85
- Reconstruct Emerald Drive between Plum Creek Pkwy and Emerald Court
- Roundabout at Third & Perry Streets
- Bridge maintenance program
- Construct two new traffic signals
- Traffic signal system upgrades
- Crosswalk rehabilitation
- Five positions to maintain levels of service
- Addition of turn lane at U.S. 85 and Meadows Parkway



## LONG-TERM WATER

- Construct Plum Creek diversion
- Continue WISE project
- Work on Chatfield and Newlin Gulch pipelines, pump stations
- Contribute to projects at PCWRA
- Continue rehabilitation and replacement of wells as warranted
- Stream stabilization
- Cont. Chatfield Reallocation project
- Upgrade pump stations, systems
- Cont. aquifer storage and recovery
- Cont. maintenance at lift stations
- Cont. sewer line rehabilitation
- Site modifications at water tanks and water treatment plants
- Site improvements at Kellogg Court



## PUBLIC SAFETY

- Construct and equip Fire Station 152 in Crystal Valley Ranch
- Implement new records management system for CRFD
- Add two Patrol Officers
- Continue the public safety radio replacement program
- Purchase power stretchers to assist CRFD in safely transporting patients
- Add a Fire Prevention Officer
- Continue body-worn camera initiative for CRPD
- Purchase automatic CPR devices to assist in treatment of cardiac patients



# CORE PRIORITIES

HOW THEY'RE CONTINUED IN THE PROPOSED 2017 BUDGET

## BALANCED BUDGET

- No tax increases are proposed
- Operating revenues exceed operating expenditures
- Required reserves are maintained

## PLAN AND MANAGE BALANCED COMMUNITY GROWTH

- Hire contractors to help oversee commercial development projects
- Add a Combination Building Inspector
- Add a Neighborhood Services Liaison

## ECONOMIC DEVELOPMENT

- Utilize public/private partnerships to achieve a vibrant local economy to provide for core priorities
- Maintain availability of \$2 million in Economic Development Fund for pursuit of economic development opportunities



## PARKS AND RECREATION

- Continue annual trail improvements
- Plan for the next neighborhood park, to be constructed in 2018 pending funding availability
- Replace HVAC chiller and condenser at the Recreation Center
- Renovate bunkers and improve cart paths at Red Hawk Ridge Golf Course



## COMMUNITY CHARACTER

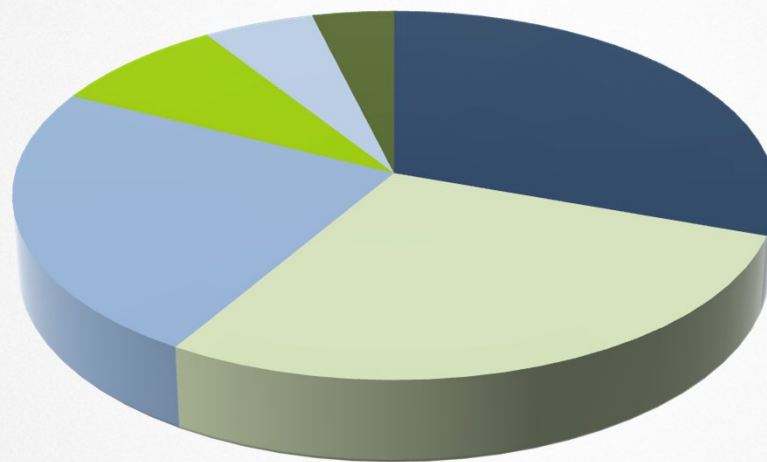
- Complete improvements to Festival Park
- Continue enhanced special events programming
- Use the Downtown Development Authority TIF Fund and tax increment financing to facilitate Downtown redevelopment projects, with a focus on mixed-use projects in the Downtown core

## MAINTAIN HIGH-QUALITY SERVICES

- Add a GIS Analyst
- Add a Building Use Tax Auditor at mid-year

# PROPOSED BUDGET

REVENUES AND EXPENDITURES



■ Capital: 30.4%	■ Personnel: 28.3%
■ Services/other: 23.7%	■ Transfers: 8.4%
■ Debt service: 5.3%	■ Supplies: 3.9%

## TOTAL REVENUES

\$184,209,564, including revenue associated with \$3.4 million in payment on interfund loans

## TOTAL EXPENDITURES

\$188,476,341, including \$83.1 million for capital improvements, debt service and transfers and \$96.5 million for operations

Difference of \$4,266,777, due to the planned use of reserves for capital purposes, all of which can be attributed to long-term water initiatives

The Town is able to accomplish these projects because it has intentionally saved money for them in previous years



# PROPERTY TAX

INCLUDED AT 5.5 PERCENT, AS ALLOWED BY TOWN CODE



That means Town property taxes on a \$300,000 home  
will be no more than \$35 annually

# 2016 PROPERTY TAX

HOW THE TOWN'S TAX COMPARES ON A MEDIAN-VALUED HOME, \$302,692

ENTITY	TAX RATE	TAX AMOUNT
DC SCHOOL DISTRICT	42.439	\$1,022.53
DOUGLAS COUNTY GOV'T	19.774	\$476.43
DC LIBRARIES	4.035	\$97.22
TOWN OF CASTLE ROCK	1.474	\$35.51
CHERRY CREEK BASIN	0.449	\$10.82
CEDAR HILL CEMETERY	0.160	\$3.86
METRO DISTRICTS (VARIOUS)	up to 79.146	up to \$3,553.31



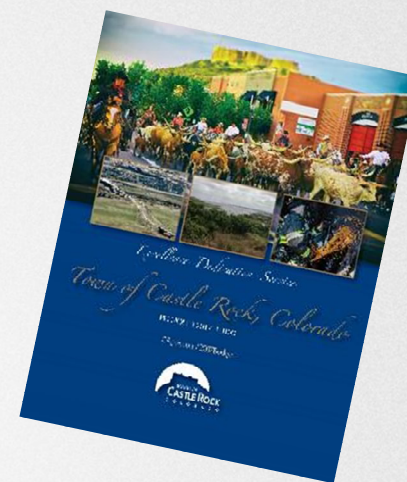
# BUDGET HIGHLIGHTS

## NO TAX INCREASES

No tax increases or new taxes proposed. Increase in the cost of Town services the average resident can expect in 2017 is a \$1.26 per-month utility bill increase related to funding long-term water and stormwater projects. Additionally, golf fees are proposed to increase by \$3 per 18-hole round.

## BALANCED BUDGET

Annual operating revenues exceed operating expenditures, meaning the proposed budget is balanced; no TABOR surplus is currently anticipated in 2017.



## SUSTAIN OPERATING RESERVES

Operating and debt reserves are maintained in all funds consistent with Town Council policies, as is the emergency TABOR reserve; as proposed, the General Fund is projected to end 2017 with an unobligated reserve of about \$9 million after meeting reserve requirements, though unfunded items still exist.

## REVENUE FORECASTING

Revenue estimates

- **Sales tax** revenue year-end estimate of 6.5% in 2016 and projections of 7.2% in 2017, 6.7% in 2018 and 5.8% in 2019.
- **New building permit** projections of 800 single-family/316 multifamily in 2016 and forecasting 700/100 in 2017, 700/192 in 2018 and 600/72 in 2019.

## USE RESERVES FOR PROJECTS

The 2017 Budget includes planned use of capital reserves. Major one-time uses of reserves within the proposed budget include water resources projects totaling \$18.15 million, transportation projects totaling \$9.76 million and planned costs for new Fire Station 152 totaling \$4.76 million.

# ITEMS OF NOTE

IN 2017

## SPACE NEEDS

Construct a combined Parks and Facilities maintenance building, expand the Service Center and furnish the Town Hall addition

## VEHICLE NEEDS

Replace 33 and add 10 vehicles and other equipment to provide continued safety and efficiency in Town operations

## WIRELESS RING

Construct a wireless ring to provide redundant connectivity to main Town facilities

## NETWORKING DEVICES

Continue the annual Cisco networking device replacement program

## E-RECORDS

Scan paper Development Services records into an online database

## YEAR-END ESTIMATES

Year-end estimates in the proposed budget do not reflect the requested fourth 2016 budget amendment, which is not final; first reading will reflect that change



# OUTSTANDING ITEMS

<b>IMPACT FEE STUDY</b> A staff recommendation will be forthcoming with a focus on addressing future anticipated transportation-related needs attributable to growth in the Town	<b>TABOR</b> Staff will continue managing within TABOR as directed, but surplus amounts may be expected in the three-year planning period	<b>PUBLIC SAFETY TRAINING FACILITY</b> The lease on the current facility is time-limited; a new solution is being analyzed and will be brought to Council	<b>SNOW SPORTS LOAN</b> No provision for this \$2.7 million loan is presently included; if the project moves forward, the likely funding source would be General Fund fund balance
<b>RIVERWALK PROJECT</b> Economic assistance from the Town may be needed for this mixed-use development in the Downtown core to come to fruition	<b>REUTER-HESS RECREATION</b> A placeholder of \$25,000 is included; financing will need to be examined and adjusted as plans are finalized	<b>OTHER NEEDS</b> Staff requested more staffing resources than are presented in the proposed budget – these requests may be re-evaluated as conditions evolve	<b>ADDITIONAL PRIORITIES</b> Additional services may someday be needed that the Town does not currently provide – financial resources would be needed for any new initiatives



# FUTURE INITIATIVES

IN THREE-YEAR PLANNING PERIOD

## SURFACE TRANSPORTATION

Pavement Maintenance Program, street reconstructions, Founders Parkway improvements and improvements to Craig & Gould

## PUBLIC SAFETY

Twelve personnel to staff Fire Station 152 and five sworn and two dispatch Police positions in 2018 and four sworn Police positions in 2019

## RENEWABLE WATER

Maintaining current infrastructure, importing supplies, treating water locally and storing supplies

## BALANCED BUDGET

Future year imbalances will be resolved prior to the adoption of future budgets

## MANAGED GROWTH

Continued emphasis is planned on providing an environment in which high-quality balanced growth can occur, along with the necessary supporting infrastructure

## SERVICES AND STAFF

Additional resources, both human and capital, are included to ensure high-quality services are continually delivered to the community

# **PUBLIC AND COUNCIL COMMENT**

**REGARDING PROPOSED 2017 BUDGET?**

SECOND READING SCHEDULED FOR SEPTEMBER 20, 2016

Vehicles and Equipment in Town Fleet

Department/Division	# of Vehicles in Town Fleet*	Equipment (Trailers, Off-Road, Etc.)	Total Vehicles and Equipment	Vehicles/Equipment in Replacement Program	% of Total in Replacement
DoIT	3	-	3	1	33%
Facilities	9	4	13	10	77%
Police	50	2	52	48	92%
Fire	31	9	40	34	85%
Development Services	19	-	19	17	89%
Transportation	33	52	85	65	76%
Fleet	3	1	4	3	75%
Parks	26	36	62	56	90%
Golf	2	-	2	1	50%
Community Center	5	-	5	5	100%
Utilities	57	34	91	84	92%
Total	238	138	376	324	86%

\*Vehicles includes on-road, licensed, self-propelled vehicles

2017 Existing Vehicles Scheduled for Replacement	27
% of Total Vehicles	11%
2017 Existing Equipment Scheduled for Replacement	8
% of Total Equipment	6%
Total 2017 Replacements	35
% of Total Vehicles and Equipment	9%
% Increase of Vehicle Fleet due to 2017 Additions	4%

Summary of 2017 Vehicle Additions			
Department	Make & Model	Estimated Cost	Justification
DoIT	Ford Escape	\$ 32,000	Staff requires additional transportation to maintain levels of service. Salvage vehicles have been used previously.
DoIT	Ford Escape	32,000	Staff requires additional transportation to maintain levels of service. Salvage vehicles have been used previously.
Police	Ford Explorer	58,350	One new vehicle is needed to accommodate the hiring of two additional police officers in 2017
Fire/Development Services	Ford F-150	53,962	This vehicle is needed to accommodate the addition of a Fire Prevention Officer
Fire	Ford F-550	340,000	This vehicle is needed for the new fire station planned for construction in 2017 in Crystal Valley Ranch
Fire	HME Quint	1,150,000	This vehicle is needed for the new fire station planned for construction in 2017 in Crystal Valley Ranch
Development Services	Ford Escape	31,034	This vehicle is needed to accommodate the addition of a Combo Building Inspector
Development Services	Ford Escape	30,278	This vehicle is needed to accommodate the addition of a Neighborhood Services Liason
Public Works	Ford F-150	30,511	This vehicle is needed to accommodate two additional seasonal personnel in Traffic Engineering
Public Works	Ford F-350	146,457	This vehicle is needed to accommodate the addition of a Traffic Signal Technician
Total		\$ 1,904,592	



## **MEMORANDUM**

**To:** David L. Corliss, Town Manager  
**From:** Fritz Sprague, Deputy Town Manager  
**Date:** August 23, 2016  
**Title:** Proposal to Increase Town Retirement Contribution

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### **Introduction**

The Town of Castle Rock provides a retirement benefit for employees as part of our total compensation package. Annually, Human Resources conducts a benchmark analysis of comparable jurisdictions to make sure we remain competitive in the marketplace. This benchmark analysis is valuable because it is data driven and this year it supports increasing the Town's employer contribution from 6% to 7% for all Town employees.

### **Discussion**

The Town currently participates in two retirement systems for employees: 1) A money purchase program through the International City/County Management Association Retirement Corporation (ICMA-RC) for all general employees including those in the Police service; and 2) A defined benefit through the Fire and Police Pension Association (FPPA) for those in the fire service.

The Town has a long-held philosophy of paying 'market' when it comes to compensation and benefits. 'Market' is being defined as not leading nor lagging behind benchmark jurisdictions. The Town takes into account the contributions made for all benefits when calculating parity, or making sure *reasonably* comparable levels of benefit are extended to each employee. These calculations were reviewed in concert with this proposal.

For purposes of this benchmarking analysis, the Town evaluated like jurisdictions that participated in Social Security in order to gather accurate, comparative data. The defining criteria for recommending an increase is the amount of contribution made by the Town toward employee retirement. This data supports the conclusion that the employer contribution is 1% below market for General employees and over 2% below market for Police employees.

## **Budget considerations**

A 1% increase in the employer contribution from 6% to 7% for all employees costs approximately \$380,339 spread proportionally across all funds. Staff believes this appropriate because of the market considerations noted above and the continued strong Town financial status which can accommodate this increase in expenditure. Revenues remain strong and are forecast to remain so. Expenditure management is also strong, including in the area of employee benefits such as healthcare and retirement contributions. The Town does not plan to increase either the Town healthcare premium contribution or the employee healthcare premium contribution for 2017.

Understanding that this will be an on-going cost, an analysis of the Town's 3 Year Balanced Financial Plan demonstrates sufficient financial capacity to fund this adjustment spread over all Town funds as a recurring cost.

## **Next steps**

Following adoption of the 2017 budget, the Town will administratively amend our Plan Document with ICMA-RC increasing the Town contribution by an additional 1% from 6% to 7% to be effective in January 2017 and forward. Because this 1% increase is intended to be applied organization-wide, those in the Fire Service will also receive this 1% as an additional contribution to their 457 retirement account.

## **Recommendation**

It is recommended that this additional 1% be authorized to be implemented in 2017 for all Town employees to remain competitive with market.

## **Attachments**

- Attachment A:** Retirement Contributions Survey for General Employees
- Attachment B:** Retirement Contributions Survey for Public Safety Employees

## Social Security Participants Retirement Contributions

Benchmark Jurisdiction	Participate in Social Security	Employee Contribution	Employer Match		Social Security	Total Combined Contribution	Additional Contributions
Commerce City	Yes	6.00%	6.00%		7.25%	19.25%	
Douglas County	Yes	7.00%	8.00%		7.25%	22.25%	
Englewood	Yes	3.00%	7.00%		7.25%	17.25%	
Golden	Yes	2.00%	5.00%	401a	7.25%	17.25%	
			3.00%	457			Addl 3% match to 457
Greenwood Village	Yes	No Min Contrb Reqd	5.00%	401a	7.25%	15.25%	
			3.00%	457 & 401k			Addl match of 3% to either 457 or 401k
Littleton	Yes	7.00%	7.00%		7.25%	21.25%	
Louisville	Yes	5.00%	5.50%		7.25%	17.75%	
Loveland	Yes	3.00%	7.00%		7.25%	17.25%	
Thornton	Yes	5.00%	5.85%	401a	7.25%	20.10%	
			2.00%	457			Addl match of 50% of EE's Contr to 457 up to 2%
Wheatridge	Yes	4.00%	4.00%		7.25%	15.25%	
<b>Average</b>		<b>4.20%</b>	<b>6.84%</b>		<b>7.25%</b>	<b>18.29%</b>	
Castle Rock	Yes	4.00%	6.00%		7.25%	17.25%	

Douglas County - employees have an option to elect 6% or 8% contribution

### Non Social Security Participating jurisdictions

Arvada	Longmont
Brighton	Northglenn
Broomfield	Parker
Lafayette	Westminster
Lone Tree	



## 2016 Public Safety Retirement Contributions

Jurisdiction	Social Security participation	Retirement Plan	Employer contribution	Employee contribution	Total Contribution
<b>Police Benchmark</b>					
Castle Rock Police	Yes	ICMA 401a	6.0%	4.0%	10.0%
Douglas County	Yes	ICMA 401a	8.0%	7.0%	15.0%
Louisville	Yes	ICMA 401a	5.5%	5.0%	10.5%
Loveland	Yes	Money Purchase Plan	11.0%	7.0%	18.0%
Wheatridge	Yes	ICMA 401a	10.0%	10.0%	20.0%
		<b>SS Participant Average</b>	<b>8.6%</b>	<b>7.3%</b>	<b>15.9%</b>
<i>For reference purposes only. These jurisdictions do not participate in Social Security</i>					
Arvada	No	401a Money Purchase Plan	10.0%	10.0%	20.0%
Brighton	No	FPPA	8.0%	8.0%	16.0%
Broomfield	No	401a Money Purchase Plan	10.0%	10.0%	20.0%
Commerce City	No	401a & 457	10.0%	10.0%	20.0%
Englewood	No	FPPA	10.2%	8.0%	18.2%
Golden	No	ICMA 401a	13.0%	10.0%	23.0%
				No Min	
Greenwood Village	No	Great West 401a, 401k	14.0%	Contrb Rqd	14.0%
Lafayette	No	FPPA	10.2%	8.0%	18.2%
		ICMA 401a (10%) & ICMA			
Littleton	No	457 (2%)	12.0%	10.0%	22.0%
* Lone Tree	No	FPPA	10.6%	9.0%	19.6%
Longmont	No	ICMA 401a	10.0%	10.0%	20.0%
Northglenn	No	ICMA 401a	8.0%	12.0%	20.0%
* Parker	No	FPPA (8) & 457 (2)	10.0%	9.0%	19.0%
Thornton	No	ICMA 401a	9.0%	9.0%	18.0%
Westminster	No	401(a)	10.3%	10.0%	20.3%
		<b>Non SS participant Average</b>	<b>10.4%</b>	<b>9.5%</b>	<b>19.2%</b>
		<b>Total Average</b>	<b>10.0%</b>	<b>9.0%</b>	<b>18.5%</b>
<b>Fire Benchmarks</b>					
Loveland	Yes	401a & general 457	11.0%	9.0%	20.0%
Brighton Fire Protection District	No	FPPA	8.0%	8.0%	16.0%
Castle Rock Fire	No	FPPA	10.0%	9.0%	19.0%
Cunningham Fire Protection District	No	FPPA	9.0%	8.0%	17.0%
Lafayette	No	ICMA 401a	10.2%	8.0%	18.2%
Lone Tree	No	FPPA	10.6%	9.0%	19.6%
Longmont	No	ICMA 401a	10.0%	10.0%	20.0%
South Metro Fire District	No	401a Money Purchase Plan	12.0%	12.0%	24.0%
Golden	No	ICMA 4010	13.0%	10.0%	23.0%
Littleton	No	FPPA (10%) & 457 (2%)	12.0%	10.0%	22.0%
Thornton	No	ICMA 401a	8.0%	8.0%	16.0%
		<b>Average</b>	<b>10.4%</b>	<b>9.2%</b>	<b>19.6%</b>
*Castle Rock Police			-2.6%	-3.3%	-5.9%
*Castle Rock Fire			-0.4%	-0.2%	-0.6%

\* Percentage difference from benchmark average