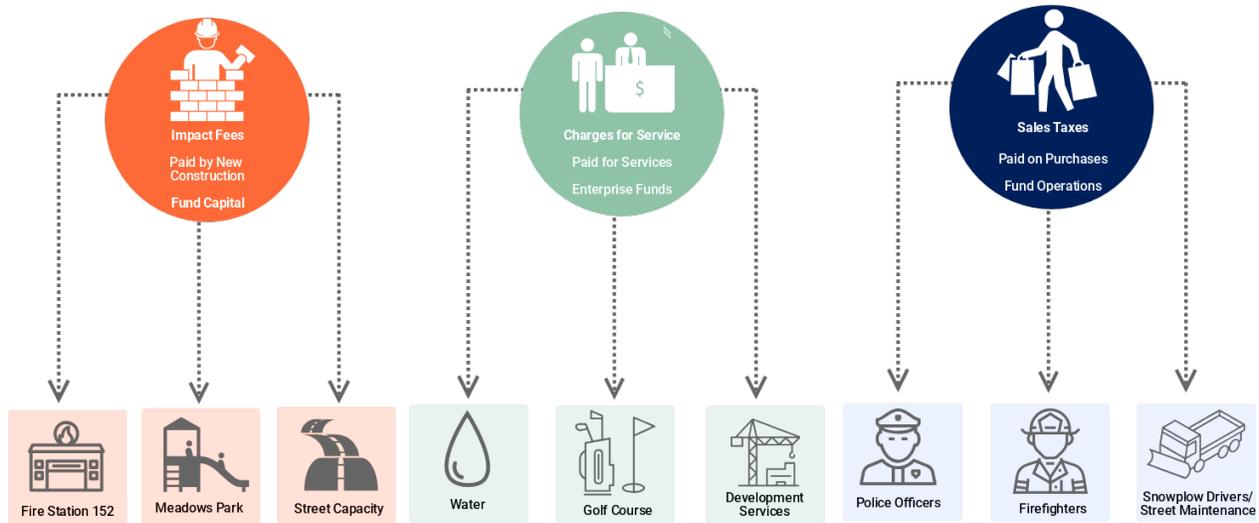


## Financial Reporting

Town of Castle Rock financial management and reporting involves numerous complexities and requires Townwide effort of departments and staff. This 2021 Year End Financial Review includes revenue, expenditure, fund balance, and reserve information by fund as well as on a Townwide perspective. The Town's budget includes 25 different funds with a variety of revenue sources, of which, several have restrictions for how the funds can be spent. The Town's revenue sources, and their respective uses, are represented below for reference.

### Review of the Town's finance structure:

For a review of the Town's Finance Structure- watch this [video](#)



\* The Community Center Fund, which supports the Rec Center and MAC, receives both charges for service and sales tax revenue

The following pages provide a summary of the Town's financial performance through 2021 year end and detailed financial schedules in Attachment A, Sales Tax collections by category and geographic area in Attachment B, and the Town's investment summary in Attachment C.

<p>What sources generate funds?</p>	<ul style="list-style-type: none"> <li>•Sales tax overview</li> <li>•Townwide revenue summary</li> </ul>	<p>How is the Town focusing resources on priorities?</p>	<ul style="list-style-type: none"> <li>•Ensuring our Water Future</li> <li>•Enhancing our Transportation</li> <li>•Ensuring our Public Safety</li> <li>•Maintaining strong Parks and Recreation</li> </ul>
<p>How is the Town growing?</p>	<ul style="list-style-type: none"> <li>•Development related revenue</li> <li>•Development services department overview</li> </ul>	<p>How does the Town manage finances conservatively?</p>	<ul style="list-style-type: none"> <li>•Active Financial Monitoring</li> <li>•Future Planning</li> <li>•TABOR</li> <li>•Transparency</li> </ul>

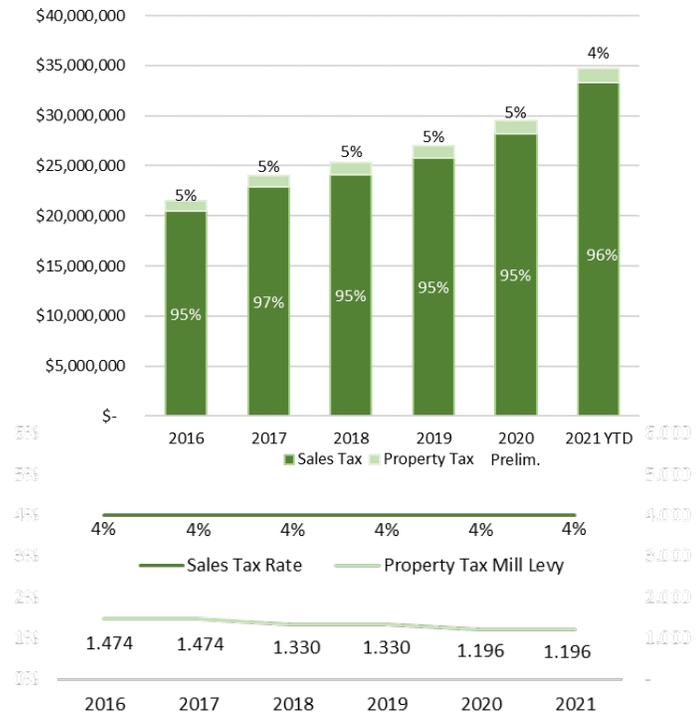
### What sources generate funds?

#### Sales and property tax

- Town collected sales tax reported from taxable entities through December 31, 2021 was 16 percent greater than 2020. Information related to historical, geographical, and industry sales tax collections can be found in Attachment B
- The top three geographic areas for sales tax were Milestone/Metzler, Promenade, and the Outlet Mall, making up about 67 percent of sales tax collections
- The top three industries for sales tax remittance in 2021 include food and general merchandise, miscellaneous retail, and apparel and accessories making up 72 percent of sales tax collections
- There were 5,297 active business licenses at the end of 2021, 40 percent of which are located in Castle Rock
- Property tax collections for 2021 reflect a mill levy assessment of 1.196, which is the same rate as was levied in 2020

Detailed financial information, including the Town's various revenue sources, can be found in the schedules in Attachment A.

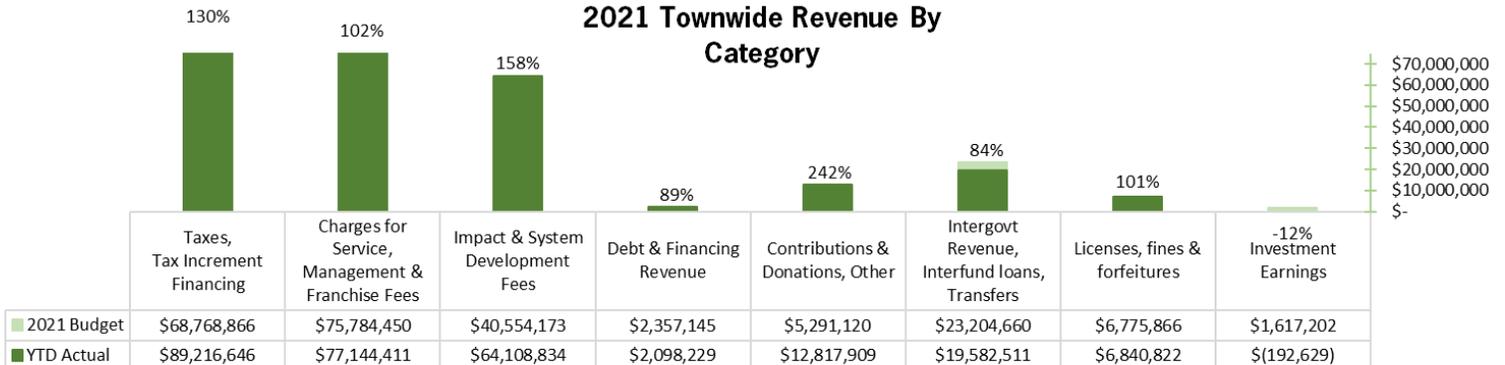
#### General Fund Sales vs. Property Tax Collections



#### Townwide revenue

Tax revenues including sales, property, use, motor vehicle, and other taxes, make up about 32 percent of the Townwide 2021 revenue budget, with Town collected sales tax making 72 percent of the total tax revenue budget. However, several other revenue sources, such as water fees, support Town services. Through the end of the year, Townwide revenues are over the amended budget by 16 percent due to stronger than expected sales tax collections and building permit activity.

#### 2021 Townwide Revenue By Category



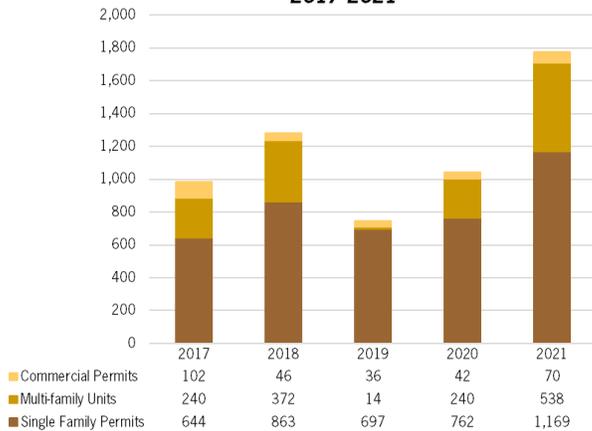
## How is the Town Growing?



Revenues earned from development in Castle Rock are generally used to help fund growth related projects across the Town. The 2021 Budget for development-related revenue was based on 700 single family permits, 118 multi-family units, and square footage estimates for about 20 commercial projects. The expected number of single family, multi-family, commercial, and other development permits issued determine budget amounts for growth related revenues such as impact fees, system development fees, building use tax and (water) tap fees.

Actual development revenue received by fund varies based the number and type of permits issued and the size, type, value, and water needs of the specific project. Permitting exceeded expectations with 1,169 single family permits, 538 multi-family permits, and 70 commercial projects permits in 2021.

**Yearend Building Permit Issuance  
2017-2021**

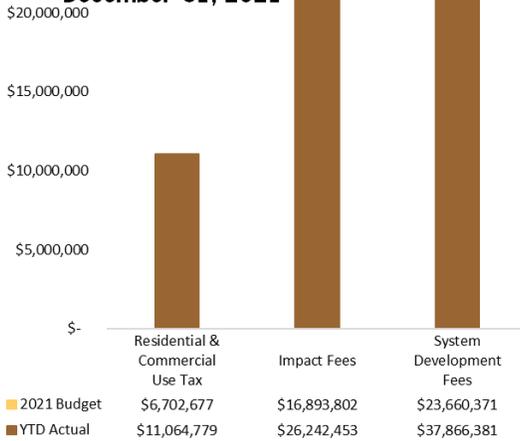


**Building use tax** is levied at 4 percent on materials used in construction. Residential use tax is received into the Transportation, Transportation Capital, General Long-Term Planning, and Community Center Funds while Commercial use tax is received into the Economic Development Fund.

**Impact fees and system development fees** are charged as part of the building permit process and fund needs related to growth including Municipal Facilities, Parks and Recreation, Fire, Police, Transportation, and Castle Rock Water. For 2021 single family and multi-family permits exceeded budgeted estimates.

Actual development related revenue received varies based on type, size, valuation, tap size, and other factors. This chart displays the actual revenue received through December 31<sup>st</sup> for these fees. Use tax, impact fees, and system development fees all exceeded expectations for the 2021 budget due to greater than anticipated permit activity. These fees and taxes are one-time revenues for capital expenditures as they do not support reoccurring expenses.

**Development  
Related Revenues  
December 31, 2021**



The Development Services Department oversees development in Castle Rock. This department is funded partially in the General Fund and General Fund expenses are 18 percent under budget for 2021. The Development Services Enterprise Fund's revenue is 13 percent over budget for the year, largely due to the higher than estimated licenses and permits. The Development Services Fund expenditures are 11 percent under budget for the year.

\*Please note that the 2021 Budget does not show due to revenues finishing over budget\*

### Development Services Enterprise Expenses

Category	YTD Actual	2021 Budget
Development Services Enterprise Expenses	\$7,037,124	\$7,931,158

To see more detailed financial information about Development Services, please see Schedules A and B in Attachment A.

## How is the Town focusing resources on priorities in 2021?



### Ensuring our water future

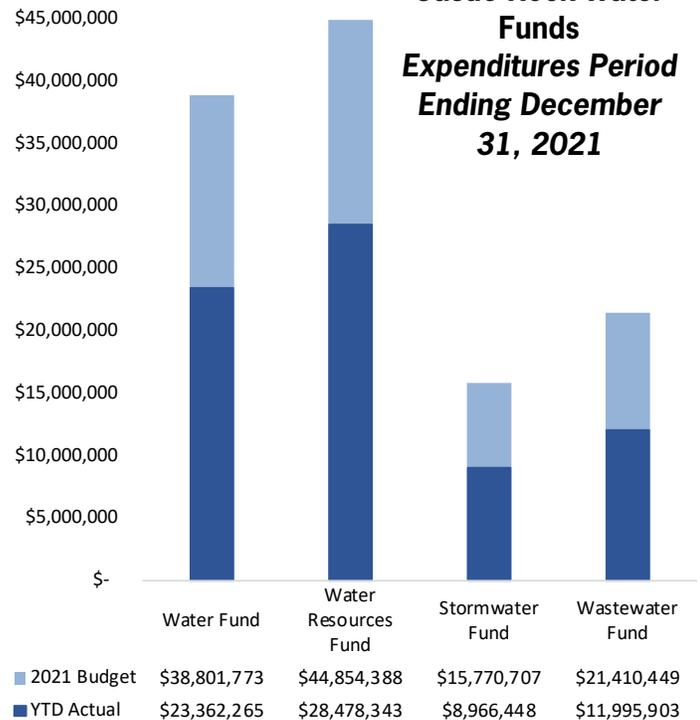
Castle Rock Water is comprised of four enterprise funds – Water, Water Resources, Stormwater, and Wastewater. Existing and new users support these funds. Revenues in these funds are seasonal and highly variable based on temperature and precipitation throughout the year. Expenditures in these funds include operational costs and significant capital projects to accommodate infrastructure maintenance and needs in our growing community. Capital expenditures make up 48 percent of the total Castle Rock Water annual expenditure budget.

Through December 31, total revenues for Castle Rock Water Funds combined are 16 percent over budget from system development fees as a result of greater than anticipated building permit activity. Total expenses in the four Castle Rock Water Funds are 40 percent under for 2021 due to timing of multiple water capital projects, listed below. Many capital projects take multiple years to complete due the timing of the project or the size and scope of the project.

Significant 2021 Castle Rock Water projects include:

- Construction of the Castle Rock Water Admin and Customer Service Building
- Continued WISE infrastructure design and construction
- Glovers Waterline Replacement
- Village North and Parkview Tributary Storm Sewer and Water and Sewer Rehabilitation Projects
- Water rights acquisition with significant Cherry Creek and Lost Creek water rights purchases completed in the first quarter
- Alternative source of supply project (Box Elder) property
- Detention pond retrofits
- Multiple advanced oxidation facility upgrades
- Aquifer storage and recovery at the Ray Waterman Treatment Plant
- Multiple stream stabilization projects
- Design and Construction of Castle Rock Reservoir 2

**Castle Rock Water Funds Expenditures Period Ending December 31, 2021**



### 2016-2021 Metered Water Sales by Quarter



To see more detailed financial information about Castle Rock Water, please see Schedules C-F in Attachment A.



### Enhancing our transportation

The Public Works Department manages Castle Rock transportation services, with budgeted expenditures in the Transportation (general operational costs) and Transportation Capital funds (one-time growth related projects).

The Transportation Fund supplements the capital fund to support the construction of growth-related projects when appropriate and funds are available. Transportation expenditures tend to be seasonal, related to construction seasons for both maintenance and new construction.

Total expenditures through the end of the year in the Transportation Fund were 19 percent under budget. A portion of remaining capital budget was carryforward in a 2022 budget amendment. The Transportation Capital Fund expenditures are approximately 57 percent under budget. Both funds finished under budget due to capital projects timing listed below.

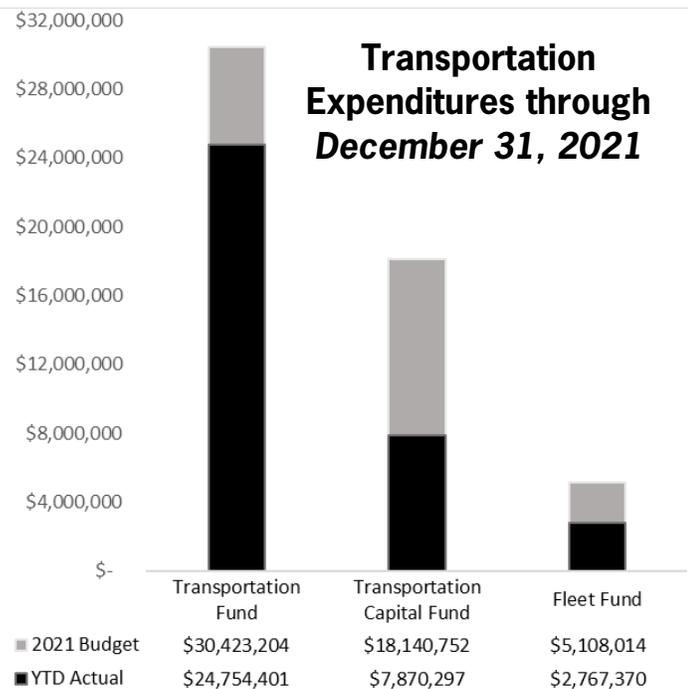
#### Significant ongoing projects include:

- Crystal Valley interchange
- Craig and Gould North improvements
- 5<sup>th</sup> street widening
- Downtown alley improvements
- Completion of Wilcox and South Roundabout

Transportation Fund revenues include sales tax, Highway User Tax, residential use tax, and other resources. Total Transportation Fund revenues ended about 32 percent over budget. Transportation Capital Fund revenues are 71 percent over budget due to higher than anticipated residential building use tax revenue and impact fees.

See schedules G and H in Attachment A for more detailed financial information for transportation.

The Parking Fund was created in 2020 to fulfill the Town's obligation to fund 308 public parking spaces within the Encore parking garage and other future town parking projects. This fund is overseen by the Finance Department. For 2021 this fund is 7 percent over budget for revenue and is 8 percent under budget for expenditures. See schedules X in Attachment A for more detailed financial information.



### Did you know ...

The Public Works Department also manages the Town's Fleet Fund. This internal service fund maintains 471 vehicles and pieces of equipment. Annually staff evaluates and monitors vehicles to determine optimal replacement schedules. In 2021, 3 new vehicles and 17 replacement vehicles were purchased and placed into service. Funds are accumulated from user departments over time to pay for vehicle replacements while capital funds are typically used for the initial purchase of a new vehicle. Fleet Fund expenditures finished the year 46 percent under budget, largely due to availability of vehicles to purchase. Revenue in the Fleet Fund is about 7 percent over the year to date budget due to increased vehicle repair and maintenance revenue as well as collecting deferrals from 2020 vehicle replacement contributions from the general fund.

To see more detailed information about the Fleet Fund, see Schedule I of Attachment A.

### Ensuring our public safety

The Police and Fire departments operate within the General Fund while growth-related Police and Fire capital expenses are included in the Police and Fire Capital Funds. Police Forfeiture funding is periodically used when revenue is received or for approved expenditures. Charts on this page represent public safety operations based on 2021 financial information.

#### Public safety operations



The Fire Department items within the 2021 Budget include:

- Purchase of self-contained breathing apparatus
- Fire Training Center maintenance

General Fund Fire and Rescue expenditures are about 1 percent over 2021 budget.



Castle Rock Police Department 2021 Budget includes funding for:

- Conversion to the Fire and Police Pension Association
- Wellness supplies
- Parking lot expansion

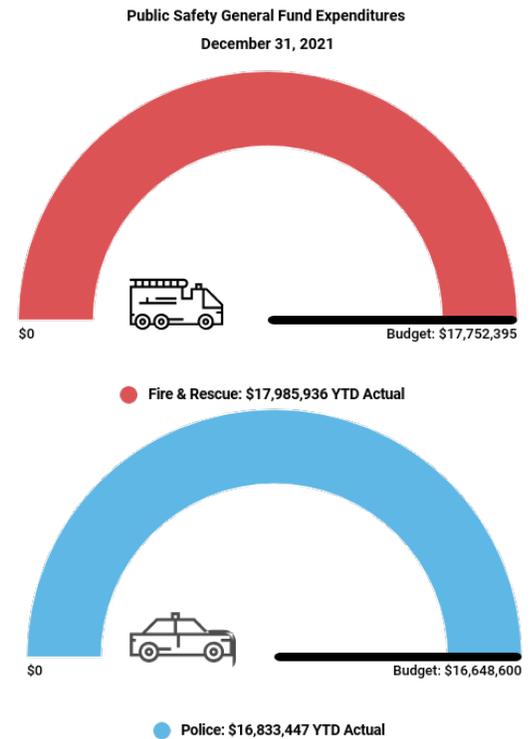
General Fund operating expenditures for the Police Department are about 1 percent over 2021 budget.

#### Capital funds

Capital expenditures related to growth for public safety are funded through the Fire Capital and Police Capital Funds using impact fee revenue received from new development in Castle Rock. Expenses in Fire Capital are 18 percent under 2021 budget. Expenses in the Police Capital Fund are 28 percent under budget, largely due to the timing of the parking lot expansion, which is anticipated to be complete in 2022.

The Police Department occasionally receives forfeiture related revenue in a separate Police Forfeiture Fund from participation in cooperative efforts with state and federal law enforcement. Only interest revenue was received and no expenditures occurred in 2021.

*Learn more about public safety financial performance, and view the detailed financial schedules as of December 31, 2021 in Attachment A – Schedules A, J, K, and L.*



Fire Station 155



Castle Rock Police Department



### Maintaining strong parks and recreation

Castle Rock Parks and Recreation oversees Town open space, developed parks, Red Hawk Ridge Golf Course, the Miller Activity Complex (MAC), Recreation Center, outdoor pools, and special events. Budgets for these areas are included in multiple funds discussed below. Various revenues including sales tax, user fees, statewide lottery distributions, Douglas County shareback funds and grants, as available and awarded, support Parks and Recreation.

### Parks projects

Parks and Recreation also utilizes Conservation Trust and Parks and Recreation Capital funds for projects. The capital fund can only be used for growth-related projects. Projects include design of a new neighborhood park. The Parks and Recreation Capital Fund ended 34 percent under the 2021 expenditure budget due to capital project timing of the Cobblestone Ranch Park, unspent funds will be carried forward into 2022. The Conservation Trust Fund, supported by state lottery proceeds, ended 76 percent under the 2021 expenditure budget due to timing of multiple park improvements (Bison Park, Butterfield Park, Mitchell Gulch Park, and Plum Creek Park) throughout town. Capital funds have been carried forward into 2022.

### Parks operations

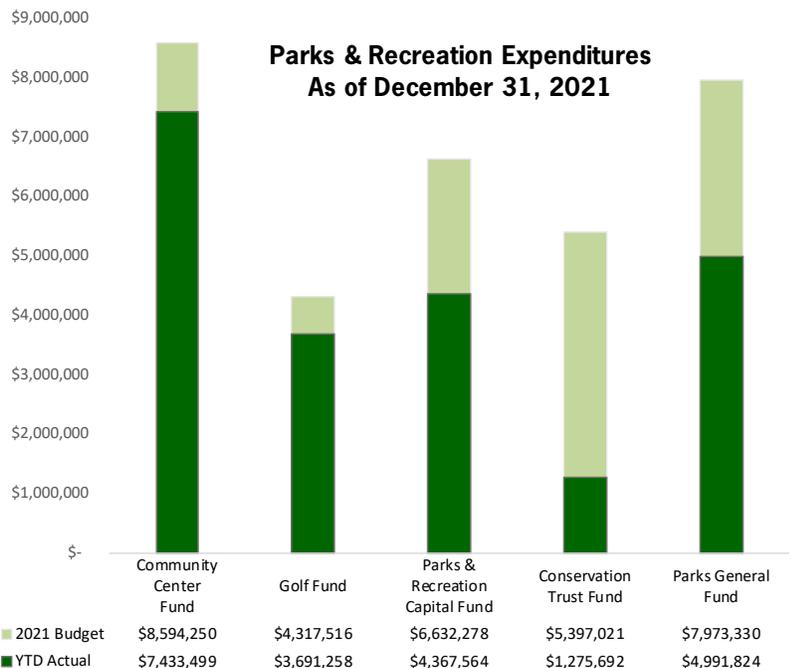
The General Fund includes ongoing parks maintenance and operations. Parks General Fund ended 2021 37 percent under expenditure budget due to the timing of the annual trail improvements. Unspent capital funds have been carried forward into 2022.

### Recreation

The Community Center Fund accounts for operations at the Recreation Center, MAC, and outdoor pools. Visits to the Recreation Center for 2021 totaled 222,363, an increase of 52 percent compared to 2020, while MAC visits totaled 142,122, an increase of 98 percent from 2020. Through the end of the year, expenditures ended 13 percent under budget.

### Golf

The Golf Fund is an enterprise fund that does not receive tax revenue. Through the end of the year, expenditures are 15 percent under budget while revenue is 15 percent over budget. Through the end of 2021, 45,145 rounds of golf were played which is an increase of 4% from 2020.



Detailed financial information for Parks and Recreation can be found in Attachment A – Schedules A, M – P, S, and T.

## Other Town funds and initiatives

In addition to the specific priorities previously discussed, the Town manages other funds that help support economic development, community character, long-term municipal facility funding, and employee benefits. These funds support Town Council direction and responsible long-term Town management.

### Supporting economic development



The Town's Economic Development Fund is supported by commercial building use tax and focuses on creating primary employment jobs, expanding the tax base, and maintaining an outstanding business climate in Town. Economic Development Fund revenue ended 20 percent under the year-to-date budget due to lower anticipated Commercial Use Tax through the third quarter of 2021. Expenditures ended the year, 87 percent under budget. Tax-increment funds (TIF) from Downtown Castle Rock fund the Downtown Development Authority Tax Increment Financing Fund (DDA TIF) which is used to support downtown improvements. The DDA

TIF Fund revenue is 71 percent over budget due to the timing of when property tax and sales tax TIF revenue is received. Expenditures are 22 percent under budget due to the timing of downtown project expenditures. Current initiatives funded by these areas include:

#### *Economic Development Fund (Attachment A – Schedule Q):*

- Murdoch's incentive agreement
- Interra and HEI incentive agreements

#### *DDA TIF Fund (Attachment A – Schedule R):*

- Encore/Downtown parking structure incentives
- Partial Downtown Wilcox St. roundabout funding

### Community character



Funding from the Philip S. Miller Trust, received into the Philip S. Miller Trust (*Attachment A - Schedule S*) and the Public Art (*Attachment A - Schedule U*) funds, supports, and maintains Castle Rock's character. Philip S. Miller Trust funds support special events managed by Parks and Recreation, provide non-profit grant funding, produce annual fireworks displays at Independence Day and Starlighting events (weather permitting), and fund service contracts with the Castle Rock Museum and Senior Center. Revenue in the Philip S. Miller Trust is 4 percent under budget through 2021 and expenditures are 8 percent under budget. The Town utilizes the Public Art Fund for the annual Art Encounters program that leases new artwork on an annual basis for display around the community and for purchasing artwork.



*Art Frame by the Rec Center*

### Town facility and employee support

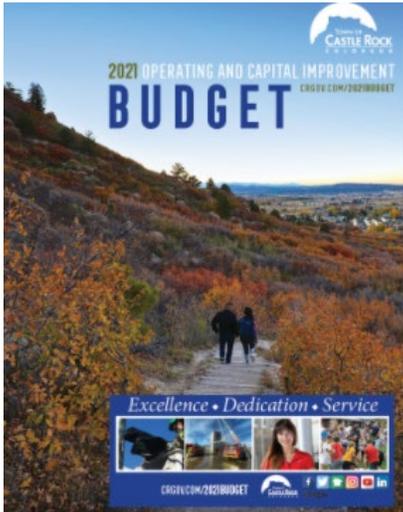
An important part of ongoing Town management consists of supporting Town facilities and employees. As the Town grows, the need for facility space grows. The Municipal Facilities Capital Fund (*Attachment A – Schedule U*) uses impact fee revenue received from new development to support facility growth. Revenues are 56 percent over budget in 2021 due to permit activity and no expenses were budgeted in 2021. The General Long-Term Planning Fund (*Attachment A – Schedule V*) supports general Town facility and asset maintenance. Revenue in the fund is 35 percent over budget due to higher than anticipated residential use tax collections. Expenditures are 63 percent under budget due to the timing of parking lot and building maintenance work.

The Employee Benefits Fund serves to administer the Town's medical, dental, and vision health benefit plans – including employee contributions, premium, and claim costs – and the employee wellness program, all in support of more than 574 benefited employees. Revenue budget fund is 4 percent over and about 11 percent under the expenditure budget due to claims activity. *For more financial information about this fund, see Attachment A – Schedule W.*

## How does the Town manage finances conservatively?

The Town continually works to manage Town finances conservatively and ensure that taxpayer funds are prudently expended in support of Town priorities. This multifaceted effort includes:

- Ongoing monitoring of revenues and expenditures
- Future budgeting and long-term planning
- Taxpayer Bill of Rights (TABOR) assessment
- Financial transparency



### Financial monitoring

In addition to quarterly reporting, Finance Department staff:

- Reviews line-item financial information each month
- Analyzes performance compared to budget
- Reconciles Town accounts monthly
- Performs periodic audits to ensure accuracy and appropriate use of funds
- Collaborates with departments to manage expenses

### Future planning and investments

Long-term financial planning is incorporated into Town decision-making and included in the Town's budget process. Each year, the Town adopts a one-year budget and approves a five-year balanced financial plan and five-year capital improvement program. The longer-term plans guide future decision-making and are based on projected available resources. The 2021 Budget was adopted by Town Council on September 15, 2020 and

can be found at [crgov.com/Budget](http://crgov.com/Budget).

Townwide investment earnings decreased by a total of \$425,334 in the fourth quarter of 2021 with \$442,038 in Townwide in interest and \$867,372 in market change losses due to the change in the fair market value of the Town's securities. Information about the Town's investments can be found in Attachment C. Please note that this information may vary from other report investment information due to timing differences between budget and cash investment reporting.

### TABOR

Voters approved a temporary, 10-year timeout of the State's TABOR revenue restriction, to allow the Town to use any "excess" funds through 2030 solely for police, fire and roads. This is especially important to the Town's ability to construct the needed interchange at Interstate 25 and Crystal Valley Parkway. In 2021 the Town has a TABOR surplus of \$14,641,727. These surplus funds will be used for Public Safety and roads over the next few years.

### Transparency

The Town's financial information is available for review on the Town's Transparency Portal ([Crgov.com/transparency](http://Crgov.com/transparency)). The Financial Information section includes:

- Annual budgets, including previous years
- Capital fund reporting (impact fees)
- Financial reporting
- Check and vendor listings
- Pay table information
- Unclaimed property
- Stale-dated checks

### Did you know ...

The Taxpayers Bill of Rights (TABOR), Amendment X of the Colorado Constitution, restricts the Town's revenue collection. Amendment X specifically and significantly addresses the following issues:

- 1) imposes revenue limits
- 2) requires elections for tax changes and increases or new bonded debt
- 3) requires emergency reserves, and
- 4) prohibits multiple fiscal year financial obligations.

For questions about Town financial information, please contact [finance@Crgov.com](mailto:finance@Crgov.com)