



Proposed

2018 Operating and Capital Improvement Budget



Town of Castle Rock, Colorado
CRgov.com/2018Budget



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This proposed 2018 Operating and Capital Improvement Budget document includes numerous hyperlink references throughout the final posted budget document which are relevant to the online version of the adopted budget document.

**2018 Operating and
Capital Improvement Budget for
The Town of Castle Rock
Douglas County, Colorado**

**Fiscal Year
January 1, 2018 – December 31, 2018**

**Prepared by
The Town of Castle Rock Finance Department**

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THIS PAGE IS A PLACE HOLDER FOR THE GFOA AWARD

GUIDE TO THE 2018 BUDGET DOCUMENT

This budget document is prepared in a format that strives to reduce the level of difficulty for readers not familiar with public budgeting systems, yet still provides comprehensive information useful in communicating the overall financial direction and policy of the Town of Castle Rock, Colorado. In addition to this document, a detailed line item budget document is available and can be viewed by [clicking here](#).

The budget document is organized into several sections. Each section and its contents are described below:

Introduction - This section provides general information about the Town, including:

- Information regarding key officials including Town Council, Administration, Boards and Commissions
- General organizational structure of the Town which includes key budget information about each Town department
- General information profile including the Vision, Mission and Values of the Town, Long-range Planning information, and Town Cornerstones
- Town accomplishments, highlights of local events, and information about recent initiatives
- A brief history of the Town and an overview of Town services provided
- Key information about demographics and economics of the local area, major employers and key statistics
- Budget preparation calendar and 2018 Appropriation Summary by Fund information

Budget Message - The Annual Budget Message from the Town Manager describes the current financial status of the Town, an explanation of how this year's budget was developed, current local, state, and national economic, and other issues facing the Town for the near and longer-term projected future.

Financial Section - The Financial Section includes:

- Townwide Fund Summary includes summarized financial information by fund category and fund
- Overview of the fund structure within the Town
- Summary with descriptions of major revenues and expenditures
- An update on the Town's anticipated status with regard to the Colorado Taxpayers Bill of Rights
- An overview of Townwide Full-Time Equivalent (FTE) positions
- Summary funds available projection and 2018 summary of Townwide revenues and expenditures
- Individual department narratives with departmental fund statements presenting revenues, expenditures and budget information including functions, initiatives and variance explanations for the upcoming budget year

Five-Year Capital Improvement Program (CIP) - This section represents the Town's Five Year Capital Improvement Program (CIP) and includes such information as descriptions, justifications for projects as well as future anticipated operations and maintenance costs that should be planned for.

Glossary and Abbreviations - This section contains reference information for definitions and acronyms used and generally understood within the context of the Town of Castle Rock, which may require explanation for the typical reader.

Appendices - The appendices contain miscellaneous information that may be of interest, including:

- The 2018-2020 Three Year Balanced Financial Plan for each Town fund to demonstrate the anticipated sustainability of planned initiatives
- The relationships between Town funds and departments
- Schedules regarding debt, leases and interfund loans
- Deferred revenues, identifies funds which have been received but will be recognized in the year that specific projects occur
- To include in Adopted Budget: Ordinance to adopt the Budget and Ordinance to certify mill levy for the Town of Castle Rock
- To include in Adopted Budget: Resolution approving the 2018 to 2022 five-year capital improvement program
- Financial policies and procedures



LIST OF OFFICIALS

Since 1987, Castle Rock has had a Council / Manager form of government. Approved by voters in November 2015, the timing of elections for Council members changed from April to November beginning in 2016. Town Council members are elected to four year terms. Elections occur every two years after which a new Mayor and Mayor Pro Tem are selected by Council. The Mayor presides over Council meetings and casts one vote, like other Council members.

Council adopts ordinances (local laws); approves the Town budget, major contracts and agreements; makes major land-use decisions such as annexation, zoning, vesting rights, subdivision and development agreements; sets ballot questions; and establishes the overall direction and policy for Town staff to carry out. Council also appoints the Town Manager, Town Attorney, Municipal Judge and members of the Town's boards and commissions. Following is a list of Town Administration, Boards and Commissions, information about current Council members and Town Administration and a map identifying Castle Rock districts.

Administration

- | | |
|----------------|-------------------------------|
| Dave Corliss | Town Manager |
| Bob Slentz | Town Attorney |
| Lou Gresh | Municipal Court Judge |
| Fritz Sprague | Deputy Town Manager |
| Trish Muller | Finance Director |
| Lisa Anderson | Acting Town Clerk |
| Art Morales | Fire Chief |
| Jack Cauley | Police Chief |
| Bill Detweiler | Development Services Director |
| Jeff Brauer | Parks and Recreation Director |
| Bob Goebel | Public Works Director |
| Mark Marlowe | Castle Rock Water Director |

Boards and Commissions

- | | |
|--------------------------------|-------------------------------|
| Board of Adjustment | Parks & Recreation Commission |
| Board of Building Appeals | Planning Commission |
| Castle Rock Water Commission | Public Art Commission |
| Design Review Board | Public Safety Commission |
| Downtown Development Authority | Public Works Commission |
| Election Commission | Urban Renewal Authority |
| Historic Preservation Board | |



Snow Covered Castle Rock

LIST OF OFFICIALS – 2016-2017 TOWN COUNCIL



Jennifer Green
Mayor
District 3

- Council liaison to:**
- Audit Committee
 - Board of Building Appeals
 - Castle Rock Economic Development Council
 - Parks & Recreation Commission
 - Planning Commission
 - Adventist Wellness Committee
 - Fire Pension Board
 - Metro Mayors Caucus



Jess Loban
District 1

- Council liaison to:**
- Board of Building Appeals
 - Planning Commission
 - Police Forfeiture Committee
 - Public Safety Commission
 - Veterans Memorial Working Group
 - Chatfield Watershed Authority
 - Public Works Commission



James Townsend
District 2

- Council liaison to:**
- Board of Adjustment
 - Board of Building Appeals
 - Castle Rock Water Commission
 - Chamber of Commerce
 - Planning Commission
 - Public Art Commission



Jason Bower
District 4

- Council liaison to:**
- Board of Building Appeals
 - Castle Rock Economic Partnership
 - Downtown Development Authority
 - Downtown Merchants Association
 - Historic Preservation Board
 - Planning Commission
 - Public Art Commission
 - Douglas County Youth Initiative
 - Denver Regional Council of Governments



Renee Valentine
Mayor Pro Tem
District 5

- Council liaison to:**
- Board of Building Appeals
 - Castle Rock Economic Development Council
 - Design Review Board
 - Downtown Development Authority
 - Downtown Merchants Association
 - Planning Commission
 - Public Art Commission
 - Partnership of Douglas County Governments



George Teal
District 6

- Council liaison to:**
- Audit Committee
 - Board of Building Appeals
 - Chamber of Commerce
 - Community Leadership Group
 - Planning Commission
 - Water Resources Commission
 - Partnership of Douglas County Governments
 - Veterans Memorial Working Group
 - Chatfield Watershed Authority
 - Cherry Creek Basin Water Quality Authority
 - Denver Regional Council of Governments

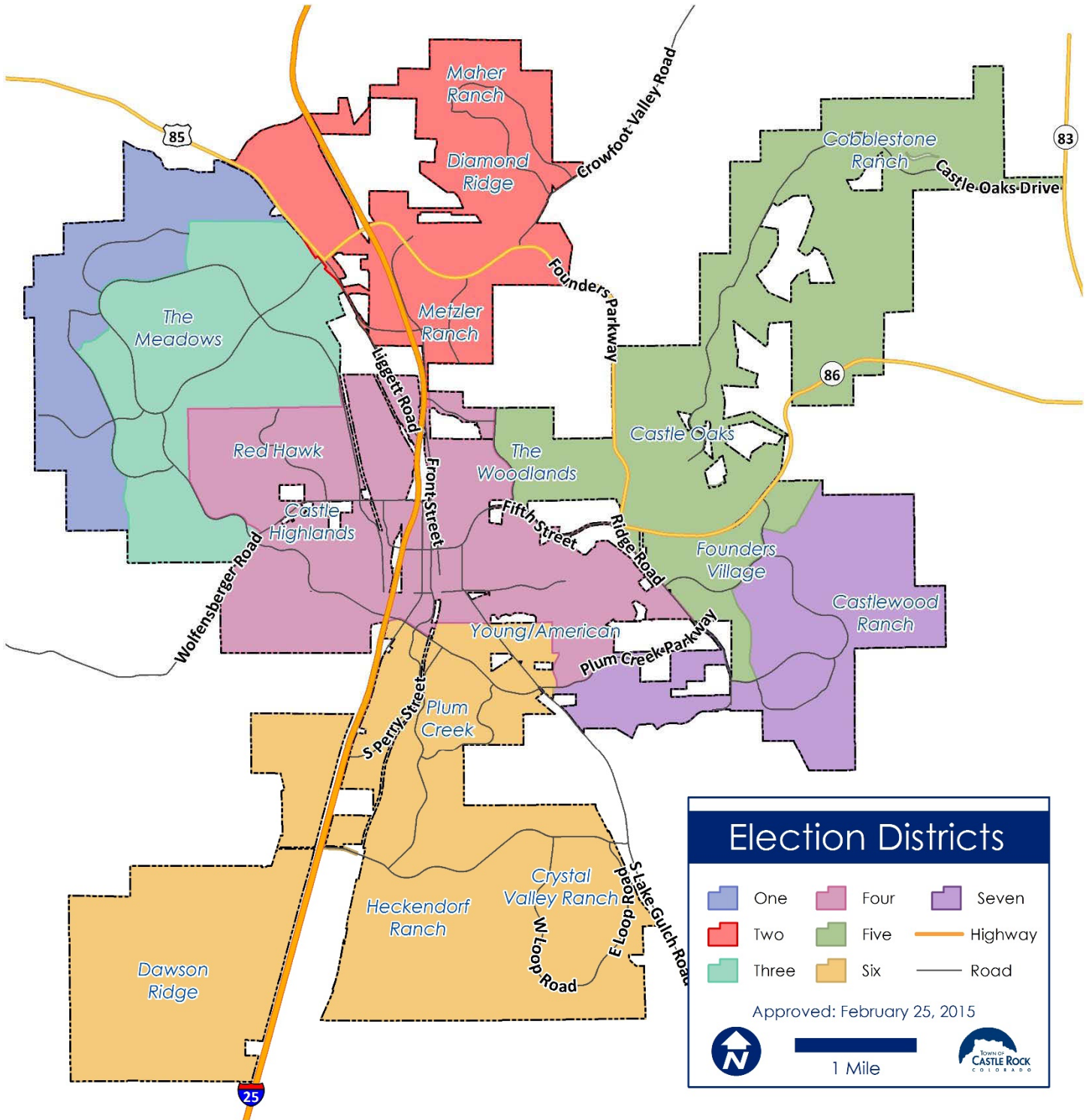


Brett Ford
District 7

- Council liaison to:**
- Board of Building Appeals
 - Castle Rock Economic Partnership
 - Planning Commission
 - Water Resources Commission
 - Centennial Airport Community Noise Roundtable

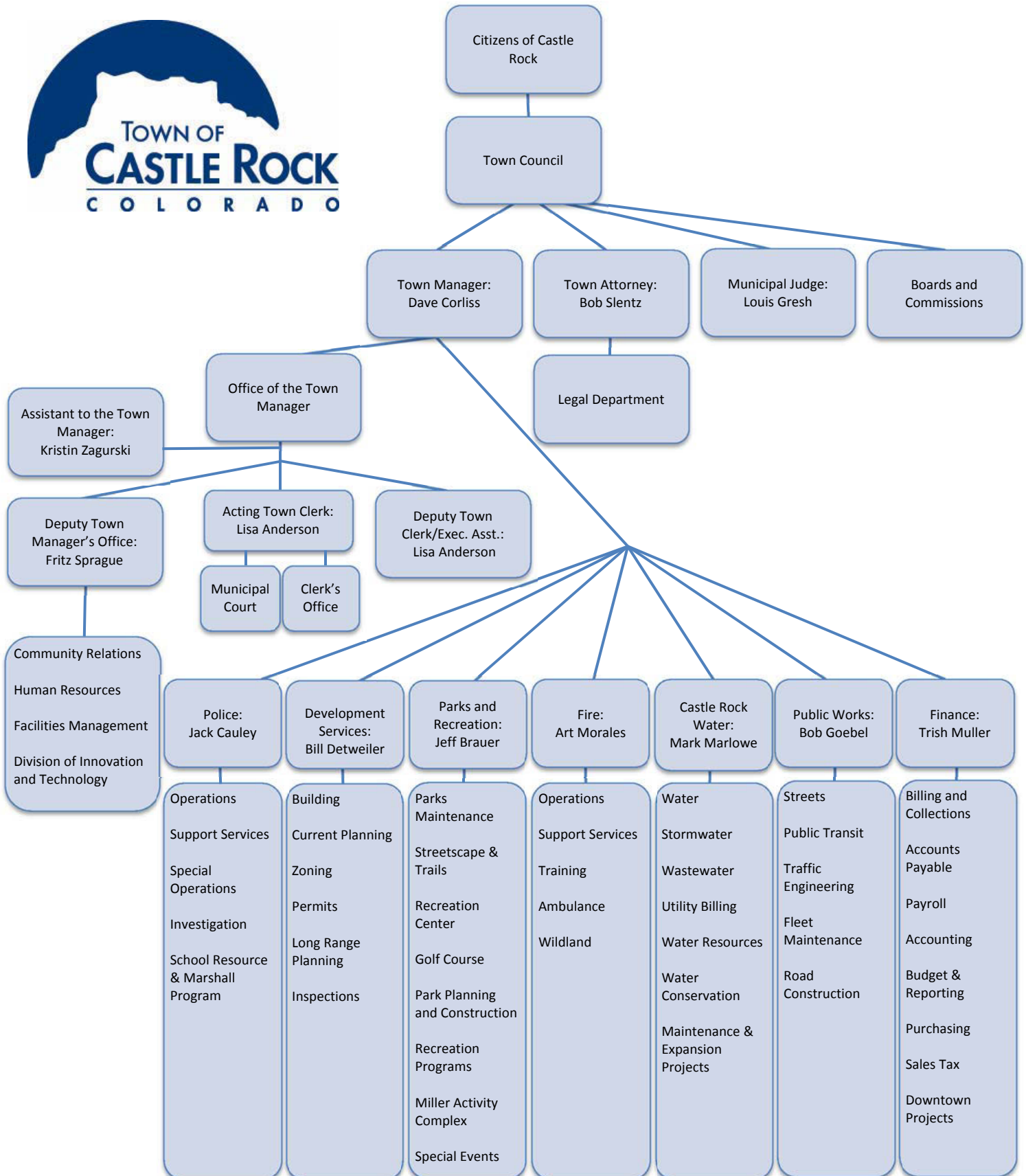


LIST OF OFFICIALS – DISTRICT MAP





**Town of Castle Rock, Colorado
Organization Chart**



VISION

The Town of Castle Rock is a world-class community with a small-town character. As the Town continues to grow, together we will work to sustain and enhance our livable community by pursuing and achieving our primary goals:

- Achieve the financial capability necessary to accomplish this Vision
- Sustain a high quality of life as a safe, family-friendly community
- Ensure a town government accountable for its vision, mission and values
- Maintain a vibrant downtown
- Maintain a strong sense of community and small-town community character
- Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation
- Buffer the Town from the overall urban area in order to be physically freestanding
- Preserve and enhance our history and heritage
- Remain the county seat and the center for governmental services
- Ensure high-quality new development
- Achieve a diversity and balance of housing, services and employment
- Provide outstanding cultural, entertainment and educational opportunities
- Protect and enhance our natural environment

MISSION

“Achieving the Community Vision through Excellence, Dedication and Service.”



Rueter-Hess Reservoir

VALUES

Clear, direct, honest communication is the essential vehicle by which the following values are demonstrated:

- We are accountable for behaviors, work products, successes, and failures
- We are committed to integrity, honesty and the highest standard of conduct and professionalism
- We are adaptable and open to change
- We work as a team toward common goals with a spirit of cooperation
- We respect others, we listen to ideas and are considerate of time and priorities
- We encourage creativity and innovation
- We recognize and celebrate accomplishments
- We support balance between our professional and personal lives
- We practice responsible care for our resources, assets, and environment
- We provide exceptional public service to internal and external customers

LONG RANGE PLANNING INFORMATION *COMPREHENSIVE MASTER PLAN AND VISION UPDATE*

In March 1999, Town Council appointed a Vision Committee made up of residents, business owners and community participants to create the Town's Vision for the year 2020 and beyond. With assistance from the Community Development Department and an independent planning consultant, the Vision Committee solicited broad input on the Town's future through an extensive public participation program. The result of this effort, "Our Legacy, Our Future: Vision 2020," has served as the Town's collective concept of what it wants to become in the future declaring Castle Rock's common goals, guiding Town decisions, uniting the community with a common purpose and motivating residents and leaders to meet the Vision's goals.

The Town's 2020 Vision and Comprehensive Master Plan was adopted in 2000 and amended in 2002. While the plan has served the Town well, and much of the policy framework established in 2000 and 2002 remains valid, a new and more strategic approach is desired to guide the community towards the year 2030 and beyond. The Town initiated the process of updating the 2020 Comprehensive Master Plan to clearly outline key goals, themes and objectives, including:

- Adopt a plan that clearly defines the Town Vision and Community Planning policies, goals and themes for 2030 and beyond
- Adopt a plan that clearly defines a 3-mile area plan in accordance with State Statute
- Prepare a plan that provides Town wide goals and policies followed by implementation of a series of area plans to reflect the diversity of our community and the variety of environmental, topographical and unique neighborhood characteristics
- Build on input provided by the community as part of the Vision 2030 update process
- Create a plan that is user-friendly and relevant to a variety of audiences
- Prepare a plan that represents the culmination of numerous community outreach efforts conducted by the Town over the past three years, including the 2017 Community Survey, Vision Report Card and Vision 2030 update

A similar process was established to update the Vision and provide guidance for development of the 2030 Comprehensive Master Plan update. A community participant team was created to provide input on the Town's progress toward the implementation of the Vision 2020 and to identify updated goals for consideration in the 2030 Vision and Comprehensive Plan. Through this process, community members confirmed that, while most of the vision's goals were still valid, refinements were needed to update and align the document with the community's vision going forward.

The Vision 2030 and Four Cornerstones noted herein represent what is most important to the Castle Rock community. They draw heavily upon earlier Town visioning efforts, yet reflect the perspective of a community that is rapidly growing and evolving over time. Together, they are intended to serve as resource for all Castle Rock leaders, residents and businesses and to guide the Town's day-to-day planning and decision-making.



Pelicans at Rueter-Hess Reservoir

2030 Vision Statement

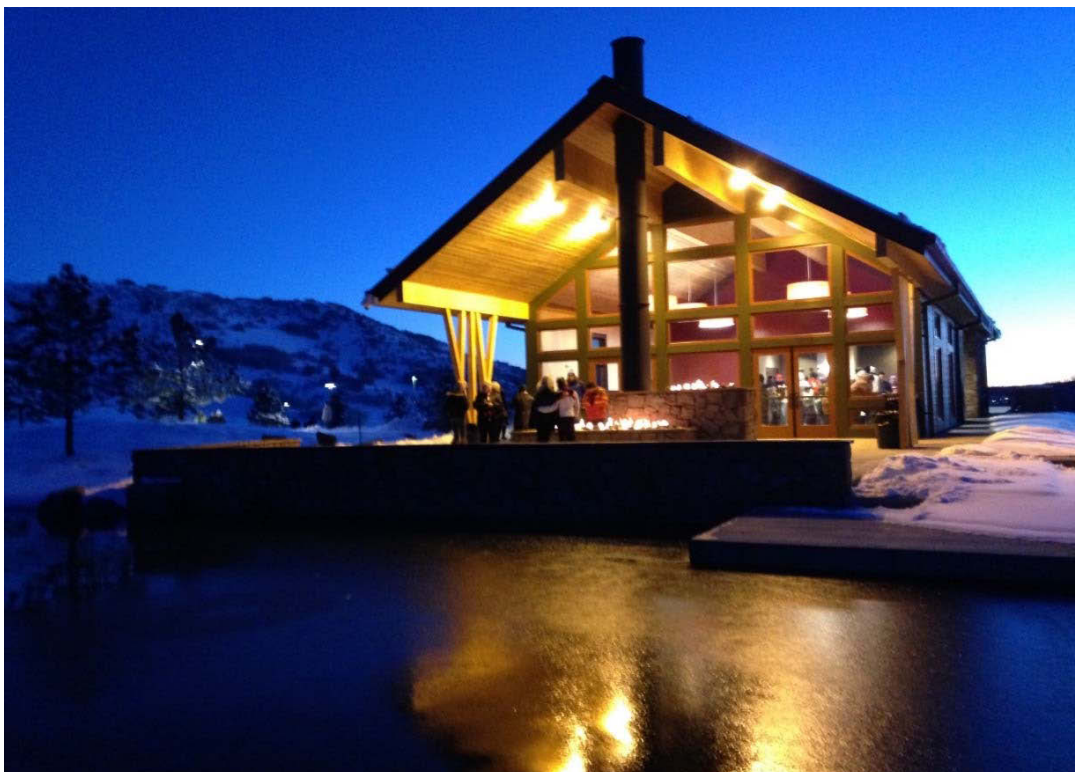
The Town of Castle Rock is a world class community that embraces its history and heritage and small town charm. The Town will:

- Be physically freestanding, maintaining open spaces with mountain and prairie views
- Preserve and enhance history and heritage through a vibrant Downtown
- Diversify the local economy through job creation and economic development
- Encourage retail and employment based business at the interchange overlay districts along the I-25 corridor and in other activity centers throughout the Town
- Maintain a high-quality of life as a safe, family-friendly community with a variety of recreational opportunities and community events
- Plan for responsible growth that balances housing, services, and employment while preserving and enhancing surface transportation, open space, water and other natural resources
- Ensure a safe community through outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation
- Continue to serve as the County seat and the center for governmental services

The building blocks of our Vision are embodied in the four cornerstones:

- **Distinct Town Identity**
- **Responsible Growth**
- **Community Services**
- **Thriving Economy**

The four cornerstones reflect Castle Rock's key focus areas and serve as the organizing framework for the Comprehensive Master Plan. To effectively support the community's vision, principles and policies noted in the four cornerstones should be held in balance as part of day-to-day decision making.



Millhouse at Philip S. Miller Park

AWARDS, RECOGNITIONS AND ACCOMPLISHMENTS

- Town-wide 17 employees completed the Town's Marathon Leadership Training with 2 participants from **Development Services**, 2 participants from the **Division of Innovation and Technology**, 1 participant from the **Fire Department**, 1 participant from **Human Resources**, 3 participants from **Parks and Recreation**, 3 participants from the **Police Department**, 2 participants from **Public Works**, and 3 participants from **Castle Rock Water**.
- **Castle Rock Water**, continues to be the first water provider in the State to earn the Pursuing Excellence Gold again in 2017 for the highest ranking by the Colorado Department of Public Health and Environment for actions taken going above and beyond regulatory compliance for drinking water.
- **Castle Rock Water**, received the Environmental Leadership Program Silver Award in 2017 by the Colorado Department of Public Health and Environment for voluntarily going beyond compliance with State and Federal regulations, increasing sustainability and commitment for continual environmental improvements.
- **Castle Rock Water**, Calvin Cooke, Casey Stevenson, Clayton Baker, John Grahn, Ken Ritchie, and Kristen Reaves received Collection 1 certifications.
- **Castle Rock Water**, Eric Layton and Thomas Hecker received Collection 2 certifications.
- **Castle Rock Water**, Ross Stanley received Collection 3 certification.
- **Castle Rock Water**, Drinking Water Distribution professional Distribution 1 Clayton Baker, Evan Bahn, Cory Williamson, Dawn Tiffany, Ross Stanley and Kristen Reaves; Distribution 2 Brent Pickrell, Casey Devol, and John Whitesel; and Distribution 3 Laura Giezen; Water Operator B Charles Roubidoux, and Crystal Ruby-Carrillo; Water Operator D Thomas Hecker and Evan Bahn.
- **Castle Rock Water**, Lauren Tyner received Rocky Mountain Water Quality Analyst certification.
- **Community Relations and the Deputy Town Manager's office**, received the 2016 IFEA (International Festival & Events Association) / Haas & Wilkerson Pinnacle Gold Award for Best Ad Series.
- **Development Services**, Amy Shalz, Building Inspector, received ICC Certification as a Residential Building Inspector and received ICC Certification as a Residential Electrical Inspector.
- **Development Services**, Andy Blake, Plans Examiner, received ICC Certification as a Building Plans Examiner and Continues as Treasurer of the Colorado Chapter of the International Code Council.
- **Development Services**, Joseph Montoya, Chief Building Official, received ICC Certification as a Residential Plumbing Inspector, ICC Certification as a Plumbing Plans Examiner, participated in the ICC 2016 Committee Action hearings Louisville, Kentucky, ICC Certification as a Fuel Gas Inspector, and ICC Certification as a Residential Mechanical Inspector.
- **Development Services**, Lenore Bennett, Combination Building Inspector, received ICC Certification as ICC/AACE Code Enforcement Officer, ICC Certification as a Residential Mechanical Inspector, ICC Certification as a Residential Plumbing Inspector, ICC Certification as a Residential Electrical Inspector, and ICC Certification as Residential Combination Inspector.
- **Development Services**, Bill Detweiler, Director, appointed as the State of Colorado representative to the Editorial Board of Western Planner Magazine.
- **Development Services**, Kyle Sipes, Plans Examiner, received ICC Certification as a Residential Plans Examiner.
- **Development Services**, Dena Paulin, Development Services Technician, received ICC Certification as a Permit Technician and ICC Certification as ICC/AACE Zoning Inspector.



- **Development Services**, Lynda Halterman, Permit Specialist, received ICC Certification as a Permit Technician.
- **Development Services**, Cindy Brooks, Permit Specialist, received ICC Certification as a Permit Technician.
- **Development Services**, Diane Maki, Permit Specialist, received ICC Certification as a Permit Technician.
- **Development Services**, Julie Kirkpatrick, Long Range Project Manager, appointed Town of Castle Rock representative to the Denver Regional Council of Governments (DRCOG), Centennial Airport Roundtable, and Douglas County Housing Partnership.
- **Development Services**, James Martino, Assistant Chief Building Official, received ICC Certification as a Fire Inspector I, ICC Certification as a Fire Inspector II, and ICC Certification as a Fire Plans Examiner.
- **Division of Innovation & Technology**, Mark Maloney received the Prosci Change Management Certification.
- **Division of Innovation & Technology**, Ben Cearley successfully completed the Comptia Advanced Security Practitioner training.



*Distinguished
Budget
Presentation
Award*

- The **Finance Department** received the **Distinguished Budget Presentation Award** for the **2017 Annual Budget** submitted to the **Government Finance Officers Association of the United States**, for the 9th consecutive year.
- The **Finance Department** received a **Certificate of Achievement for Excellence in financial reporting for 2015** from the **Government Finance Officers Association of the United States** for the **2015 Comprehensive Annual Financial Report**, for the 26th consecutive year.

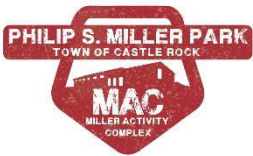


- **Fire Department**, Battalion Chief Rich Martin was elected Chair Person for the **State Emergency Medical and Trauma Advisory Council (SEMTAC)**.
- **Fire Department**, Battalion Chief Eric Morgenthaler was re-designated Chief Fire Officer by the **Center for Public Safety Excellence's Commission of Professional Credentialing**.
- **Fire Department**, Deputy Norris Croom was re-designated Chief Fire Officer by the **Center for Public Safety Excellence's Commission of Professional Credentialing**.
- **Fire Department**, Assistant Chief Craig Rollins graduated from the **Managing Officer Program by the National Fire Academy**.



- **Fire Department**, Engineer Mike Horn received the **Chief's Choice Award**.
- **Fire Department**, FF/PM Greg Gravitt, FF/PM Adam Gallegos, Acting Engineer/PM Thomas Godinez, FF/EMT Ray DeBolt, and Acting Lieutenant/EMT Troy Robberson received the Timothy J. Tonge **Life Saving Award** for their response on a motor vehicle accident.
- **Fire Department**, Deputy Chief Croom, FF/EMT Nat Howe, Engineer Todd Lewis, Acting Lt. Troy Robberson, FF/EMT Brad Shefsick, Lt. Patrick Richardson, FF/PM Cliff Fitch and FF/PM Eric Bockhacker received a **Unit Citation Award** for their quick response on a near drowning.
- **Fire Department**, Lt. Oren Bersagel-Briese, Deputy Chief Norris Croom, Lt. Joe Dell, FF/EMT Nat Howe, Acting Lt. Troy Robberson, FF/EMT Ray DeBolt, Acting Engineer/PM Thomas Godinez, Engineer, Matt Osborn, FF/PM Adam Gallegos, FF/PM Jake Auten, FF/PM Erick Bockhacker, FF/EMT Clay Kallweit, FF/PM Greg Gravitt, and FF/EMT Steve Milburn received a **Unit Citation Award** for their response on a motor vehicle accident.
- The **Fire Department** completed and submitted the Annual Compliance Report to the Center for Public Safety Excellence in order to obtain department accreditation.

- **Human Resources Department**, Cindy Ubben was certified as a Senior Professional in Human Resources from HR Certification Institute.
- **Human Resources Department**, Sue Morgan and Cindy Ubben received certifications as Certified Compensation Professionals.
- **Parks & Recreation Department**, Brian Roundy, Sean Owen, Ryan Hartman and Spike Jones received Playground Safety Inspector Certifications.
- **Parks & Recreation Department**, Spike Jones and Shawn West received American Backflow Prevention Certifications.



- **Parks & Recreation Department**, Philip S. Miller Park's Phase 2 project, which commenced in May 2016 features the Plaza, Amphitheatre, Millhouse, pond and water feature, with additional accessible concrete trails, parking, and landscaping, was recognized as Engineering News Record's 2016 Best Project for Landscape and Urban Development in the mountain state region.
- **The Town of Castle Rock** was awarded a \$1 million grant to develop the southern extension of the East Plum Creek Trail from **Great Outdoors Colorado**. The grant will fund roughly half of the project's estimated \$2 million cost. Final design will be completed in 2017 with construction planned for 2018.
- **Parks & Recreation Department**, In May 2016, Philip S. Miller Park held its grand opening for the completion of phase two. With the addition of the Amphitheater, the Millhouse, the Plaza, picnic pavilions, the splash pad, outdoor fireplaces and the Epic Sky Trek, the park was transformed into a signature community asset and regional draw. Over 880,000 total cars visited the park in 2016.
- **Parks & Recreation Department**, Construction on the Wolfensberger Pedestrian Bridge was completed and opened to the public in early May 2016. The bridge connects Philip S. Miller Park to Ridgeline Open Space, creating a continuous 17-mile loop on a connected 650 acres of park and open space property. The project provides an important link on a future major trail loop through Town and improves the connectivity/walkability of the community.
- **Red Hawk Ridge Golf Course**, experienced the highest total annual revenue since it opened in 1999. Revenue outpaced the previous record by nearly \$200,000 and finished at \$2,950,000. Red Hawk's Food and Beverage division also experienced record-high revenue, generating over \$510,000.
- **Parks & Recreation Department**, Many capital improvements were implemented in 2016 at Red Hawk Ridge to keep the course competitive within the industry. Two permanent restroom facilities were installed, concrete cart paths were built and completed on nine holes, bunker renovations were performed on five holes and improvements such as patio screens, new doors and new paint were implemented at the Club House.
- **Parks & Recreation Department**, Town Council approved a construction contract with M.A. Mortenson Company to redevelop Festival Park. The project goals are to enhance the park, boost the success of adjacent downtown businesses and create an active public gathering space for work, relaxation and community events. New park amenities will include pedestrian bridges, Town Hall connections, an open lawn, fire-pits, picnic areas, hanging lights and an iconic lantern feature.
- **Parks & Recreation Department**, The Recreation, Empowerment and Active Living (REAL) program for youth and adults with disabilities grew its adaptive swim lesson participation by 367% in 2016 compared to 2015, providing increased accessibility to those in need.
- **Parks & Recreation Department**, Over 300 residents in need were served through task-force punch cards, adaptive and special needs programs and the Parks and Recreation Commission Scholarship program.
- **Parks & Recreation Department**, A much needed renovation of Butterfield pool was completed in 2016. The aging wader pool was removed and replaced with a zero-depth entry wader pool, a seven-feature splash pad was added, a pergola was



constructed, the main pool was rejuvenated with new surfacing and the locker rooms and office area were updated. The updates generated a 44% increase in revenue over 2015.

- **Parks & Recreation Department**, Several staff were recognized through the Town’s Applause Award program. In January, the Parks Maintenance division were recognized for their work on holiday lighting throughout Downtown. In February, Jennifer Martin, Lisa Sorbo, Tara McGraw and Heater Rossiter were awarded for their work and dedication in contributing to the Town’s new website. In April, Tara McGraw was awarded for her commitment and role in establishing efficiencies through event software called Event Management Systems. In May, the Parks Maintenance Division was recognized for their dedication in decorating downtown for Season of the Star. Lastly, in December, Rich Havel and Barbara Spagnuolo, were awarded for their work with the Great Outdoors Colorado Grant project.
- **Police Department**, *Commander Jason Lyons* graduated from the prestigious, Senior Management Institute for Police at Boston University.
- **Police Department**, *Support Services Supervisor Linda Omar* worked with the District Attorney’s office to bring the Colorado eDiscovery system to the department. This system gathers discovery from law enforcement in an electronic or digital format, transmits the file to the District Attorney for processing, then passes final discovery on to the Defense.
- **Police Department**, *Commander Jason Lyons* successfully spearheaded the department’s new Lethality Assessment Program (LAP) program. This multi-jurisdictional program was implemented during the summer of 2016 after receiving grant-funded training through the Department of Justice’s Office of Violence Against Women. LAP involves all of the following agencies within Douglas County: Castle Rock Police Department, Parker Police Department, Lone Tree Police Department, Douglas County Sheriff’s Office and the Crisis Center.
- **Police Department**, successfully implemented their body-worn camera program in the fall of 2016. The program has improved evidence collection, strengthened officer performance and accountability and enhances agency transparency.
- **Police Department**, *Commander Jason Lyons* implemented the department’s first formal Honor Guard and is quickly becoming a sought after function of the department.
- **Police Department**, *Officer Jacob Coyle* from the Patrol Division’s Bike Unit successfully completed a week long training course at the annual International Police and Mountain Bike Association (IPMBA), received certification as a Police Cyclist and has furthered his training to become an instructor. While attending the IPMBA conference, Officer Jacob Coyle competed in the annual obstacle course and won for the past 2 years, during 2016 in Chandler, Arizona and during 2015 in Asheville, North Carolina. He continues his work as a Police Instructor throughout Colorado.



- **Castle Rock named one of 25 Safest Cities in Colorado.** This achievement is in part a result of city/town government, police and residents all working together to ensure that Castle Rock remains safe.
- **Denver Business Journal** ranked Castle Rock as #3 in affordability, economic health, education and health, quality of life, and safety rankings.
- **BackgroundChecks.org** deemed Castle Rock as the #6 safest cities in Colorado based on FBI violent crime statistics and other proprietary research data.

- **Fleet Services Division, Public Works Department**, was awarded the National Institute for Automotive Service Excellence (ASE) Blue Seal Certified Shop for the third year in a row.
- **Fleet Services Division, Public Works Department**, received “Leading Fleet” recognition from Government Fleet Magazine.
- **Fleet Services Division** was awarded the **Green Leaf Award** for the 2nd year in a row! The Fleet team worked hard to identify, develop, and implement environmentally and fiscally sustainable programs and procedures for the Town.

- **Public Works**, Kevin Smith, Sr. Construction Inspector and Jacob Vargish, Development Supervisor, successfully completed the **Rocky Mountain Public Works Institute Public Works Supervision and Management Program**. This involved 90 hours of training in all aspects of Public Works operations, including supervisory techniques, team building, and successful communications.
- **Public Works**, Jay Jensma, Sr. Construction Inspector successfully completed the **APWA Certified Public Infrastructure Inspector certification**. This involved studying a broad range of specifications and regulations to pass a 150 question exam.
- **Public Works**, Frank Castillo, Sr. Construction Inspector successfully completed the **National Center of Asphalt Technology Asphalt Technology Course**.
- **Public Works**, The Pavement Maintenance Program team: Aaron Monks, Project Manager; Jay Jensma, Kevin Smith and Frank Castillo – Sr. Construction Inspectors, managed just under \$7 million in maintenance contract under budget and within contract time.
- **Public Works**, Don Wisely, Signs & Markings Supervisor and Megan Bednar, Traffic Engineering Tech successfully completed and obtained their **Traffic Control Supervisor Certifications from the American Traffic Safety Services Associate (ATSSA)**. This certification is recognized by Colorado Department of Transportation (CDOT) and will allow them to develop, review, approve and set up traffic control plans for construction projects on both Town and State roadways in Castle Rock.
- **Public Works**, Steve Marvin and Will Layne, Street Operations & Maintenance Supervisors; Mike Medina and Travis Martinez, Signs & Markings Tech II's successfully completed and obtained their Traffic Control Technician Certifications (ATSSA). This certification is recognized by CDOT and will allow them to set up traffic control for work zones on both Town and State roadways in Castle Rock.



- **Public Works**, Megan Bednar, Traffic Engineering Tech for Public Works, obtained her **Sign & Pavement Marking Technician Level II certification with the International Municipal Signal Association (IMSA)**.
- **Public Works**, the development construction inspection team over saw the successful installation of \$40M in public infrastructure, including streets, storm water, sanitary, and water distribution facilities that were conveyed to the Town.
- **Public Works**, Randy Speake and Bob Barron, Construction Inspectors, and Jason Fields, GIS Asset Data Coordinator, have earned the Public Works Department “Can Do Award”, which demonstrates their commitment to customer service and department values.
- **Public Works**, Randy Speake, Construction Inspector completed a Water Distribution Training by the water department which enables him to better serve internal customer needs.
- **Public Works**, Chris Selheim, Fleet Services Tech became a **certified Cummins Fuel System Diagnostics Technician**.
- **Public Works**, Michael (Mac) McKelvy, Fleet Services Tech is a **State of Colorado certified diesel emission inspector**. Diesel inspectors demonstrate the ability to properly operate the approved inspection equipment on the licensed premises, and perform a test as required by section 42-04-401 through 42-04-414, C.R.S., Air Quality Control Commission, Regulation Number 12, Part B, and the rules and regulations of the Department.
- **Public Works**, Michael (Mac) McKelvy, Fleet Services Tech received his **Advanced Ford Drivability Class**. The class is about how Ford controls vehicle drivability and emissions and how to diagnose failures to reduce workflow errors.
- **Public Works**, Chris Selheim and Eric Dena, Fleet Services Tech, are Certified DOT Periodic Inspectors. The Department of Transportation (DOT) requires that all commercial motor vehicles (CMV) with a gross vehicle weight rating of more than 10,001 pounds undergo an inspection every year. A DOT inspection is conducted in order to make sure that all parts and accessories of the CMV are in good working order.

COMMUNITY CONTRIBUTIONS

In addition to providing services directly to the Castle Rock community, the Town contributes to community members' greater good through these initiatives and programs totaling over \$380,000 in direct benefits, plus in-kind assistance:

Organizational partnerships

- Castle Rock Senior Center: Annual financial contribution from the Town supports transportation, educational, social, health and recreational programs for seniors, \$120,000 requested in 2018; plus another \$75,000 in in-kind services
- Douglas County Housing Authority: Annual financial support from the Town helps provide homebuyer education classes, down payment assistance and foreclosure mitigation and reverse mortgage counseling, \$35,000 requested in 2018
- Douglas County Youth Initiative: Annual financial support helps fund the WrapAround program for families in need, as well as a Family Resource Guide and several youth programs and events, \$19,800 requested in 2018



Wrapping gifts for Santa's Second Chance

Grant programs

- Philip S. Miller Resource Grant Program: This program is geared toward the support of social and human services and must include provisions for necessities of life including water, energy, food or shelter, \$40,000 proposed in 2018
- Council Community Grant Program: Eligible projects must contribute to Castle Rock's quality of life, with special emphasis on youth programs and activities, senior programs and activities, community-based environmental and sustainability programs and activities, and community-based visual arts programs and activities, \$8,000 proposed in 2018

Transportation programs

- Transportation support: The Town's reduced-fare taxi service – generally for residents 18 and older without access to a vehicle or who cannot drive due to a disability – \$25,000 remains in the budget to help meet this need in 2018

Youth programs

- Castle Rock Teen Court: This community-based, juvenile intervention/prevention program offers an alternative to the juvenile justice system for first-time, nonviolent, misdemeanor offenders, \$4,828 in supplies proposed for 2018, plus staffing and other resources
- Juvenile Assessment Center: The Town is a financial partner in the Juvenile Assessment Center, which helps youth in Arapahoe, Douglas, Elbert and Lincoln counties, \$18,989 proposed in 2018
- Spirit days at the MAC: This program encourages school-aged children to enjoy the Miller Activity Complex and gives back 15 percent of admission revenue directly to participating schools

Other programs

- Recreation Empowerment and Active Living (REAL) program: Provides programming (social events, private swim lessons and outdoor and athletic programs) and inclusion support for persons with disabilities, a \$20,000 grant from the State of Colorado helped offset the cost of these programs in 2017
- Paint-A-Thon: Castle Rock Fire and Rescue annually sponsors this event, where volunteers paint up to three homes for people who are in financial or physical need of help, supplies and services provided in-kind
- Santa's Second Chance/Heroes & Helpers: These programs provide gifts for children in need during the holiday season, the Town contributes \$10,000 annually to Santa's Second Chance and partners with the Target Corp. on Heroes & Helpers
- Recreation Center programs: Scholarships are available for qualifying residents who cannot pay to participate in Parks and Recreation programs, 38 people were assisted during the first half of 2017, and up to \$7,500 is planned to be available in 2018 for this purpose; additionally, the center works with the Douglas/Elbert Task Force to offer free shower access to those who do not have access to housing – 63 individuals used this service during the first half of 2017
- Utilities senior discount: Castle Rock Water offers a \$3 monthly water bill discount to customers age 65 and older

TOWN INITIATIVES

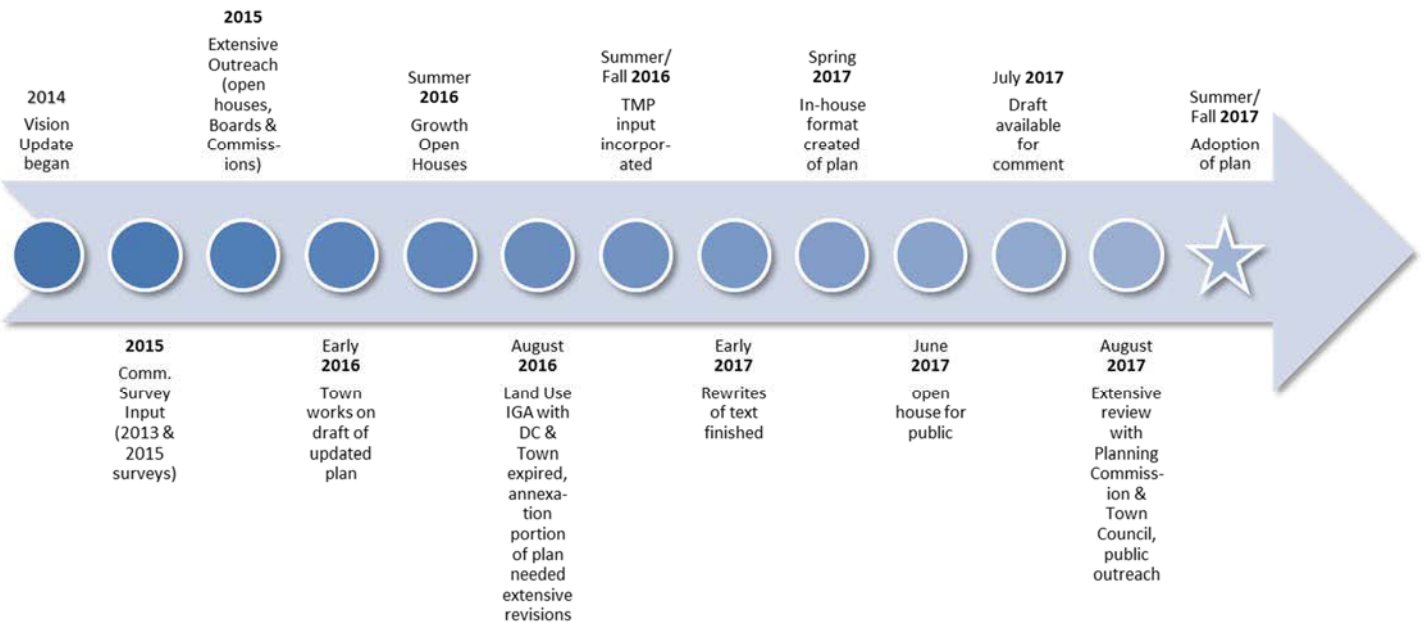
2030 Comprehensive Master Plan

What is the purpose of a Comprehensive Master Plan?

The Comprehensive Master Plan is a guiding document that reinforces the long-term vision the community established more than two decades ago to do the following:

- Provide a policy framework for creation of corridor studies and area plans reflecting the community character and future growth potential
- Bring together a series of community-development related policy documents from the other Town departments
- Address future challenges and opportunities, along with mobilize assets in a coordinated and comprehensive manner

The Town of Castle Rock began updating the existing 2020 Comprehensive Master Plan in 2014. While the existing plan has served the Town well – and much of the policy framework established in 2000 and 2002 remains valid – it is time to strategically look further – to 2030 and beyond. The development of the 2030 Plan began in 2014 and has included much public outreach in the process. Below is the timeline associated with the update of the Town’s plan.



Building on the Town’s vision statement and four cornerstones, staff is developing an updated Comprehensive Master Plan that is meant to be a land use focused document that accompanies the Town’s other guiding documents, such as the Fire Master Plan & Strategic Plan, Parks & Recreation Master Plan, Police Strategic Plan, Transportation Master Plan, and the Water Resources Strategic Master Plan. For more updates about the Town’s Plan, along with updates and other related information, please go to crgov.com/compplan.

Vision Statement
 The Town of Castle Rock is a world class community that embraces its history and heritage and small town charm.

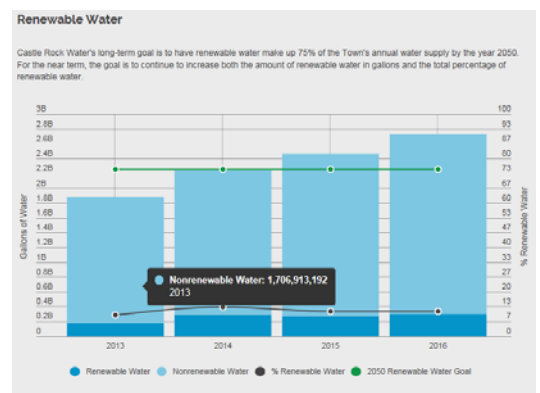
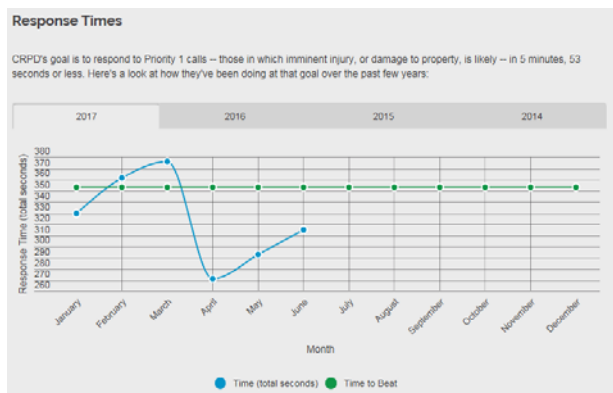
Four Cornerstones

Distinct Town Identity Responsible Growth Community Services Thriving Economy

TOWN INITIATIVES (Continued) Transparency

The Town of Castle Rock values clear, direct and honest communication. The Town also strives to practice responsible care for our resources and to provide exceptional public service. It is with these goals in mind that the town created a 1-stop site where you can find information on all town business. Located on the Town’s website at crgov.com/transparency, citizens can view public meetings, see Town financial information, see development activity, and much more.

In 2017, the Town provided a new way to see performance information for Town departments. Current available information includes average response time for Police, status of road conditions by area of the Town, and the amount of renewable water supply. By going to crgov.com/performance, you can see this information and more. Keep checking in to see new information as well!



In addition to these performance measures, the Town will have current and historical financial information available on the website later in 2017. Citizens will be able to see financial information by department, by type, and will be able to see answers to questions such as, “How much does the Town collect in property tax each year?” or “How much does it cost to provide Police and Fire/EMS services in Castle Rock?” Instead of just wondering about these questions, the answer will be available at the click of a button. Please check back to crgov.com/transparency later in 2017 to check out this information! Answers, by the way, for 2017, the Town is budgeted to receive about \$1.2 million in property tax revenue and to spend roughly \$24.6 million on Police and Fire/EMS services for the Town of Castle Rock.

In addition to these transparency options, the Town of Castle Rock offers many ways to stay connected and informed such as:

CRgov.com



Facebook.com/crgov



Twitter.com/crgov



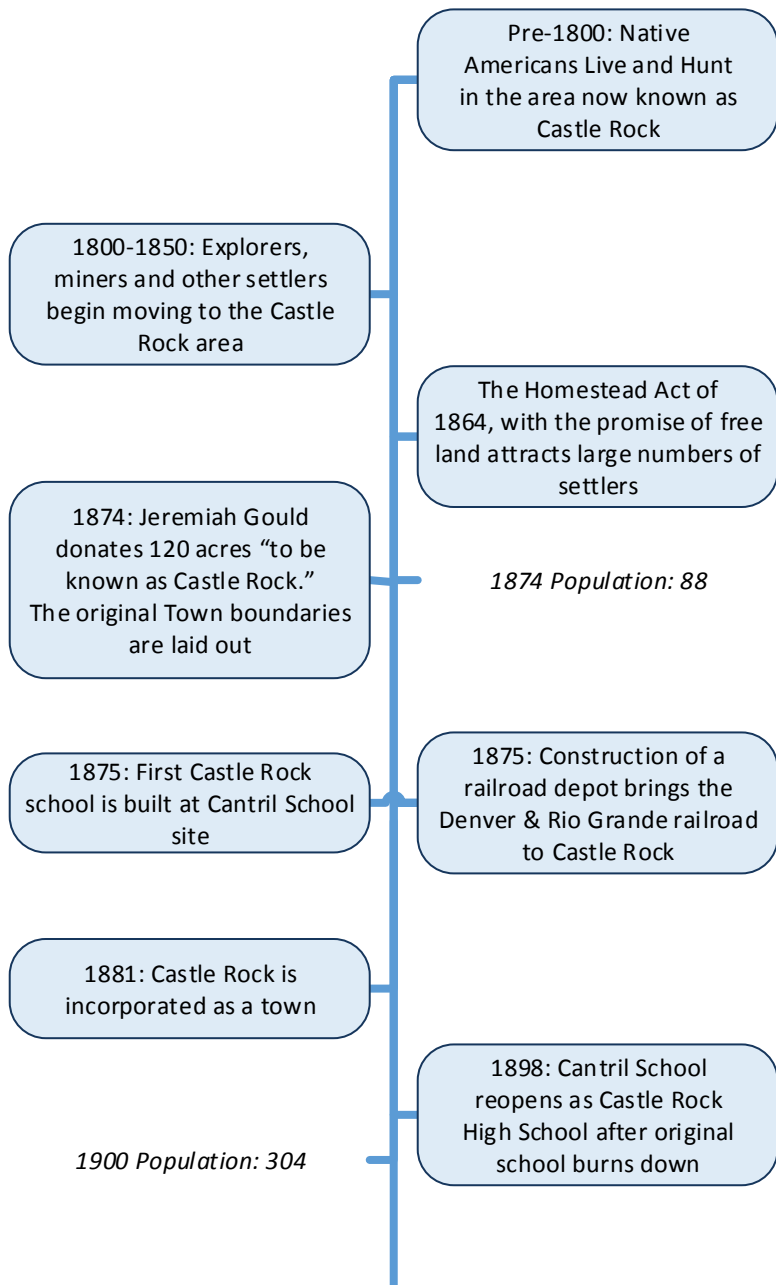
Instagram.com/crgov



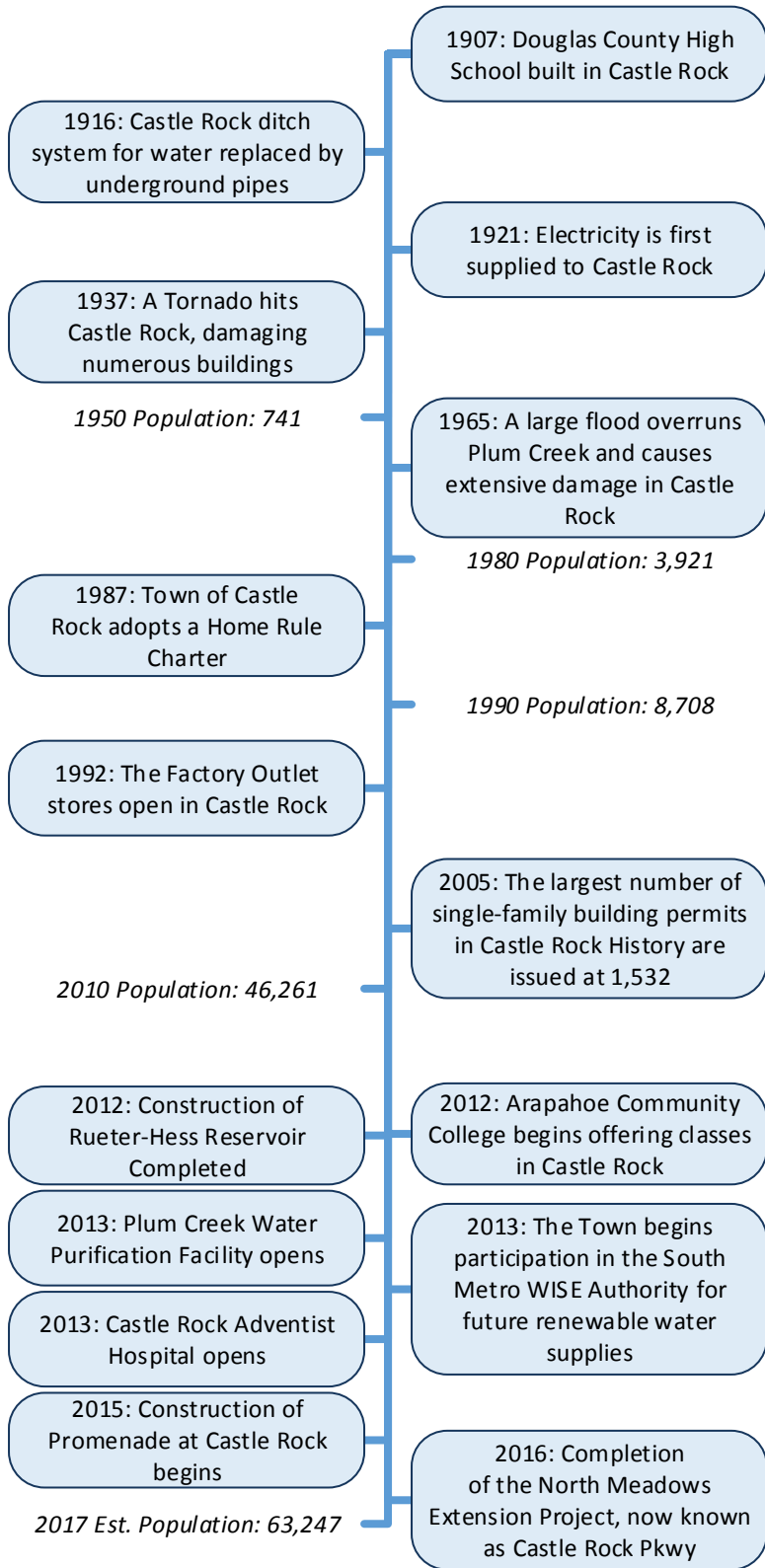
Youtube.com/crgov

CASTLE ROCK HISTORICAL INFORMATION

Nestled in the heart of East Plum Creek Valley, in an area shielded from the winter storms of the mountains and just outside the reach of the extreme heat of the plains, the area surrounding what is now known as Castle Rock offered an excellent location for Native Americans and the game they sought for food. Throughout the late 1800's settlers were drawn to the area with rumors of gold and free land made available through the Homestead Act of 1864. However, it was the discovery of Rhyolite that transformed Castle Rock into a community of quarry workers and hired hands. Rhyolite can still be seen in many buildings around town and is prized for its decorative qualities. In 1874 a prominent landowner named Jeremiah Gould donated 120 acres to become the original Town of Castle Rock. Today Castle Rock is a thriving community occupying 33 square miles and is the Douglas County seat. Castle Rock boasts numerous municipal services, shopping amenities and is home to the Outlets at Castle Rock. For more information about Castle Rock, please visit www.crgov.com.



CASTLE ROCK HISTORICAL INFORMATION (Continued)



DEMOGRAPHICS & ECONOMICS

DEMOGRAPHICS

The Town of Castle Rock is unique among other communities along the Front Range in both history and natural setting. Founded in 1874, Castle Rock residents love the small town charm, wide open spaces, fresh clean air and outstanding education system the Town provides. Castle Rock is home to approximately 62,189 people as of March 2017. Castle Rock was incorporated in 1881, after having been selected the Douglas County seat of government seven years earlier. Located midway between Denver, 30 miles to the north, and Colorado Springs, 34 miles to the south, the Town encompasses 33 square miles and sits in the East Plum Creek Valley at the base of the Rocky Mountains at an elevation of 6,202 feet. To prevent urban sprawl, the Town has fixed its borders and makes strategic open space purchases to protect special locations and separate Castle Rock from nearby communities.

Castle Rock General Statistics

- Population estimate as of March 2017: 62,971
- 96.2% of residents have a high school diploma or higher
- 48.1% of the residents age 25 and older have a Bachelor’s degree or higher
- Median age: 34.8 years
- Median household income: \$88,294
- Median cost of a single-family home: \$446,500
- The Town’s population has grown by an estimated 175% since 2000
- The Town covers approximately 33 square miles, 19.5 miles of which are classified as urbanized area



Town Services

Castle Rock is a full-service municipality. The Town employs around 539 full-time employees to provide residents with the following services; police, fire, emergency medical, parks, recreation, water and transportation services. The Town serves as the Douglas County seat of government and is home to headquarters for Douglas County School District, Douglas County, Douglas County Sheriff’s Office, and a local Colorado State Patrol troop.

Town Services Include:

- 24-Hour Police Protection
- 24-Hour Fire Protection
- Animal Control Services
- School Safety Services
- Code Enforcement Services
- Building Inspection and Permitting Services
- Maintenance and Planning of Town Streets
- Town Planning Services
- Water, Wastewater, and Stormwater Utility Services
- Long-term renewable water
- 84,000 Square Foot Recreation Center
- 60,000 Square Foot Miller Activity Complex plus 2,300 Square Foot Millhouse and Amphitheater
- 5,700 Acres of Open Space (Public & Private Combined)
- 88 Miles of Trails
- 585 Acres of Developed Parks



DEMOGRAPHICS & ECONOMICS (Continued)



(2016 - 2017 Town Council)

FORM OF GOVERNMENT

The residents of Castle Rock adopted a Charter in 1987, establishing a Council/Manager form of government. Under this system, the Council elects the Mayor, who presides over meetings and, like other Council members, casts one vote. Municipal elections are held every other November with the general election. Castle Rock Town Council members serve four-year terms and are elected by their district. The Council selects the Mayor and Mayor Pro Tem every two years. In addition to serving on Council, individual members also represent the Town on various local, County, and regional boards. Regular Town Council meetings are held on the first and third Tuesdays of each month, beginning at 6 p.m. at Town Hall, 100 North Wilcox Street.

Town Council adopts ordinances (local laws), approves the budget, approves major contracts and agreements, makes major land-use decisions such as annexation, zoning, vesting rights, subdivisions and development agreements, sets ballot questions and establishes overall direction and policy. The Council also appoints the Town Manager, Town Attorney, Municipal Judge and numerous citizens to the various advisory Boards and Commissions.

EDUCATION SYSTEMⁱ

The Douglas County School District (DCSD) is the third largest school district in Colorado, and the 56th largest in the nation serving more than 67,000 students in preschool through twelfth grade, including 8,700 employees, and 87 schools. DCSD has one of the highest graduation rates in the Denver metro area. Four-year graduation rates have risen steadily from 81.9% in 2009 to 90.1% in 2016.

As measured by the US Census Bureau, Douglas County is one of the most educated counties nationwide with 97.7% of residents aged 25 or older holding a high school diploma or higher, 56.6% with a bachelor's degree or higher.

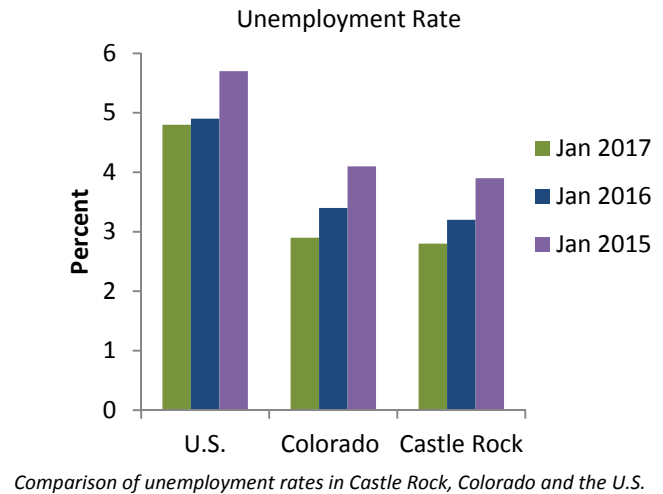
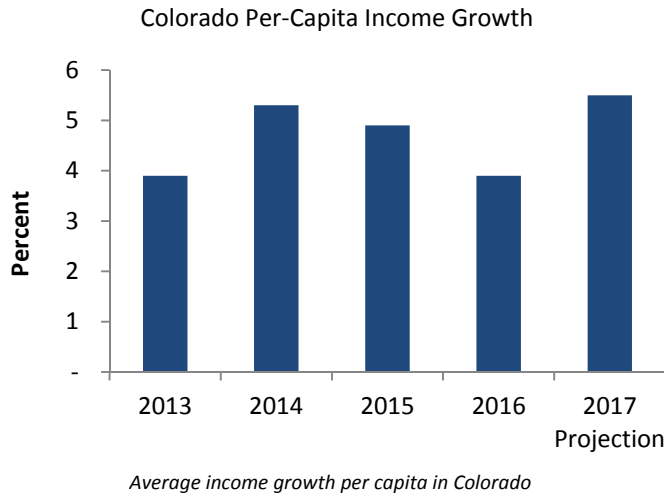
Students in Douglas County are consistently strong learners, with \$68 million in scholarships awarded to Douglas County School district students in 2016. In addition, Douglas County students have continued to perform well on the ACT assessment, maintaining the district's average composite score of 22.5.

DEMOGRAPHICS & ECONOMICS (Continued)

UNEMPLOYMENT INFORMATIONⁱⁱ

Colorado employment growth has continued to slow since 2014, but is still above the national rate. The monthly year-over-year growth rate for Colorado in January 2016 was 2.9%, as compared to the national rate of 1.9%. The unemployment rate in Castle Rock continues to be lower than state and nationwide numbers. As of December 2016 the unemployment rate was approximately 2.2% lower than the national average at 4.4%, with Castle Rock following at 2.2%.

Personal income growth in Colorado slowed in 2016 to 3.9 percent, down from 4.9 percent in 2015.



ECONOMICSⁱⁱ

State of Colorado

General Fund revenue is forecast to increase 3.4 percent in FY 2016-17. Sales and use taxes and individual income taxes are growing at higher rates with the end of the oil and gas industry’s contraction. General Fund revenue is forecast to increase at a slightly faster rate of 6.7 percent in FY 2017-18 with continued economic expansion and as corporate income tax revenue posts an increase for the first time in four fiscal years. Despite this higher growth, the forecasted growth rate is below the increases experienced in most years of the current expansion.

Housing

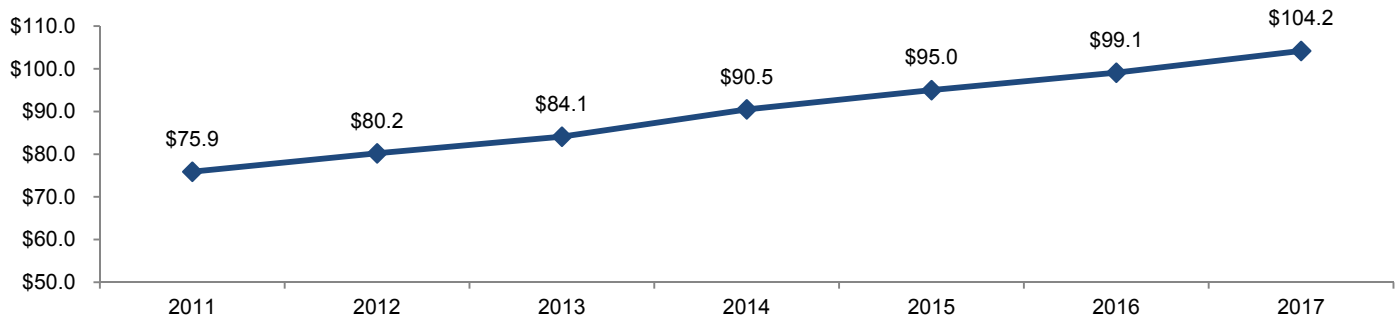
The Federal Housing Finance Agency’s House Price Index shows that home values in Colorado grew faster than the national average in 2016. Colorado had four of the top twenty (out of 402) cities for home price appreciation, all in the northern Front Range. Population growth fueled by in-migration, in combination with low housing supply and low mortgage interest rates, have contributed to the high levels of appreciation.

Consumer Spending

Retail trade spending growth will increase in 2017 by a projected 5.1 percent, compared to the growth of 2016 which was 4.3 percent. Nationwide retail trade growth is projected to be 4.4 percent in 2017. In addition, the consumer price index in Colorado is projected to increase by 2.8 percent in 2017, an increase over 2016’s 1.8 percent growth.

DEMOGRAPHICS & ECONOMICS (Continued)

Colorado Retail Trade Spending (In Billions)



Consumer retail spending generates critical sales tax revenue for The Town of Castle Rock

Douglas Countyⁱⁱⁱ

Douglas County residents have a median household income of \$107,650, which is the 4th highest in the nation among counties with populations of 65,000 or more..

Population

The Douglas County population estimate for January 1, 2017 is 336,000 persons, a 2.7% increase from the previous year's estimate of 327,230. The State Demography Office forecasts a 32% increase in the population age 60 and over from 2015 to 2020, while the total population is expected to increase 10%.

Jobs

The number of jobs located in Douglas County increased 5.0% from 2014 to 2015, bringing the average annual total to 112,883 jobs. The professional and business services supersector is the County's largest employer in 2015 with 18.7% of jobs, followed by the retail trade sector (15.5%), and the leisure and hospitality supersector (13.2%). The two supersectors with the greatest increases in jobs were information which gained 844 jobs, and government, which gained 774 jobs.

Housing

The median price of all homes sold in Douglas County in the third quarter of 2016 was \$432,500, which is an 8.2% increase compared to the same quarter last year. The number of sales of newly built and existing single-family houses, townhouses, and condominiums in 2016 decreased 4.2% compared to 2015. The total number of foreclosure filings initiated in 2016 decreased 3.7% from 2015 for a total of 310.

Castle Rock

Town-wide Growth

Development and growth have been a primary focus in Castle Rock, with new building activity taking place in multiple areas in Town. Commercial and residential development have continued at a high growth rate in 2016 and the first half of 2017, resulting in increased demand for parks, recreation, water and public safety services.

A large portion of this growth includes significant residential development. Notable areas include The Meadows, Crystal Valley Ranch, and Castle Oaks, with a large number of single family homes completed or currently under construction. Town-wide development includes significant single family growth, but has also seen significant new multi-family developments

With large residential development and population growth, comes significant commercial growth and development. One of the largest commercial developments includes The Promenade at Castle Rock, a 166 acre multi-use development. The development will include nearly 1 million square feet of retail space and 316 apartment homes. Multiple retail and restaurant offerings opened in late

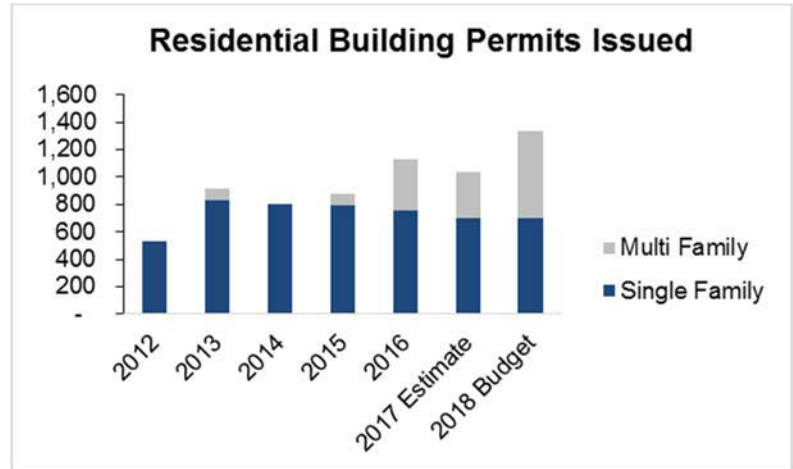
DEMOGRAPHICS & ECONOMICS (Continued)

2015 through 2016 and significant additions are anticipated by the end of 2017. Other significant commercial developments include construction of the RiverWalk in Downtown Castle Rock which is a mixed use development which will include residential, retail and office space.

New Development

Building activity has been consistently strong over the past three years with 753 single family permits issued in 2016 and an additional 700 projected in 2017. The Meadows, Crystal Valley Ranch and Castle Oaks were the geographical areas with the most new residential construction in 2016. Multifamily development is also anticipated to increase in 2017, with 340 units expected, compared to 380 units in 2016.

Commercial building permit activity is also expected to be strong in Castle Rock, with 400,800 in commercial square footage anticipated in 2017 and 397,300 square feet projected for 2018.



| | Single Family Residential | | Multi Family Residential | | Commercial | | Total Value of Permits |
|---------------|---------------------------|----------------------|--------------------------|--------------------|------------------------|--------------------|------------------------|
| | Permits Issued | Value of Permits | Permits Issued | Value of Permits | Square feet of permits | Value of Permits | |
| 2012 | 533 | \$122,687,840 | - | \$0 | 89,614 | \$10,036,936 | \$132,724,776 |
| 2013 | 827 | \$205,176,742 | 90 | \$7,160,807 | 151,637 | \$12,637,596 | \$224,975,145 |
| 2014 | 805 | \$191,917,696 | - | \$0 | 220,239 | \$9,078,939 | \$200,996,635 |
| 2015 | 794 | \$173,450,250 | 83 | \$11,000,000 | 470,000 | \$28,693,500 | \$213,143,750 |
| 2016 | 752 | \$169,668,570 | 380 | \$38,810,205 | 191,100 | \$59,440,534 | \$267,919,309 |
| 2017 Estimate | 700 | \$176,438,878 | 340 | \$52,160,080 | 400,800 | \$28,086,334 | \$256,685,292 |
| 2018 Budget | 700 | \$186,086,376 | 634 | \$97,263,208 | 397,300 | \$33,072,895 | \$316,422,479 |
| Total | 5,432 | 1,110,180,877 | 1,527 | 109,131,092 | 2,384,344 | 152,623,834 | 1,371,935,803 |

Businesses

Castle Rock has evolved into a place that encourages industry and entrepreneurial spirit and is currently working towards becoming a self-sufficient, free-standing community. With the Town’s highly educated and skilled workforce, Castle Rock continues to be the focus of new development. The Town is highly dependent upon retail sales taxes, which account for 79 percent of sales tax collected. The Outlets at Castle Rock continue to represent a large portion of Castle Rock’s retail trade businesses and the new Promenade at Castle Rock will continue to add new businesses through 2016 and 2017. Business growth in Castle Rock continues to be strong with 647 new business licenses issued in 2016 and 245 issued as of April 2017. A number of notable businesses opened their doors in 2017, including:

- King Soopers, 24 Hour Fitness Club, Torrid, Potbelly Sandwich Works and Yankee Candle

Sales Tax

As of the end of 2016, sales tax revenue in the Town of Castle Rock increased about 8.9% from 2015 to \$41,753,600. As of the end of March 2017, sales tax revenue continues to grow with a 12.4% increase YTD. The top sales tax remitters for the Town of Castle Rock in 2016 continue to include Food and General Merchandise, Apparel & Accessories, Restaurants & Bars, Miscellaneous Retail, Home and Garden, Miscellaneous Retail, Autos & Auto Items, and Utilities. Food and General Merchandise alone accounted for 25.5% of all sales tax remittance for 2016. As of March 2017, Castle Rock has 3,939 active and licensed accounts, a figure which grows each day.

DEMOGRAPHICS & ECONOMICS (Continued)

Miscellaneous Statistics (as of May 2017)

| | |
|----------------------------------|--------|
| Date of incorporation | 1881 |
| Home rule charter adopted | 1987 |
| Area-Square miles | 33 |
| Population (estimate) | 62,971 |

Fire Protection

| | |
|----------------------------------|----|
| Number of stations | 4 |
| Number of paid firefighters | 76 |
| Number of volunteer firefighters | 2 |

Police Protection

| | |
|---------------------------------|----|
| Number of stations | 1 |
| Number of commissioned officers | 73 |
| Number of reserved officers | 0 |

Education-Douglas County School District

| | |
|--|--------|
| Number of students ⁱ | 67,000 |
| Number of charter schools (Castle Rock) | 3 |
| Number of elementary schools (Castle Rock) | 13 |
| Number of middle schools (Castle Rock) | 6 |
| Number of high schools (Castle Rock) | 4 |

Parks, Open Space and Trails

| | |
|---------------------------------|-------|
| Acres of open space | 5,700 |
| Acres of private open space | 1,688 |
| Developed parks | 20 |
| Miles of trails | 73 |
| Number of parks | 24 |
| Number of golf courses | 1 |
| Number of recreation facilities | 2 |
| Number of pools | 4 |

Employees (excluding Police and Fire)

| | |
|-----------|-----|
| Full-time | 341 |
| Part-time | 220 |

Sales Tax:

| | |
|-------------------|--------------------|
| | <u>2016</u> |
| Castle Rock | 4.0% |
| Douglas County | 1.0% |
| State of Colorado | 2.9% |

Property Tax Mill Levies (2017 Collection Year)

| | |
|--|---------|
| Douglas County Government | 1.9274% |
| Douglas County Government Disabilities | 0.1000% |
| Douglas County School District | 4.1064% |
| Town of Castle Rock | 0.1474% |
| Douglas County Libraries | 0.4016% |
| Cedar Hill Cemetery | 0.0162% |

Castle Rock Major Employers^{iv}

Manufacturing

- Acme Brick
- Aluwind
- Master Magnetics
- Avanti Fabricators
- Sunset Stone
- RHG Products

Retail

- Home Depot
- King Soopers
- Kohl's
- Lowes
- Medved Autoplex
- Rockyard American Grill & Brewing
- Safeway
- Target
- The Outlets at Castle Rock
- Wal-Mart Super Center
- Promenade at Castle Rock
- Sam's Club

Recreation

- Castle Pines Golf Club
- Country Club at Castle Pines
- Plum Creek Golf & Country Club
- Red Hawk Ridge Golf Course
- Castle Rock Recreation Center

Technology

- Digital Globe Services
- QEH2
- MyWedding.com
- IMI Global
- Rally Cap Consulting
- Neo Treks
- Innovative Business Solutions
- SmarterChaos

Government & Education

- Douglas County Government
- Douglas County School District
- Douglas Public Library District
- State of Colorado
- Town of Castle Rock
- U.S. Post Office
- Arapahoe Community College

Other

- Brookside Inn
- Castle Rock Care Center
- Community Media of Colorado
- DIRECTV
- Kolbe Striping
- T. Lowell Construction, Inc.
- VCA Douglas County Animal Hospital
- Castle Rock Adventist Hospital

ⁱ <https://www.dcsdk12.org/district/about-douglas-county-school-district>

ⁱⁱ *The Colorado Outlook Economic and Fiscal Review, June 2017*

ⁱⁱⁱ <http://www.douglas.co.us/about-us/demographics/>

^{iv} <http://www.castlerockcdc.com/facts-figures/leading-employers/>

2018 BUDGET & THREE-YEAR BALANCED FINANCIAL PLAN PREPARATION CALENDAR

January 2017

| S | M | T | W | T | F | S |
|----|----|----|----|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |

- January 31: A certified copy of the adopted budget must be filed with the Colorado Division of Local Governments per CRS 29-1-113

February 2017

| S | M | T | W | T | F | S |
|----|----|----|----|----|----|----|
| | | | 1 | 2 | 3 | 4 |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | | | | |

- February 21-27: Development of First 2017 Budget Amendment for supplemental requests and 2016 capital carry forward
- February 28: Financial analysts begin working with Town Departments on 2018 – 2020 budget requests

March 2017

| S | M | T | W | T | F | S |
|----|----|----|----|----|----|----|
| | | | 1 | 2 | 3 | 4 |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 | |

- March 1 – 23: Analysts continue working with Town Departments on 2018 – 2020 budget requests
- March 21: First 2017 Budget Amendment approved by Town Council, First Reading
- March 24: All 2018 – 2020 Budget Requests due from Town Departments
- March 27 - 31: Begin initial review of 2017-2019 budget requests with departments

April 2017

| S | M | T | W | T | F | S |
|----|----|----|----|----|----|----|
| | | | | | | 1 |
| 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 | | | | | | |

- April 3 - April 15: Continue review of 2017-2019 budget requests with departments
- April 3 - April 26: Analysts enter preliminary items into financial system to determine feasibility of requests
- April 4: 2016 Year-end Financial Report presentation to Town Council
- April 7: Begin preparation of Payroll projections for 2018-2020 budget
- April 7, 10-11: Revenue forecasting for major revenue sources
- April 18: First 2017 Budget Amendment scheduled for Town Council, Second Reading
- April 26: Draft 5-year CIP sections completed
- April 28: First draft of 2018-2020 budget numbers generated with all requests included for review and feasibility

May 2017

| S | M | T | W | T | F | S |
|----|----|----|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 | | | |

- May 1-11: Second round meetings with departments as necessary for further refinement, identification of pending unknown items, and discussion of CIP items
- May 4: Incorporate Townwide increases (Utilities, gas, etc.) into financial system
- May 11 – 17: Prepare first quarter financial review for Town Council
- May 12: Fleet data updated in system, Fleet CIP drafts complete
- May 15: Next run of Three Year Plan generated for review
- May 18: Implement First 2017 Budget Amendment information as approved by Town Council

June 2017

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- June 2: Year End estimates completed for the Three Year Financial Plan, Draft of Revenue and Expenditure detail for 2018 generated
- June 6: Town Council Strategic Priority Discussion
- June 9-13: Revenue & Expenditure detail review
- June 20: First Quarter Financial Report presentation to Town Council
- June 26: Fund Summaries completed for inclusion in budget document
- June 26-July 10: Analysts work with departments to develop narratives, complete by July 12

2018 BUDGET & THREE-YEAR BALANCED FINANCIAL PLAN PREPARATION CALENDAR

July 2017

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| 30 | 31 | | | | | |

- July 6: Goal date for finalization of 2018 – 2020 budget numbers
- July 7: Second review of Revenue & Expenditure detail
- July 10: Review of department budget narratives
- July 19: Preliminary presentation of draft proposed 2018 Budget document to Town Manager and Finance Director

August 2017

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- August 15: Midyear Financial Report presentation to Town Council and Preliminary 2018 Budget presentation to Town Council

September 2017

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- September 5: Public Hearing and First Reading of ordinances adopting the Proposed 2018 Budget and certifying the annual mill levy (first reading)
- September 11-October 6: Revision to the 2017 Year End Estimates for the Third Quarter Financial Review for Council
- September 19: Public Hearing and the Proposed 2018 Budget, including 2018 – 2020 Balanced Financial Plan and 2018 – 2022 CIP (second reading)

October 2017

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| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |

- October 27: Goal date for posting Final Adopted 2018 Budget to Town Website (CRGov.com)

November 2017

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- November 21: 2017 Third Quarter Financial Review presentation to Town Council

December 2017

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- December 5: Public Hearing and Adoption of the annual Mill Levy (second reading)
- December 15: Deadline for Certification of mill levy to County Commissioners per Colorado Revised Statute CRS 39-5-128(1)

TAXPAYERS BILL OF RIGHTS UPDATE

The Taxpayers Bill of Rights (TABOR), Amendment X of the Colorado Constitution restricts revenues collected by the Town of Castle Rock. 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. If revenue limits are exceeded, as determined by a calculation which incorporates an allowance for local growth, then the calculated TABOR Surplus amount must be rebated to taxpayers within 12 months of the end of the year of the identified surplus; or, voters can determine to allow the Town to keep surplus funds. As surpluses have been determined, the following amounts have been rebated to Town of Castle Rock residents:

| <u>Year</u> | <u>Amount</u> | <u>Rebate Method</u> |
|-------------|---------------|---|
| 1999 | \$ 455,099 | Utility bill credit |
| 2000 | 7,467,311 | \$1,400 to each household |
| 2001 | 1,264,037 | Utility bill credit |
| 2002-2014 | - | No surplus |
| 2015 | 714,580 | Town retains funds per election results |
| 2016 | - | No surplus |

Castle Rock voters determined through an election in November of 2016 that the Town would retain the 2015 TABOR surplus of \$714,580. Provisions of the ballot question require the Town to use the funds for Police, Fire, and Transportation. Completion of various purchases and projects toward those Town priorities will be completed in 2017.

At present, no TABOR surplus is projected for 2017 and staff will continue to monitor TABOR projections throughout the year. The final TABOR calculations for 2017 will be completed once the Town’s financial audit is complete in 2018.

As development of the Proposed 2018 Budget occurs, Town staff has worked to evaluate whether or not the planned revenues, when applying the adopted methodology, push the Town into a TABOR surplus position. While the 2018 year’s end financial outcome will drive the final determination of the calculation, it is currently projected that the Town will end the 2017 year with a TABOR surplus.

The 2018-2020 Preliminary Three Year Balanced Plan information has guided the future forecast of TABOR calculations and the current revenue estimates for 2018, subject to change, indicate that the Town will exceed the revenue cap for the year. This projected surplus is primarily due to growth in Sales Tax revenue and the planned receipt of state contributions for Transportation projects. Staff continues to monitor TABOR revenue projections throughout the year and will continue to provide Council with any updated status information which may occur.

2018 APPROPRIATIONS BY FUND

The following funds are appropriated on an annual basis according to the budget process for the Town of Castle Rock

GOVERNMENTAL FUNDS

| | |
|---------------------------------|----------------------|
| General Fund | \$ 51,445,199 |
| Economic Development Fund | 1,730,301 |
| Total Governmental Funds | \$ 53,175,500 |

SPECIAL REVENUE FUNDS

| | |
|---|----------------------|
| Transportation Fund | \$ 24,701,461 |
| Conservation Trust Fund | 842,256 |
| Philip S. Miller Trust Fund | 615,572 |
| Public Art Fund | 56,050 |
| Police Forfeiture Fund | - |
| Downtown Development Authority TIF Fund | 1,908,828 |
| Special Events Fund | 28,420 |
| Total Special Revenue Funds | \$ 28,152,587 |

CAPITAL PROJECT FUNDS

| | |
|-------------------------------------|----------------------|
| Parks and Recreation Capital Fund | \$ 3,635,862 |
| Municipal Facilities Capital Fund | 51,982 |
| Fire Capital Fund | 1,080,547 |
| Police Capital Fund | 293,943 |
| Transportation Capital Project Fund | 15,012,351 |
| General Long Term Planning Fund | 1,221,544 |
| Total Capital Project Funds | \$ 21,296,229 |

ENTERPRISE FUNDS

| | |
|-------------------------------|-----------------------|
| Water Fund | \$ 18,503,915 |
| Water Resources Fund | 58,629,665 |
| Stormwater Fund | 5,300,807 |
| Wastewater Fund | 26,817,870 |
| Golf Fund | 3,097,036 |
| Development Services Fund | 6,314,864 |
| Community Center Fund | 6,944,978 |
| Total Enterprise Funds | \$ 125,609,135 |

INTERNAL SERVICE FUNDS

| | |
|-------------------------------------|-----------------------|
| Employee Benefits Fund | \$ 8,330,885 |
| Fleet Services Fund | 4,652,922 |
| Total Internal Service Funds | \$ 12,983,807 |
| Total All Funds | \$ 241,217,258 |



PROPOSED 2018 BUDGET MESSAGE

August 15, 2017

Honorable Mayor and Town Council Members,

Budgets reflect priorities. On behalf of Town staff, I am pleased to submit the Proposed 2018 Budget to Town Council and the community. We believe this budget reflects the Town's priorities – including quality Town services with an emphasis on public safety, surface transportation infrastructure and long-term water infrastructure. The budget is planned to be introduced at the August 15, 2017, Town Council meeting; scheduled to be heard on first reading on September 5, 2017; and currently scheduled to be heard on second reading on September 19, 2017.

This Budget Message outlines the Town's overall financial condition; provides an overview of the Proposed 2018 Budget, including priorities and major initiatives, and includes information about the 2018-2020 Balanced Financial Plan and the 2018-2022 Capital Improvement Plan. Drafts of all budget documents referenced are available on the Town's website at CRgov.com/2018budget.

OVERALL TOWN FINANCIAL CONDITION

Through effective Town Council leadership and direction and strong financial management and planning by the organization, the Town continues to maintain a strong financial condition while providing the community high-quality core services. The Proposed 2018 Budget priorities can be summarized as follows:

- Ensure outstanding public safety
- Secure our water future
- Enhance our transportation
- Support economic development
- Maintain strong Parks and Recreation
- Manage Town finances conservatively
- Unique community character

2017 Community Survey results reinforce that the community appreciates the high quality of services provided in Castle Rock. Once again in 2017, 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. A recent example includes earning recognition in early 2017 as one of the top 50 best small cities and towns in America by American City and County.

In addition to considering community survey feedback when proposing 2018 budget priorities, the Town is planning to hold a public open house regarding the 2018 Budget in August 2017.

The Town will continue providing high-caliber services in 2018 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 proposed mill levy rate will be less than or equal to the 2017 rate of 1.473 mills.

Annual growth in sales tax revenue is included at 6.2 percent over 2017 forecasted figures. Residential growth is expected to continue to be strong, with 700 single-family units and 634 multifamily units budgeted in 2018. 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 2017 Community Survey said met or exceeded their expectations.

The proposed budget does not include any proposed fee increases for the typical existing residential customer. An increase in the system development fees that are imposed on new construction is proposed for water and wastewater, totaling \$718 per new 2,400 square foot average single-family unit constructed.

PROPOSED 2018 BUDGET OVERVIEW

The total Town proposed budget for 2018 is \$241.21 million. This includes \$102 million for capital improvements, \$18.8 million for debt and transfers between funds and \$120.16 million for operations. The 2017 amended budget for operations is \$109.81 million, or nearly 9 percent less than the Proposed 2018 Budget. The increase for 2018 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 2018 General Fund Budget provides for revenues estimated at \$51,606,053 and expenditures at \$51,445,199, a difference of \$160,854. It's important to note that included in these expenditures are a number of one-time capital items, which total \$2,291,000. When factoring out these items, the total operating surplus is \$2,451,854.

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 \$46.29 million and transportation initiatives totaling \$20.53 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 2018 with an unobligated reserve of \$6.19 million after meeting these reserve requirements.

While the draft budget was developed using conservative and informed financial modeling and forecasting, it is important to note that it does include assumptions due to the timing of its preparation. Council should recognize that the 2018 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 2018 gets underway.

PROPOSED 2018 BUDGET PRIORITIES

Based upon past Council actions and 2017 community survey results, the same eight priorities from 2017 are suggested to be carried forward within the Proposed 2018 Budget. The intent of the proposed budget is to focus resources on the priorities. Staff used a resource allocation prioritization model developed using 2017 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 2017 Community Survey. About \$20.53 million is proposed to be invested in transportation projects during 2018.

1) Ensure outstanding public safety

- Add 12 personnel to staff Fire Station 152, at an estimated ongoing annual cost of \$1.56 million
- Operate Fire Station 152 for nine months of 2018 at an estimated cost of \$390,248; ongoing annual operational costs will be higher, as this cost represents only a partial year of operations

- Transfer funds to accommodate the replacement of Fire's SCBA equipment in 2020, for a 2018 cost of \$308,700
- Add a Special Operations Sergeant, at an estimated ongoing annual cost of \$154,964, along with a one-time vehicle cost of \$59,000
- Add two Dispatcher positions, at an estimated ongoing annual cost of \$187,323
- Add a Public Information Officer, at an estimated ongoing annual cost of \$125,630, along with a one-time vehicle cost of \$44,000
- Provide for competitive retirement benefits for sworn Police employees, at an estimated ongoing annual cost of \$120,506
- Add a nonsworn Community Service Officer, at an estimated ongoing annual cost of \$87,510

2) Enhance our transportation

- Continue annual Pavement Maintenance Program, focused in 2018 on eastern Castle Rock, at an estimated 2018 cost of \$6.9 million
- Construct improvements at Founders Parkway and Allen Way, for an estimated one-time 2018 cost of \$4.26 million
- Construct an addition to the Service Center, for an estimated one-time 2018 cost of \$4 million
- Complete street reconstruction projects, for an estimated one-time 2018 cost of \$3.66 million
- Construct improvements at Founders Parkway and Crowfoot Valley Road, for an estimated one-time 2018 cost of \$3.46 million
- Design widening of Plum Creek Parkway east of Gilbert Street to Eaton Circle, for an estimated one-time 2018 cost of \$640,625
- Conduct a feasibility study regarding a potential future interchange at Interstate 25 and Black Feather Trail, for an estimated one-time 2018 cost of \$300,000
- Complete a Downtown mobility study, at an estimated 2018 one-time cost of \$120,000
- Add a Capital Improvement Project Inspector, at an estimated ongoing annual cost of \$105,791, along with a one-time vehicle cost of \$35,000
- Add a Fleet Technician, at an estimated ongoing annual cost of \$84,415

3) Secure our water future

- Construct the Plum Creek diversion, well fields and related pipelines and pump station, at an estimated one-time 2018 cost of \$18.6 million
- Upgrade the Plum Creek Water Purification Facility at an estimated one-time 2018 cost of \$17.68 million
- Work on Newlin Gulch pipeline items for an estimated 2018 one-time cost of \$5.56 million
- Contribute to projects at the Plum Creek Wastewater Reclamation Authority, which treats the Town's wastewater, for an estimated 2018 cost of \$19.69 million, including an expansion of the existing facility
- Continue the Alternative Source of Supply project for an estimated 2018 one-time cost of \$2.98 million
- Continue stream stabilization, for an estimated 2018 cost of \$1.26 million
- Continue water line rehabilitation and replacement for an estimated 2018 cost of \$953,000
- Continue the Chatfield Reallocation project, for an estimated 2018 cost of \$875,000
- Improve the sewer system in the area of Gordon Drive, at an estimated 2018 one-time cost of \$740,000
- Continue improving Town water supply wells at an estimated 2018 cost of \$725,000
- Continue the WISE project, for an estimated 2018 cost of \$570,000
- Complete water storage tank projects at an estimated 2018 cost of \$460,000
- Upgrade pump stations and distribution systems, for an estimated 2018 cost of \$460,000
- Improve the sewer system in the Young/American area, at an estimated 2018 one-time cost of \$456,000
- Complete miscellaneous improvements at existing water treatment plants at an estimated 2018 cost of \$350,000
- Purchase a pipeline jet truck at an estimated 2018 one-time cost of \$250,000
- Continue to upgrade the Town's wastewater lift stations, for an estimated 2018 cost of \$242,000

- Upgrade and replace various water facilities at an estimated 2018 cost of \$235,000
- Continue stormwater drainageway stabilization for an estimated 2018 cost of \$155,319
- Extend water line to the Canyons South area, for an estimated 2018 one-time cost of \$110,000
- Add a Senior Distribution System Operator, at an estimated ongoing annual cost of \$69,358
- Add a Water Conservation Technician, at an estimated ongoing annual cost of \$81,980
- Add three Water Plant Operator II, at an estimated ongoing annual cost of \$241,878

4) Maintain strong Parks and Recreation

- Extend the East Plum Creek Trail to the south by 1 mile, at an estimated 2018 one-time cost of \$2 million
- Construct the Town's next neighborhood park in a to-be-determined location, at an estimated 2018 one-time cost of \$2 million
- Invest in capital improvements at Rueter-Hess Reservoir, at an estimated 2018 one-time cost of \$414,000
- Complete various parks and trails parking lot repairs, at an estimated 2018 cost of \$166,000
- Replace the synthetic turf field at Metzler Ranch Community Park, at an estimated 2018 one-time cost of \$160,000
- Install a boarding system on the north field at the Miller Activity Complex, at an estimated 2018 one-time cost of \$125,000
- Complete various site improvements at a 2018 cost of \$108,000
- Operate the expanded Festival Park, at an estimated ongoing annual cost of \$86,782
- Add an Aquatics Specialist, at an estimated ongoing annual cost of \$86,006

5) Support economic development

- Provide for future capacity for the pledged \$3 million contribution to Arapahoe Community College's Collaboration Campus project

6) Manage Town finances conservatively

- Add an Accountant/Payroll position, at an estimated ongoing annual cost of \$91,746

7) Other items

- Adjust operating costs within the Division of Innovation and Technology, for an estimated ongoing annual cost of \$153,920
- Add an Assistant Town Attorney, for an estimated ongoing annual cost of \$145,223
- Add a Building Inspector as needed, at an estimated ongoing annual cost of \$99,134, along with a one-time vehicle cost of \$32,000
- Improve the parking lots at Fourth and Perry Streets and at the Castle Rock Museum, at an estimated 2018 one-time cost of \$119,500

OTHER MAJOR INITIATIVES

Responses to Downtown Parking Study

Several action items were identified via the Downtown Parking Study completed in 2017. Work on the "statement piece" sign for the parking garage on Third Street got underway in 2017, as did code adjustments to require parking minimums within the Downtown – including a fee-in-lieu program to support parking infrastructure needs. Similarly, restriping efforts will add almost 20 new parking spots to Downtown, even considering those that had to be eliminated to make way for Festival Park's expansion. Within the Preliminary 2018 Budget, a Community Service Officer is planned to be added to the Police Department, to conduct Downtown parking enforcement and other administrative duties. Other initiatives in this area may be identified for future funding as the Downtown Parking Team continues its quarterly meetings.

Community Character Initiative

Maintaining a strong sense of community character as the Town continues to grow is important in ensuring residents remain satisfied with the quality of life in Castle Rock. The recent citizen survey indicated some concern about loss of small town character and the direction the community is headed. A discussion regarding how Castle Rock's community character can be retained or improved is occurring as part of the online focus group following from the community survey. In 2018, the Town Manager intends to assemble a task force on this same topic to develop a list of ideas for implementation, which is likely to need future funding.

Along with this discussion, it should be noted that, beginning in 2018, the Special Events Fund is being dissolved, and Townwide special events are being managed by the Parks and Recreation Department and funded from the Philip S. Miller Fund – long utilized as a funding mechanism for community character-related initiatives.

Human Resources Initiatives

The Proposed 2018 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 4.5 percent performance-based compensation increase for general employees, with an average of 5 percent budgeted for sworn public safety personnel. The Town does not provide any cost of living adjustments; any increases in pay are solely performance-based. Health care benefits, meanwhile, are budgeted with Town and employee premium increases; the actual cost will be determined later in 2017, based upon claims experience. A market evaluation of compensation and benefits is conducted annually to ensure appropriate competitiveness.

The proposed budget includes a few additional benefits changes consistent with benchmarking. One is the addition of the day after Thanksgiving – and of a half-day on Christmas Eve when it falls on a weekday – as Town holidays. The cost to implement these holidays, which require Council authorization, is \$94,500. The second included benefits change is an increase of 1.6 percent to the Town's retirement contribution for sworn Police Department employees, also consistent with benchmarking. The annual cost for this increase is estimated at \$120,506 at the staffing level proposed within the 2018 budget. The final included benefits change is to provide a cancer benefits program for firefighters, through a Statewide program created by the General Assembly in 2017. The annual premium for this coverage would be \$19,345. These changes are recommended to assist in the goal of attracting and retaining quality staff – particularly in the public safety services.

Other Initiatives

In addition to accomplishing the priorities and initiatives outlined above, the Proposed 2018 Budget includes additional significant items:

- Purchase 29 vehicles and other equipment to provide continued safety and efficiency in Town operations, \$3.52 million
- Continue the annual Cisco networking device replacement program, for an estimated 2018 cost of \$288,000

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

Included with the Proposed 2018 Budget are drafts of the 2018-2020 Balanced Financial and 2018-2022 Capital Improvement plans. Some items of note within these plans:

- **Ensure outstanding public safety:** Two patrol officers/retail (\$271,596, ongoing), two detectives (\$289,143, ongoing), two community policing officers (\$269,050, ongoing), two dispatchers (\$196,643, ongoing), one patrol officer/coresponder (\$139,903, ongoing) and a professional standards/training officer (\$131,150, ongoing) are included for the Police Department in 2019 and 2020; and two fire inspectors (\$295,829, ongoing) are included in 2019 and 2020
- **Enhance our transportation:** Pavement Maintenance Program costs of \$17 million in 2019 and 2020; street reconstructions at \$6 million in 2019 and 2020; Plum Creek Parkway widening at \$5.16 million in 2019 and 2020; and a transfers toward the future Crystal Valley interchange at \$1 million in 2019 and 2020 are included within the plan

- **Secure our water future:** \$41.8 million for Plum Creek Water Reclamation Authority capital projects; \$5.4 million for the Alternative Source of Supply project; \$5 million for the WISE project; \$4.6 million for stream stabilization projects; \$3.7 million for water storage tank projects; \$3.26 million for an admin/customer service building; \$2.27 million for the Chatfield Reallocation Project; \$2.09 million for Craig & Gould improvements; \$1.56 million for water line rehab/replacement; \$1.45 million for water supply wells; and \$1.2 million for water distribution system upgrades are included in 2019 and 2020
- **Maintain strong Parks and Recreation:** Parking lot improvements totaling \$496,500; turf replacement totaling \$511,000; Recreation Center fitness equipment replacement for \$270,000; and Recreation Center HVAC unit replacement at a cost of \$250,000 are included in 2019 and 2020

CONCLUSION

The Proposed 2018 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 15, 2017; first reading on September 5 and second and final reading on September 19, at which time Council consideration of the 2018-2022 Capital Improvement Plan/Program and 2018-2020 Balanced Financial Plan are also expected to occur. Adoption of the 2018 property tax mill levy is expected to occur in early December.

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

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "David L. Corliss".

David L. Corliss
Town Manager

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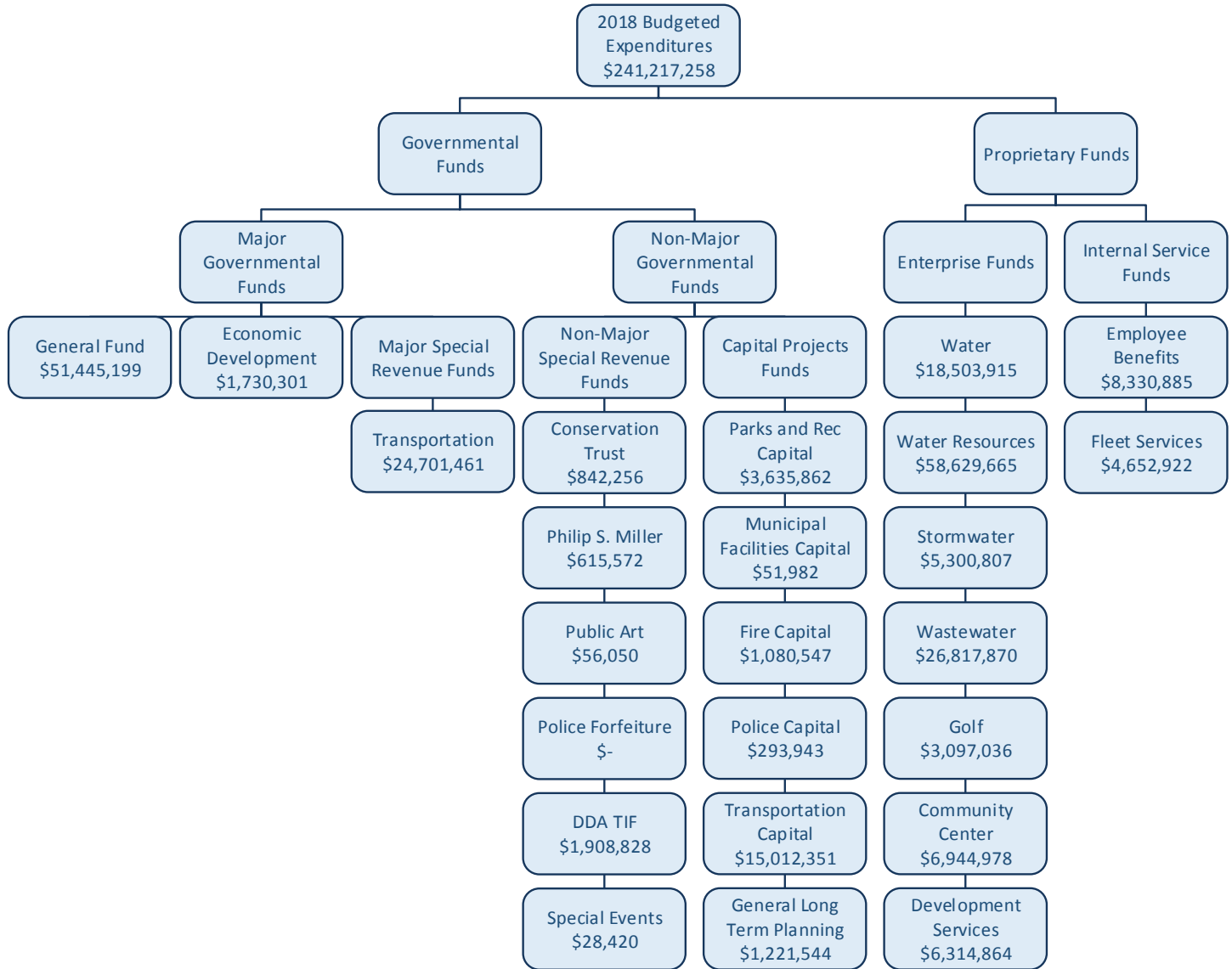
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FUND STRUCTURE OVERVIEW

Fund Types

The following fund categories are used: (1) Governmental and (2) Proprietary with explanations regarding the funds on the next few pages.



For more information about the Fund/Department relationship structure, please click [here](#).

FUND STRUCTURE OVERVIEW (Continued)

Major Governmental Funds include:

General Fund – The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The functions accounted for in this fund include police, fire, parks maintenance, general government, zoning and historic preservation, and related capital projects.

Economic Development Fund – The Economic Development Fund is intended to be a sub-fund of the General Fund. The purpose of the Economic Development Fund is to facilitate expansion of the tax base, through primary job creation and improved local economy. The Office of the Town Manager manages this fund and Economic Development initiatives in the Town.

Transportation Fund – The Transportation Fund is a special revenue fund that accounts for the accumulation of financial resources and expenditures for the construction, acquisition, installation, repair and maintenance of streets, bridges and sidewalks. This fund also accounts for the acquisition of easements and right-of-ways, development of transportation facilities and for the operations of the Public Works department, which manages the fund and is responsible for the construction and maintenance of such facilities.

Non-Major Governmental Funds Include:

Special Revenue Funds – These include the Conservation Trust Fund, Philip S. Miller Trust, Public Art Fund, Police Forfeiture Fund, DDA TIF Fund and the Special Events Fund. Such funds are used to account for the proceeds of specific revenue sources that are legally or otherwise restricted to expenditures for specified purposes.

Conservation Trust Fund – The Conservation Trust Fund accounts for lottery proceeds that are received directly from the State of Colorado or received from Douglas County through a share-back agreement and for fees charged for the use of sports and multi-purpose fields. The monies collected are used for the development and renovation of qualifying parks, recreation facilities and parks infrastructure and are managed by the Parks and Recreation Department.

Philip S. Miller Trust Fund – This fund accounts for a portion of the donation amount made to the Town from the Philip S. Miller Trust. These funds are used to finance community service programs including financial support for the senior center, the museum, public art, the local chamber of commerce and special events administered by the Parks and Recreation Department. The Town Council manages this fund.

Public Art Fund – The Public Art Fund accounts for public art endeavors within the Town of Castle Rock; the fund is managed by the Town Council.

Police Forfeiture Fund – The Police Forfeiture Fund accounts for funds received and expended which result from cooperative efforts by the Town of Castle Rock Police Department and other state or federal agencies to seize monies related to criminal activity. The Police Department provides management of this fund.

Downtown Development Authority (DDA) Tax Increment Financing (TIF) Fund – The DDA TIF Fund is managed by the Finance Director and was established as a tool to issue Town debt on behalf of the Downtown Development Authority to be utilized on Council approved downtown projects.

Special Events Fund – The Special Events Fund is managed by the Parks and Recreation Department. Revenues and expenses in this fund are being shifted to the Philip S. Miller Trust Fund beginning in 2018.

Capital Project Funds – These include the Parks and Recreation Capital Fund, Municipal Facilities Capital Fund, Fire Capital Fund, Police Capital Fund; and the Transportation Capital Fund and General Long Term Planning Funds. Such funds are used to account for the acquisition of fixed assets or construction of major capital projects not being financed by the General or other funds.

Parks and Recreation Capital Fund – The Parks and Recreation Capital Fund accounts for resources that are spent for the construction, expansion and improvement of Town parks. The primary source of revenue for this fund is from development impact fees collected at the time a building permit is issued. The fund is managed by the Parks and Recreation Department.

FUND STRUCTURE OVERVIEW (Continued)

Municipal Facilities Capital Fund – The Municipal Facilities Capital Fund accounts for resources and expenditures for the construction, expansion and improvement of Town facilities. The primary source of revenue in this fund is from development impact fees collected at the time a building permit is issued. The Municipal Facilities Capital Fund is managed through the Facilities Division in the Deputy Town Manager’s Office.

Fire Capital Fund – The Fire Capital Fund accounts for resources and expenditures for the construction, expansion and improvement of fire facilities and other capital needs of the Fire Department. The primary source of revenue in this fund is from development impact fees, which are collected at the time a building permit is issued. The Fire Department maintains the Fire Capital Fund.

Police Capital Fund – The Police Capital Fund accounts for resources and expenditures for the construction, expansion and improvement of police facilities and to provide for other capital needs of the Police Department, the Department which manages this fund. The primary source of revenue is from development impact fees that are collected when a building permit is issued.

Transportation Capital Projects Fund – The Transportation Capital Projects Fund accounts for the resources and expenditures for the construction of new transportation projects which accommodate the growth in the Castle Rock area. The Transportation Capital Projects Fund is managed by the Public Works Department.

General Long Term Planning Fund – The General Long Term Planning Fund was established to identify a source to prioritize and perform needed repairs, improvements and replacement of Town facilities, technology, and infrastructure. This fund is managed by the Deputy Town Manager’s Office.

Proprietary Funds include:

Enterprise Funds – These include the Water Fund, Water Resources Fund, Stormwater Fund, Wastewater Fund, Golf Fund, Community Center Fund, and Development Services Enterprise Fund. These funds are used to account for operations that are financed and operated in a manner similar to private enterprise in that user charges are intended to pay for the operations. All activities necessary to provide such services are accounted for in these funds, including administration, operations, maintenance, and related debt service.

Water Fund – The Water Fund accounts for the activities related to water well development and extraction, water treatment, water transportation systems and for the repair and maintenance of such facilities. The Water Fund is managed by Castle Rock Water.

Water Resources Fund – The Water Resources Fund accounts for the Town’s activities related to the analysis and measurement of the long-term water needs of the Town including conservation promotion and the development and maintenance of ground water and renewable water sources. Castle Rock Water manages the Water Resources Fund.

Stormwater Fund – The Stormwater Fund accounts for the development, operation and maintenance of infrastructure related to stormwater runoff including storm sewers, detention ponds and other drainage ways within the Town. Stormwater is managed by Castle Rock Water.

Wastewater Fund – The Wastewater Fund accounts for the development and operation of activities related to the collection and treatment of wastewater and is managed by Castle Rock Water.

Golf Fund – The Golf Fund accounts for the activities related to the construction, operation and maintenance of the Town owned golf course, Red Hawk Ridge, at Castle Rock. The Golf Fund and associated activities are managed by the Parks and Recreation Department.

FUND STRUCTURE OVERVIEW (Continued)

Community Center Fund – The Community Center Fund accounts for the Town’s recreational facilities including a recreation center, two outdoor pools, inline skating rinks, multi-purpose ball fields, and a skateboard park. This fund includes management of the Miller Activity Complex (MAC), amphitheater and millhouse amenities at Philip S. Miller Park. This fund also accounts for recreational and child care programs. The Community Center Fund is managed by the Parks and Recreation Department.

Development Services Fund – The Development Services Fund accounts for revenues and expenses related to community development within the Town. Primary revenues are from user fees which include building and electrical permits, plan reviews and inspections. The Development Services Department manages this fund along with the Zoning Division within the General Fund.

Internal Service Funds – These funds account for the financing of goods or services provided by one department to another. Revenues are from user charges to funds and departments, which are calculated on a cost reimbursement basis.

Employee Benefits Fund – The Employee Benefits Fund accounts for the accumulation and payment of health insurance claims; for the payment of premiums for various employee insurance policies (life insurance, long-term disability, accidental death and dismemberment, stop-loss insurance) and for the payment of fees to third-party administrators; and for disbursement of cafeteria plan monies. This internal service fund is managed by the Human Resources division within the Office of the Deputy Town Manager.

Fleet Services Fund – The Fleet Services Fund accounts for centralized acquisition and maintenance of Town owned vehicles. Operations and vehicle replacements are funded by charges to user departments. The Fleet Services Fund is managed by the Public Works Department.

Budgetary Basis of Accounting

Basis of Accounting refers to the specific time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The method of accounting used often depends on the purpose for which the fund has been established. Proprietary funds including Water, Water Resources, Stormwater, Wastewater, Golf, Community Center, Development Services, Employee Benefits, & Fleet Services funds utilize the accrual basis of accounting while all other funds utilize the modified accrual basis for the preparation of the audited financial statements.

In the budget process all funds are prepared using the modified accrual basis of accounting. Thus, capital expenditures, debt and lease payments, as well as interfund loan repayments, are recorded as expenditures in the year in which they occur. Furthermore, depreciation and amortization costs are not budgeted since these are non-cash transactions.

OVERVIEW OF REVENUES

Major Revenue Assumptions for 2018

There are a number of major revenue sources that fund significant Town services; some of these major revenues include Charges for Services, Sales Tax, Impact Fees, Motor Vehicle Tax, Building Use Tax, and fund to fund Transfers.

- **Charges for Services** make up about 30.1% of total anticipated revenue for 2018 and include numerous sources. Items such as Water rates, Community Center programs and the Miller Activity Complex use charges, Golf Course Green Fees and Inspection Services costs make up about \$58.8 million projected in 2018. Generally, each of these is evaluated and then projected based upon requested rate changes, usage and trend information and is therefore assessed individually within the budget year, this means that no general assumption is applied. The 2018 Budget includes no requested rate increases.
- **Sales Taxes** are levied at 4% for local retail sales and revenue provides services such as Police, Fire, Parks and Recreation, Transportation, and general government support services and comprises about 26.1% of the total Town revenue. As Sales Tax revenue has trended and commercial development has occurred, projections have been revised to incorporate such activity. Total Sales Tax revenue is estimated to increase by about 6.2% over prior year estimates in 2018.

OVERVIEW OF REVENUES (Continued)

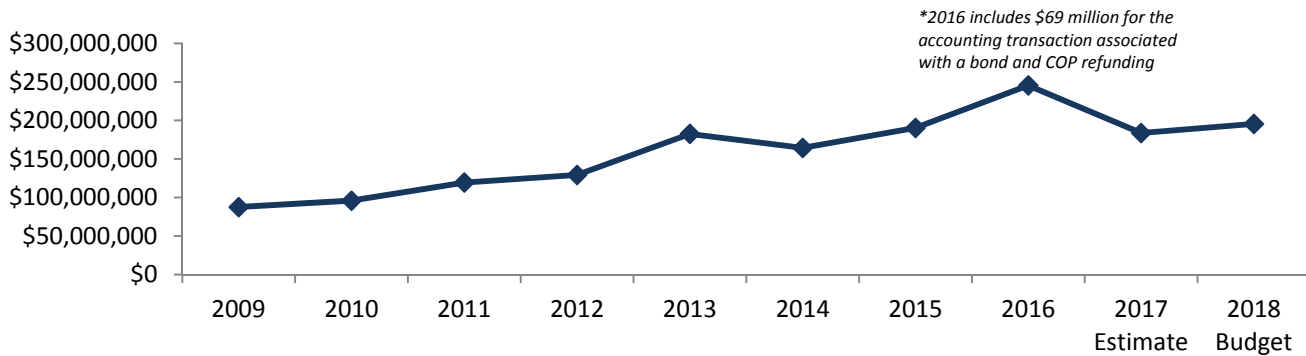
- **Impact Fees and System Development Fees** are charged as a part of the building permit process. These fees are projected based on anticipated residential and commercial growth in the coming year and are used to meet infrastructure needs caused by growth. These revenue sources make up about 18.3% of the revenue projected to be received in 2018 and are projected based upon the residential homes and commercial building projected for 2018. There are currently 700 single family homes and 634 multifamily units projected to be built in 2018 and it is anticipated that approximately 397,300 square feet of commercial property will initiate permit activity which would generate these revenues.
- **Motor Vehicle Taxes** are sales tax paid on the purchase price of a vehicle by Town residents. These taxes make up about 3.8% of total Town projected revenue for 2018 and are projected based upon analysis of trending in the year the projection occurs and incorporating local economic factors or other general information regarding local and regional vehicle purchasing trends. In 2018, it is projected that revenue will increase by an estimated 6% over 2017 estimate.
- **Building Use Tax** is collected at the time a permit is issued and makes up about 3.9% of total Town revenue projected in 2018. This is a tax levied at 4% against materials used in construction and is projected in the same way that Impact, System Development and Water Resource Fees are estimated, by evaluating anticipated construction permitting in 2018.
- **Transfers** from one fund to another account for 3.1% of the total revenue budget for 2018 and include the repayment of interfund loans, payments to the Fleet fund for vehicle purchases and contributions from one fund to another for significant projects. Each of these revenue items is evaluated and determined individually and no general assumptions are applied.

More information, including some historical information, for these major revenue sources is found on the following pages.

Description of Major Revenues

The Town of Castle Rock collects **taxes** to provide revenues to the General, Transportation, Community Center, General Long Term Planning, and Transportation Capital Projects Funds. **Tax support makes up about 34.8% of total projected Town revenues for 2018** and is used to provide residents with public safety (police and fire protection, ambulance service); street construction and maintenance; parks and open space; recreational services; long-range planning and administrative services.

Total Town Revenue - 10 Year Comparison



Sales Taxes - The Town levies a 4% tax for all local retail sales and also receives an additional 0.3% based on a “shareback” agreement with the County whereby the county shares back 0.3% of the sales and use tax it collects in the Town of Castle Rock. Castle Rock places this “shareback” revenue in the Transportation Fund. Sales tax revenues are anticipated to increase due to the current trending of increased sales in Castle Rock. The increase in trending is due to a variety of factors which include increases seen in residential construction, local commercial development. In addition, the Town is monitoring a potential nationwide shift to online retail options. Online retailers that establish a physical presence in Town are being licensed and sales taxes are collected accordingly.

One item that impacts sales tax revenue differently is the Downtown Development Authority Sales Tax Increment, the sales tax amount received in the Downtown Castle Rock area greater than the established base set in 2008. This revenue is eligible to be

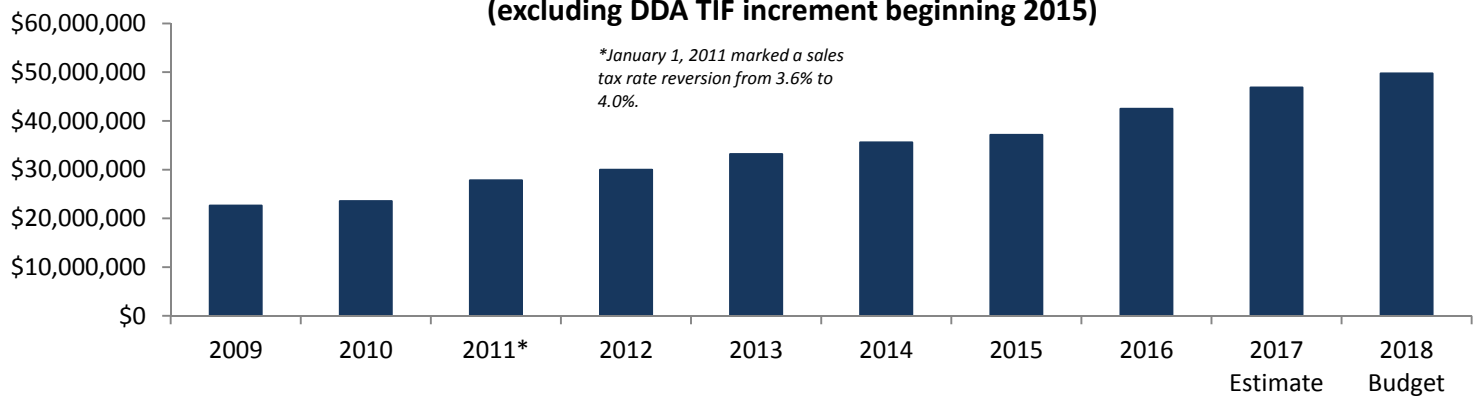
OVERVIEW OF REVENUES (Continued)

placed in a separate fund which is allowed for certain, Council-approved uses. The TIF mechanism is triggered by debt obligated by the Town on behalf of the Downtown Development Authority, which then, the funds could be used to pay off the debt for specific Council approved downtown projects. This revenue is excluded from the presentation below since it is at Council discretion for downtown projects and is not generally considered for use for general operations. Sales tax collections, absent the “shareback” and the DDA TIF amounts, will be allocated between funds as follows:

| <u>Sales Tax Revenue by Operating Fund</u> | <u>2018 Percent Allocation</u> | <u>Percent of Total Fund Revenue for 2018</u> |
|--|--------------------------------|---|
| General | 70.29% | 64.07% |
| Transportation | 24.46% | 59.09% |
| Community Center | 5.25% | 31.01% |

Sales Tax Revenue

(excluding DDA TIF increment beginning 2015)



Sales tax revenue has increased in recent years due to increased retail sales and new businesses

Building Use Taxes - Building use taxes are collected by the Development Services Department when a building permit is issued. This is a tax levied against materials used in construction. These taxes are levied at the same rate as sales taxes, 4%. Douglas County collects 1% tax, of which the Town will retain .3% through the County “shareback” agreement. Generally, materials are assumed to comprise 50% of the total valuation for each construction project. Building use taxes, aside from the “shareback” are allocated over specific funds as follows:

| <u>Residential Building Use Tax Revenue by Fund</u> | <u>2018 Percent Allocation</u> | <u>Percent of Total Fund Revenue for 2018</u> |
|---|--------------------------------|---|
| Transportation | 36.29% | 10.39% |
| Transportation Capital Projects | 32.71% | 17.13% |
| General Long Term Planning | 25.39% | 84.60% |
| Community Center | 5.61% | 4.85% |

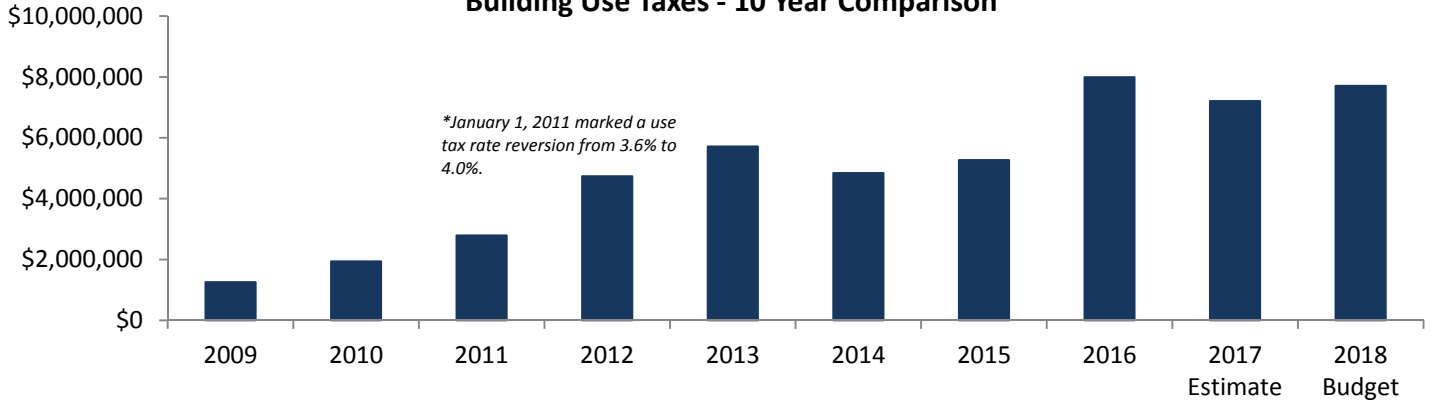
Beginning in July 2012, revenues associated with commercial building use tax are directed into the Economic Development Fund as identified by Town Council through resolution. By directing this revenue stream into the Economic Development Fund, the Town Council established a regular source of revenue to be used to make investments intended to create additional employment, expand the tax base, improve the downtown and improve the business climate.

Revenues for Commercial Building Use Tax in 2018 are anticipated to be about 14% higher than the 2017 year end estimated amounts as a result of the current growth projections for the Castle Rock area. These growth projections are developed as communication occurs with homebuilders and the development community. **Building Use Tax in 2018, including residential and commercial is projected to be about \$7,710,923, or about 3.9% of total budgeted revenues.**

Building use tax calculations were adjusted for 2017 to use 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 resulted in projected revenue increases within several funds.

OVERVIEW OF REVENUES (Continued)

Building Use Taxes - 10 Year Comparison



Building use tax has increased overall as home and commercial construction has shown renewed growth

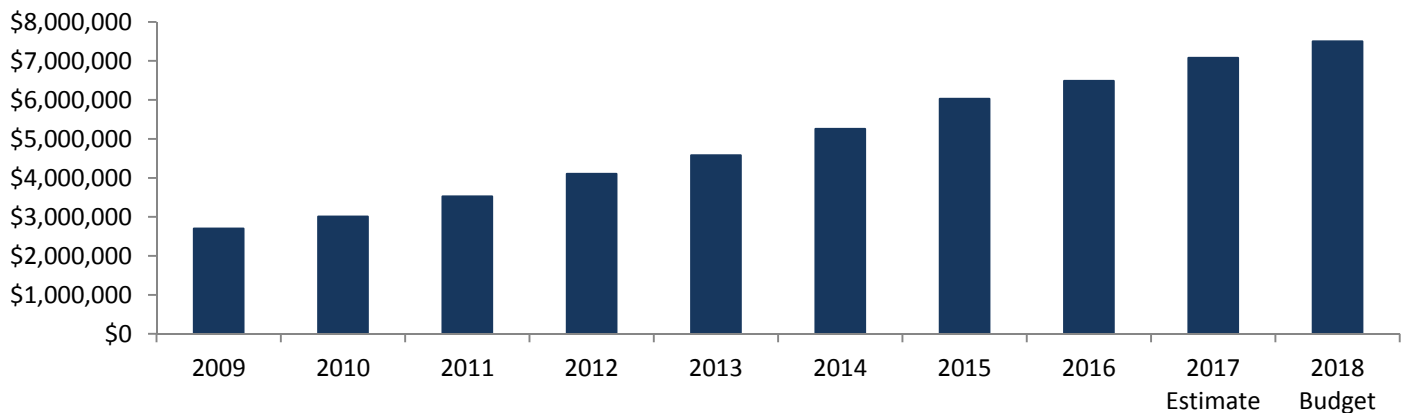
Motor Vehicle Taxes - Motor vehicle taxes are sales tax paid on the purchase price of a vehicle by Town residents. The County normally collects the tax through the licensing process and remits the Town’s share monthly. These taxes are levied at the same rate as sales taxes, 4%.

Motor Vehicle Taxes are allocated over specific funds as follows:

| <u>Motor Vehicle Tax Revenue by Fund</u> | <u>2018 Percent Allocation</u> | <u>Percent of Total Fund Revenue for 2018</u> |
|--|--------------------------------|---|
| General Fund | 60.96% | 8.25% |
| Transportation | 33.06% | 11.77% |
| Community Center | 5.98% | 5.24% |

Year end 2017 estimates indicate that total collections will likely be over the revenue budget by about 2%, and revenues for 2018 are anticipated to be about 6% higher than the 2017 estimated amounts. This budget projection is generally based on current trending, in addition to local, state, and national economic indicators. In total, **Motor Vehicle Tax in 2018 is projected to be \$7,503,441, or about 3.8% of total budgeted revenues.**

Motor Vehicle Taxes - 10 Year Comparison

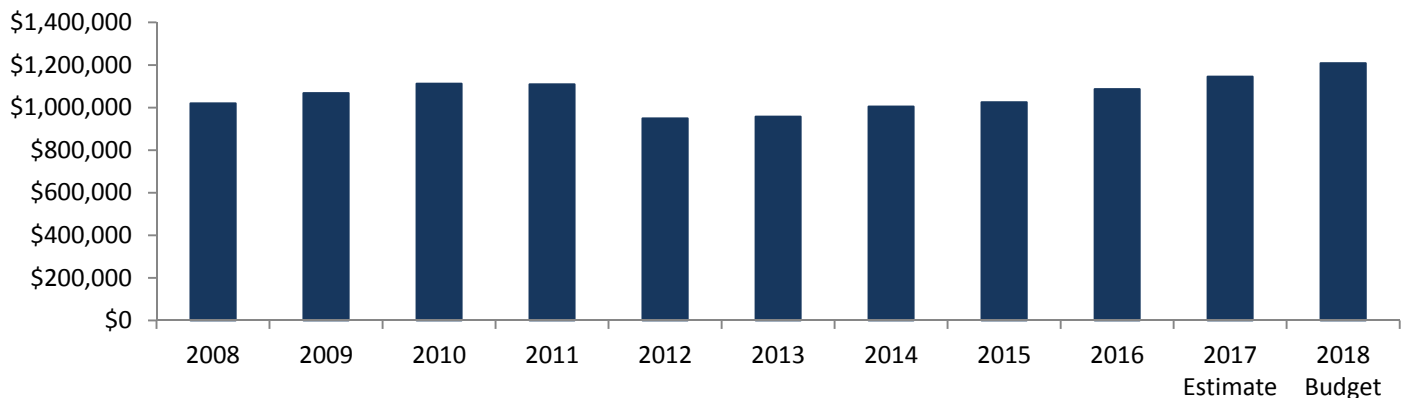


OVERVIEW OF REVENUES (Continued)

Specific Ownership Taxes – The Department of Motor Vehicles collects specific ownership tax when a vehicle is licensed. This tax is collected based on the value of the vehicle when it was new. This taxable value does not change throughout the life of the vehicle; however, the tax rate charged on the taxable value continues to decrease until the vehicle is 10 or more years old at which time the taxes paid are \$3.00 per year. The Douglas County Treasurer’s Office distributes 29% of this tax to various local districts (including the Town) based on their mill levy. Specific Ownership Taxes are estimated based upon actual revenues tracked ongoing; these revenues are projected to increase slightly from 2017 estimate as indicated by revenue trending and make up **less than 1%** of General Fund revenues.

Property Taxes – Taxes are levied against both residential and commercial real property located within the Town limits. Taxes are levied in the current year and due in the following year, i.e. 2018 receipts are for taxes levied for 2017. Property tax revenues are restricted to a 5.5% increase by the Town of Castle Rock Municipal Code. **Property taxes make up about 2.3% of the General Fund budgeted revenues for 2018 and less than 1% of total Town revenues.** Property Tax revenue projected for 2018 is anticipated to increase by the restricted maximum of 5.5%. This includes the continued reduction in revenue related to the approved increased exemption of Business Personal Property Tax, which began in 2015 from \$7,000 up to \$100,000.

Property Tax - 10 Year Comparison



Tobacco Taxes – A \$0.01 tax is levied by the State of Colorado on each cigarette sold. Approximately 27% of this tax is distributed to municipalities based on the percentage of state sales taxes collected in the jurisdiction compared to the statewide collection. The Town receives these taxes on or near the 15th of the month; two months after the vendor collected the taxes. **Tobacco taxes make up less than 1% of the General Fund budgeted revenue for 2018** and are anticipated to increase slightly when compared to the amount estimated to be received by the end of 2017. Current trending in 2017 has generated the projection for 2018 for this revenue source.

Franchise Fees – The Town imposes franchise fees on utility companies that provide services within the Town limits. This fee grants the company access to public streets and provides easements that enable them to supply and maintain services to Town residents. The Town has franchise agreements with Intermountain Rural Electric Association (IREA), Black Hills Energy Corporation, Comcast Cable and Centurylink. The Town collects 3% of Black Hills Energy Corporation’s gross sales within the Town, 5% of Centurylink and Comcast’s gross sales, 3% of the gross revenue of each IREA customer up to \$10,000, and 2% of gross revenue over \$10,000 from each customer. **Franchise Fees make up about 4.7% of the budgeted revenues of the General Fund for 2018** and are projected based on rates anticipated by the utility companies and fluctuations in local population when compared to prior year revenue collections. As development has increased, a correlating increase is seen in these revenues.

Public Education Government (PEG Fees) – This \$.50 fee is collected monthly from every residential cable subscriber by Comcast and is paid quarterly to the Town. Revenues are recognized when certain qualified capital expenses occur. When compared to 2017, this amount is anticipated to remain the same in 2018. **PEG Fees make up less than 1% of General Fund revenue for 2018.**

OVERVIEW OF REVENUES (Continued)

Highway User Tax – This revenue is collected at the State level and locally shared revenue that is distributed monthly. These funds are collected through gas taxes and motor vehicle registration fees and are earmarked specifically for the construction, maintenance or improvement of streets, roads and highways. Monies are distributed to municipalities based on a formula that includes the number of vehicles registered and the miles of streets in each municipality. Distribution percentages are recalculated every year in July based on the previous year's vehicle registrations and the previous year's miles of open and maintained streets. A Local Highway Finance Report must be completed and returned to the Colorado Department of Transportation each year in order to receive a portion of this revenue. **Highway User Taxes are anticipated to be approximately 7.3% of the total revenue for the Transportation Fund** and are expected to be about 1.5% higher than the revenue estimated to be received in 2017. The Colorado Municipal League distributes a report every year which identifies the amounts projected at the State level and then distributed, the budget amount is determined from this report each year.

Road and Bridge Taxes – This revenue is a portion of the Highway User taxes that have been distributed to the Counties. The County shares a portion of the taxes it receives to support Town roads and bridges within the County. **In 2018 Road and Bridge Taxes are projected to make up about 5.7% of the total revenue in the Transportation Fund** and are anticipated to increase by about 1% over 2017. This projected budget amount was determined based on actual revenue received in 2016 and current trending in 2017.

Development impact fees and system development fees, make up about 18.3% of all Town revenues for 2018 and are charged as a part of the building permit process. These fees are projected based on anticipated residential and commercial growth in the coming year and are used to meet infrastructure needs caused by growth (roads, parks, trails, and recreation, water and wastewater lines). Estimated revenue for these areas has been revised with growth projections; with year-end estimates for 2017 based upon an estimated single family housing forecast of 700 houses and 340 multi-family home units. Current year growth within 2017 was evaluated in the process of development of the Three Year Balanced Financial Plan and is projected to equate to growth of single family homes for 2018 of 700; 2019 of 600 and 2020 of 600 new homes for each respective year. Multi-family homes are additionally incorporated as anticipated development increases; current projections incorporate 634 multi-family units in 2018, 210 in 2019, and none in 2020. A non-utility Impact Fee study was completed in 2016 and Council approved changes in fees have been incorporated. Castle Rock Water generates an annual rate and fee study to determine recommended adjustments to rates and fees as appropriate.

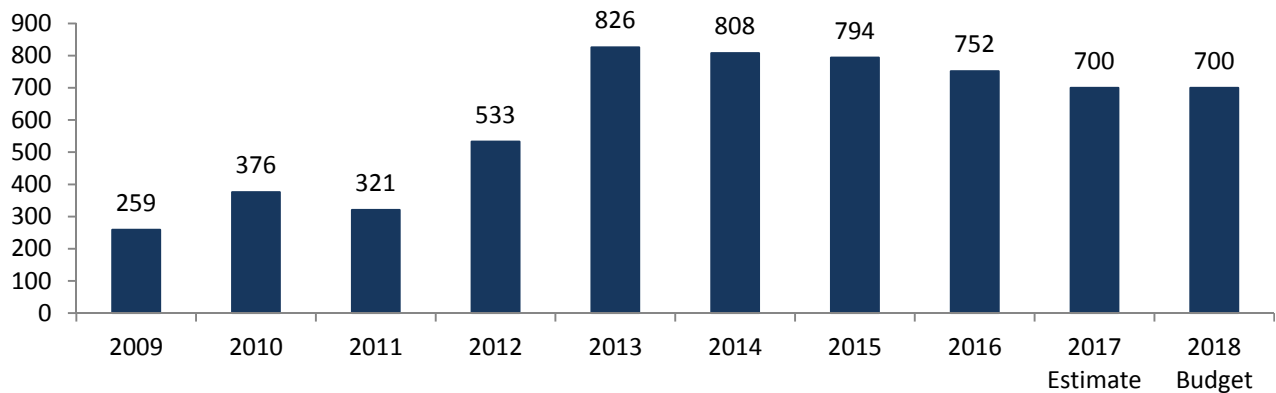
Development Impact Fees – These fees are set in the Town Code and are collected at building permit issuance. The revenue generated by these fees must be used to pay for growth related improvements, facilities and equipment in the areas of parks, fire, police, municipal facilities, stormwater, recreation and transportation. These fees may not be used for general operation, maintenance or replacement costs.

System Development Fees – These fees are collected at building permit issuance and are used to fund capital projects in the Utility Funds (Water and Wastewater). System development fees are collected and held in reserve for capital projects.

Water Resource Fees – In 2005, the Town established a Renewable Water Fee paid monthly by each water account, and a Renewable Water Impact Fee paid at the time of new construction. These fees are collected at building permit issuance and are held in reserve. These funds may be utilized for the purpose of developing renewable water resources, to acquire supplemental Denver Basin groundwater and to pay costs associated with a renewable water system.

OVERVIEW OF REVENUES (Continued)

Single Family Building Permits Issued/Projected



Overall increases in single family building permit issuances are a result of development activity in Castle Rock

Tap Fees – No new water service shall be extended to any user until the payment of the proper tap fee has been collected. Tap fees vary by the size of the tap requested by the developer and are paid as part of the building permit process. Unlike other development fees, the revenue produced by tap fees is not restricted and may be used for operating expenses.

Charges for Services – *This category is used mainly by enterprise funds to support operations and make up about 30% of total Town budgeted revenues for 2018.* The operating expenses of the Water, Wastewater, Golf, Development Services and Community Center Funds are funded almost entirely by charges for services. Governmental funds may record charges for services if services are provided to outside customers; however, it is not generally a significant source of revenue for these funds. Ambulance services in the General Fund are supported in part by user charges. Charges for Services are projected by analyzing each charge category, identifying trends and market pricing for services rendered.

Transfers In – Transfers between funds occur for a variety of reasons as funds may be required for projects or for interfund loans to fund large scale projects. Transfers also occur to accommodate purchases of new vehicles that take place through the Fleet Fund. It is important to note that Transfers In are recorded as expenditure in one fund and revenue in another fund, for the singular purpose of appropriately moving funds. *Transfers In make up about 3.1% of total Town revenue budgeted in 2018.*

Grants and Revenue Sharing – The Town receives revenue from other governmental agencies through various revenue sharing agreements and through the application and receipt of various State and Federal grants. Revenue received from these sources can only be used for specific purposes for which the funds are awarded. Grants are typically included in the budget process after they have been awarded. Numerous departments have and will be applying for grants in 2018; however it is prudent to include the budgeted revenue and expense after the award is confirmed.

OVERVIEW OF EXPENDITURES

Major Expenditure Assumptions for 2018

The 2018 Budget has been developed with a plan to maintain existing levels of services to the Town of Castle Rock. The more significant amounts planned for 2018 are in the following categories:

- **Capital** projects are the largest planned expenditure category item in 2018 and each project is evaluated separately and costs are estimated based upon the scope of the project. The most significant Capital project cost planned in 2018 is related to the Town of Castle Rock’s ongoing initiative to ensure that reliable water sources are available for the long term. Funds budgeted in the Water Resources Fund toward this effort include a total of nearly \$46.4 million. Additional large initiatives planned for 2018 include \$20.5 million for construction of multiple transportation projects.

OVERVIEW OF EXPENDITURES (Continued)

- **Personnel** related costs are also a significant portion of the total proposed expenditures; within the proposed 2018 budget, there are 29 additional benefitted positions requested. In terms of compensation, generally, 4.5% increases are budgeted for personnel and are based upon annual performance reviews given to each employee. Health insurance costs are budgeted to increase by 8% for both employer and employee contributions and retirement contributions are budgeted at 7%.
- **Service and Other** category costs are projected to increase about 11% over 2017 estimated costs and include services contracts, insurance and general utilities costs. Each service item is evaluated separately and considerations are incorporated based upon information received, trending and usage. Some of the increases within the 2018 budget include increased electricity expense as well as other utility costs, and costs for software maintenance and maintenance agreements.

Description of Major Expenditures

This section is intended to provide a brief overview of expenditure categories. Detailed expenditure information can be found in the Financial Section.

Personnel – Costs for all employees including regular, part-time, and seasonal and overtime salaries and general benefit costs. **Personnel costs make up about 24% of the total 2018 Expenditure Budget.** The 2018 budget proposal includes a number of position additions which have been evaluated and deemed necessary to maintain existing levels of service to the community. These are identified and explained in each department narrative.

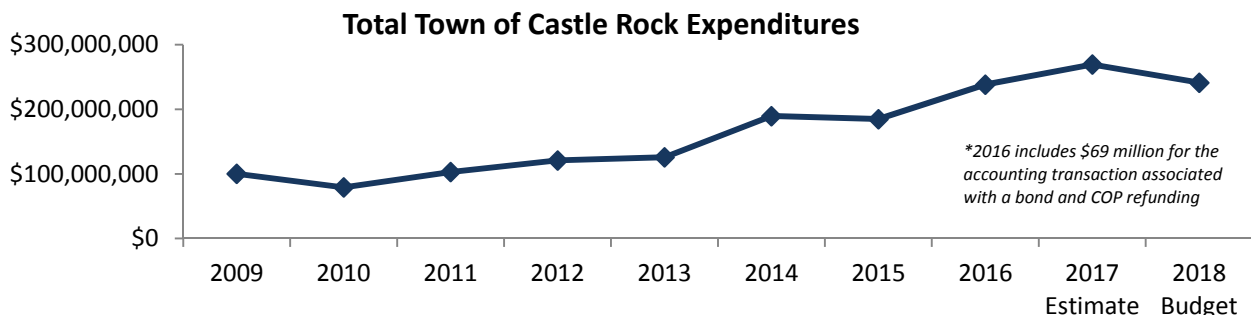
Supplies – Costs for general operating necessities including office and cleaning supplies, parts, gasoline, chemicals and fertilizers, computer hardware, software, communication equipment, etc. **Budgeted Supply expenditures make up about 3% of the budget for 2018.**

Service and Other – Includes all contracted purchased services such as janitorial, landscaping, trash and recycling, as well as rentals and software maintenance, bank fees, travel, training, etc. **Service and Other make up approximately 22% of the total budgeted expenses for 2018.**

Capital – General Capital and Capital Improvement Program projects are included in this category; items which are identified specifically in the Capital Improvement Program, have been described in detail within the CIP section of this document. **About 42% of the total budget for 2018 consists of Capital Outlay and Capital Improvement Program related projects.**

Debt and Financing – Costs associated with the purchasing and financing of general obligation bonds and Certificates of Participation are included in this category. **Amounts budgeted for Debt Service make up approximately 4% of the total budget for 2018.**

Transfers Out – Costs attributed to the internal service fund user charges are included here. **Amounts budgeted for Transfers Out account for just under 4% of the total budget for 2018.** Items which are considered ongoing transfers have been included in this category and items of a material nature include transfers between funds for the repayment of interfund loans as well as Vehicle Replacement Program transfers to the Fleet Fund to accumulate for future vehicle replacement costs.



TOWN WIDE FTE INFORMATION

(Only benefit eligible employees are incorporated, which includes full time and 30+ employees. Other seasonal and part time employees are excluded from this presentation.)

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|------------------------------|---------------|---------------------|---------------|---------------|-------------------------------|
| By Fund | | | | | |
| General Fund | 285.38 | 289.63 | 291.88 | 311.23 | 6.6% |
| Transportation Fund | 36.45 | 41.45 | 40.45 | 41.45 | 2.5% |
| Philip S. Miller Trust Fund | 0.00 | 0.00 | 0.00 | 1.00 | 100.0% |
| Special Events Fund | 0.00 | 1.00 | 1.00 | 0.00 | 100.0% |
| Transportation Capital Fund | 1.00 | 0.00 | 1.00 | 0.00 | -100.0% |
| Water Fund | 33.67 | 33.67 | 33.67 | 36.17 | 7.4% |
| Water Resources Fund | 17.15 | 17.15 | 17.15 | 19.65 | 14.6% |
| Stormwater Fund | 16.04 | 16.04 | 16.04 | 16.04 | 0.0% |
| Wastewater Fund | 14.85 | 14.85 | 14.85 | 14.85 | 0.0% |
| Golf Fund | 9.30 | 9.30 | 9.30 | 9.30 | 0.0% |
| Development Services Fund | 47.35 | 49.35 | 49.35 | 51.25 | 3.9% |
| Community Center Fund | 29.02 | 29.27 | 29.27 | 30.52 | 4.3% |
| Fleet Services Fund | 6.00 | 6.00 | 6.00 | 7.00 | 16.7% |
| Employee Benefits Fund | 0.75 | 0.75 | 0.75 | 0.75 | 0.0% |
| Total All Funds FTE's | 496.95 | 508.45 | 510.70 | 539.20 | 5.6% |

By Department

| | | | | | |
|------------------------------------|---------------|---------------|---------------|---------------|-------------|
| Town Council | 7.00 | 7.00 | 7.00 | 7.00 | 0.0% |
| Town Manager's Office | 3.00 | 3.00 | 3.00 | 3.00 | 0.0% |
| Deputy Town Manager's Office | 3.00 | 3.00 | 3.00 | 2.00 | -33.3% |
| Special Events | 0.00 | 1.00 | 1.00 | 1.00 | 0.0% |
| Community Relations | 4.00 | 4.00 | 4.00 | 4.00 | 0.0% |
| Human Resources | 5.00 | 5.00 | 5.00 | 5.00 | 0.0% |
| Innovation & Technology | 18.00 | 19.00 | 19.00 | 20.00 | 5.3% |
| Facilities | 11.25 | 11.25 | 11.25 | 12.50 | 11.1% |
| Town Attorney's Office | 3.75 | 3.75 | 3.75 | 4.75 | 26.7% |
| Town Clerk's Office | 2.00 | 2.00 | 2.00 | 2.00 | 0.0% |
| Municipal Court | 5.00 | 5.00 | 5.00 | 5.00 | 0.0% |
| Finance | 18.50 | 19.50 | 19.60 | 20.60 | 5.1% |
| Police | 95.50 | 97.50 | 99.75 | 104.75 | 5.0% |
| Fire & Rescue | 80.50 | 81.00 | 81.00 | 93.00 | 14.8% |
| Development Services | 54.20 | 55.20 | 55.10 | 56.10 | 1.8% |
| Parks & Recreation | 61.10 | 62.10 | 62.10 | 63.35 | 2.0% |
| Public Works | 43.45 | 47.45 | 47.45 | 48.45 | 2.1% |
| Castle Rock Water | 81.70 | 81.70 | 81.70 | 86.70 | 6.1% |
| Total All Departments FTE's | 496.95 | 508.45 | 510.70 | 539.20 | 5.6% |

New Full Time Positions added in 2018 include:

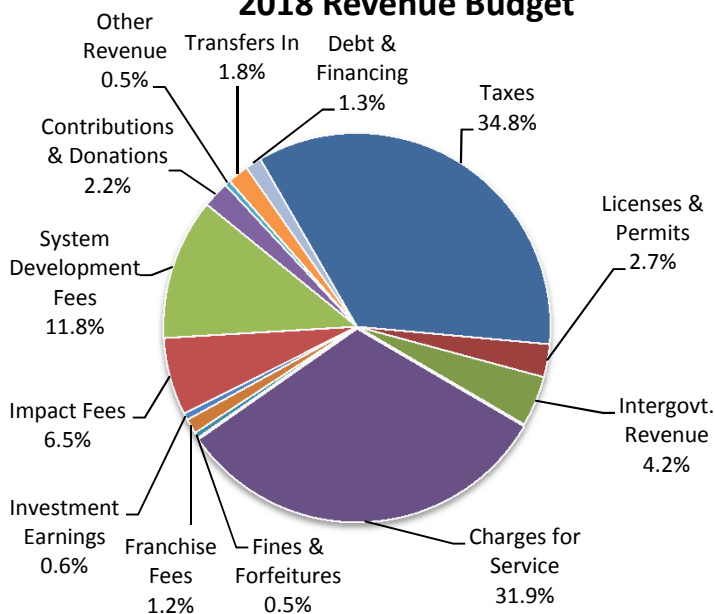
- | | |
|--|---|
| Network Infrastructure Engineer (DoIT) | Engineer - 3 (Fire) |
| 30+ Facility Services Worker (Facilities) | Paramedic - 3 (Fire) |
| Accountant (Finance) | Firefighter/EMT - 3 (Fire) |
| Assistant Town Attorney (Town Attorney's Office) | CIP Inspector (Public Works) |
| Dispatcher - 2 (Police) | Building Inspector (Development Services) |
| Special Operations Sergeant (Police) | Aquatics Specialist (Parks & Recreation) |
| Community Service Officer (Police) | Fleet Technician (Public Works) |
| Public Information Officer (Police) | Water Plant Operator - 3 (Castle Rock Water) |
| Lieutenant - 3 (Fire) | Water Conservation Technician (Castle Rock Water) |

TOWNWIDE SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY

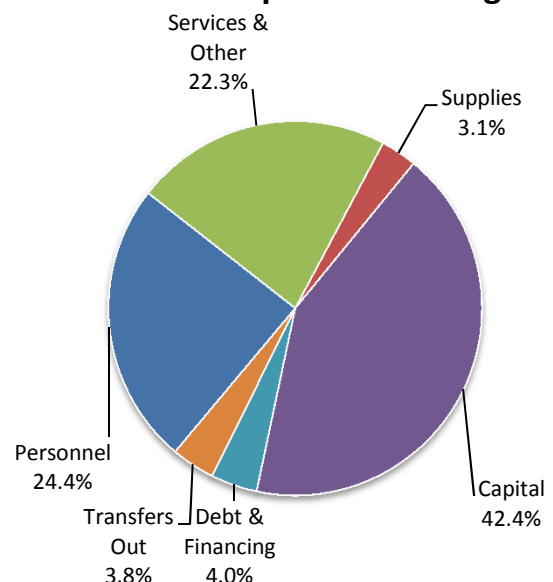
| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget |
|---|-----------------------|------------------------|---------------------------|------------------------|
| Beginning Fund Balance | \$ 201,418,022 | \$ 208,521,769 | \$ 208,521,769 | \$ 122,017,557 |
| REVENUES | | | | |
| Taxes | \$ 59,639,025 | \$ 62,599,528 | \$ 63,894,791 | \$ 67,988,668 |
| Licenses & Permits | 4,546,142 | 5,333,793 | 5,373,207 | 5,374,958 |
| Intergovernmental Revenue | 5,336,760 | 5,539,797 | 4,408,563 | 8,253,877 |
| Charges for Service | 56,868,804 | 61,720,044 | 57,760,877 | 62,328,338 |
| Fines & Forfeitures | 863,964 | 979,683 | 919,079 | 924,556 |
| Franchise Fees | 2,225,683 | 2,413,335 | 2,344,469 | 2,442,480 |
| Investment Earnings | 1,039,069 | 723,952 | 1,026,146 | 1,129,028 |
| Impact Fees | 7,607,698 | 6,591,468 | 6,426,035 | 12,648,190 |
| System Development Fees | 19,475,958 | 22,433,738 | 21,885,002 | 23,064,671 |
| Contributions & Donations | 2,726,734 | 2,644,271 | 2,975,753 | 4,337,523 |
| Other Revenue | 3,725,009 | 906,513 | 1,027,084 | 930,445 |
| Transfers In | 10,029,444 | 11,606,549 | 11,661,582 | 3,438,645 |
| Debt & Financing | 71,288,604 | 3,383,745 | 3,921,090 | 2,635,072 |
| Total Revenues | \$ 245,372,894 | \$ 186,876,416 | \$ 183,623,678 | \$ 195,496,451 |
| EXPENDITURES | | | | |
| Personnel | \$ 47,828,912 | \$ 53,312,691 | \$ 52,615,886 | \$ 58,955,838 |
| Services & Other | 43,925,750 | 49,111,690 | 48,335,847 | 53,657,871 |
| Supplies | 6,080,039 | 7,392,930 | 7,397,921 | 7,547,516 |
| Capital | 41,729,006 | 145,061,323 | 134,193,064 | 102,268,623 |
| Debt & Financing | 84,271,262 | 9,970,343 | 9,927,576 | 9,689,657 |
| Transfers Out | 14,434,178 | 17,163,880 | 17,657,596 | 9,097,753 |
| Total Expenditures* | \$ 238,269,147 | \$ 282,012,857 | \$ 270,127,890 | \$ 241,217,258 |
| Contribution to or (Use of) Fund Balance | \$ 7,103,747 | \$ (95,136,441) | \$ (86,504,212) | \$ (45,720,807) |
| Ending Funds Available | \$ 208,521,769 | \$ 113,385,328 | \$ 122,017,557 | \$ 76,296,750 |

*Difference between revenues and expenditures equates to the planned use of available fund balance for 2017 and 2018. Funds have been accumulated and saved in specific accounts for significant, one-time, capital projects as reflected in the Beginning Fund Balance Amounts.

2018 Revenue Budget



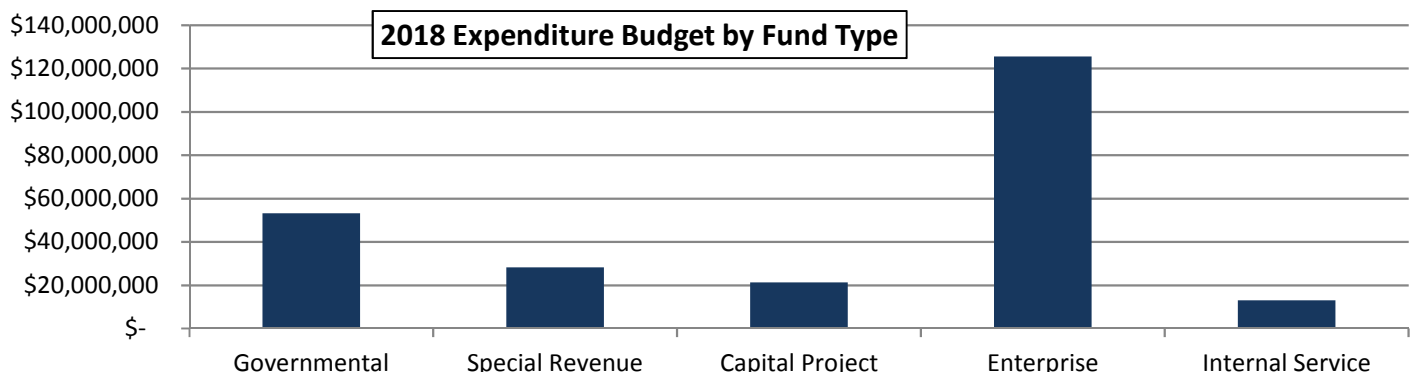
2018 Expenditure Budget



TOWNWIDE FUNDS AVAILABLE PROJECTION SUMMARY

| | 2018 Estimated Beginning Fund Balance | 2018 Revenues | 2018 Expenditures | Designations & Reservations ^ | Remaining Funds Available for Appropriation |
|--------------------------------------|---|-----------------------|-----------------------|----------------------------------|--|
| GOVERNMENTAL FUNDS | | | | | |
| General Fund | \$ 14,604,564 | \$ 51,606,053 | \$ 51,445,199 | \$ 8,574,991 | \$ 6,190,427 |
| Economic Development Fund | 3,813,342 | 1,189,266 | 1,730,301 | 3,272,307 | - |
| Total Governmental Funds | \$ 18,417,906 | \$ 52,795,319 | \$ 53,175,500 | \$ 11,847,298 | \$ 6,190,427 |
| SPECIAL REVENUE FUNDS | | | | | |
| Transportation Fund | \$ 5,745,648 | \$ 24,056,562 | \$ 24,701,461 | \$ 1,965,182 | 3,135,567 |
| Conservation Trust Fund | 402,600 | 1,014,659 | 842,256 | 575,003 | - |
| Philip S. Miller Trust Fund | 227,799 | 621,839 | 615,572 | 234,066 | - |
| Public Art Fund | 61,557 | 25,374 | 56,050 | 30,881 | - |
| Police Forfeiture Fund | 667 | 124 | - | 791 | - |
| Downtown Development Authority TIF | 753,223 | 1,479,860 | 1,908,828 | 324,255 | - |
| Special Events Fund | 28,420 | - | 28,420 | - | - |
| Total Special Revenue Funds | \$ 7,219,914 | \$ 27,198,418 | \$ 28,152,587 | \$ 3,130,178 | \$ 3,135,567 |
| CAPITAL PROJECT FUNDS | | | | | |
| Parks and Recreation Capital Fund | \$ 915,921 | \$ 3,965,349 | \$ 3,635,862 | \$ 1,245,408 | \$ - |
| Municipal Facilities Capital Fund | 155,745 | 529,179 | 51,982 | 632,942 | - |
| Fire Capital Fund | 294,786 | 1,034,766 | 1,080,547 | 249,005 | - |
| Police Capital Fund | 216,956 | 465,747 | 293,943 | 388,760 | - |
| Transportation Capital Projects Fund | 3,306,874 | 13,154,852 | 15,012,351 | 1,449,375 | - |
| General Long Term Planning Fund | 706,067 | 2,067,736 | 1,221,544 | 1,552,259 | - |
| Total Capital Project Funds | \$ 5,596,349 | \$ 21,217,629 | \$ 21,296,229 | \$ 5,517,749 | \$ - |
| ENTERPRISE FUNDS | | | | | |
| Water Fund | \$ 12,435,771 | \$ 18,439,888 | \$ 18,503,915 | \$ 12,371,744 | \$ - |
| Water Resources Fund | 40,391,157 | 27,135,299 | 58,629,665 | 8,896,791 | - |
| Stormwater Fund | 5,303,942 | 4,864,812 | 5,300,807 | 4,867,947 | - |
| Wastewater Fund | 23,415,782 | 12,674,864 | 26,817,870 | 9,272,776 | - |
| Golf Fund | 1,363,381 | 3,187,721 | 3,097,036 | 845,876 | 608,190 |
| Development Services Fund | 2,544,715 | 6,678,807 | 6,314,864 | 1,550,898 | 1,357,760 |
| Community Center Fund | 1,591,676 | 7,962,885 | 6,944,978 | 547,668 | 2,061,915 |
| Total Enterprise Funds | \$ 87,046,424 | \$ 80,944,276 | \$ 125,609,135 | \$ 38,353,700 | \$ 4,027,865 |
| INTERNAL SERVICE FUNDS | | | | | |
| Employee Benefits Fund | \$ 1,765,176 | \$ 8,597,155 | \$ 8,330,885 | \$ 1,757,154 | \$ 274,292 |
| Fleet Services Fund | 1,971,788 | 4,743,654 | 4,652,922 | 2,062,520 | - |
| Total Internal Service Funds | \$ 3,736,964 | \$ 13,340,809 | \$ 12,983,807 | \$ 3,819,674 | \$ 274,292 |
| Total All Funds | \$ 122,017,557 | \$ 195,496,451 | \$ 241,217,258 | \$ 62,668,599 | \$ 13,628,151 |

^ Designations and reservations are determined by the specific fund and are summarized in the Fund Summary section as well as the Three Year Balanced Financial Plan according to the approach approved by Town Council in 2016. Click [here](#) to see definitions of Designation & Reservation types.



2018 Townwide Fund Summary

CRgov.com

| | Major Governmental Funds | | | Non-Major Special Revenue Governmental Funds | |
|---|--------------------------|---------------------------|----------------------|--|-----------------------------|
| | General Fund | Economic Development Fund | Transportation Fund | Conservation Trust Fund | Philip S. Miller Trust Fund |
| 2018 Estimated Beginning Fund Balance | \$ 14,604,564 | \$ 3,813,342 | \$ 5,745,648 | \$ 402,600 | \$ 227,799 |
| Revenues | | | | | |
| Taxes | \$ 38,878,577 | \$ 821,458 | \$ 19,545,393 | \$ - | \$ - |
| Franchise Fees | 2,442,480 | - | - | - | - |
| Licenses & Permits | 106,117 | - | - | 154,500 | - |
| Intergovernmental | 1,355,557 | - | 4,469,648 | 856,672 | - |
| Charges for Service | 2,674,466 | - | 7,000 | - | 172,800 |
| Management Fees | 3,519,368 | - | - | - | - |
| Fines & Forfeitures | 548,606 | - | - | - | - |
| Investment Earnings | 101,272 | 58,763 | 27,321 | 3,487 | 619 |
| Impact Fees | - | - | - | - | - |
| System Development Fees | - | - | - | - | - |
| Contributions & Donations | 29,500 | - | 6,000 | - | 270,000 |
| Transfers In | 551,250 | - | - | - | 178,420 |
| Interfund Loan Revenue | 1,191,969 | 309,045 | - | - | - |
| Debt & Financing Revenue | - | - | - | - | - |
| Other Revenue | 206,891 | - | 1,200 | - | - |
| Total Revenues | \$ 51,606,053 | \$ 1,189,266 | \$ 24,056,562 | \$ 1,014,659 | \$ 621,839 |
| Expenditures | | | | | |
| Personnel | 35,147,377 | - | 4,323,822 | 89,756 | 106,578 |
| Services & Other | 8,658,579 | 1,730,301 | 11,055,060 | 45,000 | 496,891 |
| Supplies | 2,623,491 | - | 643,898 | 107,500 | 12,103 |
| Capital | 2,636,000 | - | 6,899,768 | 600,000 | - |
| Debt & Financing | - | - | 395,700 | - | - |
| Interfund Loan | - | - | - | - | - |
| Transfers Out | 2,379,752 | - | 1,383,213 | - | - |
| Total Expenditures | \$ 51,445,199 | \$ 1,730,301 | \$ 24,701,461 | \$ 842,256 | \$ 615,572 |
| Contribution to/(Use of) Fund Balance | \$ 160,854 | \$ (541,035) | \$ (644,899) | \$ 172,403 | \$ 6,267 |
| Ending Funds Available | \$ 14,765,418 | \$ 3,272,307 | \$ 5,100,749 | \$ 575,003 | \$ 234,066 |
| Reserves & Internal Designations | | | | | |
| Contractual Reserve | \$ 300,000 | \$ - | \$ - | \$ - | \$ - |
| Revenue Stabilization Reserve | 1,891,626 | - | 319,663 | - | - |
| Catastrophic Events Reserve | 1,050,000 | - | 1,645,519 | - | - |
| Capital Reserve | 2,141,754 | - | - | - | - |
| Operating Designations | - | - | - | - | - |
| Opportunity/Economic Dev. Reserve | 1,210,000 | - | - | - | - |
| TABOR Reserve | 1,981,611 | - | - | - | - |
| Future Incentive Obligation | - | 2,000,000 | - | - | - |
| Committed for Fund Purpose | - | 1,272,307 | - | 575,003 | 234,066 |
| Debt Service Reserve | - | - | - | - | - |
| Claims Reserve | - | - | - | - | - |
| Health Care Cost Reserve | - | - | - | - | - |
| Total Reserves & Internal Designations | \$ 8,574,991 | \$ 3,272,307 | \$ 1,965,182 | \$ 575,003 | \$ 234,066 |
| Unobligated Fund Balance | \$ 6,190,427 | \$ - | \$ 3,135,567 | \$ - | \$ - |

2018 Townwide Fund Summary

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| | Non-Major Special Revenue Governmental Funds (Continued) | | | | Capital Projects Gvt. Funds |
|---|---|---------------------------|--------------------------------------|------------------------|---|
| | Downtown | | | | Parks and Recreation Capital Fund |
| | Public Art Fund | Police Forfeiture Fund | Development Authority TIF Fund | Special Events Fund | |
| 2018 Estimated Beginning Fund Balance | \$ 61,557 | \$ 667 | \$ 753,223 | \$ 28,420 | \$ 915,921 |
| Revenues | | | | | |
| Taxes | \$ - | \$ - | \$ 1,467,389 | \$ - | \$ - |
| Franchise Fees | - | - | - | - | - |
| Licenses & Permits | - | - | - | - | - |
| Intergovernmental | - | - | - | - | - |
| Charges for Service | - | - | - | - | - |
| Management Fees | - | - | - | - | - |
| Fines & Forfeitures | - | - | - | - | - |
| Investment Earnings | 374 | 124 | 3,471 | - | 3,536 |
| Impact Fees | - | - | - | - | 3,941,813 |
| System Development Fees | - | - | - | - | - |
| Contributions & Donations | 25,000 | - | - | - | 20,000 |
| Transfers In | - | - | - | - | - |
| Interfund Loan Revenue | - | - | - | - | - |
| Debt & Financing Revenue | - | - | - | - | - |
| Other Revenue | - | - | 9,000 | - | - |
| Total Revenues | \$ 25,374 | \$ 124 | \$ 1,479,860 | \$ - | \$ 3,965,349 |
| Expenditures | | | | | |
| Personnel | - | - | - | - | - |
| Services & Other | 56,050 | - | 700,928 | - | 207,000 |
| Supplies | - | - | - | - | - |
| Capital | - | - | 433,494 | - | 2,000,000 |
| Debt & Financing | - | - | 235,286 | - | 707,862 |
| Interfund Loan | - | - | 539,120 | - | 721,000 |
| Transfers Out | - | - | - | 28,420 | - |
| Total Expenditures | \$ 56,050 | \$ - | \$ 1,908,828 | \$ 28,420 | \$ 3,635,862 |
| Contribution to/(Use of) Fund Balance | \$ (30,676) | \$ 124 | \$ (428,968) | \$ (28,420) | \$ 329,487 |
| Ending Funds Available | \$ 30,881 | \$ 791 | \$ 324,255 | \$ - | \$ 1,245,408 |
| Reserves & Internal Designations | | | | | |
| Contractual Reserve | \$ - | \$ - | \$ - | \$ - | \$ - |
| Revenue Stabilization Reserve | - | - | - | - | - |
| Catastrophic Events Reserve | - | - | - | - | - |
| Capital Reserve | - | - | - | - | - |
| Operating Designations | - | - | - | - | - |
| Opportunity/Economic Dev. Reserve | - | - | - | - | - |
| TABOR Reserve | - | - | - | - | - |
| Future Incentive Obligation | - | - | - | - | - |
| Committed for Fund Purpose | 30,881 | 791 | - | - | 1,245,408 |
| Debt Service Reserve | - | - | 324,255 | - | - |
| Claims Reserve | - | - | - | - | - |
| Health Care Cost Reserve | - | - | - | - | - |
| Total Reserves & Internal Designations | \$ 30,881 | \$ 791 | \$ 324,255 | \$ - | \$ 1,245,408 |
| Unobligated Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - |

2018 Townwide Fund Summary

Capital Projects Governmental Funds (Continued)

| | Municipal Facilities Capital Fund | Fire Capital Fund | Police Capital Fund | Transportation Capital Projects Fund | General Long Term Planning Fund |
|---|---|----------------------|------------------------|--|---------------------------------------|
| 2018 Estimated Beginning Fund Balance | \$ 155,745 | \$ 294,786 | \$ 216,956 | \$ 3,306,874 | \$ 706,067 |
| Revenues | | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ 2,253,544 | \$ 1,749,235 |
| Franchise Fees | - | - | - | - | - |
| Licenses & Permits | - | - | - | - | - |
| Intergovernmental | - | - | - | 1,447,000 | - |
| Charges for Service | - | - | - | - | - |
| Management Fees | - | - | - | - | - |
| Fines & Forfeitures | - | - | - | - | - |
| Investment Earnings | 2,647 | 2,032 | 4,441 | 82,362 | 9,801 |
| Impact Fees | 499,724 | 1,032,734 | 461,306 | 6,712,613 | - |
| System Development Fees | - | - | - | - | - |
| Contributions & Donations | - | - | - | 2,459,333 | - |
| Transfers In | - | - | - | 200,000 | 308,700 |
| Interfund Loan Revenue | 26,808 | - | - | - | - |
| Debt & Financing Revenue | - | - | - | - | - |
| Other Revenue | - | - | - | - | - |
| Total Revenues | \$ 529,179 | \$ 1,034,766 | \$ 465,747 | \$ 13,154,852 | \$ 2,067,736 |
| Expenditures | | | | | |
| Personnel | - | - | - | - | - |
| Services & Other | - | 12,000 | - | - | 721,825 |
| Supplies | - | 289,282 | - | - | 339,719 |
| Capital | - | 350,000 | - | 13,661,513 | 160,000 |
| Debt & Financing | - | - | - | 1,350,838 | - |
| Interfund Loan | 51,982 | 429,265 | 190,943 | - | - |
| Transfers Out | - | - | 103,000 | - | - |
| Total Expenditures | \$ 51,982 | \$ 1,080,547 | \$ 293,943 | \$ 15,012,351 | \$ 1,221,544 |
| Contribution to/(Use of) Fund Balance | \$ 477,197 | \$ (45,781) | \$ 171,804 | \$ (1,857,499) | \$ 846,192 |
| Ending Funds Available | \$ 632,942 | \$ 249,005 | \$ 388,760 | \$ 1,449,375 | \$ 1,552,259 |
| Reserves & Internal Designations | | | | | |
| Contractual Reserve | \$ - | \$ - | \$ - | \$ - | \$ - |
| Revenue Stabilization Reserve | - | - | - | - | - |
| Catastrophic Events Reserve | - | - | - | - | - |
| Capital Reserve | - | - | - | 1,250,000 | - |
| Operating Designations | - | - | - | - | - |
| Opportunity/Economic Dev. Reserve | - | - | - | - | - |
| TABOR Reserve | - | - | - | - | - |
| Future Incentive Obligation | - | - | - | - | - |
| Committed for Fund Purpose | 632,942 | 249,005 | 388,760 | 199,375 | 1,552,259 |
| Debt Service Reserve | - | - | - | - | - |
| Claims Reserve | - | - | - | - | - |
| Health Care Cost Reserve | - | - | - | - | - |
| Total Reserves & Internal Designations | \$ 632,942 | \$ 249,005 | \$ 388,760 | \$ 1,449,375 | \$ 1,552,259 |
| Unobligated Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - |

2018 Townwide Fund Summary

Enterprise Funds

| | Water Fund | Water Resources Fund | Stormwater Fund | Wastewater Fund | Golf Fund |
|---|---------------|----------------------|-----------------|-----------------|--------------|
| 2018 Estimated Beginning Fund Balance | \$ 12,435,771 | \$ 40,391,157 | \$ 5,303,942 | \$ 23,415,782 | \$ 1,363,381 |
| Revenues | | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - | \$ - |
| Franchise Fees | - | - | - | - | - |
| Licenses & Permits | - | - | - | - | - |
| Intergovernmental | 125,000 | - | - | - | - |
| Charges for Service | 14,160,843 | 8,701,060 | 3,273,942 | 9,956,973 | 3,096,956 |
| Management Fees | - | - | - | - | - |
| Fines & Forfeitures | 369,700 | 6,000 | 150 | 100 | - |
| Investment Earnings | 119,635 | 523,586 | 29,759 | 82,246 | 10,765 |
| Impact Fees | - | - | - | - | - |
| System Development Fees | 2,746,300 | 16,289,876 | 1,554,700 | 2,473,795 | - |
| Contributions & Donations | 30,000 | - | 2,315 | 29,510 | - |
| Transfers In | - | 1,484,575 | - | - | 80,000 |
| Interfund Loan Revenue | 695,250 | - | - | - | - |
| Debt & Financing Revenue | - | - | - | - | - |
| Other Revenue | 193,160 | 130,202 | 3,946 | 132,240 | - |
| Total Revenues | \$ 18,439,888 | \$ 27,135,299 | \$ 4,864,812 | \$ 12,674,864 | \$ 3,187,721 |
| Expenditures | | | | | |
| Personnel | 3,167,902 | 2,180,587 | 1,649,029 | 1,408,473 | 1,298,991 |
| Services & Other | 5,302,611 | 5,490,035 | 649,235 | 6,223,135 | 589,452 |
| Supplies | 1,321,297 | 357,116 | 82,664 | 316,018 | 544,743 |
| Capital | 5,094,482 | 46,331,229 | 1,971,735 | 18,322,788 | - |
| Debt & Financing | 1,746,879 | 4,265,747 | - | 333,546 | 653,799 |
| Interfund Loan | - | - | 695,250 | - | 7,512 |
| Transfers Out | 1,870,744 | 4,951 | 252,894 | 213,910 | 2,539 |
| Total Expenditures | \$ 18,503,915 | \$ 58,629,665 | \$ 5,300,807 | \$ 26,817,870 | \$ 3,097,036 |
| Contribution to/(Use of) Fund Balance | \$ (64,027) | \$ (31,494,366) | \$ (435,995) | \$ (14,143,006) | \$ 90,685 |
| Ending Funds Available | \$ 12,371,744 | \$ 8,896,791 | \$ 4,867,947 | \$ 9,272,776 | \$ 1,454,066 |
| Reserves & Internal Designations | | | | | |
| Contractual Reserve | \$ - | \$ - | \$ - | \$ - | \$ - |
| Revenue Stabilization Reserve | 1,590,000 | - | - | - | 200,000 |
| Catastrophic Events Reserve | 5,346,135 | 2,429,715 | - | 1,647,022 | - |
| Capital Reserve | 2,803,641 | 4,629,120 | 3,971,126 | 5,301,150 | 145,061 |
| Operating Designations | 1,631,968 | 1,337,956 | 396,821 | 1,324,604 | - |
| Opportunity/Economic Dev. Reserve | - | - | - | - | - |
| TABOR Reserve | - | - | - | - | - |
| Future Incentive Obligation | - | - | - | - | - |
| Committed for Fund Purpose | 1,000,000 | 500,000 | 500,000 | 1,000,000 | - |
| Debt Service Reserve | - | - | - | - | 500,815 |
| Claims Reserve | - | - | - | - | - |
| Health Care Cost Reserve | - | - | - | - | - |
| Total Reserves & Internal Designations | \$ 12,371,744 | \$ 8,896,791 | \$ 4,867,947 | \$ 9,272,776 | \$ 845,876 |
| Unobligated Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ 608,190 |

2018 Townwide Fund Summary

| | Enterprise Funds (Continued) | | Internal Service Funds | | |
|---|---------------------------------|--------------------------|---------------------------|------------------------|----------------------|
| | Development Services Fund | Community Center Fund | Employee Benefits Fund | Fleet Services Fund | Total (All Funds) |
| 2018 Estimated Beginning Fund Balance | \$ 2,544,715 | \$ 1,591,676 | \$ 1,765,176 | \$ 1,971,788 | \$ 122,017,557 |
| Revenues | | | | | |
| Taxes | \$ - | \$ 3,273,072 | \$ - | \$ - | \$ 67,988,668 |
| Franchise Fees | - | - | - | - | 2,442,480 |
| Licenses & Permits | 5,114,341 | - | - | - | 5,374,958 |
| Intergovernmental | - | - | - | - | 8,253,877 |
| Charges for Service | 1,545,000 | 4,208,095 | 7,116,504 | 3,895,331 | 58,808,970 |
| Management Fees | - | - | - | - | 3,519,368 |
| Fines & Forfeitures | - | - | - | - | 924,556 |
| Investment Earnings | 19,466 | 22,131 | 14,786 | 6,404 | 1,129,028 |
| Impact Fees | - | - | - | - | 12,648,190 |
| System Development Fees | - | - | - | - | 23,064,671 |
| Contributions & Donations | - | - | 1,465,865 | - | 4,337,523 |
| Transfers In | - | - | - | 635,700 | 3,438,645 |
| Interfund Loan Revenue | - | 412,000 | - | - | 2,635,072 |
| Debt & Financing Revenue | - | - | - | - | - |
| Other Revenue | - | 47,587 | - | 206,219 | 930,445 |
| Total Revenues | \$ 6,678,807 | \$ 7,962,885 | \$ 8,597,155 | \$ 4,743,654 | \$ 195,496,451 |
| Expenditures | | | | | |
| Personnel | 5,051,873 | 3,838,839 | 62,104 | 630,507 | 58,955,838 |
| Services & Other | 1,069,901 | 2,197,413 | 8,266,781 | 185,674 | 53,657,871 |
| Supplies | 81,812 | 524,865 | 2,000 | 301,008 | 7,547,516 |
| Capital | - | 285,000 | - | 3,522,614 | 102,268,623 |
| Debt & Financing | - | - | - | - | 9,689,657 |
| Interfund Loan | - | - | - | - | 2,635,072 |
| Transfers Out | 111,278 | 98,861 | - | 13,119 | 6,462,681 |
| Total Expenditures | \$ 6,314,864 | \$ 6,944,978 | \$ 8,330,885 | \$ 4,652,922 | \$ 241,217,258 |
| Contribution to/(Use of) Fund Balance | \$ 363,943 | \$ 1,017,907 | \$ 266,270 | \$ 90,732 | \$ (45,720,807) |
| Ending Funds Available | \$ 2,908,658 | \$ 2,609,583 | \$ 2,031,446 | \$ 2,062,520 | \$ 76,296,750 |
| Reserves & Internal Designations | | | | | |
| Contractual Reserve | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |
| Revenue Stabilization Reserve | 1,550,898 | 98,192 | - | - | 5,650,379 |
| Catastrophic Events Reserve | - | - | - | - | 12,118,391 |
| Capital Reserve | - | 449,476 | - | - | 20,691,328 |
| Operating Designations | - | - | - | - | 4,691,349 |
| Opportunity/Economic Dev. Reserve | - | - | - | - | 1,210,000 |
| TABOR Reserve | - | - | - | - | 1,981,611 |
| Future Incentive Obligation | - | - | - | - | 2,000,000 |
| Committed for Fund Purpose | - | - | - | 2,062,520 | 11,443,317 |
| Debt Service Reserve | - | - | - | - | 825,070 |
| Claims Reserve | - | - | 1,482,862 | - | 1,482,862 |
| Health Care Cost Reserve | - | - | 274,292 | - | 274,292 |
| Total Reserves & Internal Designations | \$ 1,550,898 | \$ 547,668 | \$ 1,757,154 | \$ 2,062,520 | \$ 62,668,599 |
| Unobligated Fund Balance | \$ 1,357,760 | \$ 2,061,915 | \$ 274,292 | \$ - | \$ 13,628,151 |

FUND BALANCE RESERVES

Reserves are part of each Town fund and are carefully considered utilizing current economic conditions, anticipation of future needs and opportunities. Each of the 24 Town funds contains some level of fund balance that is identified or categorized for a given purpose. The following categories, as approved by Town Council on April 5, 2016, are defined so that it is clear as to those purposes.

Contractual Reserve – This reserve is intended to accommodate the set aside of funds for specific contracts, without creating multi-year obligations.

Operational Capacity Reserve – This category is meant to allow for growth of operational funds necessary for a known future item or project, an example would be a future Fire Station which would require significant ongoing operational impacts.

Revenue Stabilization Reserve – Since some revenue categories are variable, this reserve category has been developed to provide necessary funds, in the event of an unplanned loss of regularly occurring revenue, which funds operations.

Catastrophic Events Reserve – This reserve would be utilized in the event of some unknown disaster, natural or other, and could assist in ensuring that public safety is adequately addressed, or immediate costs are accommodated at such a time.

Capital Reserve – This reserve category is intended to allow for the set aside of funds to accumulate for future known capital purposes, included in the existing Five-year Capital Improvement Program and beyond.

Opportunity or Economic Development Reserve – This reserve is meant to allow for the possibility of economically beneficial or other identified area of opportunity that may arise.

Taxpayers Bill of Rights (TABOR) Reserve – The amount in this reserve, which is 3% of TABOR revenues, is required for emergencies and must be replenished within the same fiscal year, if utilized.

Operating Designations – The set aside of operating designations are specific to the Utilities Funds and follow recommended industry standards.

Debt Service and Variable Interest Rate Reserves – The funds set aside for these reserve categories follow guidelines provided according to the Town's requirements for debt.

Claims and Healthcare Cost Reserves – These categories of reserves could assist in the event that medical claim costs or general health insurance increases in the Employee Benefits Fund exceed available budgets in a given year and follows recommended guidelines.

Committed for Fund Purpose designations – This descriptor assigns a general identifier for funds that are specific in intent. Examples include the Philip S. Miller Trust Fund, Capital Funds, Police Forfeiture Fund, etc. whereby funds are legally or otherwise restricted in use relative to the fund.



General Fund Combined Revenue and Expense Summary

The General Fund is a Governmental Fund that is used to account for resources generally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The functions accounted for in this fund include general government, police, fire, parks maintenance, zoning and historic preservation, and related capital projects.

| Category | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|----------------------|----------------------|------------------------|----------------------|-------------------------------|
| Beginning Fund Balance | \$ 16,746,964 | \$ 18,362,061 | \$ 18,362,061 | \$ 14,604,564 | -20% |
| Revenues | | | | | |
| Taxes | 33,329,616 | 35,961,762 | 36,633,609 | 38,878,577 | 6% |
| Franchise Fees | 2,225,683 | 2,413,335 | 2,344,469 | 2,442,480 | 4% |
| Licenses & Permits | 109,951 | 91,588 | 103,002 | 106,117 | 3% |
| Intergovernmental | 382,882 | 318,284 | 349,386 | 1,355,557 | 288% (1) |
| Charges for Service | 2,121,675 | 2,453,273 | 2,454,776 | 2,674,466 | 9% |
| Management Fees | 2,886,561 | 3,274,465 | 3,274,465 | 3,519,368 | 7% |
| Fines & Forfeitures | 440,519 | 545,683 | 545,683 | 548,606 | 1% |
| Investment Earnings | 78,392 | 92,975 | 92,975 | 101,272 | 9% |
| Contributions & Donations | 30,000 | 165,000 | 164,500 | 29,500 | -82% (2) |
| Transfers In | 500,000 | 1,025,000 | 1,025,000 | 551,250 | -46% (3) |
| Interfund Loan Revenue | 385,685 | 381,186 | 611,261 | 1,191,969 | 95% (4) |
| Other Revenue | 355,658 | 269,257 | 273,816 | 206,891 | -24% (5) |
| Total Revenues | \$ 42,846,622 | \$ 46,991,808 | \$ 47,872,942 | \$ 51,606,053 | 8% |
| Expenditures | | | | | |
| Personnel | 28,352,734 | 31,295,799 | 30,874,855 | 35,147,377 | 14% (6) |
| Services & Other | 7,040,041 | 8,014,096 | 7,958,276 | 8,658,579 | 9% |
| Supplies | 1,796,349 | 2,606,642 | 2,605,607 | 2,623,491 | 1% |
| Capital | 58,575 | 327,094 | 327,094 | 345,000 | 5% |
| Debt & Financing | 312,801 | 312,802 | 312,802 | - | -100% (7) |
| Transfers Out | 3,332,563 | 4,741,757 | 4,741,757 | 2,379,752 | -50% (8) |
| Total Expenditures (Excluding One-Time) | \$ 40,893,063 | \$ 47,298,190 | \$ 46,820,391 | \$ 49,154,199 | 5% |
| Net Change Excluding One-Time Capital | \$ 1,953,559 | \$ (306,382) | \$ 1,052,551 | \$ 2,451,854 | 133% (9) |
| 5 Year CIP (One-Time Expenditures) | 338,462 | 4,810,048 | 4,810,048 | 2,291,000 | -52% (10) |
| Total Expenditures (Including One-Time) | 41,231,525 | 52,108,238 | 51,630,439 | 51,445,199 | 0% |
| Contribution to or (Use of) Fund Balance | 1,615,097 | (5,116,430) | (3,757,497) | 160,854 | -104% (11) |
| Ending Funds Available | \$ 18,362,061 | \$ 13,245,631 | \$ 14,604,564 | \$ 14,765,418 | 1% |
| Reserves & Internal Designations* | | | | | |
| Contractual Reserve | | 300,000 | 300,000 | 300,000 | |
| Revenue Stabilization Reserve | | 1,774,398 | 1,774,398 | 1,891,626 | |
| Catastrophic Events Reserve | | 1,000,000 | 1,000,000 | 1,050,000 | |
| Capital Reserve | | 2,039,766 | 2,039,766 | 2,141,754 | |
| Opportunity/Economic Dev. Reserve | | 1,100,000 | 1,100,000 | 1,210,000 | |
| TABOR Reserve | | 1,706,638 | 1,706,638 | 1,981,611 | |
| Total Reserves & Internal Designations | | 7,920,802 | 7,920,802 | 8,574,991 | |
| Unobligated Fund Balance | \$ 18,362,061 | \$ 5,324,829 | \$ 6,683,762 | \$ 6,190,427 | |

(General Fund Notes are reflected on the following page)

General Fund Combined Revenue and Expense Summary (Continued)

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

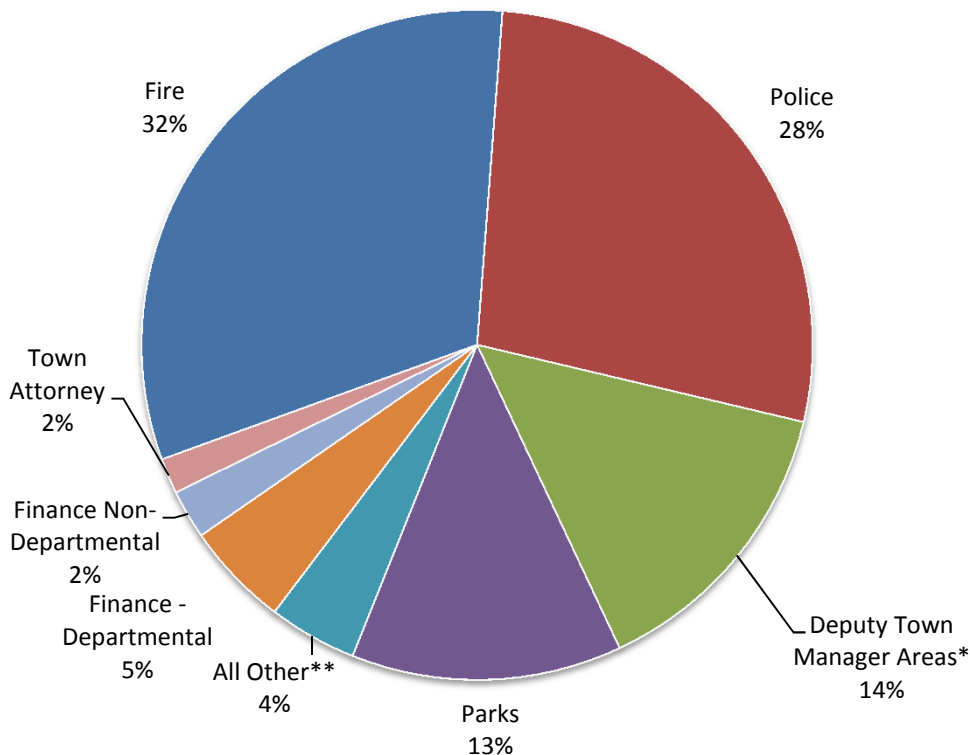
Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

- (1) Intergovernmental revenue increases related to one time grant proceeds of \$1 million from Great Outdoors Colorado (GOCO) related to the Plum Creek Trail Extension
- (2) Contributions & Donations revenue decreases due to a one-time recognition of developer revenue in 2017 that will not recur in 2018
- (3) Transfers in revenue decreases due to a one-time transfer from the General Long-term Planning Fund in 2017 related to the purchase of a Public Safety Training Facility
- (4) Interfund loan revenue increases due to repayment to the General Fund of 2017 loans for the construction of the Crystal Valley Ranch Fire Station and the purchase of a Public Safety Training Facility
- (5) Other revenue decreases due to the elimination of rent from the Development Services Enterprise Fund related to the construction of the Town Hall addition in 2017
- (6) Personnel costs increase related to the requested addition of 12 new personnel added for the new Crystal Valley Ranch Fire Station, one Accountant/Payroll position, one Assistant Town Attorney, two Police Dispatchers, one Special Operations Sergeant, one Community Service Officer, one Public Information Officer, and reclassification of existing Facilities Services personnel and one the Parks Volunteer Coordinator
- (7) Debt & Financing expenses reduce due to payoff of Public Safety radios occurring in 2017
- (8) Transfers Out reduce primarily to the one time transfer to Fire Capital Fund in 2017 for the construction of the Crystal Valley Ranch Fire Station
- (9) The net change excluding one-time capital expenditures increases due to projected tax revenue increases, offset partially by increases in personnel and other categories
- (10) Five year capital projects vary by year and are generally one-time in nature. Expenses in 2018 include construction of the East Plum Creek Trail extension, cardiac monitor and stair chair equipment replacement for the Fire Department, and IT hardware replacements
- (11) The change in Contribution to or (Use of) Fund Balance is primarily related to a one-time interfund loan to the Fire Capital Fund for construction of the Crystal Valley Ranch Fire Station that occurred in 2017 and will not recur in 2018
- (12) The Operational Capacity Reserve was previously incorporated to ensure available operational funds for the planned fire station in Crystal Valley Ranch

General Fund Expense Summary by Department

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget |
|---------------------------|----------------------|------------------------|---------------------------|----------------------|
| Expenditures | | | | |
| Town Council | \$ 652,412 | \$ 750,530 | \$ 744,719 | \$ 592,249 |
| Town Manager | 467,491 | 593,872 | 593,811 | 572,759 |
| Deputy Town Manager | 405,384 | 328,028 | 322,680 | 300,590 |
| Human Resources | 768,268 | 852,036 | 848,889 | 784,773 |
| Community Relations | 677,401 | 819,271 | 819,271 | 839,661 |
| DoIT | 2,402,902 | 3,467,924 | 3,386,298 | 3,909,131 |
| Facilities | 1,272,387 | 1,359,107 | 1,343,581 | 1,466,823 |
| Town Attorney | 595,127 | 754,644 | 701,205 | 871,025 |
| Town Clerk | 331,713 | 409,237 | 396,541 | 400,982 |
| Municipal Court | 339,939 | 417,925 | 415,913 | 437,017 |
| Finance - Departmental | 2,028,461 | 2,326,928 | 2,318,943 | 2,577,753 |
| Police | 11,532,222 | 12,924,621 | 12,828,015 | 14,025,109 |
| Fire | 12,273,895 | 13,850,617 | 13,775,819 | 16,201,102 |
| Development Services | 445,794 | 656,051 | 594,929 | 609,116 |
| Parks | 4,432,874 | 4,403,688 | 4,381,719 | 6,648,004 |
| Finance Non-Departmental | 2,119,087 | 8,110,477 | 8,074,824 | 1,209,105 |
| Downtown Projects | 486,168 | 83,282 | 83,282 | - |
| Total Expenditures | \$ 41,231,525 | \$ 52,108,238 | \$ 51,630,439 | \$ 51,445,199 |

General Fund Expenditures by Department



60% of the General Fund appropriated budget provides direct funding for the Town established priority of providing outstanding public safety services for the Town of Castle Rock

* Deputy Town Manager Areas in the General Fund include the Deputy Town Manager's Office, Community Relations, Division of Innovation and Technology, Facilities and Human Resources

** The "All Other" section includes the following departments and their respective portion of the total Town budget:

- Town Council: 1.2%
- Development Services: 1.2%
- Town Manager: 1.1%
- Town Clerk: <1%
- Municipal Court: <1%

Town Council

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Town Council is the legislative body of Castle Rock town government. Seven Town Council members are elected for four-year terms in their respective districts. Responsibilities of the Town Council are to establish overall direction and policy including the adoption of ordinances, approval of the budget, approval of major contracts, deciding major land-use issues and setting ballot questions. Town Council appoints the Town Manager, Town Attorney and Municipal Judge. Councilmembers select the Mayor and the Mayor Pro Tem every two years. In November 2016, Castle Rock voters elected Council members for District 1 (Jess Loban), District 2 (James Townsend), District 4 (Jason Bower), and District 6 (George Teal).

In 2016, Castle Rock voters permitted the Town of Castle Rock to retain \$714,580 of TABOR surplus funds to be used for Public Safety and Transportation initiatives

Town Council 2018 Budget Initiatives:

The Town Council Division is funded through the General Fund and has a total 2018 Budget request of \$592,249, a decrease of 20% as compared to the 2017 year-end estimate. This reduction is due to shifting the expenditure for the Castle Rock EDC service contract, totaling \$210,086, to the Economic Development Fund beginning in 2018. Requested operating costs for seven Councilmembers including their wages, training, dues, supplies and other associated expenses totals \$159,729 for 2018. Funds totaling \$424,520 are requested for service contracts that support affordable housing, at-risk youth programs and grants to nonprofit organizations. The five service contracts, and respective amounts for 2018, are as follows:

- Castle Rock Chamber of Commerce: \$99,720
- Downtown Merchants Association: \$75,000
- Douglas County Housing Authority: \$35,000
- Douglas County Youth Program: \$19,800
- Downtown Development Authority: up to \$195,000

Town Council also oversees the Philip S. Miller Trust Fund and the Public Art Fund. The 2018 Budget for the Philip S. Miller Trust Fund is \$615,572 and is designated to fund preservation and pursuit of a sense of community and small-town character. The 2017 budget request represents a 133% increase from the 2017 estimate, primarily due to shifting expenses for Town events out of the Special Events Fund and into the Philip S. Miller Trust Fund. While budgeting for Special Events is incorporated in the Philip S. Miller Trust Fund, the Parks and Recreation Department oversees the Special Events function for the Town. Revenue related to events is also incorporated, as well as a transfer in from the General Fund totaling \$150,000 per year starting in 2018. The Philip S. Miller Trust Fund includes service contract requests for the Castle Rock Historical Society for \$75,000, a roughly 3% increase from 2017, and the Castle Rock Senior Center for \$70,000, no change from 2017.

The Public Art Fund has a 2018 budget request of \$56,050 to fund the acquisition of art that is unique to Castle Rock that reflects the community. This reflects an increase of 124% as compared to the 2017 year-end estimate and is related to a one time public art purchase that will utilize fund balance accumulated from previous years.



Public art pieces located throughout Castle Rock including (from left) "And the Wheels Go Round", "Dancing Moon IV", and "Joy"

Town Council

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Performance Objectives and Measurable Outcomes:

| Long-Term Organization Vision | Town Objectives | 2016 Outcomes Attained | 2017 YTD Outcome | 2018 Goal |
|---|---|--|--|---|
| <p><i>Ensure a town government accountable for its vision, mission and values</i></p> | <p>Establish policies and direction necessary to effectively implement the Strategic Plan</p> | <p>Ongoing</p> | <p>Ongoing</p> | <p>Ongoing</p> |
| | <p>Establish policies and direction necessary to effectively implement established Town Council priorities including:</p> <ol style="list-style-type: none"> 1. Ensuring our public safety 2. Enhancing our transportation 3. Ensuring our water future 4. Maintaining strong Parks and Recreation 5. Enhancing our historic Downtown 6. Managing growth 7. Pursuing economic development 8. Managing Town fiscal obligations | <ol style="list-style-type: none"> 1. Improved the Town’s ISO rating; implemented a strategy to help prevent domestic violence homicides; and implemented body-worn cameras 2. Opened Castle Rock Parkway; improved Plum Creek Parkway; continued upgrading the Town’s traffic signal system; and invested \$7 million in road maintenance 3. Continued the WISE and alternative source of supply projects; refinanced debt to save millions; and began using renewable water from East Plum Creek 4. Opened phase two of Philip S. Miller Park; and renovated Butterfield Pool and Red Hawk Ridge Golf Course 5. Changed Town Code to require neighborhood meetings on certain development applications; made public notice signs more readable; and approved Riverwalk and saw the construction of Mercantile Commons | <ol style="list-style-type: none"> 1. Construction of Fire Station 152 is out for bids; and two officers were added in Police, along with a Fire Prevention Officer 2. The pavement maintenance program is underway, along with reconstruction of Emerald Drive and construction of a roundabout at Third and Perry streets 3. Progress continues on the Plum Creek water reuse, WISE, Box Elder and Chatfield Reallocation projects 4. Festival Park improvements are underway, along with design of the East Plum Creek Trail extension 5. Redevelopment projects are underway, as are action items from the Downtown parking study 6. The updated Master Plan will be presented to Town Council this fall 7. The collaboration campus project is moving forward, along with Millers Landing and other initiatives 8. The 2017 community survey was completed to help inform the 2018 financial planning process | <ol style="list-style-type: none"> 1. Operate Fire Station 152 and provide established levels of Police services 2. Improve Founders/Allen and Founders/Crowfoot and install a roundabout at Wolfensberger and Plum Creek Parkway 3. Work to achieve the 75% renewable water goal, including using WISE water by 2018 4. Provide a neighborhood park system consistent with level of service goals and invest in capital improvements at Rueter-Hess 5. Support local businesses and provide for events that enhance community character; operate Festival Park 6. Plan for growth that adds value to the community 7. Use partnerships to achieve a vibrant economy 8. Apply a conservative and informed financial approach to ensure the Town maintains the capacity to provide established levels of service |

Town Council

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Town Council Consolidated Financial Information

Jennifer Green, Mayor – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|----------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 652,412 | \$ 750,530 | \$ 744,719 | \$ 592,249 | -20% |
| Philip S. Miller Trust Fund | 478,721 | 265,900 | 263,900 | 615,572 | 133% |
| Public Art Fund | 4,359 | 25,000 | 25,000 | 56,050 | 124% |
| Special Events Fund | 195,437 | 337,304 | 321,058 | 28,420 | -91% |
| TOTAL | \$ 1,330,929 | \$ 1,378,734 | \$ 1,354,677 | \$ 1,292,291 | -5% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| Personnel | \$ 69,378 | \$ 66,870 | \$ 67,928 | \$ 67,995 | 0% |
| Supplies | 563 | 3,182 | 3,325 | 3,182 | -4% |
| Services & Other | 582,471 | 680,478 | 673,466 | 521,072 | -23% |
| TOTAL FUND | \$ 652,412 | \$ 750,530 | \$ 744,719 | \$ 592,249 | -20% |

Philip S. Miller Trust Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| Personnel | \$ 26,551 | \$ - | \$ - | \$ 106,578 | 100% |
| Supplies | 1,170 | - | - | 12,103 | 100% |
| Services & Other | 251,000 | 265,900 | 263,900 | 496,891 | 88% |
| Transfers Out | 200,000 | - | - | - | 0% |
| TOTAL FUND | \$ 478,721 | \$ 265,900 | \$ 263,900 | \$ 615,572 | 133% |

Public Art Fund

| | | | | | |
|-------------------|-----------------|------------------|------------------|------------------|-------------|
| Services & Other | \$ 4,359 | \$ 25,000 | \$ 25,000 | \$ 56,050 | 124% |
| TOTAL FUND | \$ 4,359 | \$ 25,000 | \$ 25,000 | \$ 56,050 | 124% |

Special Events Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
| Personnel | \$ - | \$ 70,189 | \$ 86,928 | \$ - | -100% |
| Supplies | 10,777 | 65,300 | 11,750 | - | -100% |
| Services & Other | 184,659 | 201,815 | 222,380 | - | -100% |
| Transfers Out | - | - | - | 28,420 | 100% |
| TOTAL FUND | \$ 195,437 | \$ 337,304 | \$ 321,058 | \$ 28,420 | -91% |

Employees - FTE

| | | | | | |
|--------------|------|------|------|------|----|
| Town Council | 7.00 | 7.00 | 7.00 | 7.00 | 0% |
|--------------|------|------|------|------|----|

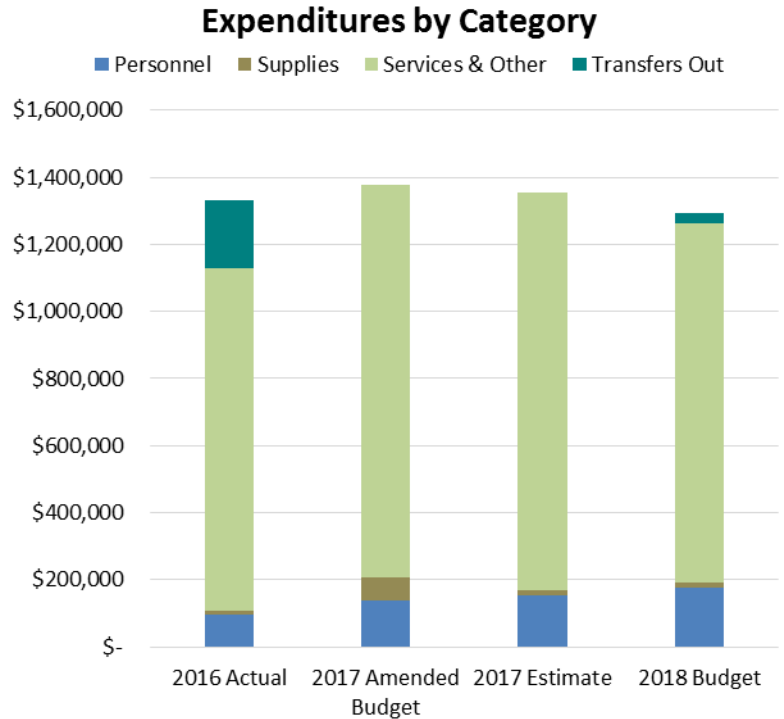
Town Council

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Money comes from...



Money goes to...

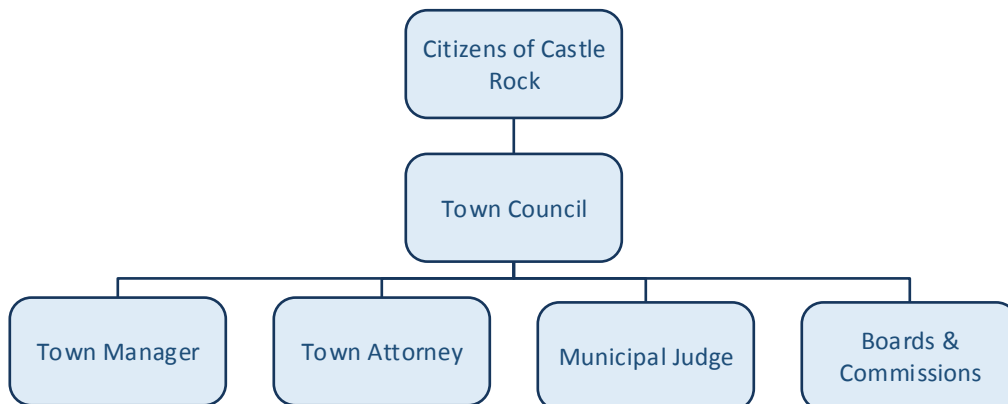


Future Strategic Planning:

No significant changes are included in future planning at this time for Town Council, Philip S. Miller Trust Fund or the Public Art Fund. A 3% increase is included for all Service Agreements for future years, but actual amounts will be distributed as approved by Town Council.

Organizational Structure:

As illustrated in the diagram below, the Town Council directly serves the community of the Town of Castle Rock. The Town Council consists of seven Councilmembers, elected for four-year terms by the districts they reside in. The Mayor and Mayor Pro Tem are elected every two years by the Councilmembers.



Philip S. Miller Trust Fund Summary by Category

The Philip S. Miller Trust Fund is a Special Revenue Fund that is under the direction of Town Council. This fund accounts for donations made to the Town from the Philip S. Miller Trust. These funds are generally used to finance community service programs including financial support for the senior center, the museum, public art and for non-profit community grants.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|-------------------|----------------------------------|
| Beginning Fund Balance | \$ 424,328 | \$ 221,073 | \$ 221,073 | \$ 227,799 | 3% |
| Revenues | | | | | |
| Charges for Service | - | - | - | 172,800 | 100% (1) |
| Investment Earnings | 456 | 155 | 626 | 619 | -1% |
| Contributions & Donations | 275,000 | 275,000 | 270,000 | 270,000 | 0% |
| Transfers In | - | - | - | 178,420 | 100% (2) |
| Other Revenue | 10 | - | - | - | 0% |
| Total Revenues | \$ 275,466 | \$ 275,155 | \$ 270,626 | \$ 621,839 | 130% |
| Expenditures | | | | | |
| Personnel | 26,551 | - | - | 106,578 | 100% (1) |
| Services & Other | 251,000 | 265,900 | 263,900 | 496,891 | 88% (1) |
| Supplies | 1,170 | - | - | 12,103 | 100% (1) |
| Transfers Out | 200,000 | - | - | - | 0% |
| Total Expenditures (Excluding One-Time) | \$ 478,721 | \$ 265,900 | \$ 263,900 | \$ 615,572 | 133% |
| Net Change Excluding One-Time Capital | \$ (203,255) | \$ 9,255 | \$ 6,726 | \$ 6,267 | -7% |
| 5 Year CIP (One-Time Expenditures) | - | - | - | - | 0% |
| Total Expenditures (Including One-Time) | 478,721 | 265,900 | 263,900 | 615,572 | 133% |
| Contribution to or (Use of) Fund Balance | (203,255) | 9,255 | 6,726 | 6,267 | -7% |
| Ending Funds Available | \$ 221,073 | \$ 230,328 | \$ 227,799 | \$ 234,066 | 3% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 230,328 | 227,799 | 234,066 | |
| Total Reserves & Internal Designations | | \$ 230,328 | \$ 227,799 | \$ 234,066 | |
| Unobligated Reserves | \$ 221,073 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

(1) Revenue and expenditures related to Special Events has been transitioned to the Philip S. Miller Trust Fund beginning in 2018 including all revenue, personnel, and operating costs

(2) Transfers in consist of \$150,000 from the General Fund and the remaining amount in the Special Events Fund that will be used to support Special Events

Public Art Fund Summary by Category

The Public Art Fund is a Special Revenue Fund that accounts for public art endeavors within the Town and is managed by the Town Council.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|------------------|------------------------|---------------------------|--------------------|----------------------------------|
| Beginning Fund Balance | \$ 40,131 | \$ 61,157 | \$ 61,157 | \$ 61,557 | 1% |
| Revenues | | | | | |
| Investment Earnings | 385 | 265 | 400 | 374 | -7% |
| Contributions & Donations | 25,000 | 25,000 | 25,000 | 25,000 | 0% |
| Total Revenues | \$ 25,385 | \$ 25,265 | \$ 25,400 | \$ 25,374 | 0% |
| Expenditures | | | | | |
| Services & Other | 4,359 | 25,000 | 25,000 | 56,050 | 124% (1) |
| Total Expenditures (Excluding One-Time) | \$ 4,359 | \$ 25,000 | \$ 25,000 | \$ 56,050 | 124% |
| Net Change Excluding One-Time Capital | \$ 21,026 | \$ 265 | \$ 400 | \$ (30,676) | -7769% (1) |
| 5 Year CIP (One-Time Expenditures) | - | - | - | - | 0% |
| Total Expenditures (Including One-Time) | 4,359 | 25,000 | 25,000 | 56,050 | 124% |
| Contribution to or (Use of) Fund Balance | 21,026 | 265 | 400 | (30,676) | -7769% (1) |
| Ending Funds Available | \$ 61,157 | \$ 61,422 | \$ 61,557 | \$ 30,881 | -50% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 61,422 | 61,557 | 30,881 | |
| Total Reserves & Internal Designations | | \$ 61,422 | \$ 61,557 | \$ 30,881 | |
| Unobligated Reserves | \$ 61,157 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

(1) One time funding is planned for a Public Art project at Philip S. Miller Park resulting in a reduction of fund balance for 2018

Special Events Fund Summary by Category

The Special Events Fund is a Special Revenue Fund established in 2016 for the purpose of centralizing revenues and expenditures related to Town wide Special Events such as the Celebration Concert Series, Downtown After 5 and Season of the Star. A one time transfer of funds from the Philip S. Miller Trust Fund, as approved by Town Council, was used to begin this new initiative.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|-------------------|------------------------|---------------------------|--------------------|----------------------------------|
| Beginning Fund Balance | \$ - | \$ 117,978 | \$ 117,978 | \$ 28,420 | -76% |
| Revenues | | | | | |
| Charges for Service | 113,240 | 370,875 | 158,000 | - | -100% (1) |
| Investment Earnings | - | 1,707 | - | - | 0% |
| Transfers In | 200,000 | - | 73,500 | - | -100% (1) |
| Other Revenue | 175 | - | - | - | 0% |
| Total Revenues | \$ 313,415 | \$ 372,582 | \$ 231,500 | \$ - | -100% |
| Expenditures | | | | | |
| Personnel | - | 70,189 | 86,928 | - | -100% (1) |
| Services & Other | 184,660 | 201,815 | 222,380 | - | -100% (1) |
| Supplies | 10,777 | 65,300 | 11,750 | - | -100% (1) |
| Transfers Out | - | - | - | 28,420 | 100% (1) |
| Total Expenditures (Excluding One-Time) | \$ 195,437 | \$ 337,304 | \$ 321,058 | \$ 28,420 | -91% |
| Net Change Excluding One-Time Capital | \$ 117,978 | \$ 35,278 | \$ (89,558) | \$ (28,420) | -68% (1) |
| 5 Year CIP (One-Time Expenditures) | - | - | - | - | 0% |
| Total Expenditures (Including One-Time) | 195,437 | 337,304 | 321,058 | 28,420 | -91% |
| Contribution to or (Use of) Fund Balance | 117,978 | 35,278 | (89,558) | (28,420) | -68% (1) |
| Ending Funds Available | \$ 117,978 | \$ 153,256 | \$ 28,420 | \$ - | -100% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 153,256 | 28,420 | - | |
| Total Reserves & Internal Designations | | \$ 153,256 | \$ 28,420 | \$ - | |
| Unobligated Reserves | \$ 117,978 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

(1) All Special Events activity will occur in the Philip S. Miller Trust Fund beginning in 2018. A transfer out of remaining fund balance is planned for 2018 in order to combine all special event amounts in one fund.

Town Manager’s Office

CRgov.com/manager

Castle Rock is a full-service municipality, with 539 budgeted full-time positions and a proposed \$241 million budget for 2018. The Town operates under a Home Rule, Council/Manager form of government, widely regarded as the best structure of leading a community while supporting successful, professional management. An elected Town Council appoints a Town Manager, who serves as chief executive officer of the organization.

Residents voted to enact the Town Charter in 1987, making Castle Rock a Home Rule municipality and establishing use of the Council-Manager form of government

Town Manager’s Office 2018 Budget Initiatives:

The Town Manager’s Office, a division within the General Fund, covers the salary, benefits, and operating cost support for the Town Manager, Assistant to the Town Manager, and Executive Assistant. The 2018 budget request total in the General Fund is \$572,759, which represents a 4% decrease from the 2017 year-end estimate. Community survey funding of \$70,000 was included in 2017 and is not requested in 2018 due to this occurring every other year. Offsetting this reduction is a requested increase of \$10,000 for increased open house costs. Several open house events occur each year to increase transparency and gather valuable input from the community. Topics of open house events have included Transportation Master Plan discussions, Crystal Valley Fire Station design and construction discussions and a budget-related open house, as well as other topics of community interest.

The Town Manager’s Office also oversees the Economic Development Fund. This fund receives Commercial Building Use Tax and is used for economic development incentives to attract and retain businesses and promote job growth in the Town. The 2018 budget request is \$1,730,301, representing a 12% increase from the 2017 year-end estimate. This increase is related to budgeting the available fund balance in order to include payments for current economic development obligations and allows for additional agreements to be fulfilled should they arise.

Performance Objectives and Measurable Outcomes:

| <i>Long-Term Organization Vision</i> | <i>Department Objectives</i> | <i>2016 Outcome Attained</i> | <i>2017 YTD Outcome</i> | <i>2018 Goal</i> |
|---|--|--|-------------------------|---------------------|
| <i>Ensure a town government accountable for its vision, mission and values.</i> | Effectively follow through on all directives of the Town Council 100% of the time within times agreed upon with the Town Council | 100% | On Track | 100% |
| | Effectively lead a values based organization | Accomplished | On Track | 100% |
| | Effectively lead toward achieving the Community Vision through excellence, dedication and service | Accomplished | On Track | 100% |
| | Administer the Town’s service contract program and oversee the Town’s franchise agreements with utility companies (IREA, Black Hills, Comcast, Century Link) | Accomplished | Accomplished | 100% |
| | Lead the biennial community survey process | Completed in 2015, next survey in 2017 | Completed On Track | Next survey in 2019 |
| | Lead the Your Town Academy initiative and Community Open House discussions | Accomplished | On Track | 100% |

Town Manager’s Office

CRgov.com/manager

Performance Objectives and Measurable Outcomes (Continued):

| Long-Term Organization Vision | Department Objectives | 2016 Outcome | 2017 YTD Outcome | 2018 Goal |
|---|---|---------------------|-------------------------|------------------|
| <p><i>Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation.</i></p> | <p>Effectively respond to all public inquiries 100% of the time, with an initial acknowledgement or response within 24 hours and a full response within 72 hours</p> | Accomplished | On Track | 100% |
| | <p>Effectively implement the Annual Major Works Projects Work Program within established time frames and project scope expectations 95% of the time</p> | Accomplished | On Track | 95% |
| | <p>Effectively implement Council direction on core priorities</p> <ol style="list-style-type: none"> 1. Ensuring our public safety 2. Enhancing our transportation 3. Ensuring our water future 4. Maintaining strong parks and recreation 5. Enhancing our historic Downtown 6. Managing Growth 7. Pursuing economic development 8. Managing Town fiscal obligations | Accomplished | On Track | 100% |
| | <p>Oversee internal government functions, supervise nine department heads and interface with Municipal Judge and Town Attorney</p> | Accomplished | On Track | 100% |
| | <p>Monitor legislative activity and engage issues as deemed necessary</p> | Accomplished | On Track | 100% |

Town Manager's Office

CRgov.com/manager

Town Manager's Office Consolidated Financial Information

David L. Corliss, Town Manager – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|---------------------------|-------------------|---------------------|---------------------|---------------------|-------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 467,491 | \$ 593,872 | \$ 593,811 | \$ 572,759 | -4% |
| Economic Development Fund | 126,242 | 2,615,379 | 1,541,757 | 1,730,301 | 12% |
| TOTAL | \$ 593,733 | \$ 3,209,251 | \$ 2,135,568 | \$ 2,303,060 | 8% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|------------|
| Personnel | \$ 445,535 | \$ 466,007 | \$ 467,198 | \$ 484,894 | 4% |
| Supplies | 3,964 | 29,952 | 28,580 | 10,852 | -62% |
| Services & Other | 17,992 | 97,913 | 98,033 | 77,013 | -21% |
| TOTAL FUND | \$ 467,491 | \$ 593,872 | \$ 593,811 | \$ 572,759 | -4% |

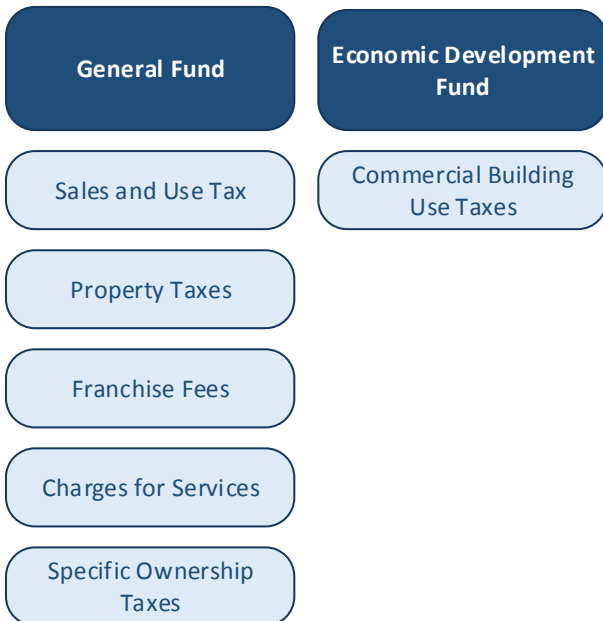
Economic Development Fund

| | | | | | |
|-------------------|-------------------|---------------------|---------------------|---------------------|------------|
| Services & Other | \$ 126,242 | \$ 2,615,379 | \$ 641,757 | \$ 1,730,301 | 170% |
| Transfers Out | - | - | 900,000 | - | -100% |
| TOTAL FUND | \$ 126,242 | \$ 2,615,379 | \$ 1,541,757 | \$ 1,730,301 | 12% |

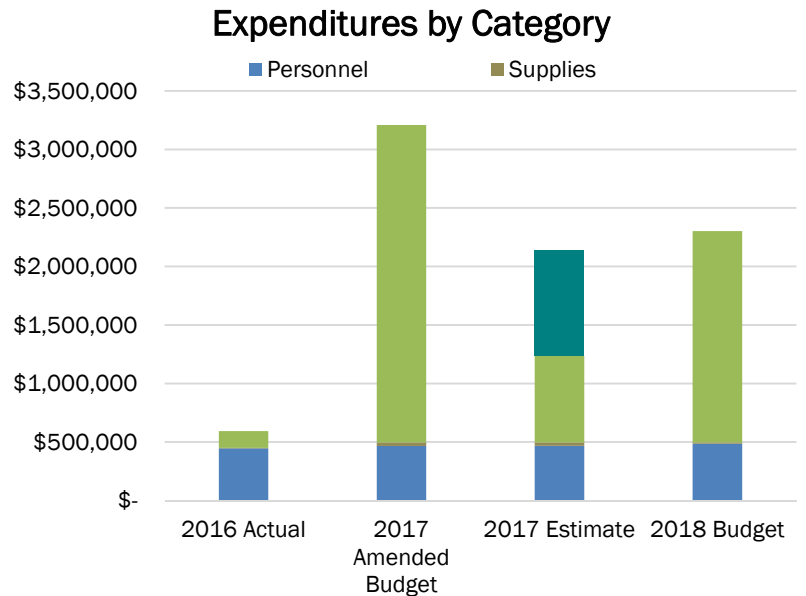
Employees - FTE

| | | | | | |
|--------------|------|------|------|------|----|
| Town Manager | 3.00 | 3.00 | 3.00 | 3.00 | 0% |
|--------------|------|------|------|------|----|

Money comes from...



Money goes to...



Future Strategic Planning:

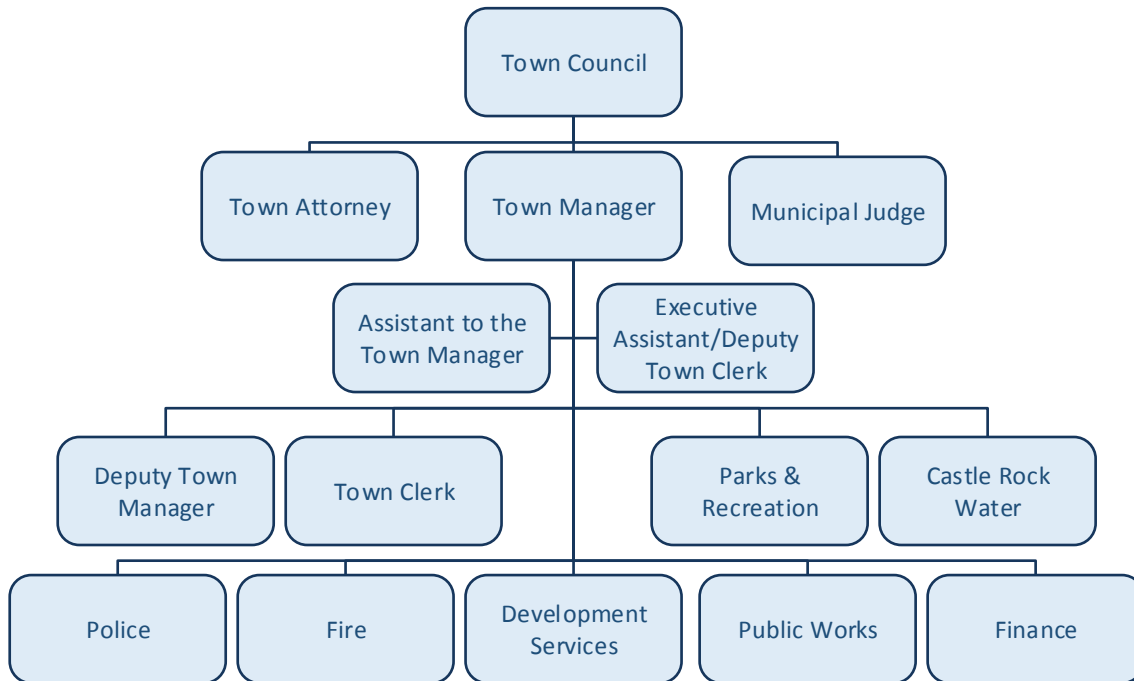
There are no significant changes included for the Town Manager's Office through the 2020 planning period. However, funding for the Community Survey that occurs every other year is excluded in 2018 and included in 2019. The Economic Development Fund supports ongoing payment of existing Economic Development incentive agreements through 2018. Additionally for 2019-2020, the Economic Development Fund has accommodated funding related to construction of the Arapahoe Community College collaboration campus totaling \$3 million distributed between those years. The fund also maintains reserves available funds for the purpose of meeting financial obligations related to the Public Finance Agreement for the Promenade at Castle Rock development.

Town Manager's Office

CRgov.com/manager

Organizational Structure:

As illustrated in the diagram below, the Town Manager's Office is under the supervision of the Town Council within the organizational structure of the Town of Castle Rock, serving the Castle Rock community and its residents.



Economic Development Fund Summary by Category

The Economic Development Fund is a Governmental Fund that is intended to be a sub-fund of the General Fund. The purpose of the Economic Development Fund is to facilitate expansion of the tax base through primary job creation and improved local economy. The Office of the Town Manager oversees this fund and Economic Development initiatives in the Town.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 2,670,491 | \$ 4,287,087 | \$ 4,287,087 | \$ 3,813,342 | -11% |
| Revenues | | | | | |
| Taxes | 1,710,379 | 1,436,067 | 721,727 | 821,458 | 14% (1) |
| Investment Earnings | 32,459 | 42,906 | 39,015 | 58,763 | 51% (2) |
| Interfund Loan Revenue | - | - | 307,270 | 309,045 | 1% |
| Total Revenues | \$ 1,742,838 | \$ 1,478,973 | \$ 1,068,012 | \$ 1,189,266 | 11% |
| Expenditures | | | | | |
| Services & Other | 126,242 | 1,715,379 | 641,757 | 1,730,301 | 170% (3) |
| Transfers Out | - | 900,000 | 900,000 | - | -100% (4) |
| Total Expenditures (Excluding One-Time) | \$ 126,242 | \$ 2,615,379 | \$ 1,541,757 | \$ 1,730,301 | 12% |
| Net Change Excluding One-Time Capital | \$ 1,616,596 | \$ (1,136,406) | \$ (473,745) | \$ (541,035) | 14% (5) |
| 5 Year CIP (One-Time Expenditures) | - | - | - | - | |
| Total Expenditures (Including One-Time) | 126,242 | 2,615,379 | 1,541,757 | 1,730,301 | 12% (3) |
| Contribution to or (Use of) Fund Balance | 1,616,596 | (1,136,406) | (473,745) | (541,035) | 14% (5) |
| Ending Funds Available | \$ 4,287,087 | \$ 3,150,681 | \$ 3,813,342 | \$ 3,272,307 | -14% |
| Reserves & Internal Designations* | | | | | |
| Future Incentive Obligation | | 2,000,000 | 2,000,000 | 2,000,000 | |
| Committed for Fund Purpose | | 1,150,681 | 1,813,342 | 1,272,307 | |
| Total Reserves & Internal Designations | | \$ 3,150,681 | \$ 3,813,342 | \$ 3,272,307 | |
| Unobligated Reserves | \$ 4,287,087 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

- (1) Commercial Building Use tax is based on estimated 397,300 square feet of development in 2018
- (2) Investment earnings generally fluctuate with interest rates and are estimated based on the mid-point of the estimated beginning and ending fund balance amounts
- (3) Expenditures are budgeted to accommodate obligations for existing economic development agreements and allow for future agreements as they may arise
- (4) One time interfund loan expenditure in 2017 related to The Move, LLC
- (5) The change in funds available is primarily related to budgeting the available capacity in this fund for possible future agreements as they may arise

Deputy Town Manager’s Office

CRgov.com/dtmo

The Deputy Town Manager’s Office (DTMO) team works to align the strategic direction of the organization, resolve community concerns and oversees and supports the following divisions: Community Relations, Facilities, Human Resources, and Innovation and Technology. The DTMO has oversight of the Employee Benefits, General Long Term Planning and Municipal Facilities Capital funds. This section includes discussion related only to the DTMO and General Long Term Planning Funds. Information about other funds can be seen in the applicable sections.

The Deputy Town Manager’s Office (DTMO) team is responsible for aligning business processes with organizational resources, supporting multi-departmental projects and policy initiatives

Deputy Town Manager’s Office 2018 Budget Initiatives:

The Deputy Town Manager’s Office (DTMO) budget is included as part of the General Fund and has a budget request of \$300,590 for 2018. This represents a decrease of 7% from the 2017 year-end estimate due to several operating expenses previously budgeted for special events that are no longer included in this fund. One full time position for Special Events management was included in DTMO in 2017. This position is no longer included in the budget and oversight of Special Events functions for the Town have shifted to the Parks and Recreation Department in 2018.

The General Long Term Planning Fund has a 2018 budget request of \$1,221,544 to fund numerous facilities, parks and IT related projects including parking lot improvements, concrete repair at Town parks, various building improvements, networking device replacements, and a new phone system. More information about these projects can be found in the General Long Term Planning Fund Five Year CIP by clicking [here](#). The 2018 budget request reflects a decrease of 52% as compared to the 2017 year-end estimate due to the 2017 estimate which included a transfer out for the Parks and Maintenance Facility. The General Long Term Planning Fund was established in 2011 to establish a source to prioritize and perform needed repairs, improvements and replacement of Town facilities, technology and infrastructure.

Performance Objectives and Measurable Outcomes:

| Long-Term Organization Vision | Department Objectives | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--|--|--|---------------------------------|---|
| <i>Ensure a town government accountable for its vision, mission, and values</i> | Effectively follow through on assigned Council-requested initiatives 100% of the time within the timeframe agreed upon with Council | 100% | 100% | 100% |
| <i>Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation.</i> | Effectively respond to all public inquiries 100% of the time, with an initial acknowledgement or response within 24 hours, and a full response within 72 hours Oversee the Town’s LED sign program, including monthly reporting | 100% of the time Ran 477 slides on the Town Hall LED sign | 100% 258 as of June 2017 | 100% Report monthly regarding program activity |
| <i>Achieve the financial capability necessary to accomplish the Vision.</i> | Collaborate with the Finance Department on the annual budget and three-year financial planning processes | Accomplished | Accomplished | Complete project in required timeframe |

Deputy Town Manager's Office

CRgov.com/dtmo

Deputy Town Manager's Office Consolidated Financial Information

Fritz Sprague, Deputy Town Manager – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 405,383 | \$ 328,028 | \$ 322,680 | \$ 300,590 | -7% |
| General Long Term Planning Fund | 1,809,631 | 2,544,555 | 2,544,555 | 1,221,544 | -52% |
| TOTAL | \$ 2,215,014 | \$ 2,872,583 | \$ 2,867,235 | \$ 1,522,134 | -47% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|------------|
| Personnel | \$ 368,275 | \$ 306,585 | \$ 302,165 | \$ 282,015 | -7% |
| Supplies | 3,343 | 1,272 | 1,272 | 1,272 | 0% |
| Services & Other | 33,766 | 20,171 | 19,243 | 17,303 | -10% |
| TOTAL FUND | \$ 405,383 | \$ 328,028 | \$ 322,680 | \$ 300,590 | -7% |

General Long Term Planning Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Supplies | 265,008 | 113,100 | 113,100 | 339,719 | 200% |
| Services & Other | 610,606 | 520,000 | 530,085 | 721,825 | 36% |
| Capital | 434,017 | 770,000 | 759,915 | 160,000 | -79% |
| Transfers Out | 500,000 | 1,141,455 | 1,141,455 | - | -100% |
| TOTAL FUND | \$ 1,809,631 | \$ 2,544,555 | \$ 2,544,555 | \$ 1,221,544 | -52% |

Employees - FTE

| | | | | | |
|---------------------|------|------|------|------|------|
| Deputy Town Manager | 3.00 | 3.00 | 3.00 | 2.00 | -33% |
|---------------------|------|------|------|------|------|

Money comes from...

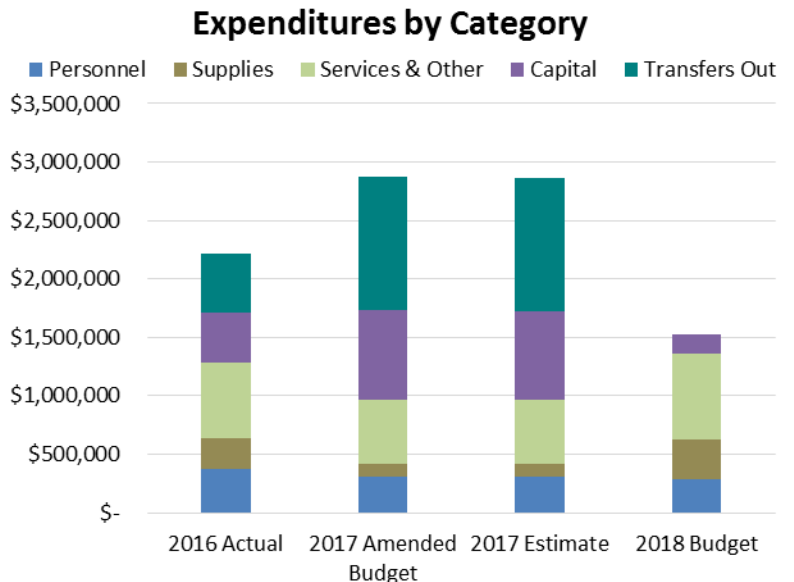
General Fund

- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Charges for Services
- Specific Ownership Taxes

General Long Term Planning Fund

- Building Use Tax

Money goes to...



Deputy Town Manager’s Office

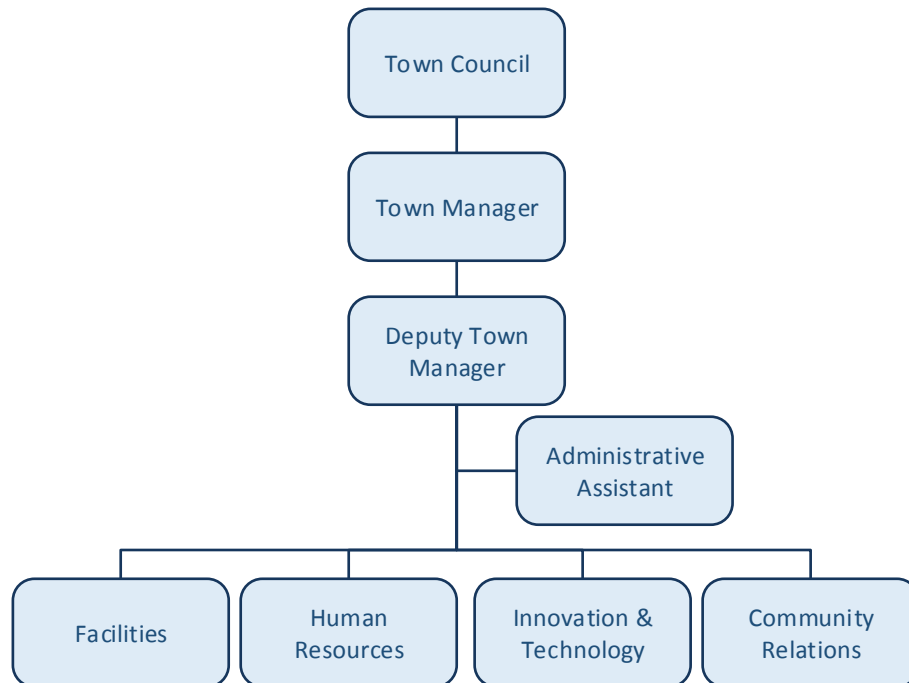
CRgov.com/dtmo

Future Strategic Planning:

No significant changes are included for 2019 for the Deputy Town Manager’s Office.

Organizational Structure:

As illustrated in the diagram below, the Deputy Town Manager’s Office is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock community and its residents.



Deputy Town Manager's Office

CRgov.com/dtmo

General Long Term Planning Fund Summary by Category

The General Long Term Planning Fund is a Capital Project Fund that established as a source to prioritize and perform needed repairs, improvements and replacement of Town facilities, technology, and infrastructure. This fund is managed by the Deputy Town Manager's Office.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 1,907,442 | \$ 1,598,425 | \$ 1,598,425 | \$ 706,067 | -56% |
| Revenues | | | | | |
| Taxes | 1,489,282 | 1,302,029 | 1,647,809 | 1,749,235 | 6% |
| Investment Earnings | 10,772 | 3,810 | 4,388 | 9,801 | 123% |
| Transfers In | - | - | - | 308,700 | 100% (1) |
| Other Revenue | 560 | - | - | - | 0% |
| Total Revenues | \$ 1,500,614 | \$ 1,305,839 | \$ 1,652,197 | \$ 2,067,736 | 25% |
| Expenditures | | | | | |
| Services & Other | 610,606 | 520,000 | 530,085 | 721,825 | 36% (2) |
| Supplies | 265,008 | 113,100 | 113,100 | 339,719 | 200% (3) |
| Capital | 434,017 | 770,000 | 759,915 | 160,000 | -79% (4) |
| Transfers Out | 500,000 | 1,141,455 | 1,141,455 | - | -100% (5) |
| Total Expenditures | \$ 1,809,631 | \$ 2,544,555 | \$ 2,544,555 | \$ 1,221,544 | -52% |
| Net Revenues/Expenditures | (309,017) | (1,238,716) | (892,358) | 846,192 | -195% (5) |
| Contribution to or (Use of) Fund Balance | \$ 1,598,425 | \$ 359,709 | \$ 706,067 | \$ 1,552,259 | 120% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 359,709 | 706,067 | 1,552,259 | |
| Total Reserves & Internal Designations | | \$ 359,709 | \$ 706,067 | \$ 1,552,259 | |
| Unobligated Reserves | \$ 1,598,425 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

- (1) Increase in Transfers In is due to a transfer in from the General Fund to accommodate replacement of the Fire Department's Self Contained Breathing Apparatus (SCBA's)
- (2) Increase in Services is due to requested parking lot and park concrete site improvements
- (3) Increase in Supplies is due to a requested upgrade of the Town's phone system
- (4) Decrease is due to a one time upgrade in 2017 of the Fire Records Management System; 2018 capital includes replacement of synthetic turf at several Town parks
- (5) Decrease is due to a one-time 2017 transfer to the Municipal Facilities Capital Fund to partially fund construction of a parks and facilities maintenance building

DTMO – Community Relations

CRgov.com/newsroom

The Community Relations Division facilitates community outreach and involvement for departments Town wide. This includes maintenance of the Town website, management of the Town’s social media platforms, media management and interaction – including on-call crisis communications, writing and designing printed materials and publications, creating and managing communications plans for Town initiatives and serving as liaisons with community and business groups.

In 2016, the Community Relations team posted 1,140 social media updates for the Town, an increase of nearly 70% over 2015

Community Relations Division 2018 Budget Initiatives:

The 2018 budget request for the Community Relations Division totals \$839,661, representing a 2% increase over the 2017 year-end estimate. Requested increases for 2018 include an operating costs increases to professional services, software maintenance, and postage in order to meet increasing demands in these areas.

Performance Objectives and Measurable Outcomes:

| <i>Long-Term Organization Vision</i> | <i>Division Objectives</i> | <i>2016 Outcomes Attained</i> | <i>2017 YTD Outcome</i> | <i>2018 Goal</i> |
|--|--|--|---|------------------|
| Provide outstanding cultural, entertainment and educational opportunities | Develop and execute communications plans to provide outstanding educational opportunities on Town initiatives and evaluate progress on active plans monthly | 59 plans developed/tracked | 55 plans developed/tracked (as of July 2017) | As needed |
| Sustain a high quality of life as a safe, family-friendly community | Support a safe community by communicating regarding crisis situations as necessary, 24 hours a day, seven days a week, and within one hour of notification, 90 percent of the time | 100% (3 crisis situations in 2016) | 100% (5 incidents as of June 2016) | 90% |
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation | Support an accessible, transparent and professional local government by providing an initial response to public queries, including those from the news media and those submitted via social media (Facebook/Twitter), within one business day, 100 percent of the time | 100% Answered 155 media calls, 34 after-hours media calls, and 263 social media questions | Answered 165 media calls, of which six were after-hours. Responded to 69 social media questions (as of June 2016) | 100% |
| | Meet internal deadlines for Town publications (Outlook/Recreation Guide, MAC guide, Town Talk, annual reports and special publications), 75 percent of the time | 100% Produced 21 major publications, meeting all deadlines | Seven major publications, meeting all deadlines (As of June 2016) | 75% |

DTMO – Community Relations

CRgov.com/newsroom

Performance Objectives and Measurable Outcomes (Continued):

| Long-Term Organization Vision | Division Objectives | 2016 Outcomes Attained | 2017 YTD Outcome | 2018 Goal |
|---|--|--|---|-----------|
| Maintain a strong sense of community and small-town community character | Effectively support a high quality of life by informing resident of community events and other matters of importance each month using social media, the Town website, news releases and Town publications. | Issued 164 news releases in 2016 and posted more than 1,100 social media updates, and 3,342 items published on CRgov.com | 829 social media posts, 7 external publication projects, 92 news releases, 31 email newsletters (new in 2017) and more than 1,580 items published on CRgov.com (as of June 2016) | 100% |

Community Relations Division Consolidated Financial Information

Karen Carter, Community Relations Manager – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|--------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 677,401 | \$ 819,271 | \$ 819,271 | \$ 839,661 | 2% |
| TOTAL | \$ 677,401 | \$ 819,271 | \$ 819,271 | \$ 839,661 | 2% |

Expenditures by Fund and Function

| General Fund | | | | | | |
|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------------------|--|
| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. | |
| Personnel | \$ 367,622 | \$ 380,390 | \$ 383,938 | \$ 404,453 | 5% | |
| Supplies | 24,134 | 20,973 | 20,973 | 13,614 | -35% | |
| Services & Other | 285,645 | 367,908 | 364,360 | 421,594 | 16% | |
| Capital | - | 50,000 | 50,000 | - | -100% | |
| TOTAL FUND | \$ 677,401 | \$ 819,271 | \$ 819,271 | \$ 839,661 | 2% | |

Employees - FTE

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---------------------|-------------|---------------------|---------------|-------------|-------------------------------|
| Community Relations | 4.00 | 4.00 | 4.00 | 4.00 | 0% |

DTMO – Community Relations

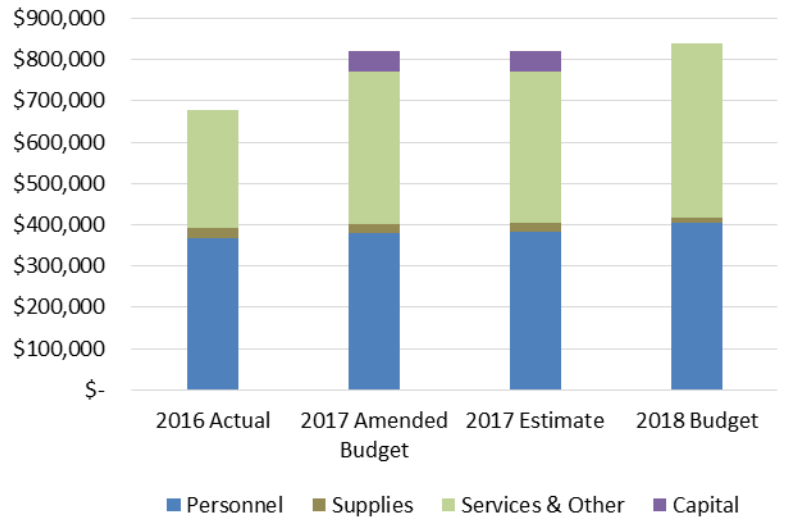
CRgov.com/newsroom

Money comes from...

- General Fund
- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Charges for Services
- Specific Ownership Taxes

Money goes to...

Expenditures by Category

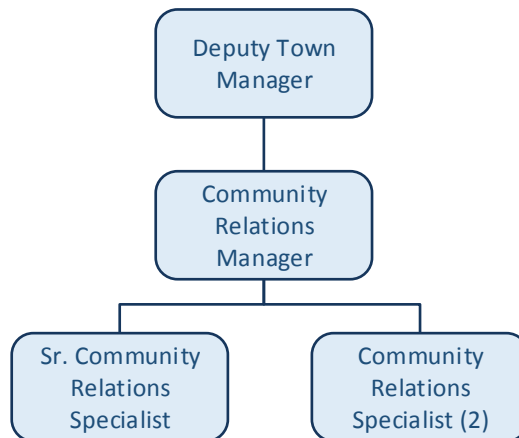


Future Strategic Planning:

No significant changes are included in future planning at this time for the Community Relations Division.

Organizational Structure:

As illustrated in the diagram below, the Community Relations Division is under the supervision of the Deputy Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock community and its residents.



DTMO – Human Resources Division

CRgov.com/hr

In keeping with the shared direction and values of the Town, Human Resources serves as an internal consulting resource, provides innovative programs and fosters positive work relationships in an environment of credibility and trust. Human Resources partners with managers, supervisors and employees in all areas of HR and supports the Town-wide process to determine what employees value and the direction of the employment culture. The Human Resources team strives to model behavior, develop programs that support the [core values](#) of the Town and encourages employees to perform on a day-to-day basis in a manner consistent with those values.

The Town of Castle Rock received 2,841 applications for 224 job postings in 2016

The Human Resources division utilizes two separate funds. The division in the General Fund provides funding for general human resources needs including personnel costs, supplies, services, and employee recognition. The Employee Benefits Fund includes all activities related to administering the Town medical, dental and vision plans; the employee wellness program; and, a portion of personnel costs that are directly related to management of the employee benefits program.

Human Resources Division 2018 Budget Initiatives:

The 2018 General Fund budget for the Human Resources Division is \$784,773. This represents an overall decrease of 8% from the 2017 year-end estimate due to a one time software implementation expenditure that will not recur in 2018. Requests were increased for positions advertising, medical services, software maintenance, and employee recognition. The employee recognition program consists of awards given to employees for years of service and for special recognition within the Town.

The Employee Benefits Fund has a budget of \$8,330,885 for 2018, an increase of 8% over the 2017 year-end estimate. This increase is directly related to the requested addition of 28 new full-time benefit eligible employees for 2018, an estimated increase in healthcare premium costs and an anticipated growth in claim activity. Employee and employer contributions are estimated to increase by 8% in 2018 to help offset the increased costs related to the Town's self-insured health plan. This fund includes a budget of \$95,000 for the employee Wellness Program that represents a \$20,000 increase from 2017. This increase is due to an estimated incentive increase of \$18,000 based on employee participation and in other professional services in the amount of \$2,000.



2017 Employee Appreciation Breakfast

DTMO – Human Resources Division

CRgov.com/hr

Performance Objectives and Measurable Outcomes:

| <i>Long-Term Organization Vision</i> | <i>Division Objectives</i> | <i>2016 Outcome Attained</i> | <i>2017 YTD Outcome</i> | <i>2018 Goal</i> |
|--|---|--|--|--|
| Ensure a Town government accountable for its vision, mission, and values | Conduct an annual evaluation of compensation and benefit programs and make recommendations regarding competitive offerings | Accomplished | Accomplished | Complete by third quarter |
| | Provide new employee orientation to all new hires within 30 days of the employee’s hire date, 100 percent of the time | 90% of new employees attended orientation within 30 days of hire | 97.5% of new employees attended orientation within 30 days of hire (through July) | 100% |
| | Provide monthly reports to departments regarding performance evaluation due dates, to help supervisors ensure the timely completion of employees’ performance evaluations; and review all evaluations prior to filing to ensure comments are consistent with ratings and that the Town’s performance management standards are being met | Human Resources provided this report every month except February and May and reviewed an average of 26 evaluations per month | Human Resources provided this report every month through June and reviewed an average of 43 evaluations per month | Provide reports monthly and review all evaluations prior to their filing |
| | Communicate regarding recent recognitions and/or promote the recognition program monthly via the Rock Talk newsletter, 100 percent of the time | There was no Rock Talk in January, March or April. The remaining months of Rock Talk contained communications regarding recognitions | Rock Talk was published each month through July and provided communication, including employee recognition | Include communications in Rock Talk 100% of the time |
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation | Organize and hold a minimum of six Castle Rock University classes per year to promote employee development and performance | Human Resources organized and held eight Castle Rock University classes for the year | Human Resources coordinated or facilitated five Castle Rock University classes and held a leadership series of six classes for Town employees. | Organize and hold at least six Castle Rock University classes |

DTMO – Human Resources Division

CRgov.com/hr

Human Resources Division’s Consolidated Financial Information

Sue Morgan, Human Resources Manager – 100 N. Wilcox St., Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|------------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 768,268 | \$ 852,036 | \$ 848,889 | \$ 784,773 | -8% |
| Employee Benefits Fund | 7,130,334 | 8,011,548 | 7,722,192 | 8,330,885 | 8% |
| TOTAL | \$ 7,898,602 | \$ 8,863,584 | \$ 8,571,081 | \$ 9,115,658 | 6% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|------------|
| Personnel | \$ 442,882 | \$ 462,218 | \$ 454,270 | \$ 480,215 | 6% |
| Supplies | 15,157 | 4,727 | 4,727 | 4,727 | 0% |
| Services & Other | 310,229 | 272,591 | 277,392 | 299,831 | 8% |
| Capital | - | 112,500 | 112,500 | - | -100% |
| TOTAL FUND | \$ 768,268 | \$ 852,036 | \$ 848,889 | \$ 784,773 | -8% |

Employee Benefits Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|-----------|
| Personnel | \$ 56,949 | \$ 59,147 | \$ 57,960 | \$ 62,104 | 7% |
| Supplies | 2,205 | 2,000 | 2,000 | 2,000 | 0% |
| Services & Other | 7,071,180 | 7,950,401 | 7,662,232 | 8,266,781 | 8% |
| TOTAL FUND | \$ 7,130,334 | \$ 8,011,548 | \$ 7,722,192 | \$ 8,330,885 | 8% |

Employees - FTE

| | | | | | |
|-------------------|------|------|------|------|----|
| Human Resources | 4.25 | 4.25 | 4.25 | 4.25 | 0% |
| Employee Benefits | 0.75 | 0.75 | 0.75 | 0.75 | 0% |

Money comes from...

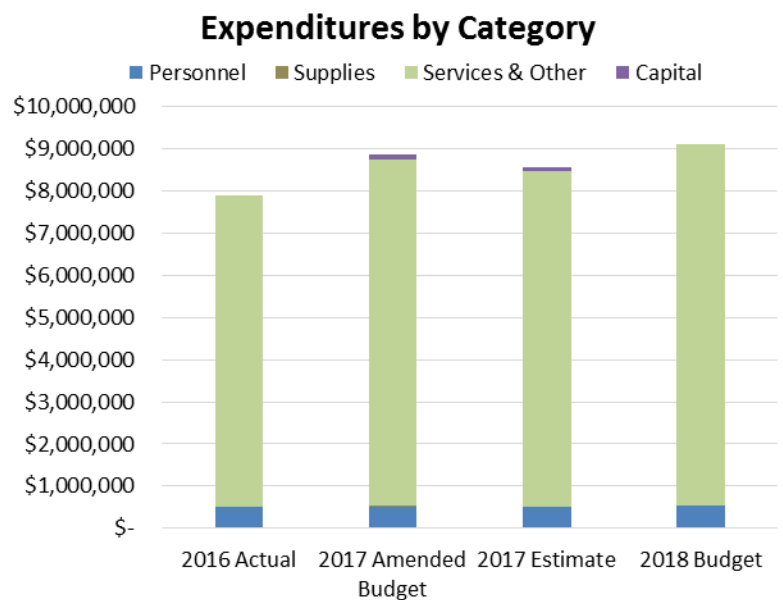
General Fund

- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Charges for Services
- Specific Ownership Taxes
- Motor Vehicle Tax

Employee Benefits Fund

- Employee Contributions
- Transfers In

Money goes to...



DTMO – Human Resources Division

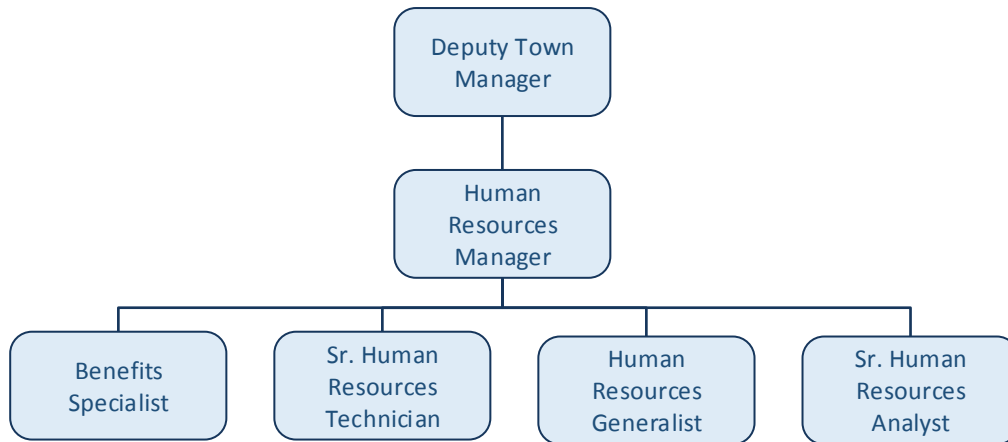
CRgov.com/hr

Future Strategic Planning:

No significant changes are included in future planning at this time for Human Resources. An estimated 8% increase in medical, dental and vision costs is included for future years.

Organizational Structure:

As illustrated in the diagram below, the Human Resources Division is under the supervision of the Deputy Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its residents.



DTMO - Human Resources Division

Employee Benefits Fund Summary by Category

The Employee Benefits Fund is an Internal Service Fund that accounts for the accumulation and payment of health insurance claims; for the payment of premiums for various employee insurance policies (life insurance, long-term disability, accidental death and dismemberment, stop-loss insurance) and for the payment of fees to third-party administrators; and for disbursement of cafeteria plan monies. This internal service fund is managed by the Human Resources division within the Deputy Town Manager's Office.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 2,930,393 | \$ 2,592,611 | \$ 2,592,611 | \$ 1,765,176 | -32% |
| Revenues | | | | | |
| Charges for Service | 5,524,200 | 6,576,035 | 5,548,578 | 7,116,504 | 28% (1) |
| Investment Earnings | 18,325 | 20,600 | 21,674 | 14,786 | -32% |
| Contributions & Donations | 1,249,980 | 1,359,113 | 1,324,505 | 1,465,865 | 11% (1) |
| Other Revenue | 47 | - | - | - | 0% |
| Total Revenues | \$ 6,792,552 | \$ 7,955,748 | \$ 6,894,757 | \$ 8,597,155 | 25% |
| Expenditures | | | | | |
| Personnel | 56,949 | 59,147 | 57,960 | 62,104 | 7% |
| Services & Other | 7,071,180 | 7,950,401 | 7,662,232 | 8,266,781 | 8% |
| Supplies | 2,205 | 2,000 | 2,000 | 2,000 | 0% |
| Total Expenditures (Excluding One-Time) | \$ 7,130,334 | \$ 8,011,548 | \$ 7,722,192 | \$ 8,330,885 | 8% |
| Net Change Excluding One-Time Capital | \$ (337,782) | \$ (55,800) | \$ (827,435) | \$ 266,270 | -132% (1) |
| 5 Year CIP (One-Time Expenditures) | - | - | - | - | 0% |
| Total Expenditures (Including One-Time) | 7,130,334 | 8,011,548 | 7,722,192 | 8,330,885 | 8% |
| Contribution to or (Use of) Fund Balance | (337,782) | (55,800) | (827,435) | 266,270 | -132% (1) |
| Ending Funds Available | \$ 2,592,611 | \$ 2,536,811 | \$ 1,765,176 | \$ 2,031,446 | 15% |
| Reserves & Internal Designations* | | | | | |
| Claims Reserve | | 1,438,226 | 1,438,226 | 1,482,862 | |
| Health Care Cost Reserve | | 801,150 | 163,475 | 274,292 | |
| Total Reserves & Internal Designations | | \$ 2,239,376 | \$ 1,601,701 | \$ 1,757,154 | |
| Unobligated Reserves | \$ 2,592,611 | \$ 297,435 | \$ 163,475 | \$ 274,292 | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

(1) Change is due to projected increases in medical claim costs and the addition of new employee contributions to the Town insurance plan related to the addition of employees in 2018

DTMO – Division of Innovation and Technology CRgov.com/technology

The Division of Innovation and Technology (DoIT) partners with departments Town wide to strategically implement technology that is secure and well-supported. As the Town strives to be a world-class community, technology will be an integral part of the solution. The division oversees some projects funded in the General Long Term Planning Fund, which is under the responsibility of the Deputy Town Manager's Office. This fund accommodates for repairs, improvements and replacement of Town-owned facilities, technology and infrastructure. Click here to see more about these projects in the General Long Term Planning Fund Capital Improvement Program.

Mission Statement: *As a strategic business partner, DoIT achieves our vision through technology leadership, continual innovation, efficient operations, great teamwork and excellent customer service.*

Division of Innovation and Technology 2018 Budget Initiatives:

DoIT has a 2018 budget request in the General Fund of \$3,909,131, which represents a 15% increase over the 2017 year-end estimate. Personnel costs increase due to the reclassification of the Development Services Technical Coordinator position which is will be 25% charged to DoIT beginning in 2018. Additionally, one new Network Engineer position requested to start July 1, 2018 in order to maintain levels of service with the growing infrastructure of the Town.

The budgeted expenditures for IT Governance projects is \$200,000 for 2018. Please see the General Fund CIP section to see more information about the IT Governance projects planned for 2018.

In 2016, DoIT resolved 4,525 helpdesk tickets and managed 97 technology projects for the Town



Division of Innovation and Technology Team

DTMO – Division of Innovation and Technology CRgov.com/technology

Performance Objectives and Measurable Outcomes:

| <i>Long-Term Organization Vision</i> | <i>Department Objectives</i> | <i>2016 Outcome Attained</i> | <i>2017 YTD Outcome</i> | <i>2018 Goal</i> |
|---|---|---|--|------------------|
| Sustain a high quality of life as a safe, family friendly community | GIS Solutions Program: Implement new spatial-related technology in a timely manner so customers have the information they need to make faster and better decisions. Level of service accomplishment is measured by customer satisfaction rating (good or excellent) on all GIS special updates. | 100% | 100% | At least 88% |
| Provide outstanding community services including Police, Fire, emergency medical, parks, recreation, water and transportation | Public Safety Spatial Information Program: Keep public safety (and other Town services) updated with the most recent information, maps and services so they have accurate information to find and navigate to calls for service. <ol style="list-style-type: none"> 1. Annexations, Zoning Changes and Parcel updates: Map updates will be complete and reflected in the Geographic Information Systems (GIS) database within one week of receipt from Development Services. | Annexation: 100%, Zoning: 100%, Parcel: 98% | Annexation: 100%, Zoning: 100%, Parcel: 100% | At least 88% |
| | Technology Business Process Improvement Program: Increase productivity by aligning new technology processes. <ol style="list-style-type: none"> 1. Achieve a customer satisfaction rating (good or excellent) | 96% | Rating not available | At least 88% |
| | Technology Strategy and Training Program: Educate customers about existing and future technology solutions available to meet business needs. <ol style="list-style-type: none"> 1. Achieve satisfaction rating on survey of DoIT's ability to manage the IT Governance process each year. 2. Beginning in 2014, coordinate and hold six training classes per year for customers, performed either by internal personnel or a professional trainer. | 100% | Rating not available | 88% |
| Ensure a town government accountable for its vision, mission and values | | 40 classes held | 21 classes held YTD | 40 classes |
| | Technology Operations and Support Services Program: Minimize time employees can't work because of a technical problem. <ol style="list-style-type: none"> 1. Close all emergency priority tickets within one calendar day | 100% | 100% | 88% |
| | <ol style="list-style-type: none"> 2. Close all urgent priority tickets within two calendar days | 99% | 99% | 88% |
| | <ol style="list-style-type: none"> 3. Close all medium priority tickets within 10 calendar days | 96% | 96% | 88% |
| | <ol style="list-style-type: none"> 4. Achieve a customer satisfaction rating (good or excellent) on all helpdesk services | 89% | Rating not available | 88% |
| | Security and Recovery Services Program: Protect the assets our customers use to make decisions and provide service <ol style="list-style-type: none"> 1. Complete a successful off-site backup of all important data used by the Town each week. Success is defined as being able to restore files 99% of the time, based on the data being saved on authorized storage locations and authorized timeframes as defined by the backup policy. | 100% | 100% | 100% |

DTMO – Division of Innovation and Technology CRgov.com/technology

Division of Innovation and Technology Consolidated Financial Information

Jennifer Jaeger, Chief Technology Officer – 100 N. Wilcox Street, Castle Rock, CO 80104

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|--------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| General Fund | \$ 2,402,902 | \$ 3,467,924 | \$ 3,386,298 | \$ 3,909,131 | 15% |
| TOTAL | \$ 2,402,902 | \$ 3,467,924 | \$ 3,386,298 | \$ 3,909,131 | 15% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|------------|
| Personnel | \$ 1,575,692 | \$ 1,872,492 | \$ 1,785,586 | \$ 2,020,925 | 13% |
| Supplies | 174,863 | 356,532 | 357,009 | 354,855 | -1% |
| Services & Other | 617,775 | 822,636 | 827,439 | 967,527 | 17% |
| Capital | 30,486 | 412,094 | 412,094 | 540,000 | 31% |
| Transfers Out | 4,086 | 4,170 | 4,170 | 25,824 | >500% |
| TOTAL FUND | \$ 2,402,902 | \$ 3,467,924 | \$ 3,386,298 | \$ 3,909,131 | 15% |

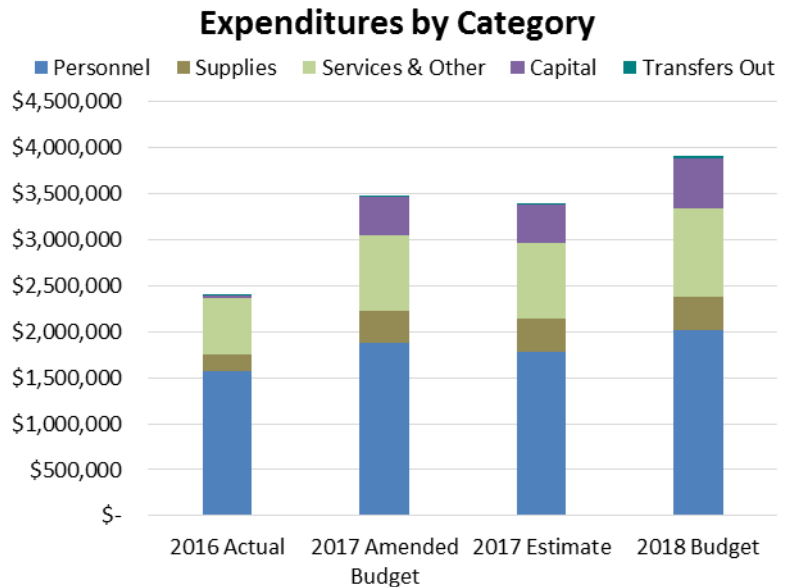
Employees - FTE

| | | | | | |
|------|-------|-------|-------|-------|----|
| DoIT | 18.00 | 19.00 | 19.00 | 20.00 | 5% |
|------|-------|-------|-------|-------|----|

Money comes from...

- General Fund
- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Charges for Services
- Specific Ownership Taxes
- Motor Vehicle Tax

Money goes to...



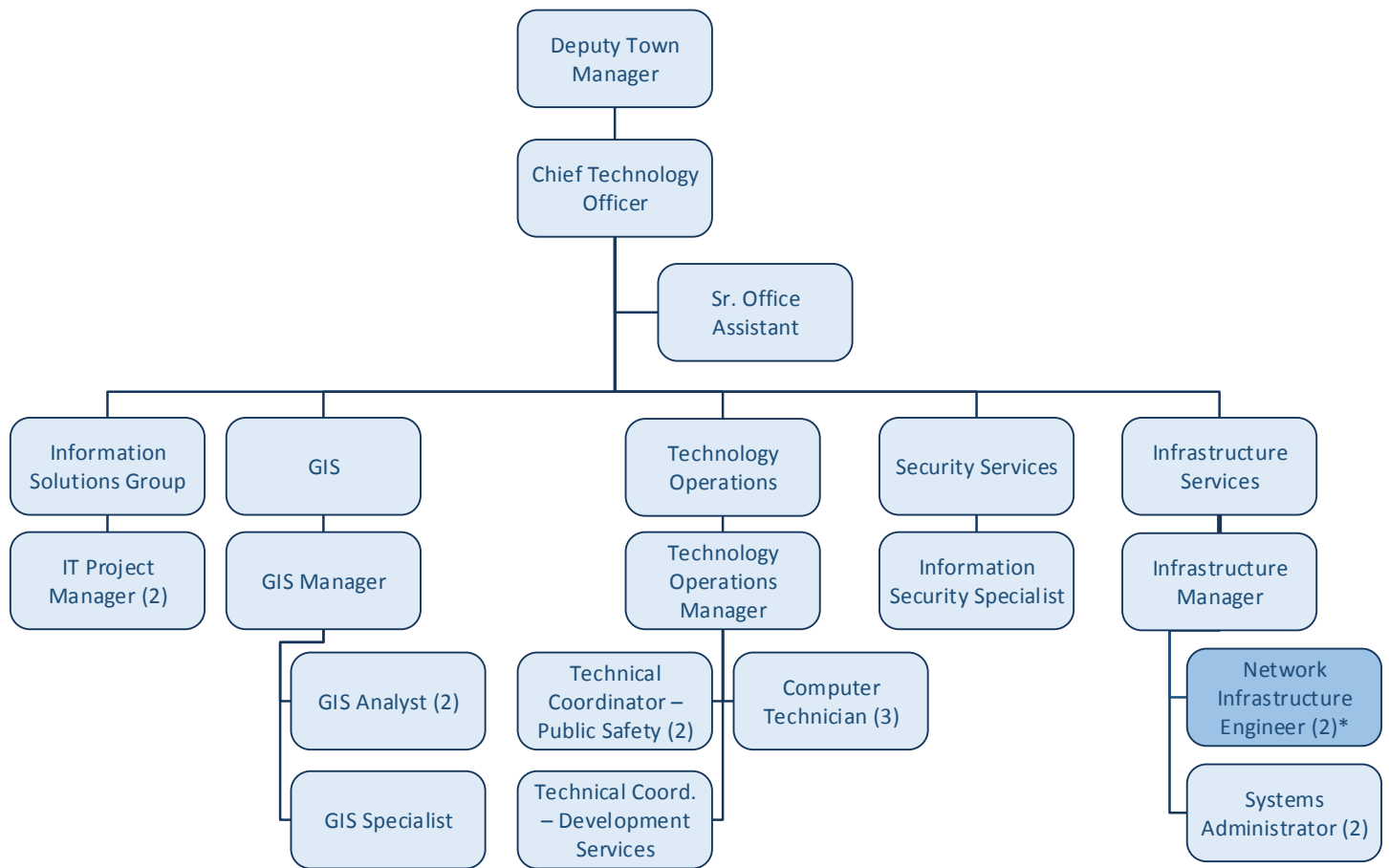
DTMO – Division of Innovation and Technology CRgov.com/technology

Future Strategic Planning:

Planning for the Division of Innovation and Technology includes a personnel costs for a Systems Administrator position in 2020.

Organizational Structure:

As illustrated in the diagram below, the Division of Innovation and Technology is under the supervision of the Deputy Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock community and its residents.



*The position in dark blue represents new personnel and includes one new Network Infrastructure Engineer requested to start in July 2018.

DTMO - Facilities Division

The Facilities Division provides safe and positive environments at all municipal facilities, for both employees and the public. It does so while focusing particularly on customer service and responsible use of all resources.

Mission Statement: *By providing quality customer service and responsible use of all resources, Facilities will provide a safe and positive environment for the Town of Castle Rock employees and public in support of the Town’s Vision, Mission and Values*

The Facilities Division completed 1,387 work orders in 2016.
A new Facility Services team was established in 2016 to keep Town Facilities clean.

Facilities Division 2018 Budget Initiatives:

The 2018 budget request for the General Fund Facilities Division is \$1,466,823. This is an increase of 9% over the 2017 year-end estimate. Items included for 2018 include increased payroll costs and other costs to reclassify two 30+ positions to full-time, the addition of new 30+ positions in anticipation of the Town Hall addition and new Parks and Facilities Maintenance building.

The 2018 requested budget for the Municipal Facilities Capital Fund is \$51,982, a reduction of 99% as compared to the 2017 year-end estimate. This is due to one-time funding in 2017 for the construction of a Parks and Facilities Maintenance Building that will not recur in 2018. The Municipal Facilities Capital Fund accounts for growth related expansion needs of Town facilities. As such, the 2018 budget includes \$51,982 interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel.

The Facilities Division also manages other building improvement projects that are included in the General Long Term Planning Fund as part of the Deputy Town Manager’s Office. Projects included in this area for 2018 include annual costs associated with the remediation of the Town Hall site and replacement of siding on Fire Station 152.

Performance Objectives and Measurable Outcomes:

| Long-Term Organization Vision | Department Objective | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--|---|--|---|-----------|
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation | Complete all routine Facilities Maintenance service requests within one working day, when possible, or schedule to be completed as soon as parts or labor are available | 100% | Completed 768 service requests through June | 100% |
| | Respond to after-hours emergency Facilities Maintenance requests within 30 minutes – 24 hours a day, seven days a week | Responded to 42 emergencies, all within 30 minutes | Responded to 19 emergencies, all within 30 minutes (through June) | 100% |
| | Deliver all room/event setup requests in the timeframe requested 100% of the time | Delivered 90 room/event setup requests, all in the timeframe requested | Through June, delivered 37 setups, all of which were on time | 100% |
| | Complete preventive maintenance tasks at scheduled intervals | Completed 1,218 preventive maintenance tasks during 2016 | Through June, completed 612 preventive maintenance tasks | As needed |

DTMO - Facilities Division

Performance Objectives and Measurable Outcomes (Continued):

| Long-Term Organization Vision | Department Objective | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--|--|--|---|---|
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation | Provide custodial services as scheduled 90% of the time, and complete all custodial service requests within one working day | Provided services as scheduled and completed 95 custodial service requests | Through June, provided services and completed 26 custodial service requests, all within one working day | 100% of service requests within one working day |
| Ensure a Town government accountable for its vision, mission and values | Conduct bimonthly custodial inspections on each Town facility cleaned by Facility Services and issue a monthly inspection report | Completed | Through June, completed 169 inspections and issued monthly reports | Issue monthly reports 100% of the time |
| | Achieve overall performance rating of Average or greater from 90% of respondents to the annual Facility Services survey | 93% | 94.2% | 90% |
| | Achieve overall performance rating of Average or greater from 90% of respondents to the annual Facilities Maintenance survey | 100% | Survey to be completed in fall 2017 | 90% |
| | Conduct an annual safety inspection on each Town facility and issue an inspection report within 30 days | 100% | On Track | 100% |

Facilities Division Consolidated Financial Information

Scott Smith, Facilities Administrator – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 1,272,387 | \$ 1,359,107 | \$ 1,343,581 | \$ 1,466,823 | 9% |
| Municipal Facilities Capital Fund | 91,706 | 4,357,175 | 4,357,175 | 51,982 | -99% |
| TOTAL | \$ 1,364,093 | \$ 5,716,282 | \$ 5,700,756 | \$ 1,518,805 | -73% |

Expenditures by Fund and Function

| General Fund | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|-------------|
| Personnel | \$ 694,920 | \$ 712,740 | \$ 722,807 | \$ 788,269 | 9% |
| Supplies | 105,489 | 83,341 | 82,821 | 100,376 | 21% |
| Services & Other | 418,622 | 514,895 | 489,822 | 528,662 | 8% |
| Capital | 8,157 | - | - | - | 0% |
| Transfers Out | 45,199 | 48,131 | 48,131 | 49,516 | 3% |
| TOTAL FUND | \$ 1,272,387 | \$ 1,359,107 | \$ 1,343,581 | \$ 1,466,823 | 9% |
| Municipal Facilities Capital Fund | | | | | |
| Services & Other | \$ 91,706 | \$ 106,887 | \$ 106,887 | \$ - | -100% |
| Capital | - | 3,752,910 | 3,752,910 | - | -100% |
| Transfers Out | - | 497,378 | 497,378 | 51,982 | -90% |
| TOTAL FUND | \$ 91,706 | \$ 4,357,175 | \$ 4,357,175 | \$ 51,982 | -99% |

Employees - FTE

| | | | | | |
|------------|-------|-------|-------|-------|-----|
| Facilities | 11.25 | 11.25 | 11.25 | 12.50 | 11% |
|------------|-------|-------|-------|-------|-----|

DTMO - Facilities Division

Money comes from...

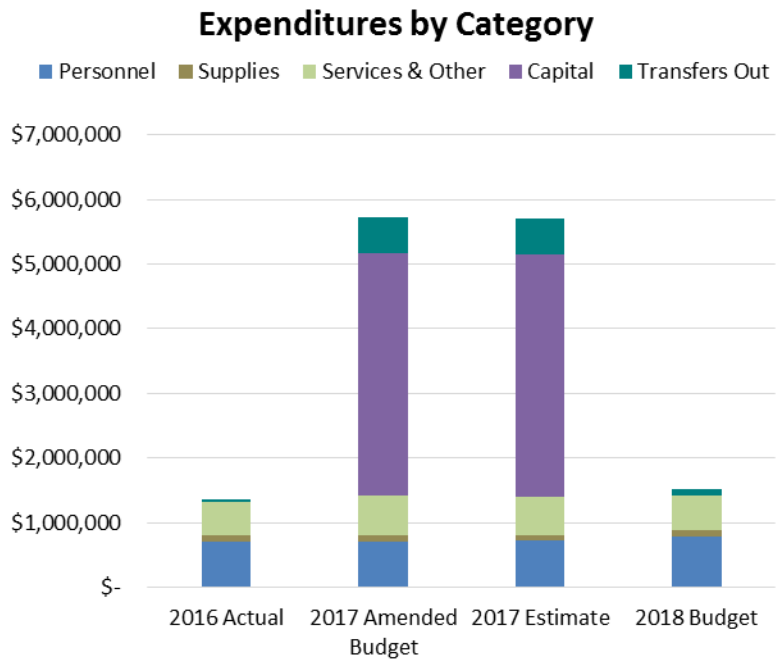
Money goes to...

General Fund

- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Charges for Services
- Specific Ownership Taxes
- Motor Vehicle Tax

Municipal Facilities Capital Fund

- Impact Fees

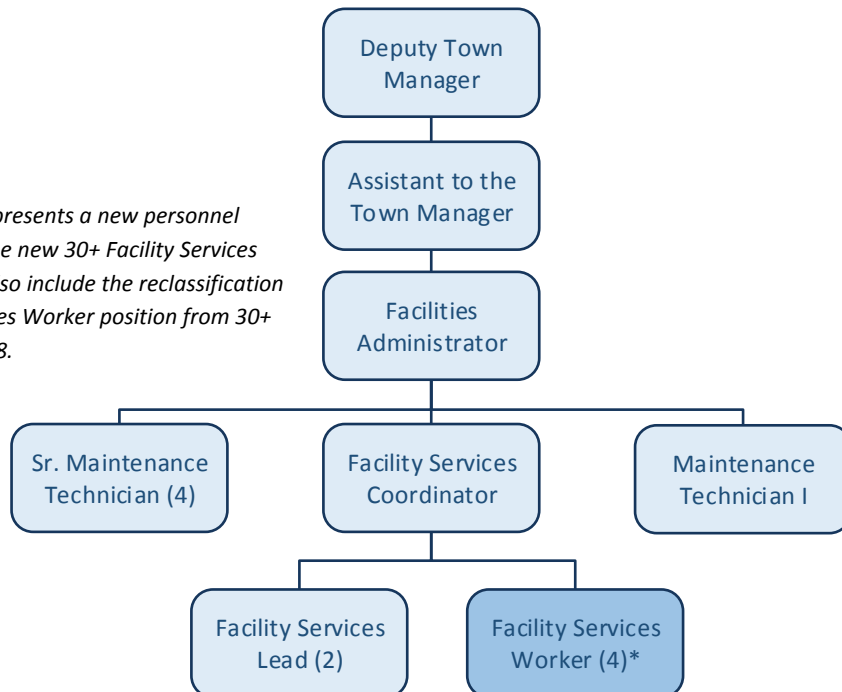


Future Strategic Planning:

Planning for the Facilities Division in the General Fund includes the addition of two new Facility Services positions to focus on floor care at Town facilities in 2019 plus additional operating costs related to maintaining additional Town Facilities. Planning for the Municipal Facilities Capital Fund for 2019 includes elimination of lease costs for IT office space.

Organizational Structure:

As illustrated in the diagram below, the Facilities Division is under the supervision of the Deputy Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock community and its residents.



**The position in dark blue represents a new personnel request for 2018 including one new 30+ Facility Services Worker position. Requests also include the reclassification of two existing Facility Services Worker position from 30+ to Full-time beginning in 2018.*

DTMO - Facilities Division

Municipal Facilities Capital Fund Summary by Category

The Municipal Facilities Capital Fund is a Capital Project Fund that accounts for resources and expenditures for construction, expansion and improvement of Town facilities. The primary source of revenue in this fund is from development impact fees collected at the time a building permit is issued. The Municipal Facilities Capital Fund is managed through the Facilities Division in the Deputy Town Manager's office.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|----------------|------------------------|---------------------------|----------------|----------------------------------|
| Beginning Fund Balance | \$ 1,244,324 | \$ 1,557,159 | \$ 1,557,159 | \$ 155,745 | -90% |
| Revenues | | | | | |
| Investment Earnings | 6,311 | 5,382 | 5,382 | 2,647 | -51% |
| Impact Fees | 390,984 | 321,142 | 312,115 | 499,724 | 60% (1) |
| Transfers In | - | 2,611,455 | 2,611,455 | - | -100% (2) |
| Interfund Loan Revenue | 7,246 | 26,809 | 26,809 | 26,808 | 0% |
| Total Revenues | \$ 404,541 | \$ 2,964,788 | \$ 2,955,761 | \$ 529,179 | -82% |
| Expenditures | | | | | |
| Services & Other | 91,706 | 106,887 | 106,887 | - | -100% (3) |
| Capital | - | 3,752,910 | 3,752,910 | - | -100% (4) |
| Interfund Loan | - | - | - | 51,982 | 100% (5) |
| Transfers Out | - | 497,378 | 497,378 | - | -100% (6) |
| Total Expenditures | \$ 91,706 | \$ 4,357,175 | \$ 4,357,175 | \$ 51,982 | -99% |
| Contribution to or (Use of) Fund Balance | 312,835 | (1,392,387) | (1,401,414) | 477,197 | -134% (4) |
| Ending Funds Available | \$ 1,557,159 | \$ 164,772 | \$ 155,745 | \$ 632,942 | 306% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 164,772 | 155,745 | 632,942 | |
| Total Reserves & Internal Designations | | \$ 164,772 | \$ 155,745 | \$ 632,942 | |
| Unobligated Reserves | \$ 1,557,159 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

- (1) Impact fee revenue is projected for 700 single family and 634 multi-family homes for 2018, and total commercial square footage of 397,300
- (2) Transfers in decreases due to transfers in 2017 from Parks and Recreation Capital and General Long-term Planning Funds for the construction of a Parks and Facility Maintenance Building that is included as a capital expenditure
- (3) Decrease is due to the elimination of facility rent payments for the Division of Innovation and Technology (DoIT); DoIT is moving to Town Hall following construction of a new addition in 2017
- (4) Capital expenses decrease due to one-time 2017 costs to construct a new parks and facilities maintenance building
- (5) Repayment begins of an interund loan from the General Fund to partially fund purchase of a Public Safety Training Facility
- (6) Decrease in Transfer Out is due to a one time 2017 transfer to the Transportation Capital Fund to correct impact fee collection distribution

Town Attorney's Office

CRgov.com

The Town Attorney's office within the General Fund is responsible for providing legal review and oversight on all agenda items, contracts and major projects undertaken by Town Council and Town departments. In addition, the Town Attorney supervises the prosecution of municipal offenses and coordinates the work of any outside legal counsel.

The Town Attorney's Office reviews, prepares and approves all contracts related to Town activities. In 2016, they prepared and reviewed approximately 500 agreements

Town Attorney's Office 2018 Budget Initiatives

The Town Attorney's Office 2018 budget request is \$871,025, which represents an increase of approximately 24% over the 2017 year-end estimate. The increase is primarily due to the addition of an Assistant Town Attorney position to provide additional assistance with growing demands on the Town Attorney's office. These demands include legal review and support for multiple Town departments. Due to prior year trends, reductions in outside legal services and miscellaneous services have been incorporated in the 2018 Budget.

Performance Objectives and Measurable Outcomes:

| Long Term Organization Vision | Department Objectives | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|---|---|-----------------------|------------------|------------------|
| <p>Ensure a town government accountable for its vision, mission and values</p> <p>Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation.</p> <p>Achieve the financial capacity necessary to accomplish this Vision.</p> <p>Protect and enhance our natural environment.</p> | <p>The Town Attorney's office will be available for legal oversight and consultation to Town staff and departments as needed.</p> | 100% | 100% | 100% of the time |

Town Attorney's Office Consolidated Financial Information

Robert Slentz, Town Attorney - 100 N. Wilcox St., Castle Rock, CO 80104

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Inc./ Decr. from 2017 Est. |
|--------------|-------------------|---------------------|-------------------|-------------------|------------------------------|
| General Fund | \$ 595,127 | \$ 754,644 | \$ 701,205 | \$ 871,025 | 24% |
| TOTAL | \$ 595,127 | \$ 754,644 | \$ 701,205 | \$ 871,025 | 24% |

Expenditures by Fund and Function

General Fund

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Inc./ Decr. |
|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
| Personnel | \$ 512,479 | \$ 562,497 | \$ 544,058 | \$ 711,928 | 31% |
| Supplies | 4,810 | 5,372 | 5,372 | 5,772 | 7% |
| Services & Other | 77,838 | 186,775 | 151,775 | 153,325 | 1% |
| TOTAL FUND | \$ 595,127 | \$ 754,644 | \$ 701,205 | \$ 871,025 | 24% |

Employees - FTE

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Inc./ Decr. |
|---------------|-------------|---------------------|---------------|-------------|---------------|
| Town Attorney | 3.75 | 3.75 | 3.75 | 4.75 | 27% |

Town Attorney's Office

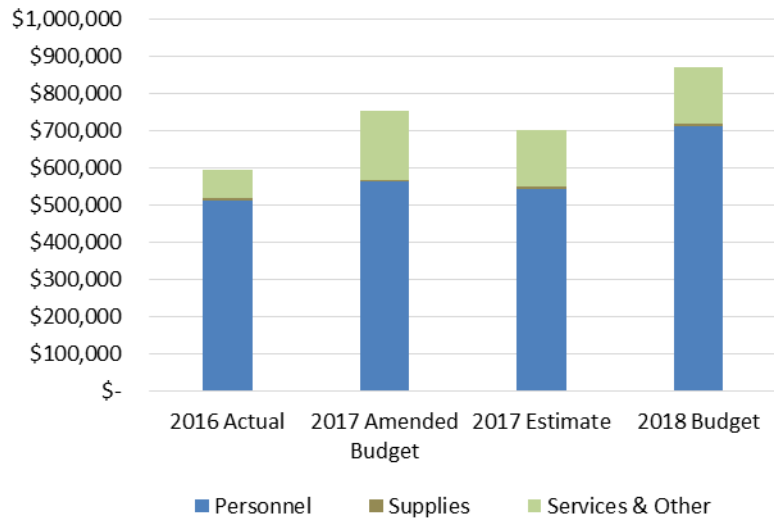
CRgov.com

Money comes from...

- General Fund
- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Motor Vehicle Tax
- Specific Ownership Taxes

Money goes to...

Expenditures by Category

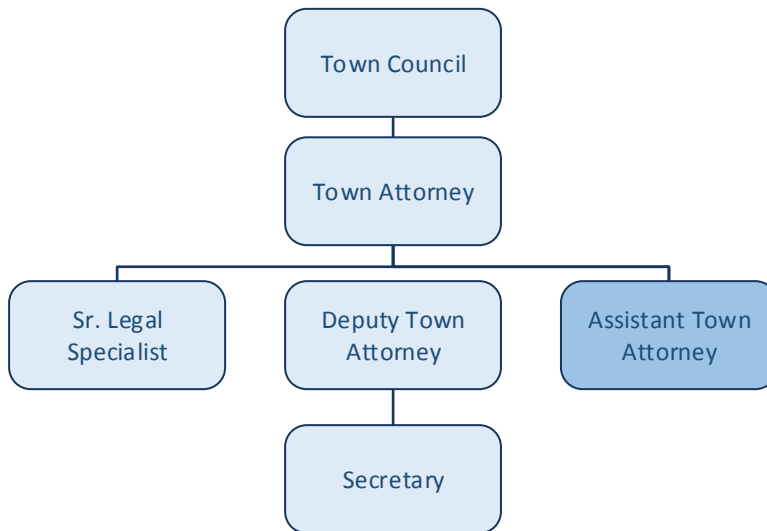


Future Strategic Planning:

The planning period through 2020 includes the continuation of the Assistant Town Attorney position.

Organizational Structure:

The Town Attorney's Office is under the supervision of the Town Council within the organizational structure of the Town of Castle Rock, representing the Town Council and staff.



Town Clerk's Office

CRgov.com/clerk

The mission of the Town Clerk's Office within the General Fund is to provide superior customer service to the citizens of Castle Rock through accurate, timely, and courteous responses to inquiries and requests. The responsibilities of this office include providing professional administrative support to Town Council, Town administration and staff. In addition, the Town Clerk's Office conducts Town elections, manages liquor licensing, maintains official Town records and oversees the Municipal Court Division.

34,103 residents voted during the election held in 2016

Town Clerk 2018 Budget Initiatives:

The Town Clerk Office's 2018 budget is \$400,982 and reflects a minimal increase over the 2017 year-end estimate. Requested changes in 2018 include increased election expenses due to Council elections being held in even years. Other changes include a decrease in seasonal personnel due to a one time increase in 2017.

Performance Objectives and Measurable Outcomes:

| <i>Long Term Organization Vision</i> | <i>Department Objectives</i> | <i>2016 Outcome Attained</i> | <i>2017 YTD Outcome</i> | <i>2018 Goal</i> |
|---|---|------------------------------|-------------------------|------------------|
| Ensure a town government accountable for its vision, mission, and values. | Prepare Council Agenda with supporting documentation for distribution to Town Council and the public four days prior to the meeting | 100% | 100% | 100% |
| | Respond to open records request within time permitted under Colorado State Statutes and respond to other citizen requests and inquiries within 48 hours | 100% | 100% | 90% |
| | Coordinate all activities related to preparation and conduct of regular and special elections as required by Town Code and Colorado State Statutes | 100% | 100% | 100% |
| | Meet with Interdepartmental team to review Town's participation in Special Events on an as needed basis | 100% | 100% | 80% |
| | Process all liquor license applications in accordance with the requirements of the Colorado State Statutes, and within no more than 60 days of receipt of completed application for a new license and 30 days of receipt of other types of applications | 100% | 100% | 95% |
| | Prepare Council minutes within one week after meeting and publish to the Town of Castle Rock website 24 hours after approval by Council | 100% | 100% | 90% |
| | Update and maintain no knock list. Publish updates on the Town of Castle Rock website on a weekly basis | 100% | 100% | 90% |
| | Process applications and issue licenses for solicitor registration within three business days after submittal | 100% | 100% | 90% |
| | Update Municipal Code on Town's website quarterly | 100% | 100% | 90% |

Town Clerk's Office

CRgov.com/clerk

Town Clerk's Office Consolidated Financial Information

Lisa Anderson, Acting Town Clerk – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|--------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 331,713 | \$ 409,237 | \$ 396,541 | \$ 400,982 | 1% |
| TOTAL | \$ 331,713 | \$ 409,237 | \$ 396,541 | \$ 400,982 | 1% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-----------|
| Personnel | \$ 244,395 | \$ 313,091 | \$ 298,368 | \$ 264,836 | -11% |
| Supplies | 2,374 | 1,010 | 1,782 | 1,010 | -43% |
| Services & Other | 84,944 | 95,136 | 96,391 | 135,136 | 40% |
| TOTAL FUND | \$ 331,713 | \$ 409,237 | \$ 396,541 | \$ 400,982 | 1% |

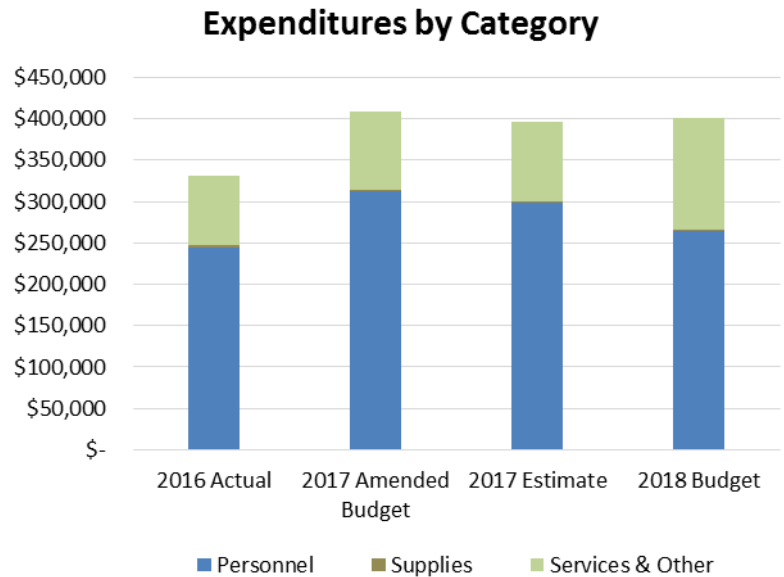
Employees - FTE

| | | | | | |
|------------|------|------|------|------|----|
| Town Clerk | 2.00 | 2.00 | 2.00 | 2.00 | 0% |
|------------|------|------|------|------|----|

Money comes from...

- General Fund
- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Motor Vehicle Tax
- Specific Ownership Taxes
- Liquor Fines
- Solicitor Licenses

Money goes to...



Town Clerk's Office

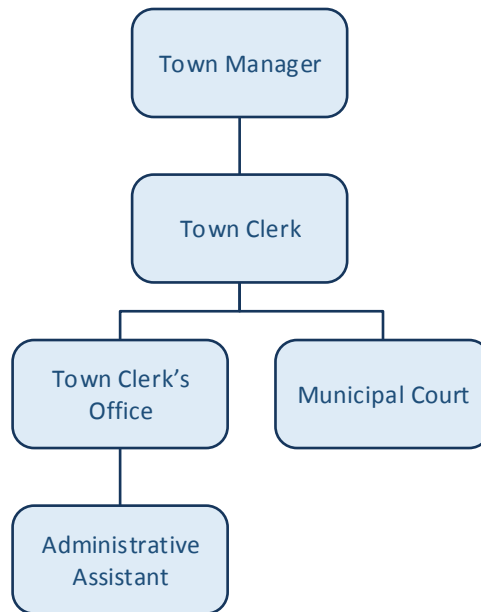
CRgov.com/clerk

Future Strategic Planning:

Future initiatives for the Town Clerk's Office include election expenses. These expenses increase in even years due to Council elections being held in even years and decrease in odd years. Otherwise, there are no significant changes incorporated into the 2019–2020 planning period for this area.

Organizational Structure:

As illustrated in the diagram below, the Town Clerk's Office is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens.



Municipal Court Division

CRgov.com/court

The Castle Rock Municipal Court within the General Fund is committed to the administration of justice with equality, fairness and integrity, in an expeditious and timely manner for the people of the Town of Castle Rock. The Court seeks to provide equal access to justice, prompt and courteous service, independence and accountability of court actions and to exercise case management practices designed to facilitate the fair and timely disposition of cases. The Court values equality and fairness, excellence of service, respect for the individual, responsible use of resources and strives to nurture public confidence and trust.

Castle Rock Teen Court defendants volunteered over 450 hours in 2016 at Rock Park

Municipal Court Division 2018 Budget Initiatives:

The Municipal Court Division’s 2018 budget is \$437,017 and reflects a 5% increase over the 2017 year-end estimate. Changes in 2018 include additional costs for implementation of video arraignments and funds for the implementation of a probation program, including training and supplies increases.

Performance Objectives and Measurable Outcomes:

| Long Term Organization Vision | Department Objectives | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|---|---|-----------------------|------------------|-----------|
| Ensure a town government accountable for its vision, mission, and values. | Wait times at arraignment will be no more than 1.5 hours for traffic cases and general ordinance violations | 97% | 80% | 80% |
| | Court will make contact with Teen Court family within two weeks of receiving a ticket | 100% | 100% | 90% |
| | Teen Court defendants will complete their sentencing requirements within three months of the sentencing hearing | 86% | 88% | 85% |

Municipal Court Division’s Consolidated Financial Information

Town Clerk – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Inc./ Decr. from 2017 Est. |
|--------------|-------------------|---------------------|-------------------|-------------------|------------------------------|
| General Fund | \$ 339,939 | \$ 417,925 | \$ 415,913 | \$ 437,017 | 5% |
| TOTAL | \$ 339,939 | \$ 417,925 | \$ 415,913 | \$ 437,017 | 5% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-----------|
| Personnel | \$ 305,459 | \$ 354,421 | \$ 352,282 | \$ 367,428 | 4% |
| Supplies | 9,691 | 21,447 | 21,447 | 12,532 | -42% |
| Services & Other | 24,789 | 42,057 | 42,184 | 57,057 | 35% |
| TOTAL FUND | \$ 339,939 | \$ 417,925 | \$ 415,913 | \$ 437,017 | 5% |

Employees - FTE

| | | | | | |
|-----------------|------|------|------|------|----|
| Municipal Court | 5.00 | 5.00 | 5.00 | 5.00 | 0% |
|-----------------|------|------|------|------|----|

Municipal Court Division

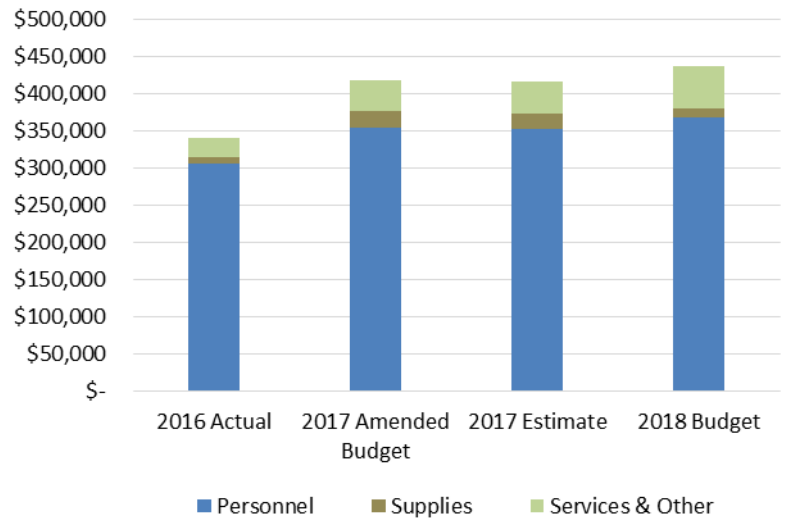
CRgov.com/court

Money comes from...

- General Fund
- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Motor Vehicle Tax
- Specific Ownership Taxes
- Court Fines
- Traffic Fines

Money goes to...

Expenditures by Category



Future Strategic Planning:

The planning period through 2020 includes ongoing funds for the probation program and video arraignments with no other significant changes expected.



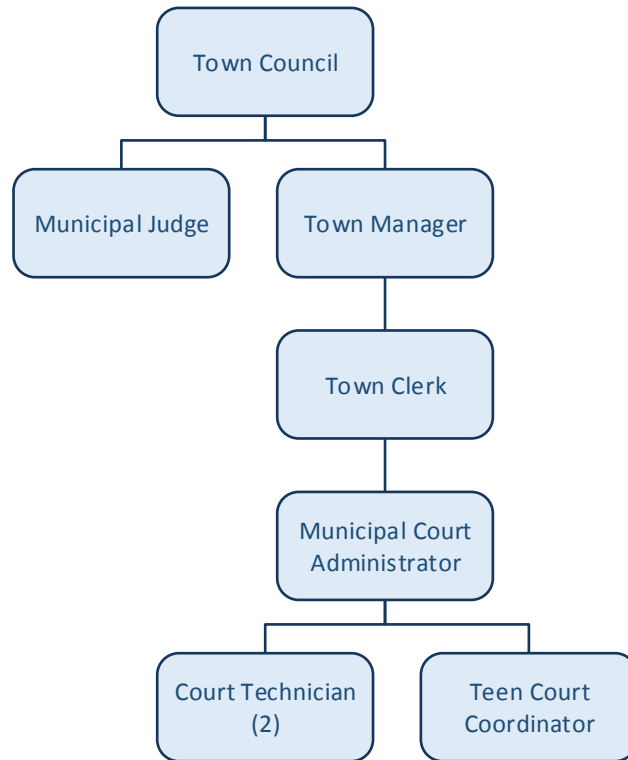
Teen Court volunteers during the annual Santa's Second Chance

Municipal Court Division

CRgov.com/court

Organizational Structure:

As illustrated in the diagram below, the Municipal Court Division is under the supervision of the Town Clerk’s Office within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens. Please note that the organizational chart below includes all full time, part time with 30+ hours, and Town Council appointed positions for this division.



Finance Department

CRgov.com/finance

The Finance Department is responsible for the Finance Departmental and Finance Non-departmental divisions within the General Fund and the DDA TIF Fund. The Finance Departmental budget accounts for the direct activities of the Finance department and its functions in supporting Town departments. The Non-departmental division includes items which are not specifically attributable to one particular department, such as general property and casualty insurance costs, general telephone costs, and interfund loans. The Finance Department manages the Non-Departmental budget.

The Finance Department also manages the DDA TIF Fund, which was established in 2015 through an amendment to the 2015 Budget, in accordance with state statutes and the Downtown Development Authority (DDA) plan of development. When the DDA was created in 2008, the ballot question allowed for the Town to issue debt on behalf of the DDA to be used for downtown projects. Once debt is issued, a property tax and sales tax TIF is triggered and the revenue is dedicated to the DDA TIF Fund.

The Finance Department is also responsible for managing the Downtown Projects Division within the General Fund. This division was created to spend the DDA TIF funds accumulated from 2012-2014, prior to the creation of the DDA TIF Fund. These funds are planned to be fully spent in 2017 and no budget appropriation is included in 2018 and beyond.

The Finance Department is responsible for planning and directing the Town's financial activity by providing service in billing and collections, payroll, budgeting, accounting, purchasing and sales tax administration. The Finance Department has developed the following mission and vision statements in its service to the Town:

Mission Statement: *Through exceptional customer service and effective partnerships, we deliver accurate and timely financial services.*

Vision Statement: *The Finance Department will provide financial solutions and services in support of the Town's vision and community objectives through proactive education, purposeful planning, excellent communication and fiscal accountability.*

Finance 2018 Budget Initiatives:

The total proposed budget for Finance in 2018, including Departmental, Non-Departmental and DDA TIF Fund amounts is \$5,695,686. The 2018 Finance Departmental budget request represents an 11% increase over the 2017 year end estimate. This increase is primarily due to the following additions:

- The addition of an additional Accounting position to assist with payroll, purchasing and general accounting needs for town wide departments
- An increase in training costs to be used for various training opportunities and professional conferences
- An increase to accommodate additional software utilization opportunities and a renewal of the current accounting software application

The items above will assist the Finance Department staff in continuing to provide exceptional customer service and to meet the growing demands of the organization. The Non-departmental budget in 2018 represents a 85% decrease compared to the 2017 year and estimate. This decrease is due to a one-time 2017 \$3 million interfund loan from the General Fund to the Fire Capital Fund to partially fund the construction of a new fire station in Crystal Valley Ranch.

The 2018 Downtown Development Authority TIF Fund (DDA TIF Fund) budget of \$1,908,828 is based upon estimated sales tax TIF of approximately \$1.3 million. Expenditures in this fund include debt service for a loan issued to help fund the renovation of Festival Park and for a loan issued to the Move, LLC in 2017. Revenue will be received in 2018 for repayment of the loan to the Move, LLC according to the agreed upon terms. Additionally, two agreements are in place identifying that a portion of property tax and sales tax receipts from specific Downtown areas will be shared back to the development. Although available fund balance is appropriated for use in 2018, actual use of funds for downtown projects will be identified through the DDA board and approved by Council.

The Finance Department has received the award for Excellence in Financial Reporting from the GFOA for the CAFR for 25 years in a row

Finance Department

CRgov.com/finance

Performance Objectives and Measurable Outcomes:

| <i>Long Term Organization Vision</i> | <i>Department Objectives</i> | <i>2016 Outcome Attained</i> | <i>2017 YTD Outcome</i> | <i>2018 Goal</i> |
|--|---|--|--|--|
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation | Accounting will process all accounts payable by Friday of each week | 100% | 100% | 100% |
| | The Revenue Division will respond to all business owners' inquiries for information within 1 business day 100% of the time in order to facilitate excellent customer service | 100% | 100% | 100% |
| | Submit to an audit of the Town's finances | 2015 Audit: 0 Findings 2015 CAFR: Submitted | 2016 Audit: 0 Findings 2016 CAFR: Submitted | 2017 Audit: 0 Findings 2017 CAFR: Will be submitted 3rd Qtr |
| Achieve the financial capability necessary to accomplish the Town's Vision | Prepare the budget document on an annual basis, to meet the vision, goals, and expectations of the Castle Rock Community. The budget will be submitted each year to the Government Finance Officers Association (GFOA) for evaluation and review. This document is rated by reviewers who supply feedback and ratings. Our goal is to produce an outstanding document, demonstrated by "outstanding" ratings given by reviewers | 40 | Results TBD | Increase number of outstanding ratings for 2018 Budget |
| | Effectively manage the Town finances and be able to produce a quarterly financial report that effectively communicates to Town management, Town Council and the citizens of Castle Rock the financial condition of their government | 100% | 100% | 100% |
| Ensure a Town government accountable for its vision, mission and values | Provide a listing of checks issued for posting to the Town Transparency Portal (Crgov.com/transparency) on a monthly basis so that the citizens are able to view and have the opportunity to ask questions | 100% | 100% | 100% |

Finance Department

CRgov.com/finance

Finance Consolidated Financial Information

Trish Muller, Finance Director— 100 North Wilcox Street, Castle Rock, CO 80104

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|--------------------------------|---------------------|----------------------|----------------------|---------------------|-------------------------------|
| General Fund Finance | \$ 2,028,461 | \$ 2,326,928 | \$ 2,318,943 | \$ 2,577,753 | 11% |
| General Fund Non-Departmental | 2,119,087 | 8,110,477 | 8,074,824 | 1,209,105 | -85% |
| General Fund Downtown Projects | 486,168 | 83,282 | 83,282 | - | -100% |
| Downtown Development TIF Fund | 3,508,891 | 3,086,444 | 3,086,444 | 1,908,828 | -38% |
| TOTAL | \$ 8,142,607 | \$ 13,607,131 | \$ 13,563,493 | \$ 5,695,686 | -58% |

Expenditures by Fund and Function

Finance - Departmental

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|------------|
| Personnel | \$ 1,646,260 | \$ 1,840,722 | \$ 1,847,185 | \$ 2,081,788 | 13% |
| Supplies | 19,200 | 28,655 | 29,598 | 53,674 | 81% |
| Services & Other | 363,001 | 432,551 | 417,160 | 442,291 | 6% |
| Capital | - | 25,000 | 25,000 | - | -100% |
| TOTAL FUND | \$ 2,028,461 | \$ 2,326,928 | \$ 2,318,943 | \$ 2,577,753 | 11% |

Finance Non-Departmental

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Personnel | \$ 20,314 | \$ - | \$ - | \$ - | 0% |
| Supplies | 15,104 | 320,651 | 320,651 | 135,000 | -58% |
| Services & Other | 768,457 | 1,001,743 | 966,090 | 924,105 | -4% |
| Capital | 12,492 | 3,714,580 | 3,714,580 | - | -100% |
| Transfers Out | 1,302,720 | 3,073,503 | 3,073,503 | 150,000 | -95% |
| TOTAL FUND | \$ 2,119,087 | \$ 8,110,477 | \$ 8,074,824 | \$ 1,209,105 | -85% |

Downtown Projects

| | | | | | |
|-------------------|-------------------|------------------|------------------|-------------|--------------|
| Supplies | \$ 24,670 | \$ - | \$ - | \$ - | 0% |
| Services & Other | 4,340 | - | - | - | 0% |
| Capital | - | 83,282 | 83,282 | - | -100% |
| Transfers Out | 457,158 | - | - | - | 0% |
| TOTAL FUND | \$ 486,168 | \$ 83,282 | \$ 83,282 | \$ - | -100% |

Downtown Development TIF Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Supplies | 2,250 | - | 2,500 | - | -100% |
| Services & Other | 30,775 | 958,512 | 1,217,026 | 700,928 | -42% |
| Capital | - | 1,828,395 | 1,073,216 | 433,494 | -60% |
| Debt & Financing | 30,340 | 299,537 | 256,357 | 235,286 | -8% |
| Transfers Out | 3,445,526 | - | 537,345 | 539,120 | 0% |
| TOTAL FUND | \$ 3,508,891 | \$ 3,086,444 | \$ 3,086,444 | \$ 1,908,828 | -38% |

Employees - FTE

| | | | | | |
|---------|-------|-------|-------|-------|----|
| Finance | 18.50 | 19.50 | 19.60 | 20.60 | 5% |
|---------|-------|-------|-------|-------|----|

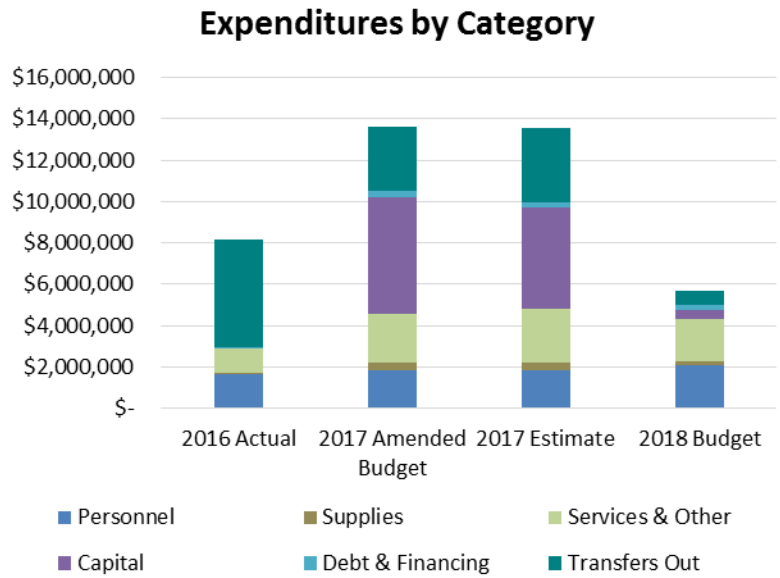
Finance Department

CRgov.com/finance

Money comes from...

| | |
|--------------------------|-------------------------|
| General Fund | DDA TIF Fund |
| Sales & Use Taxes | Sales Tax TIF |
| Property Taxes | Property Tax TIF |
| Franchise Fees | Line of Credit Proceeds |
| Charges for Service | Loan Proceeds |
| Specific Ownership Taxes | |

Money goes to...



Future Strategic Planning:

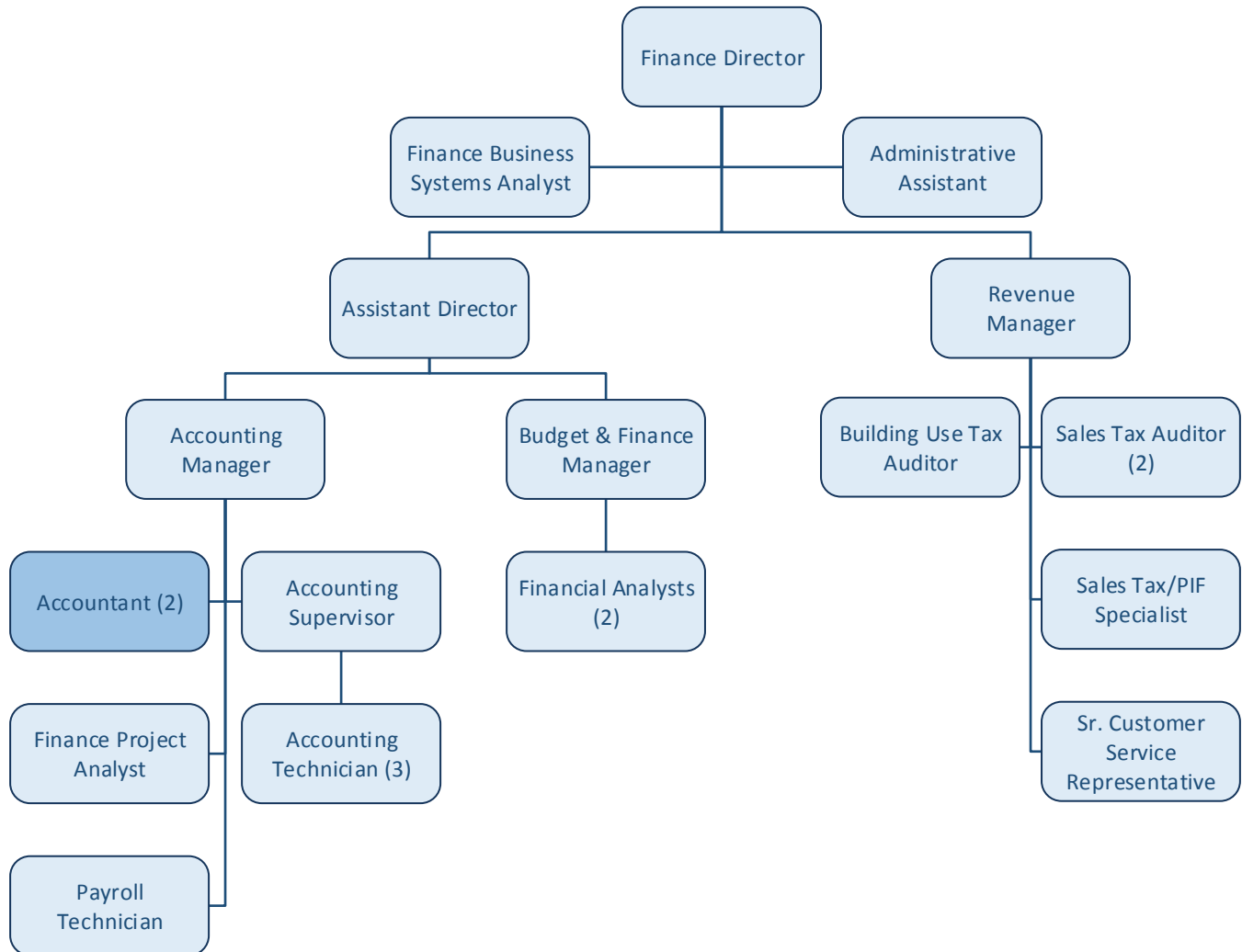
Planning years 2019 and 2020 include a continuation of prior year initiatives in the Finance departmental and non-departmental divisions at this time. The DDA TIF Fund includes anticipated increases in TIF revenue in future years that will be available for revitalization projects in Downtown Castle Rock. Future agreements will be considered to assist strategic partners with gaps in project funding as deemed appropriate and as approved by Town Council.

Finance Department

CRgov.com/finance

Organizational Structure:

The Finance Department is under the supervision of the Finance Director within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens.



**The positions in dark blue represent new personnel requested for 2018 and include one additional Accountant position*

Finance Department

CRgov.com/finance
Downtown Development Authority TIF Fund Summary by Category

The Downtown Development Authority TIF Fund is a Special Revenue Fund that was established in 2015 as an option to issue Town debt on behalf of the Downtown Development Authority (DDA) to be utilized on Council approved downtown projects. The Finance Department oversees this fund.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Inc./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|---------------------------------|
| Beginning Fund Balance | \$ 963,810 | \$ 1,655,964 | \$ 1,655,964 | \$ 753,223 | -55% |
| Revenues | | | | | |
| Taxes | 1,251,045 | 1,341,016 | 1,274,497 | 1,467,389 | 15% (1) |
| Investment Earnings | - | 206 | 206 | 3,471 | >500% |
| Transfers In | 450,000 | 900,000 | 900,000 | - | -100% (2) |
| Other Revenue | 2,500,000 | 9,000 | 9,000 | 9,000 | 0% |
| Total Revenues | \$ 4,201,045 | \$ 2,250,222 | \$ 2,183,703 | \$ 1,479,860 | -32% |
| Expenditures | | | | | |
| Services & Other | 30,775 | 958,512 | 1,217,026 | 700,928 | -42% (3) |
| Supplies | 2,250 | - | 2,500 | - | -100% |
| Capital | - | 1,828,395 | 1,073,216 | 433,494 | -60% (4) |
| Debt & Financing | 30,340 | 299,537 | 256,357 | 235,286 | -8% |
| Interfund Loan | - | - | 537,345 | 539,120 | 0% |
| Transfers Out | 3,445,526 | - | - | - | 0% |
| Total Expenditures (Excluding One-Time) | \$ 3,508,891 | \$ 3,086,444 | \$ 3,086,444 | \$ 1,908,828 | -38% (4) |
| Net Change Excluding One-Time Capital | \$ 692,154 | \$ (836,222) | \$ (902,741) | \$ (428,968) | -52% (4) |
| 5 Year CIP (One-Time Expenditures) | - | - | - | - | 0% |
| Total Expenditures (Including One-Time) | 3,508,891 | 3,086,444 | 3,086,444 | 1,908,828 | -38% |
| Contribution to or (Use of) Fund Balance | 692,154 | (836,222) | (902,741) | (428,968) | -52% (4) |
| Ending Funds Available | \$ 1,655,964 | \$ 819,742 | \$ 753,223 | \$ 324,255 | -57% |
| Reserves & Internal Designations* | | | | | |
| Debt Service Reserve | | 313,726 | 313,726 | 324,255 | |
| Committed for Fund Purpose | | 506,016 | 439,497 | - | |
| Total Reserves & Internal Designations | | \$ 819,742 | \$ 753,223 | \$ 324,255 | |
| Unobligated Reserves | \$ 1,655,964 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

(1) Increase is due to anticipated sales tax growth in the downtown area relative to downtown projected downtown development and overall growth in retail sales

(2) Decrease due to one time loan revenue related to a planned loan to The Move project, per a Council approved economic incentive agreement

(3) Services & Other costs include legal and other costs related to projects in this fund to accommodate future project legal and other consulting services

(4) Capital expenditures include appropriation of all available fund balance to be used for Council approved downtown projects as they may arise throughout the year. Available funds are based on revenue and planned projects

Police Department

CRgov.com/police

The Police Department works to make Castle Rock one of the safest communities along Colorado's Front Range as evidenced by violent and property crime rates significantly lower than benchmark municipalities, click [here](#) to see benchmark details. The Police Department is responsible for maintaining public safety and enforcing the law in a fair and impartial manner. The Department manages budgets in three funds:

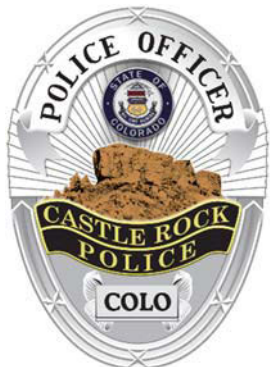
- Police Department budget within the General Fund: Patrol, K-9 Units, Investigations, Special Operations, Community Policing, and Support Services are administered through this fund.
- Police Capital Fund: Accounts for resources and expenditures pertaining to the construction, expansion and improvement of police facilities and to provide for growth-related capital needs of the Police Department.
- Police Forfeiture Fund: Accounts for funds received and expended as a result of State or Federal cooperative efforts. Expenditures occur only if revenues are received.

*The Police Department's
Patrol Division handled
73,290 calls for service in
2016*

Police Department 2018 Budget Initiatives:

The Police Department's 2018 General Fund budget request is \$14,025,109 and reflects a 9% increase over the prior year-end estimate. There are five new positions requested including two dispatchers, one Special Operations Sergeant, a Community Service Officer, and a Public Information Officer (PIO). These positions will allow the Police Department to maintain levels of service and accomplish strategic priorities set forth in the Police Department's Strategic Plan.

- Two dispatcher positions are requested in 2018 as a result of the increase in growth-related calls for service to maintain levels of service. Incoming calls increased nearly 9% in 2015 and another increase of over 1% for 2016. Based on projected population growth and continued commercial development in Castle Rock, these positions will be required to maintain levels of service for the community.
- The Special Operations Sergeant is requested for 2018 to provide oversight of a variety of specialized units, projects, and events including Animal Control, Community-Oriented Policing and Problem Solving (COPPS), management of officers assigned to the Douglas County Regional SWAT Team, School Officers, Special Events and Traffic. The current size of this division, plus the increasing number and complexities of programs and events managed by the Special Operations Division, will require an additional sergeant assigned to the Special Operations Division in order to provide the appropriate level of supervision and oversight.
- The Community Service Officer is a civilian position that is requested to add administrative support to the Police Department. This position will handle various tasks including investigating parking complaints and violations, ensuring compliance with municipal ordinances, VIN verifications, fingerprinting, and completing police reports as directed. By adding this support, sworn officers will have increased time to perform community policing and other essential functions.
- The requested Public Information Officer (PIO) position in 2018 will be a sworn officer who is responsible for all police-related media inquiries, including social media. This position will handle on-call needs and will better prepare the Town for more effective critical incident management as it pertains to police-media relations and community responsiveness. This addition will also alleviate the police-related workload from the Town's Community Relations Division allowing them to focus on their core objectives while maintaining and continuing to build community trust and positive relations through direct interactions with the Police Department.



Additionally, the Police Department requests a 1.6% increase to the retirement contribution for sworn officers resulting in an estimated increase of \$120,506 for 2018 in an effort to attract and retain quality staff. For more information about the Castle Rock Police Department, please click [here](#) for the Police Department's entire Strategic Plan.

The Police Capital Fund has a 2018 budget request of \$293,943, a 77% increase from the 2017 year-end estimate. Requests include vehicle purchases for the Special Operation Sergeant and PIO positions identified above. Other budgeted expenditures include repayment of interfund loans to the Municipal Facilities Capital Fund for the Police Department Basement Renovation; and, to the General Fund related to the construction of the Police Station and for a portion of the Public Safety Training Facility.

Police Department

CRgov.com/police

Police Department 2018 Budget Initiatives (Continued):

There is no 2018 budget request for the Police Forfeiture Fund. Funds in the Police Forfeiture Fund are received as a result of State or Federal cooperative efforts and are unpredictable in nature. Based on this, expenditures occur only if revenues are received and would be included in a future budget amendment if necessary.

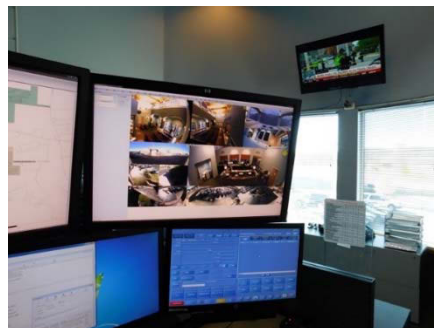
Performance Objectives and Measurable Outcomes:

| Long-Term Organizational Vision | Department Objective (Per 1,000 Population) | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal* |
|--|---|-----------------------|------------------|------------|
| Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation. | Violent Crimes ≤ 2.7 per 1,000 population (Aggravated Assault, Homicide, Sex Offenses, Robbery) | 0.8 | 0.6 | ≤ 2.7 |
| | Property Crimes ≤ 27.3 per 1,000 population (Burglary, Fraud, Motor Vehicle Theft) | 18.6 | 7.1 | ≤ 27.3 |
| | Violent Clearance Rates ≥ 60.2 per 1,000 population | 40% | 56% | ≥ 60.2 |
| | Property Clearance Rates ≥ 24.4 per 1,000 population | 28% | 29% | ≥ 24.4 |
| | Accidents (Injury) ≤ 4.8 per 1,000 population | 0.6 | 0.3 | ≤ 4.8 |
| | Accidents (Non- Injury) ≤ 18.3 per 1,000 population | 17.3 | 5.0 | ≤ 18.3 |
| | Alcohol-Related Fatalities ≤ .011 per 1,000 population | 0.0 | 0.0 | ≤ .011 |
| | Response Times (min:sec) ≤ 5:56 per 1,000 population | 5:20 | 5:21 | ≤ 5:56 |

*The 2018 Goal reflects 2016 benchmark data at this time and will be revised when 2017 benchmark data is available.



Left: Press Conference with Police Chief Jack Cauley



Above: Police Dispatch Center



Right: Community policing recognition

Police Department

CRgov.com/police

Police Department Consolidated Financial Information

Jack Cauley, Police Chief – 100 Perry Street, Castle Rock, CO 80104

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|------------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|
| General Fund | \$ 11,532,222 | \$ 12,924,621 | \$ 12,828,015 | \$ 14,025,109 | 9% |
| Police Capital Fund | 443,477 | 166,228 | 166,228 | 293,943 | 77% |
| Police Forfeiture Fund | 23,828 | - | - | - | 0% |
| TOTAL | \$ 11,999,528 | \$ 13,090,849 | \$ 12,994,243 | \$ 14,319,052 | 10% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|----------------------|----------------------|----------------------|----------------------|-----------|
| Personnel | \$ 9,641,635 | \$ 10,863,967 | \$ 10,754,069 | \$ 12,022,917 | 12% |
| Supplies | 545,062 | 730,057 | 724,382 | 714,985 | -1% |
| Services & Other | 789,964 | 822,635 | 841,602 | 826,361 | -2% |
| Capital | 20,985 | - | - | - | 0% |
| Debt & Financing | 102,661 | 102,661 | 102,661 | - | -100% |
| Transfers Out | 431,915 | 405,301 | 405,301 | 460,846 | 14% |
| TOTAL FUND | \$ 11,532,222 | \$ 12,924,621 | \$ 12,828,015 | \$ 14,025,109 | 9% |

Police Capital Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|------------|
| Services & Other | \$ 22,572 | \$ 20,895 | \$ 20,895 | \$ - | -100% |
| Capital | 195,800 | - | - | - | 0% |
| Transfers Out | 225,105 | 145,333 | 145,333 | 293,943 | 102% |
| TOTAL FUND | \$ 443,477 | \$ 166,228 | \$ 166,228 | \$ 293,943 | 77% |

Police Forfeiture Fund

| | | | | | |
|-------------------|------------------|-------------|-------------|-------------|-----------|
| Supplies | \$ 23,828 | \$ - | \$ - | \$ - | 0% |
| TOTAL FUND | \$ 23,828 | \$ - | \$ - | \$ - | 0% |

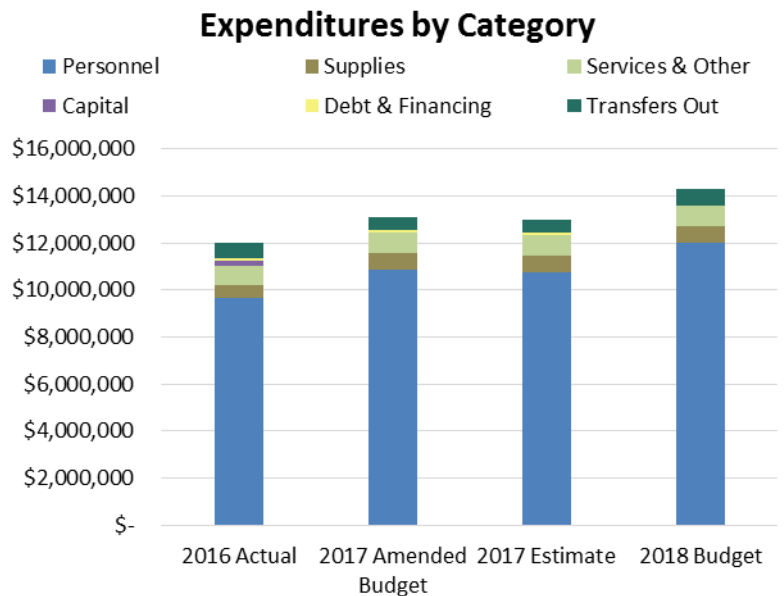
Employees - FTE

| | | | | | |
|--------|-------|-------|-------|--------|----|
| Police | 95.50 | 97.50 | 99.75 | 104.75 | 5% |
|--------|-------|-------|-------|--------|----|

Money comes from...



Money goes to...



Police Department

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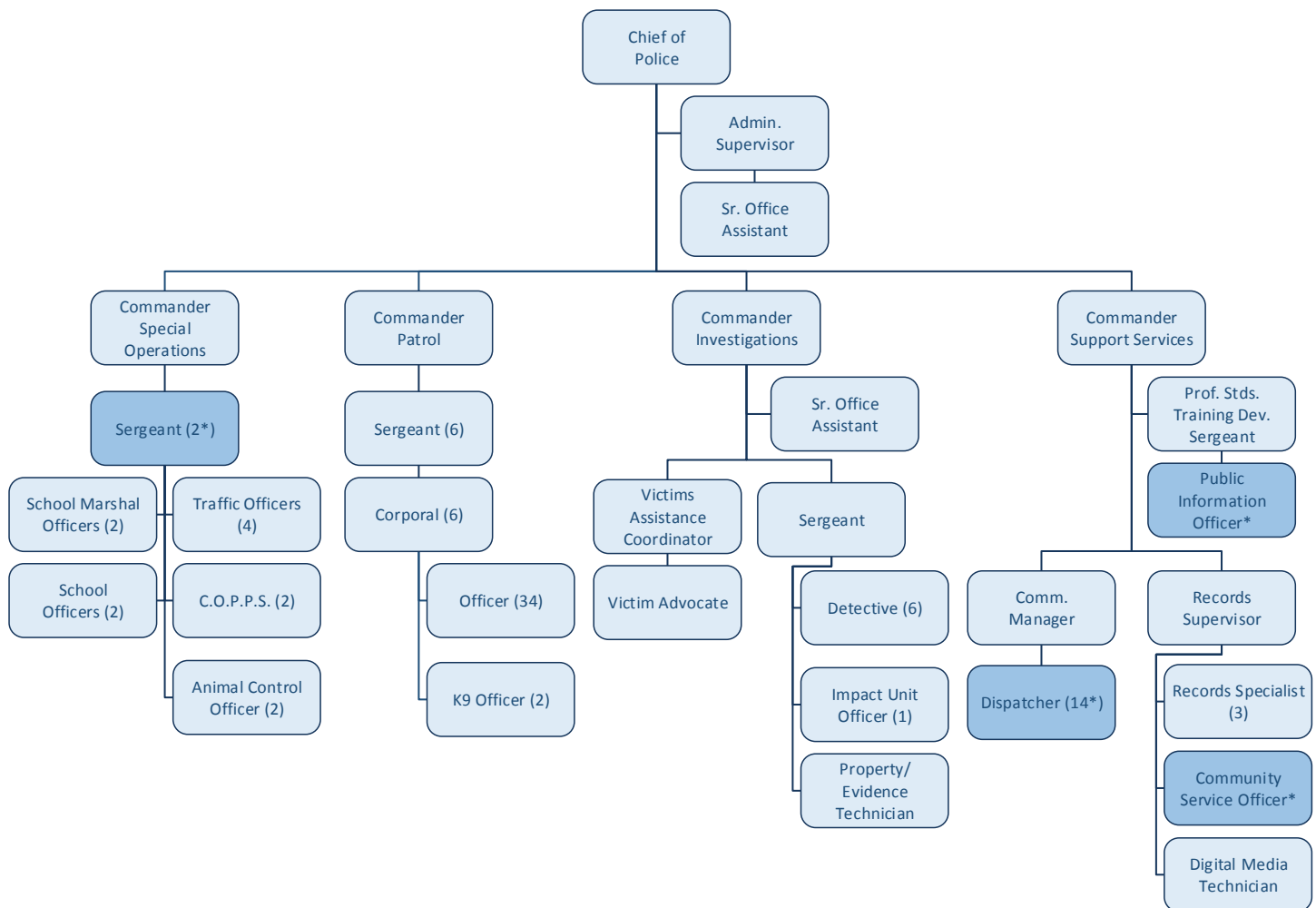
Future Strategic Planning:

The Police Department is planning for four new Patrol Officers, a Training Officer, two Dispatchers, and a Detective in 2019. These additional positions are based on increasing development, population and growth related calls for service as the Police Department strives to maintain levels of service. This continual growth coupled with increased traffic volumes will continue to affect the Police Department’s ability to maintain current levels of service. Future planning for 2020 includes the request for one additional Patrol Officer and one additional Detective.

The Police Capital Fund includes new vehicle purchase costs associated with positions identified by year, as appropriate. Ongoing Interfund loan payments to the Municipal Facilities Capital Fund for the Police Department Basement Renovation; and, to the General Fund related to the construction of the Police Station and for a portion of the Public Safety Training Facility are also incorporated into the Police Capital Fund in 2019 – 2020.

Organizational Structure:

The Police Department is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens.



**The positions in dark blue represent new personnel requested for 2018 and include one Special Operations Sergeant, one Public Information Officer, one Community Service Officer and two Dispatcher positions.*

Police Department

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Police Capital Fund Summary by Category

The Police Capital Fund is a Capital Project Fund that accounts for resources and expenditures for the construction, expansion and improvement of police facilities and to provide for other capital needs of the Police Department, which manages this fund. The primary source of revenue in this fund is from development impact fees that are collected at the time a building permit is issued.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|-------------------|------------------------|---------------------------|-------------------|----------------------------------|
| Beginning Fund Balance | \$ 211,786 | \$ 118,491 | \$ 118,491 | \$ 216,956 | 83% |
| Revenues | | | | | |
| Investment Earnings | 1,302 | 616 | 1,332 | 4,441 | 233% |
| Impact Fees | 348,862 | 284,895 | 263,361 | 461,306 | 75% (1) |
| Other Revenue | 18 | - | - | - | 0% |
| Total Revenues | \$ 350,182 | \$ 285,511 | \$ 264,693 | \$ 465,747 | 76% |
| Expenditures | | | | | |
| Services & Other | 22,572 | 20,895 | 20,895 | - | -100% (2) |
| Capital | 195,800 | - | - | - | 0% |
| Interfund Loan | 67,420 | 86,983 | 86,983 | 190,943 | 120% (3) |
| Transfers Out | 157,685 | 58,350 | 58,350 | 103,000 | 77% (4) |
| Total Expenditures | \$ 443,477 | \$ 166,228 | \$ 166,228 | \$ 293,943 | 77% |
| Contribution to or (Use of) Fund Balance | (93,295) | 119,283 | 98,465 | 171,804 | 74% (5) |
| Ending Funds Available | \$ 118,491 | \$ 237,774 | \$ 216,956 | \$ 388,760 | 79% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 237,774 | 216,956 | 388,760 | |
| Total Reserves & Internal Designations | | \$ 237,774 | \$ 216,956 | \$ 388,760 | |
| Unobligated Reserves | \$ 118,491 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

- (1) Impact fee revenue is projected for 700 single family and 634 multi-family homes for 2018, and total commercial square footage of 397,300
- (2) Lease costs for a Public Safety Training Facility are not planned to occur in 2018 due to the purchase of a facility in 2017
- (3) Interfund loan expenses increase due to the repayment to the General Fund for a portion of the 2017 purchase of a Public Safety Training Facility.
- (4) Transfers out increase in 2018 related to vehicle purchases related to new positions including a Special Operations Sergeant and a Public Information Officer
- (5) Change in fund balance is primarily affected by impact fee projections compared with planned expenditures as noted above

Police Department

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Police Forfeiture Fund Summary by Category

The Police Forfeiture Fund is a Special Revenue Fund that accounts for funds received and expended as the result of State or Federal cooperative efforts. Expenditures occur only if revenues are received. Permissible uses include: law enforcement operations and investigations, law enforcement training and education, law enforcement, public safety, and detention facilities, law enforcement equipment, joint law enforcement/public safety operations, contracting for services, travel and per diem, awards and memorials, drug and gang education and other awareness programs, matching funds, and support of community-based programs. Please note that some restrictions apply to the referenced permissible uses.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|----------------|------------------------|---------------------------|----------------|----------------------------------|
| Beginning Fund Balance | \$ 24,253 | \$ 521 | \$ 521 | \$ 667 | 28% |
| Revenues | | | | | |
| Intergovernmental | - | 5,000 | - | - | 0% |
| Investment Earnings | 96 | 8 | 146 | 124 | -15% |
| Total Revenues | \$ 96 | \$ 5,008 | \$ 146 | \$ 124 | -15% |
| Expenditures | | | | | |
| Supplies | 23,828 | - | - | - | 0% |
| Total Expenditures (Excluding One-Time) | \$ 23,828 | \$ - | \$ - | \$ - | 0% |
| Net Change Excluding One-Time Capital | \$ (23,732) | \$ 5,008 | \$ 146 | \$ 124 | -15% |
| 5 Year CIP (One-Time Expenditures) | - | - | - | - | 0% |
| Total Expenditures (Including One-Time) | 23,828 | - | - | - | 0% |
| Contribution to or (Use of) Fund Balance | (23,732) | 5,008 | 146 | 124 | -15% |
| Ending Funds Available | \$ 521 | \$ 5,529 | \$ 667 | \$ 791 | 19% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 5,529 | 667 | 791 | |
| Total Reserves & Internal Designations | | \$ 5,529 | \$ 667 | \$ 791 | |
| Unobligated Reserves | \$ 521 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

No significant changes are included at this time. In the event that forfeiture funds are received in 2018, a budget amendment would be requested to accommodate the use of the funds at that time.

Fire and Rescue Department

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The Castle Rock Fire and Rescue Department works hard to achieve its Vision “To be the best at providing emergency and prevention services.” through the pursuit of its mission of “High customer satisfaction, through quality preparation and excellent service.” According to the Commission on Fire Accreditation International (CFAI), the Castle Rock Fire & Rescue Department is among the top 1 percent performing fire agencies in the United State when compared to the number of Fire Agencies accredited versus those who are not accredited. There are just over 200 accredited agencies worldwide out of over 26,000 in America alone.

In 2016, the department averaged 446 calls per month, or 15 calls per day, and ended with the highest annual call volume ever of 5,346 calls for service

The Department manages budgets in two funds:

- The Fire Department budget within the General Fund includes funding for the Operations Division provides fire response, emergency medical treatment and transport, hazardous materials response, technical rescue response, and service response such as vehicle and home lock-outs; the Fire Prevention Division which provides the community with services that include: fire inspections, plans review, fire investigation, and public education; and the Administration and Training Divisions that support the executive, fiscal and training needs of the department.
- Fire Capital Fund accounts for resources and expenditures for the construction, expansion and improvement of fire facilities and other capital needs of the Fire Department resulting from community growth.

Fire and Rescue Department 2018 Budget Initiatives:

The Fire and Rescue Department has submitted a 2018 General Fund budget request of \$16,201,102, which reflects an 18% increase over the prior year-end estimates. Twelve new personnel are included in budget requests for the staffing of the new Crystal Valley Fire Station that is planned to open in 2018. Staffing required to operate this new station include three Lieutenants, three Engineers, three Firefighters/Paramedics, and three Firefighters, totaling \$1,563,745 including salary and benefits. Other 2018 budget requests include:

- An estimated \$390,248 for operating the new fire station, including utilities, insurance, software maintenance, supplies, and equipment
- Replacement of cardiac monitors for \$61,000, stair chairs for \$30,000, and AED’s for \$10,000
- Equipment for reserve apparatus totaling \$47,000
- Special Operations equipment and training for \$60,000 plus wildland shirts/packs for \$21,250
- Ongoing accreditation related costs of \$16,183
- Participation in the Colorado Firefighter Heart and Cancer Benefits Trust for \$19,345
- A transfer of \$308,700 to the General Long-term Planning Fund to accommodate the future replacement Self Contained Breathing Apparatus (SCBA) equipment for fire personnel; this transfer is planned to occur in 2019 and 2020 to fully fund this purchase in 2020.



Castle Rock Fire and Rescue responding to vehicle fire

The Fire Capital Fund has a 2018 budget request of \$1,080,547, which represents a decrease of 84% as compared to the prior year-end estimate. Funding for the construction of and apparatus for the Crystal Valley Fire Station was budgeted in 2017 and will not recur in 2018. Requests in the Fire Capital Fund include \$300,000 to equip the apparatus for the new fire station, \$289,282 for furnishings for the new fire station, \$50,000 for equipment for the Sr. Emergency Vehicle Technician, and \$429,265 for interfund loan payments to the General Fund related to construction of the Crystal Valley Fire Station and to the purchase of a Public Safety Training Facility that is planned to occur in 2017.

Fire and Rescue Department

CRgov.com/fire

Performance Objectives and Measurable Outcomes:

| Long-Term Organization Vision | Department Objective | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--|---|-----------------------|------------------|-----------|
| Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation. | The Fire and Rescue Department will achieve a rating of 4 or better on customer survey cards | 97.6% | 98.4% | 95% |
| | A Paramedic will arrive at the scene of all Emergency Medical Service calls | 99.9% | 99.6% | 99% |
| | The Fire and Rescue Department will follow and perform correct medical procedures | 98.9% | 98.8% | 90% |
| | Call to arrival time in Metro/Urban/Suburban areas of the Town in 7 minutes and 20 seconds or less* | 76.6% | 82.3% | 90% |
| | Call to arrival time in Rural areas of the Town in 8 minutes and 20 seconds or less* | 75.8% | 75.4% | 90% |
| | The Fire and Rescue Department will complete plan reviews within 10 days or less 100% of the time | 95.0% | 92.5% | 100% |

*Response time is utilized to identify station needs within the Town, which is resulting in the addition of the Crystal Valley Ranch fire station anticipated to begin operations in 2018

Fire and Rescue Department Consolidated Financial Information

Art Morales, Fire Chief – 300 Perry Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|-------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 12,273,895 | \$ 13,850,617 | \$ 13,775,819 | \$ 16,201,102 | 18% |
| Fire Capital Fund | 267,234 | 6,598,455 | 6,598,455 | 1,080,547 | -84% |
| TOTAL | \$ 12,541,129 | \$ 20,449,072 | \$ 20,374,274 | \$ 17,281,649 | -15% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|----------------------|----------------------|----------------------|----------------------|------------|
| Personnel | \$ 9,640,381 | \$ 10,418,443 | \$ 10,304,124 | \$ 12,412,498 | 20% |
| Supplies | 465,593 | 648,983 | 653,180 | 856,917 | 31% |
| Services & Other | 1,078,872 | 1,243,101 | 1,278,425 | 1,428,765 | 12% |
| Capital | 16,940 | 375,000 | 375,000 | 91,000 | -76% |
| Debt & Financing | 210,139 | 210,141 | 210,141 | - | -100% |
| Transfers Out | 861,970 | 954,949 | 954,949 | 1,411,922 | 48% |
| TOTAL FUND | \$ 12,273,895 | \$ 13,850,617 | \$ 13,775,819 | \$ 16,201,102 | 18% |

Fire Capital Fund

| | | | | | |
|-------------------|-------------------|---------------------|---------------------|---------------------|-------------|
| Supplies | - | - | - | 289,282 | 100% |
| Services & Other | 56,080 | 60,175 | 60,175 | 12,000 | -80% |
| Capital | 155,361 | 5,036,299 | 5,036,299 | 350,000 | -93% |
| Transfers Out | 55,793 | 1,501,981 | 1,501,981 | 429,265 | -71% |
| TOTAL FUND | \$ 267,234 | \$ 6,598,455 | \$ 6,598,455 | \$ 1,080,547 | -84% |

Employees - FTE

| | | | | | |
|------|-------|-------|-------|-------|-----|
| Fire | 80.50 | 81.00 | 81.00 | 93.00 | 15% |
|------|-------|-------|-------|-------|-----|

Fire and Rescue Department

CRgov.com/fire

Money comes from...

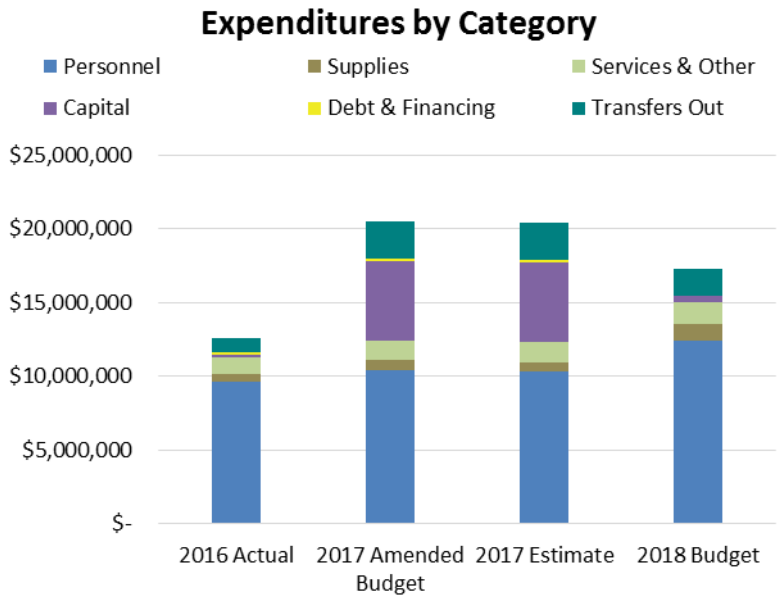
General Fund

- Sales and Use Tax
- Property Taxes
- Franchise Fees
- Motor Vehicle Tax
- Intergovernmental Agreements
- Ambulance Transports

Fire Capital Fund

- Impact Fees

Money goes to...



Future Strategic Planning:

In 2019, the Fire Department in the General Fund will include a full year of operational costs for the Crystal Valley Ranch Fire Station which will be monitored and updated accordingly in future budget years. Planning also includes a Department Physician for necessary medical services, replacement of auto extrication equipment, and continued funding for accreditation related costs, participation in the Colorado Firefighter Heart and Cancer Benefits Trust, and a transfer to the General Long-term Planning Fund for the planned purchase of SCBA units in 2020. The General Fund area also is planning to add one Fire Inspector position in 2019 and one additional Fire Inspector position in 2020.

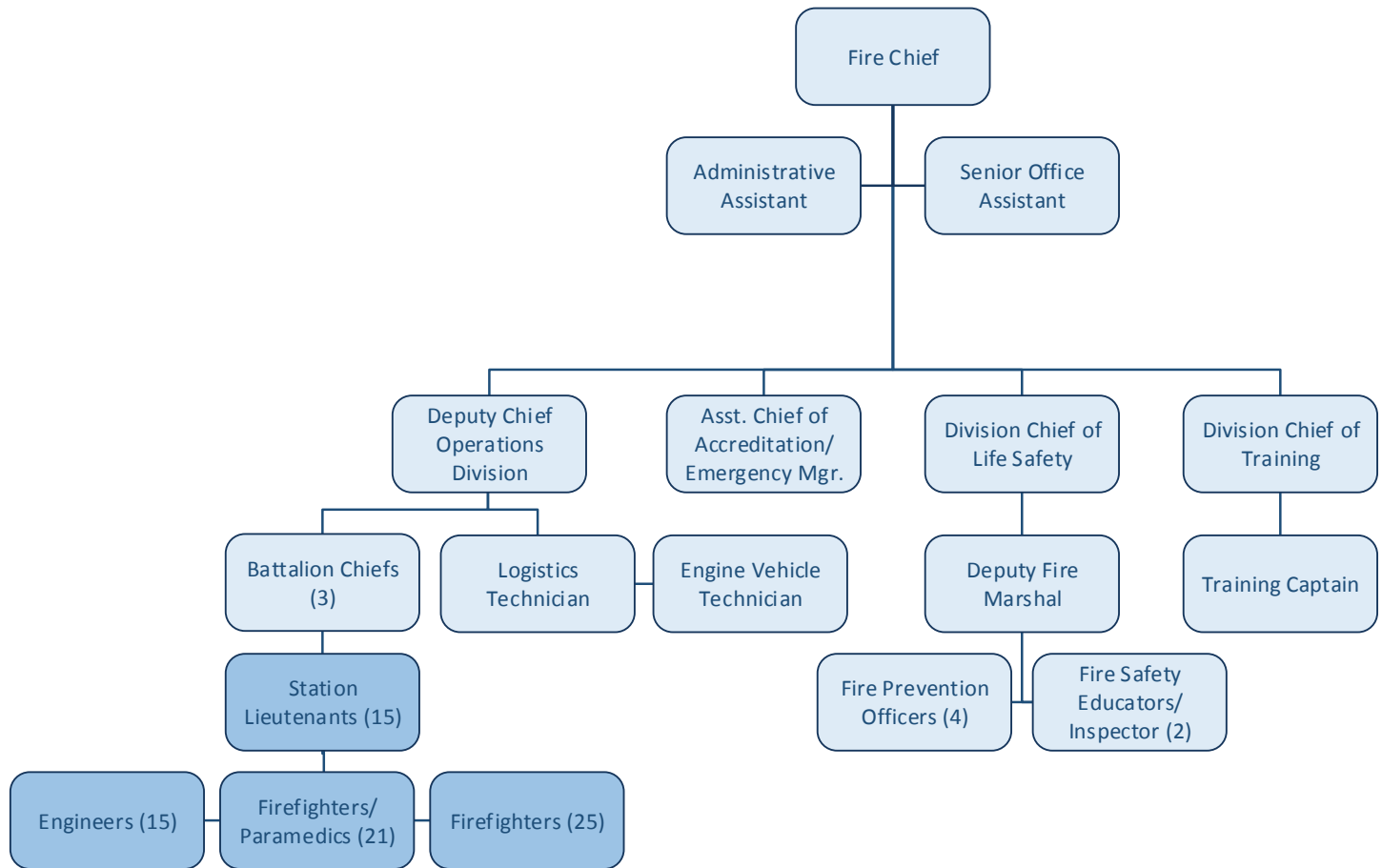
In 2019, the Fire Capital Fund includes amounts for additional equipment for the Emergency Vehicle Technician and the purchase of one vehicle for a Fire Inspector position. Planning in 2020 includes additional equipment for the Emergency Vehicle Technician and the purchase of one vehicle for a Fire Inspector position as well. Continuation of interfund loan payments is also included in these planning years.

Fire and Rescue Department

CRgov.com/fire

Organizational Structure:

The Fire and Rescue Department is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens.



The positions in dark blue represent new personnel requested for 2017. Twelve new personnel are requested for staffing of the new Crystal Valley Fire Station including three Lieutenants, three Engineers, three Firefighters/Paramedics, and three Firefighters.

Fire and Rescue Department

CRgov.com/fire

Fire Capital Fund Summary by Category

The Fire Capital Fund is a Capital Project Fund that accounts for resources and expenditures for the construction, expansion and improvement of fire facilities and other capital needs of the Fire Department. The primary source of revenue in this fund is from development impact fees, which are collected at the time a building permit is issued. The Fire Department maintains the Fire Capital Fund.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 2,919,725 | \$ 3,348,931 | \$ 3,348,931 | \$ 294,786 | -91% |
| Revenues | | | | | |
| Investment Earnings | 13,971 | 12,237 | 14,806 | 2,032 | -86% (1) |
| Impact Fees | 682,469 | 553,282 | 529,504 | 1,032,734 | 95% (2) |
| Transfers In | - | 3,000,000 | 3,000,000 | - | -100% (3) |
| Total Revenues | \$ 696,440 | \$ 3,565,519 | \$ 3,544,310 | \$ 1,034,766 | -71% |
| Expenditures | | | | | |
| Services & Other | 56,080 | 60,175 | 60,175 | 12,000 | -80% (4) |
| Supplies | - | - | - | 289,282 | 100% (5) |
| Capital | 155,361 | 5,036,299 | 5,036,299 | 350,000 | -93% (6) |
| Interfund Loan | - | - | - | 429,265 | 100% (7) |
| Transfers Out | 55,793 | 1,501,981 | 1,501,981 | - | -100% (8) |
| Total Expenditures | \$ 267,234 | \$ 6,598,455 | \$ 6,598,455 | \$ 1,080,547 | -84% |
| Contribution to or (Use of) Fund Balance | 429,206 | (3,032,936) | (3,054,145) | (45,781) | -99% (9) |
| Ending Funds Available | \$ 3,348,931 | \$ 315,995 | \$ 294,786 | \$ 249,005 | -16% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 315,995 | 294,786 | 249,005 | |
| Total Reserves & Internal Designations | | \$ 315,995 | \$ 294,786 | \$ 249,005 | |
| Unobligated Reserves | \$ 3,348,931 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

- (1) Investment earnings generally fluctuate with interest rates and are estimated based on the mid-point of the estimated beginning and ending fund balance amounts
- (2) Impact fee revenue is projected for 700 single family and 634 multi-family homes for 2018, and total commercial square footage of 397,300
- (3) Transfers In reflected a one-time interfund loan from the General Fund for the construction of the new Crystal Valley Ranch Fire Station that will not occur again in 2018
- (4) Lease costs for a Public Safety Training Facility are not planned to occur in 2018 due to a planned facility purchase in 2017
- (5) Supply costs include furnishings for the Crystal Valley Ranch Fire Station that is anticipated to start operations in 2018
- (6) Capital costs in 2018 are lower due to one time construction costs for the Crystal Valley Ranch Fire Station in 2017. Costs in 2018 include equipment for new apparatus ordered in 2017 that will be used at the new Crystal Valley Ranch Fire Station and equipment necessary for the Emergency Vehicle Technician
- (7) Interfund loan expenses include repayment to the General Fund for the 2017 loan for construction of the Crystal Valley Fire Station and for a portion of the 2017 Public Safety Training Facility purchase
- (8) Transfers out expenses reduce in 2018 due to a one time transfer related to the purchase of new apparatus for the Crystal Valley Ranch Fire station that will not recur in 2018
- (9) Changes in fund balance is primarily affected by expenditures associated with the new Crystal Valley Ranch Fire Station project

Development Services Department

CRgov.com/development

The Development Services Department is divided into eight defined customer service areas; Current and Long-Range Planning, Development Plan Review, Zoning Administration, Building Plan Review, Permit Issuance and Inspection activities, Economic Development coordination and implementation activities, and Urban Renewal Authority Administration and Development activities. The department was identified as the lead agent for all Urban Renewal Authority responsibilities following Council adoption of the Urban Renewal Program and the Development Services Director was appointed by Council to serve as the Urban Renewal Authority (URA) Executive Director. The URA budget is adopted separately from the Town of Castle Rock by its governing board.

The Town's namesake, Castle Rock, was initially named Poundcake Rock in 1843 by explorer Lt. John Charles Fremont

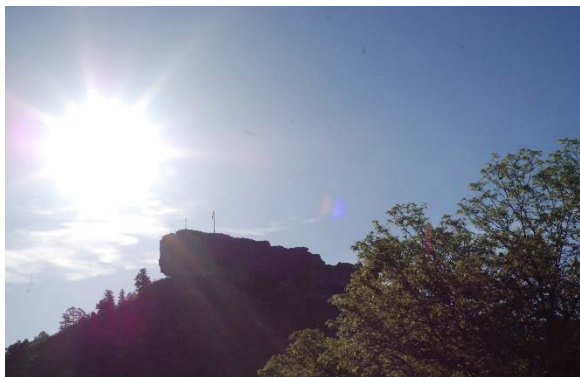
The Development Services Department **Mission Statement** is: *Implementing Community Vision through Development Activities*. The leading department theme is: *We are, first and foremost, a customer service agency*, to emphasize the role to serve the residents of Castle Rock, to assist development community partners with building the community, to serve the Town Council, five Boards and Commissions, as well as the Castle Rock Urban Renewal Authority (CRURA), which is a legally separate entity, who are all supported by the Development Services Department. The General Fund is supported by taxpayers and the Enterprise Fund is supported by fees paid through land development and permit application fees. Under the premise of "development pays for itself" the Enterprise program does not use tax payer money to support development activities.

Development Services Department 2018 Budget Initiatives:

Development Services has two funding sources; the General Fund and the Development Services Enterprise Fund. The Development Services Department's 2018 General Fund budget request is \$609,116 which reflects a 2% increase over the prior year-end estimate. There are no new funding requests included in the General Fund division in 2018.

The Development Services Enterprise Fund's 2018 budget request is \$6,314,864 and reflects a 45% decrease compared to the prior year-end estimate primarily due to the one time Town Hall addition costs occurring in 2017 for Development Services. Actual costs related to the ongoing operations of the Town Hall addition will be monitored beginning in 2017-2018 and will be modified as needed in future budgets. Development Services requests one new Building Inspector that will be hired if core service levels for building inspection activity are not being met. Other significant 2018 budget requests include funding for a fee study totaling \$20,000, addition of GPS to vehicles, and the reclassification of one current Permit Technician position to an Account Technician. Additionally, due to shifting needs related to commercial development activity in Castle Rock, the Development Services Enterprise plans to reduce contract labor expenditures by \$200,000 in 2018.

The General Fund supports all activities related to Long Range Planning, Zoning Administration and Historic Preservation. Long range planning activities include oversight of the Design Review Board, creation and updates of all community master plans and coordination with regional agencies such as the Denver Regional Council of Governments, Douglas County Housing Partnership, Centennial Airport Roundtable and downtown planning including administration of the Downtown Overlay Zone. Zoning



Castle Rock silhouette

Administration activities include oversight of the Board of Zoning Appeals, analysis and recommendations on code changes, enforcement of all code sections, zoning violation investigation and processing, protection of public rights-of-way from illegal messaging, analysis and approval of all business licensing and liquor licensing applications, review and analysis for all development permit applications specific to setback, height, Skyline / Ridgeline and compliance with Council approved Planned Development Plans. Historic Preservation activities include oversight of the Historic Preservation Board, review, analysis and presentation of all Historic Preservation applications, review and analysis of all grants and funding for historic preservation structures and coordination with the Castle Rock Historic Preservation Society to ensure consistency throughout the community.

The Development Services Enterprise Fund supports all development related activities and is funded through development fees. The enterprise is a government-owned business authorized to issue its own revenue bonds, and receiving less than 10 percent of

Development Services Department

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annual revenues in grants from all Colorado State and local Governments combined. The program is engaged in the activities of administration, review, preparation of agreements and taking action on all land use applications such as issuance of construction permits, plan review, conducting field inspections for buildings and public infrastructure improvements, and ensuring public health, safety, and welfare. Given that the enterprise is funded through development fees, the following goals and tasks are critical to the program success.

1. Review of all land use applications including annexations, rezoning, plats, special use permits, variances, site plans, historic area development requests, and extensions.
2. Preparation and administration of agreements pertaining to any land use application including Development Agreements, Subdivision Improvement Agreements, Public Improvement Agreements, and Annexation Agreements.
3. Administrative services including preparation and publishing of public notices, hearings on applications, preparation of meeting packets, and recording secretary duties for public hearings.

Using the Council approved Vision 2020 Plan and Comprehensive Master Plan (in the process of being updated in 2017) as our guiding documents, the Development Services team helps the Town preserve, protect, and enhance the community's quality of life while maintaining its unique character. Through coordination with the Council adopted Economic Development Partnership Program, the Development Services Department is responsible for growing the tax base and creating a quality business environment.

Performance Objectives and Measurable Outcomes:

| Long-Term Organization Vision | Department Objectives | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--------------------------------------|--|------------------------------|-------------------------|------------------|
| Ensure high quality new development. | The Planning Division conducts plan reviews of 3 or more lots within specified timelines that vary based on whether it is first, second or final review. | Achieved – 99% | 99% | 98% |
| | The Planning Division conducts plan reviews of 2 lots or less within specified timelines that vary based on whether it is first, second or final review. | Achieved – 99% | 99% | 98% |
| | The Building Division reviews and responds to all commercial tenant finish plan submittals within 10 business days. | Achieved – 100% | 97% | 98% |
| | The Building Division completes plan reviews, ready for release for all deck and basement finish requests within 5 business days. | Not Achieved – 93% | 97% | 98% |
| | The Building Division reviews and responds to all residential Master Plan submittals within 20 business days. | Achieved – 100% | 94% | 98% |
| | The Building Division conducts site and building inspections within 24 hours of customer request. | Achieved – 100% | 100% | 98% |
| | The Building Division is processing building permits for release within 3 business days after plan approval. | Achieved – 99% | 99% | 98% |
| | Zoning is responding to Code compliance complaints within 2 business days of initial contact. | Achieved – 100% | 100% | 98% |
| | Zoning is completing site visits within 5 business days of response date. | Achieved – 99% | 100% | 95% |
| | Zoning is mailing Notice of Violations within 10 business days of date of site visits. | Achieved – 96% | 100% | 95% |
| | Zoning is resolving Code violations within 30 days of receipt of Notice of Violation mailing. | Not Achieved – 73% | 97% | 80% |
| | Zoning is responding to illegal sign complainants within 24 hours. | Achieved – 100% | 100% | 98% |
| | Zoning is removing illegal temporary signs from public property within 7 business days of initial contact. | Achieved – 100% | 100% | 95% |

Development Services Department

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Performance Objectives and Measurable Outcomes (Continued):

| Long-Term Organization Vision | Department Objectives | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--------------------------------------|---|-----------------------|------------------|-----------|
| Ensure high quality new development. | Zoning is mailing sign Notice of Violations within 10 business days of initial violation. | Achieved – 96% | 100% | 95% |
| | Zoning is reviewing and responding to business license applications for zoning compliance within 7 business days. | Achieved – 99% | 100% | 98% |

Development Services Department Consolidated Financial Information

Bill Detweiler, Development Services Director – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|---------------------------|---------------------|----------------------|----------------------|---------------------|-------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| General Fund | \$ 445,794 | \$ 656,051 | \$ 594,929 | \$ 609,116 | 2% |
| Development Services Fund | 5,599,282 | 11,537,297 | 11,528,539 | 6,314,864 | -45% |
| TOTAL | \$ 6,045,076 | \$ 12,193,348 | \$ 12,123,468 | \$ 6,923,980 | -43% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-----------|
| Personnel | \$ 400,051 | \$ 538,085 | \$ 475,575 | \$ 526,218 | 11% |
| Supplies | 4,331 | 10,126 | 10,126 | 7,199 | -29% |
| Services & Other | 38,765 | 74,915 | 76,303 | 68,574 | -10% |
| Transfers Out | 2,647 | 32,925 | 32,925 | 7,125 | -78% |
| TOTAL FUND | \$ 445,794 | \$ 656,051 | \$ 594,929 | \$ 609,116 | 2% |

Development Services Fund

| | | | | | |
|-------------------|---------------------|----------------------|----------------------|---------------------|-------------|
| Personnel | \$ 3,791,867 | \$ 4,561,547 | \$ 4,562,631 | \$ 5,051,873 | 11% |
| Supplies | 61,206 | 594,818 | 603,141 | 81,812 | -86% |
| Services & Other | 1,379,123 | 1,417,453 | 1,428,187 | 1,069,901 | -25% |
| Capital | 281,065 | 4,818,854 | 4,818,854 | - | -100% |
| Transfers Out | 86,021 | 144,625 | 115,726 | 111,278 | -4% |
| TOTAL FUND | \$ 5,599,282 | \$ 11,537,297 | \$ 11,528,539 | \$ 6,314,864 | -45% |

Employees - FTE

| | | | | | |
|----------------------|-------|-------|-------|-------|----|
| Development Services | 54.20 | 55.20 | 55.10 | 56.10 | 2% |
|----------------------|-------|-------|-------|-------|----|

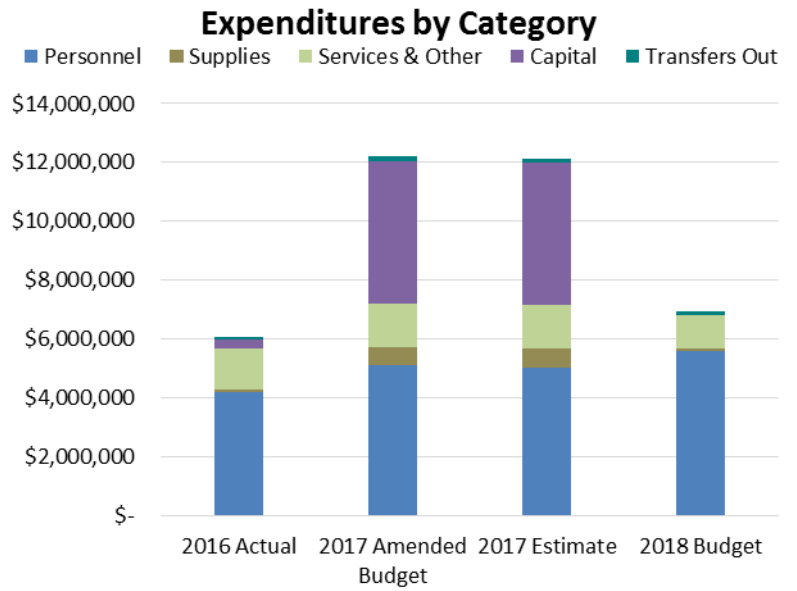
Development Services Department

CRgov.com/development

Money comes from...



Money goes to...



Future Strategic Planning:

The Development Services General Fund area requests to increase funding for Historic Preservation Grants by \$15,000 beginning in 2019 and continuing for future years. The Development Services Enterprise requests to continue funding for an annual fee study, GPS for vehicles, and other position changes occurring as part of the 2018 budget. Additionally, contract labor is expected to reduce by an additional \$200,000 in 2019 related to anticipated needs of development activity in the Town.



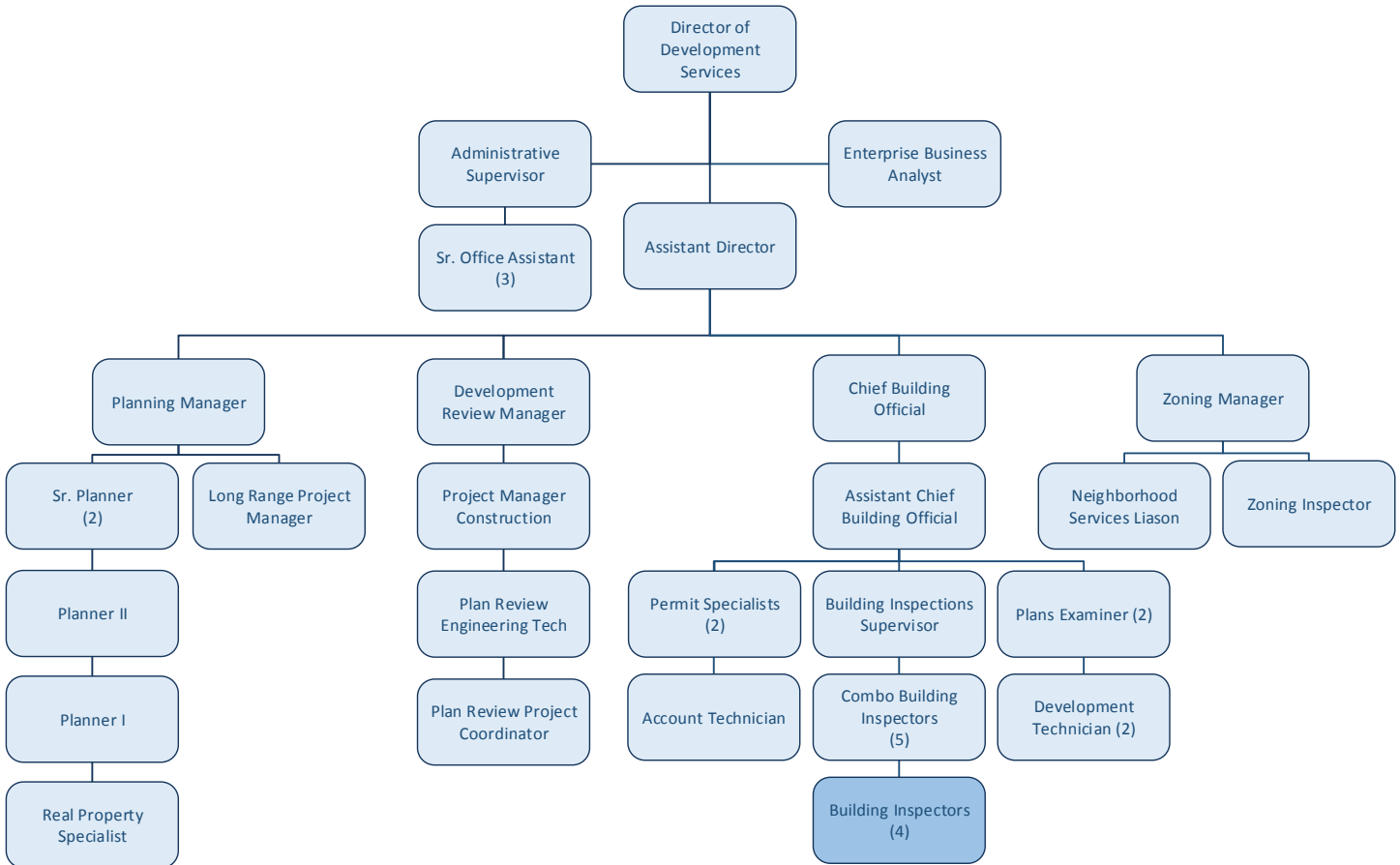
Rendering of existing Town Hall with the Development Services addition

Development Services Department

CRgov.com/development

Organizational Structure:

As illustrated in the diagram below, the Development Services Department is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens.



The position in dark blue represents new personnel requested for 2018, including one Building Inspector that will be hired only if necessary to maintain levels of service associated with development activity

Development Services Department

CRgov.com/development

Development Services Fund Summary by Category

The Development Services Fund accounts for revenues and expenses related to community development within the Town. Primary revenues are from user fees which include building and electrical permits, plan reviews and inspections. The Development Services Department manages this fund along with the Planning & Zoning Division within the General Fund.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 6,673,813 | \$ 7,401,480 | \$ 7,401,480 | \$ 2,544,715 | -66% |
| Revenues | | | | | |
| Licenses & Permits | 4,313,602 | 5,092,205 | 5,120,205 | 5,114,341 | 0% |
| Charges for Service | 1,977,463 | 1,495,493 | 1,519,183 | 1,545,000 | 2% |
| Investment Earnings | 34,859 | 27,050 | 32,386 | 19,466 | -40% (1) |
| Other Revenue | 1,025 | - | - | - | 0% |
| Total Revenues | \$ 6,326,949 | \$ 6,614,748 | \$ 6,671,774 | \$ 6,678,807 | 0% |
| Expenditures | | | | | |
| Personnel | 3,791,867 | 4,561,547 | 4,562,631 | 5,051,873 | 11% (2) |
| Services & Other | 1,379,123 | 1,417,453 | 1,428,187 | 1,069,901 | -25% (3) |
| Supplies | 61,206 | 594,818 | 603,141 | 81,812 | -86% (4) |
| Transfers Out | 86,021 | 144,625 | 115,726 | 111,278 | -4% |
| Total Expenditures (Excluding One-Time) | \$ 5,318,217 | \$ 6,718,443 | \$ 6,709,685 | \$ 6,314,864 | -6% |
| Net Change Excluding One-Time Capital | \$ 1,008,732 | \$ (103,695) | \$ (37,911) | \$ 363,943 | >500% (4) |
| 5 Year CIP (One-Time Expenditures) | 281,065 | 4,818,854 | 4,818,854 | - | -100% (4) |
| Total Expenditures (Including One-Time) | 5,599,282 | 11,537,297 | 11,528,539 | 6,314,864 | -45% |
| Contribution to or (Use of) Fund Balance | 727,667 | (4,922,549) | (4,856,765) | 363,943 | -107% (4) |
| Ending Funds Available | \$ 7,401,480 | \$ 2,478,931 | \$ 2,544,715 | \$ 2,908,658 | 14% |
| Reserves & Internal Designations* | | | | | |
| Revenue Stabilization Reserve | | 1,643,454 | 1,648,491 | 1,550,898 | |
| Total Reserves & Internal Designations | | \$ 1,643,454 | \$ 1,648,491 | \$ 1,550,898 | |
| Unobligated Reserves | \$ 7,401,480 | \$ 835,477 | \$ 896,224 | \$ 1,357,760 | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

(1) Investment earnings generally fluctuate with interest rates and are estimated based on the mid-point of the estimated beginning and ending fund balance amounts

(2) Personnel costs increase related to the addition of one requested Building Inspector position in 2018

(3) The decrease in expenditures is related to a reduction in contract labor needs based on planned development activity as well as one time projects that occurred in 2017

(4) Reduction in 2018 costs due to one time costs included in 2017 associated with the construction and furnishings of the Town Hall addition

Public Works

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The Public Works Department is an internationally accredited agency through the American Public Works Association (APWA). The Department is responsible for planning, design, construction, operation and maintenance of the Town’s public street system. Responsibilities also include coordination of public transit operations and fleet operations, maintenance, and procurement. The Department manages three Funds:

- **Transportation Fund:** Operations and maintenance functions such as the annual Pavement Maintenance Program, snow removal operations, and traffic control, to name just a few, are administered through this fund. Smaller capital improvement projects primarily associated with existing streets are also included in this fund
- **Transportation Capital Fund:** Construction of larger capital improvement projects and equipment purchases primarily associated with increased growth and development are accommodated through this fund
- **Fleet Services Fund:** Purchasing, operating and maintaining, and disposal of the Town’s vehicles and mobile equipment is accomplished through this internal service fund

The Public Works Department maintains more than 600 lane-miles of streets

Public Works 2018 Budget Initiatives:

The Public Works Department total 2018 budget request of \$44.4 million includes a 23% increase from the 2017 year-end estimate. This increase is primarily attributable to increased capital project expenditures for planned street improvements and street reconstruction projects.

The 2018 Transportation Fund proposed budget request is about 16% higher than the 2017 year-end estimate due to the inclusion of additional funds for approved changes to snow duty compensation and the addition of the Meadows Parkway reconstruction project, previously planned for 2017. Expenditures for the Pavement Maintenance Program (PMP) in the Transportation Fund are 43% higher than 2017 due to variability in the rotating planned PMP areas of Town. The Department utilizes the Colorado Construction Cost Index to modify projected program costs and the overall highway construction market has been increasing across the state. Additionally, the program has quantified levels of service (Average Overall Condition Index (OCI) = 70 for low volume streets, and Average OCI = 75 for high volume streets) at which streets are to be maintained, and the maintenance treatments needed to maintain these goals are more substantial in nature compared to previous years. The primary area of focus in 2018 is referred to as the “East PMP” area, which in general includes Founders Village and Castlewood Ranch subdivisions. The Pavement Maintenance Program includes the following maintenance treatment programs to preserve and extend the design life of the Town’s road infrastructure; concrete curb, gutter and sidewalk, asphalt patching, overlay and reconstruction, slurry seal and concrete pavement restoration. Program costs are adjusted annually to account for increases for construction market costs and scope increases to meet program goals. The PMP aligns with Town’s 2020 Vision Statement of providing outstanding community services including police, fire, emergency medical, park, recreation, water, and transportation. The Town’s Strategic Plans identified six core priorities which included providing a safe transportation system and minimizing traffic congestion. This was identified in a 2017 community survey provided by Town residents. The priority of providing a safe transportation system and minimizing traffic congestion areas are addressed by the implementation of the Pavement Maintenance Program.



Completed Improvements at Plum Creek Parkway and Wilcox Street

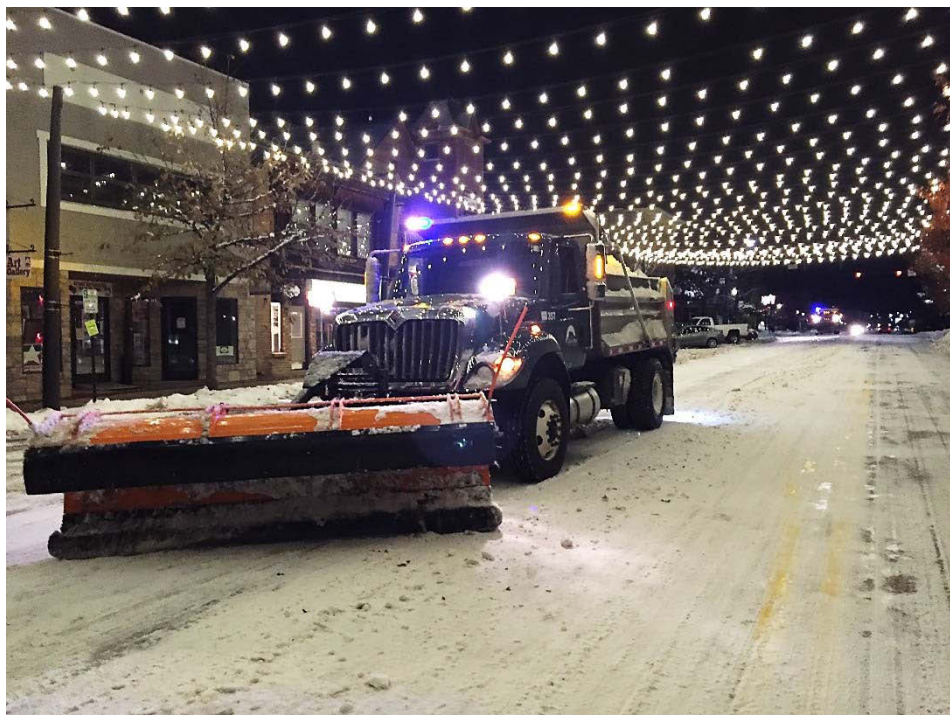
Public Works

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The Transportation Fund has additional increased expenditures for a I-25 interchange feasibility study in the area of the existing Blackfeather Trail overpass, a downtown mobility study, staff training, computer software, new variable message boards and the addition of a Capital Projects Inspector position. Capital expenditures are 48% higher than 2017 due to capital projects planned for the Transportation Fund, which include \$2.4 million for Meadows Parkway reconstruction, \$3.6 million for multiple smaller street reconstructions and \$500,000 for the traffic signal program which includes the addition of two traffic signals. Additional information regarding the Five-Year Capital Improvement Program can be found [here](#).

The 2018 Transportation Capital Fund budget request is 80% higher than the 2017 year-end estimate. This increase is due primarily to the planned construction of multiple capital projects and the availability of additional growth related revenue and the need to accumulate fund balance from 2017 for these projects. Growth related capital projects include \$3.9 million for construction of an expansion to the Service Center, \$4.2 million for construction of improvements a Founders Parkway and Allen Way, \$3.4 million for construction of improvements at Founders Parkway and Crowfoot Valley Road, \$1.1 million for construction of a roundabout at Plum Creek Parkway and Wolfensberger Road and \$640,625 for design of widening work on Plum Creek Parkway. Although expenditures are higher, revenue is also higher due to grant funding planned to be received in 2018 Additional information regarding the Five-Year Capital Improvement Program can be found [here](#).

The Fleet fund provides for planned replacements of existing vehicles, and the addition of new vehicles based on needs of participating departments as authorized. This budgetary planning anticipates the full life cycle of each vehicle and establishes the annual contribution to the fund needed to replace the vehicle at the end of its life cycle. The expenditure budget request is 28% lower than the 2017 year-end estimate. This is primarily due to a planned decrease in the total cost of vehicle purchases in 2018. 2017 purchases included the one-time purchase of significant fire apparatus to equip the new fire station and other replacement needs. The department is scheduled to purchase 29 vehicles and/or pieces of equipment at a total estimated cost of approximately \$3.5 million. Of these, there are 6 new vehicle additions planned for 2018. The remaining 23 vehicles and/or pieces of equipment being replaced have an average age of about 12 years and are at the end of life cycles recommended by industry standards such as American Public Works Association, and individual evaluation. Revenue for planned replacement costs has been accrued from participating departments over the life cycle of the existing vehicle and reserved for replacement expenditure. Some key vehicles scheduled for replacement in 2018 include two fire pumper trucks, a brush truck and 8 police patrol vehicles. Additional information regarding vehicle purchases can be obtained in the Five-Year Capital Improvement Program section [here](#).



Snow Plow during Snow Removal OperationsP

Public Works

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Performance Objectives and Measurable Outcomes:

| Long Term Organization Vision | Department Objectives | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--|---|-----------------------|------------------|-----------|
| Sustaining a safe community & provide outstanding transportation services | Pavement Ride Quality Program - provide good pavement ride quality on Town-owned streets by keeping streets well maintained in a timely manner | | | |
| | Overall Condition Index (OCI) - Primary Streets | 76 | 73 | 75 |
| | Overall Condition Index (OCI) - Secondary Streets | 70 | 71 | 70 |
| | Assess Potholes within 2 business days | 80% | 90% | 95% |
| | Snow and Ice Control Program - make the streets passable and in safe condition following a diverse weather conditions to facilitate emergency service access and vehicular movement throughout the community | | | |
| | Primary streets fully accessible within 8 hours | 90% | 90% | 90% |
| | Secondary streets 1 lane accessible within 8 hours | 95% | 95% | 90% |
| | Downtown cleared within 72 hours | 100% | 100% | 90% |
| | Pavement Markings Program - maintain well defined pavement markings that provide guidance for all roadway users | | | |
| | Repaint every lane line twice per year | 2 | 2 | 2 |
| Mark crosswalks and stop lines at signalized intersections and primary crosswalks near elementary and middle schools once a year | 100% | 100% | 100% | |
| Sustaining a safe community, protect the natural environment, provide outstanding transportation services, and maintain a vibrant downtown | Street Sweeping Program - maintain a healthy environment in the community by keeping streets clear of debris | | | |
| | Sweep all Town streets twice a year | 100% | 100% | 100% |
| | Sweep commercial areas once a month (Seasonal) | 85% | 90% | 100% |
| Protect the natural environment, sustain a safe community, and provide outstanding transportation services | Traffic Signal Operations & Maintenance Program - assist the traveling public in getting them to their destination by minimizing vehicle delays and stops while improving safety | | | |
| | Average number of stops | 0.94 | 0.99 | 1.3 |
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water, and transportation | Vehicle and Equipment Repair Program - provide a one-stop facility for vehicle and equipment maintenance | | | |
| | Vehicle availability rate | 96% | 97% | 95% |

It is not uncommon for objective measures to fluctuate above and below stated goals. This provides the department with an indication of whether the established goals are adequately set. Seasonal variations that occur from year to year create some of these fluctuations around the goals, and current indications are that no major adjustments in either goals or performance standards are necessary. However, the department consistently reviews operating procedures to improve efficiencies when possible.

Public Works

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Public Works Consolidated Financial Information

Bob Goebel, Public Works Director – 100 North Wilcox Street, Castle Rock, CO 80104

| | 2017 Amended | | | | % Incr./ Decr. from 2017 Est. |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
| | 2016 Actual | Budget | 2017 Estimate | 2018 Budget | |
| Transportation Fund | \$ 29,131,125 | \$ 21,532,670 | \$ 21,340,363 | \$ 24,701,461 | 16% |
| Transportation Capital Projects Fund | 16,761,113 | 9,886,112 | 8,317,708 | 15,012,351 | 80% |
| Fleet Services Fund | 3,598,217 | 6,578,658 | 6,439,127 | 4,652,922 | -28% |
| TOTAL | \$ 49,490,455 | \$ 37,997,440 | \$ 36,097,198 | \$ 44,366,734 | 23% |

Expenditures by Fund and Function

Transportation Fund

| | | | | | |
|-------------------|----------------------|----------------------|----------------------|----------------------|------------|
| Personnel | \$ 3,173,268 | \$ 3,961,810 | \$ 3,755,974 | \$ 4,323,822 | 15% |
| Supplies | 614,651 | 676,415 | 677,619 | 643,898 | -5% |
| Services & Other | 11,225,298 | 12,130,236 | 10,867,561 | 11,055,060 | 2% |
| Capital | 1,658,143 | 3,386,054 | 4,661,054 | 6,899,768 | 48% |
| Debt & Financing | 10,281,485 | 296,700 | 296,700 | 395,700 | 33% |
| Transfers Out | 2,178,280 | 1,081,455 | 1,081,455 | 1,383,213 | 28% |
| TOTAL FUND | \$ 29,131,125 | \$ 21,532,670 | \$ 21,340,363 | \$ 24,701,461 | 16% |

Transportation Capital Projects Fund

| | | | | | |
|-------------------|----------------------|---------------------|---------------------|----------------------|------------|
| Personnel | \$ 115,938 | \$ - | \$ 49,423 | \$ - | -100% |
| Supplies | 7,594 | - | - | - | 0% |
| Services & Other | 35,040 | - | - | - | 0% |
| Capital | 14,677,953 | 5,818,494 | 4,200,367 | 13,661,513 | 225% |
| Debt & Financing | 872,088 | 1,353,150 | 1,353,450 | 1,350,838 | 0% |
| Transfers Out | 1,052,500 | 2,714,468 | 2,714,468 | - | -100% |
| TOTAL FUND | \$ 16,761,113 | \$ 9,886,112 | \$ 8,317,708 | \$ 15,012,351 | 80% |

Fleet Services Fund

| | | | | | |
|-------------------|------------------|---------------------|---------------------|---------------------|-------------|
| Personnel | \$ 494,491 | \$ 517,115 | \$ 523,913 | \$ 630,507 | 20% |
| Supplies | 364,077 | 275,717 | 275,752 | 301,008 | 9% |
| Services & Other | 163,900 | 161,302 | 164,938 | 185,674 | 13% |
| Capital | 2,564,382 | 5,613,375 | 5,463,375 | 3,522,614 | -36% |
| Transfers Out | 11,367 | 11,149 | 11,149 | 13,119 | 18% |
| TOTAL FUND | 3,598,217 | \$ 6,578,658 | \$ 6,439,127 | \$ 4,652,922 | -28% |

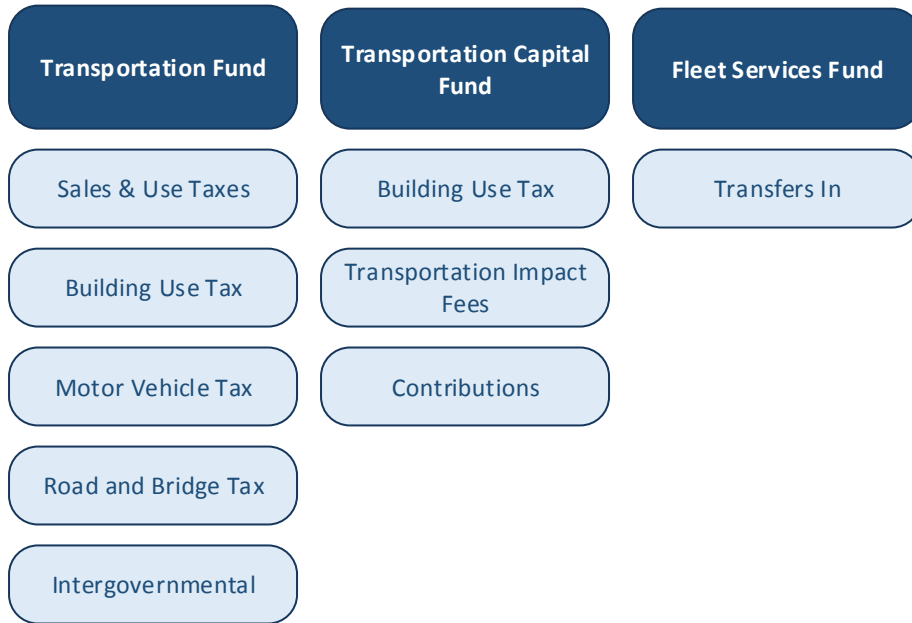
Employees - FTE

| | | | | | |
|-----------------------------|-------|-------|-------|-------|-------|
| Transportation Fund | 36.45 | 41.45 | 40.45 | 41.45 | 2% |
| Transportation Capital Fund | 1.00 | - | 1.00 | - | -100% |
| Fleet Services Fund | 6.00 | 6.00 | 6.00 | 7.00 | 17% |
| Transportation | 43.45 | 47.45 | 47.45 | 48.45 | 2% |

Public Works

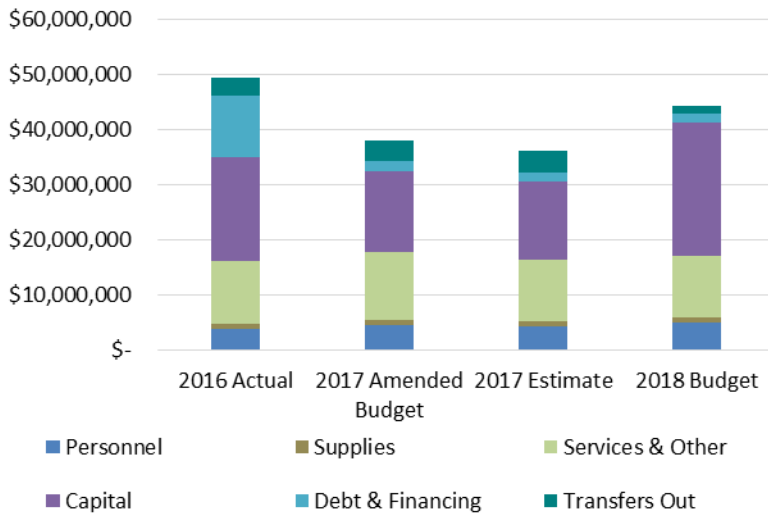
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Money comes from...



Money goes to...

Expenditures by Category



Public Works

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Future Strategic Planning:

Significant expenditures planned in the Transportation Fund for 2019 include a continuation of the Annual Pavement Maintenance Program and corresponding street reconstruction projects, with \$8.7 million planned for the PMP and a total of approximately \$4.2 million for various street reconstructions. Significant capital projects in the Transportation Fund include \$800,000 for improvements in the Craig and Gould neighborhood and \$250,000 for construction of a new traffic signal.

Transportation Capital Fund projects planned in 2019 include \$2.4 million for construction of additional lanes on Plum Creek Parkway, construction of a roundabout at Plum Creek Parkway and Gilbert Street and design of widening work on Plum Creek Parkway west of I-25.

Projects planned in the Transportation Fund for 2020 include \$8.2 million for the Pavement Maintenance Program, \$1.7 million for street reconstructions, and \$3.1 million for construction of improvements in the Craig and Gould North neighborhood, in coordination with work planned by Castle Rock Water.

Transportation Capital Fund projects planned for 2020 include \$537,500 for design of the 5th Street widening project and \$2.6 million for construction of additional lanes on Plum Creek Parkway west of I-25.

The following table summarizes the planned vehicle purchases within the Fleet Fund for 2019 and 2020:

| | 2019 | 2020 |
|----------------------------------|--------------|--------------|
| Number of Vehicles and Equipment | 47 | 40 |
| Estimated Total Cost | \$ 2,656,227 | \$ 2,833,977 |

Discussion of Public Works Department Reserves and Designations:

Transportation Fund

- Revenue Stabilization Reserve: Some revenue categories are variable, this reserve category has been developed to provide necessary funds, in the event of an unplanned loss of regularly occurring revenue, which funds operations.
- Catastrophic Events Reserve: This reserve includes funds intended for emergency repairs or replacements in response to catastrophic events.

Transportation Capital Fund

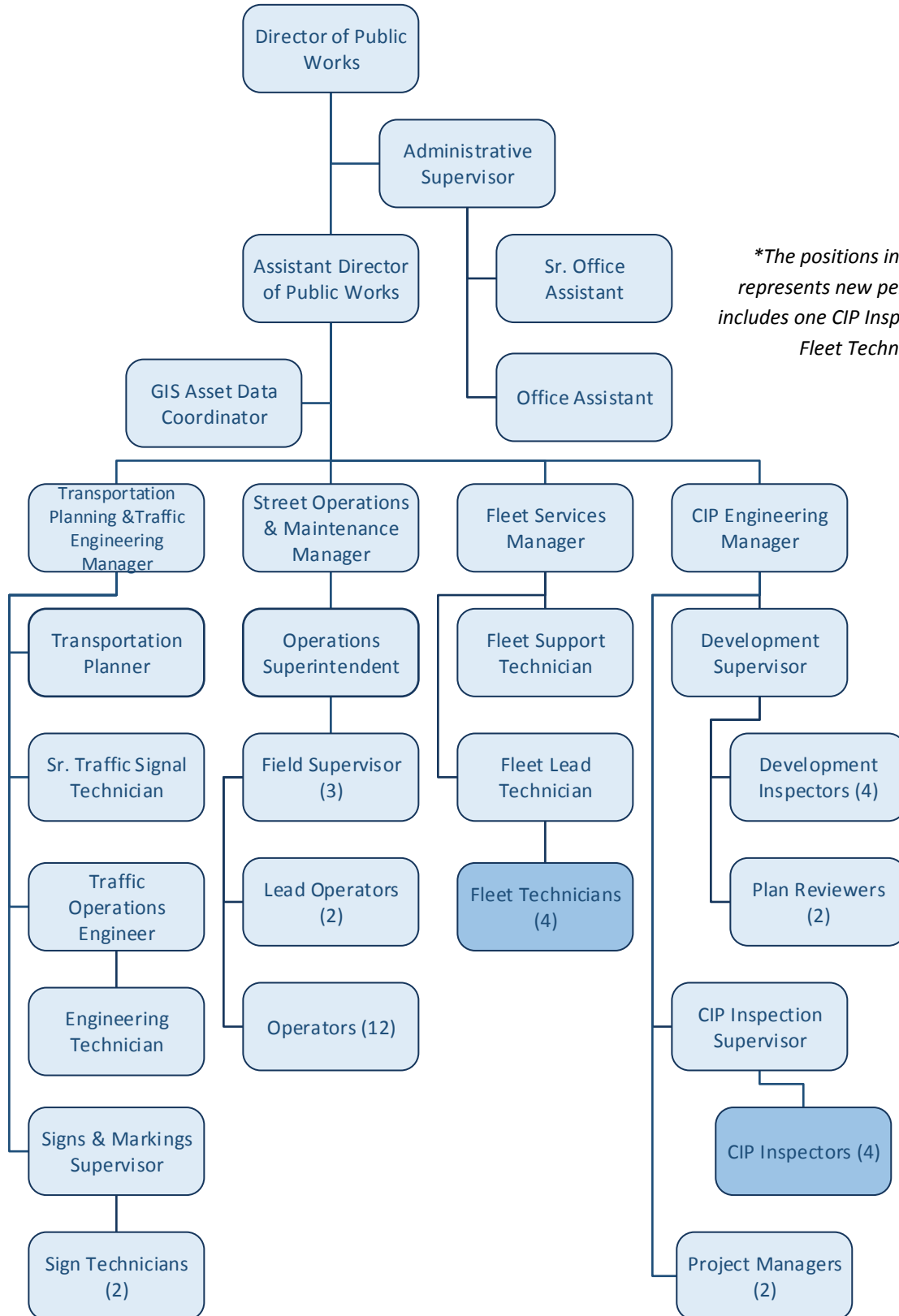
- Capital Reserve: Includes the accumulation of funds for future project expenditures related to North Meadows Drive Widening (\$250,000 per year) and Crystal Valley Parkway Interchange (\$500,000 per year beginning in 2018).

Public Works

CRgov.com/publicworks

Organizational Structure:

As illustrated in the diagram below, the Public Works Department is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens.



**The positions in dark blue represents new personnel and includes one CIP Inspector and one Fleet Technician*

Public Works

CRgov.com/publicworks
Transportation Fund Summary by Category

The Transportation Fund is a Special Revenue Fund, managed by the Public Works Department, that accounts for the accumulation of financial resources and expenditures for the construction, acquisition, installation, repair and maintenance of streets, bridges, sidewalks, and public transit. This fund also accounts for the acquisition of easements and right-of-ways, development of transportation facilities and operations of the department responsible for the construction and maintenance of such facilities.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|----------------------|------------------------|---------------------------|----------------------|----------------------------------|
| Beginning Fund Balance | \$ 4,393,333 | \$ 5,264,249 | \$ 5,264,249 | \$ 5,745,648 | 9% |
| Revenues | | | | | |
| Taxes | 17,154,669 | 17,944,467 | 18,411,196 | 19,545,393 | 6% |
| Intergovernmental | 3,694,264 | 4,430,016 | 3,097,016 | 4,469,648 | 44% (1) |
| Charges for Service | 9,860 | 3,000 | 6,690 | 7,000 | 5% |
| Investment Earnings | 17,077 | 20,135 | 21,996 | 27,321 | 24% |
| Contributions & Donations | 231,070 | 191,000 | 282,590 | 6,000 | -98% (2) |
| Debt & Financing Revenue | 8,794,503 | - | - | - | 0% |
| Other Revenue | 100,598 | 1,200 | 2,274 | 1,200 | -47% |
| Total Revenues | \$ 30,002,041 | \$ 22,589,818 | \$ 21,821,762 | \$ 24,056,562 | 10% |
| Expenditures | | | | | |
| Personnel | 3,173,268 | 3,961,810 | 3,755,974 | 4,323,822 | 15% (3) |
| Services & Other | 11,225,298 | 12,130,236 | 10,867,561 | 11,055,060 | 2% |
| Supplies | 614,651 | 676,415 | 677,619 | 643,898 | -5% |
| Capital | 31,598 | 69,955 | 69,955 | 32,000 | -54% (4) |
| Debt & Financing | 10,281,485 | 296,700 | 296,700 | 395,700 | 33% (5) |
| Transfers Out | 2,178,280 | 1,081,455 | 1,081,455 | 1,383,213 | 28% (6) |
| Total Expenditures (Excluding One-Time) | \$ 27,504,580 | \$ 18,216,571 | \$ 16,749,264 | \$ 17,833,693 | 6% |
| Net Change Excluding One-Time Capital | \$ 2,497,461 | \$ 4,373,247 | \$ 5,072,498 | \$ 6,222,869 | 23% (7) |
| 5 Year CIP (One-Time Expenditures) | 1,626,545 | 3,316,099 | 4,591,099 | 6,867,768 | 50% (7) |
| Contribution to or (Use of) Fund Balance | 870,916 | 1,057,148 | 481,399 | (644,899) | -234% (7) |
| Total Expenditures (Including One-Time) | 29,131,125 | 21,532,670 | 21,340,363 | 24,701,461 | 16% |
| Ending Funds Available | \$ 5,264,249 | \$ 6,321,397 | \$ 5,745,648 | \$ 5,100,749 | -11% |
| Reserves & Internal Designations* | | | | | |
| Revenue Stabilization Reserve | | 298,638 | 298,638 | 319,663 | |
| Catastrophic Events Reserve | | 1,629,227 | 1,629,227 | 1,645,519 | |
| Total Reserves & Internal Designations | | \$ 1,927,865 | \$ 1,927,865 | \$ 1,965,182 | |
| Unobligated Reserves | \$ 5,264,249 | \$ 4,393,532 | \$ 3,817,783 | \$ 3,135,567 | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

- (1) Intergovernmental increases due to a \$1.3 million federal grant for Meadows Parkway reconstruction
- (2) Contributions and Donations decreases due to a one time developer contribution included in 2017 for traffic signal construction
- (3) Increase in personnel is due to the addition of a CIP inspector position and funds for approved snow program changes
- (4) Capital decreases in 2018 due to the one time purchase of fleet shop fans and an ice breaker in 2017
- (5) The Debt category increases due to principal payments beginning on the Series 2016 Transportation Bonds
- (6) The increase in Transfers Out is due to a one time planned transfer to the Transportation Capital Fund for capital projects
- (7) 5 Year CIP Increases due to increased planned capital project expenditures related to various street reconstructions

Public Works

Transportation Capital Projects Fund Summary by Category

The Transportation Capital Projects Fund is a Capital Project Fund that accounts for the resources and expenditures for the construction of new transportation projects which accommodate growth in the Castle Rock area. The Transportation Capital Projects Fund is managed by the Public Works Department.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|----------------------|------------------------|---------------------------|----------------------|----------------------------------|
| Beginning Fund Balance | \$ 14,784,596 | \$ 5,021,489 | \$ 5,021,489 | \$ 3,306,874 | -34% |
| Revenues | | | | | |
| Taxes | 1,912,655 | 1,672,548 | 2,122,876 | 2,253,544 | 6% |
| Intergovernmental | - | 269,000 | 269,000 | 1,447,000 | 438% (1) |
| Investment Earnings | 116,460 | 22,377 | 22,377 | 82,362 | 268% (2) |
| Impact Fees | 3,246,878 | 3,052,349 | 2,937,990 | 6,712,613 | 128% (3) |
| Contributions & Donations | 578,344 | 577,333 | 827,333 | 2,459,333 | 197% (4) |
| Transfers In | 1,143,555 | 423,517 | 423,517 | 200,000 | -53% (5) |
| Other Revenue | 114 | - | - | - | 0% |
| Total Revenues | \$ 6,998,006 | \$ 6,017,124 | \$ 6,603,093 | \$ 13,154,852 | 99% |
| Expenditures | | | | | |
| Personnel | 115,938 | - | 49,423 | - | -100% (6) |
| Services & Other | 35,040 | - | - | - | 0% |
| Supplies | 7,594 | - | - | - | 0% |
| Capital | 14,677,953 | 5,818,494 | 4,200,367 | 13,661,513 | 225% (7) |
| Debt & Financing | 872,088 | 1,353,150 | 1,353,450 | 1,350,838 | 0% |
| Interfund Loan | 1,052,500 | 2,537,500 | 2,537,500 | - | -100% (8) |
| Transfers Out | - | 176,968 | 176,968 | - | -100% (9) |
| Total Expenditures | \$ 16,761,113 | \$ 9,886,112 | \$ 8,317,708 | \$ 15,012,351 | 80% (7) |
| Contribution to or (Use of) Fund Balance | (9,763,107) | (3,868,988) | (1,714,615) | (1,857,499) | 8% |
| Ending Funds Available | \$ 5,021,489 | \$ 1,152,501 | \$ 3,306,874 | \$ 1,449,375 | -56% (7) |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 652,501 | 2,806,874 | 199,375 | |
| Capital Reserve | | 500,000 | 500,000 | 1,250,000 | |
| Total Reserves & Internal Designations | | \$ 1,152,501 | \$ 3,306,874 | \$ 1,449,375 | |
| Unobligated Reserves | \$ 5,021,489 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

- (1) Intergovernmental increases is due to a federal pass-through grant planned to be received for improvements at Highway 86 and Allen Way
- (2) Investment earnings generally fluctuate with interest rates and fund balance
- (3) Impact fee revenue is projected for 700 single family and 634 multi-family homes for 2018, and total commercial square footage of 397,300
- (4) Contributions and Donations increases due to a one time contribution from CDOT for improvements at Founders and Crowfoot
- (5) Transfers In decreases due to a one time transfer from the Municipal Facilities Capital Fund in 2017
- (6) Personnel decreases due to the elimination of a Project Manager position for the North Meadows Extension project
- (7) The change in capital and fund balance is due to planned construction of multiple capital projects in 2018
- (8) Decrease is due to a 2017 payoff of an interfund loan from the Water fund to fund the North Meadows Extension project
- (9) Transfers Out decreases due to a one time purchase of a bucket truck in 2017 for the Traffic Signal Technician position

Public Works

Fleet Services Fund Summary by Category

The Fleet Fund is an Internal Service Fund that accounts for centralized acquisition and maintenance of Town owned vehicles. Operations and vehicle replacements are funded by charges to user departments. Funds are accumulated over time in order to pay for vehicle purchases. The Fleet Services Fund is managed by the Public Works Department.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 2,572,357 | \$ 2,740,562 | \$ 2,740,562 | \$ 1,971,788 | -28% |
| Revenues | | | | | |
| Charges for Service | 3,294,703 | 3,398,784 | 3,398,784 | 3,895,331 | 15% (1) |
| Investment Earnings | 7,901 | 2,731 | 3,762 | 6,404 | 70% |
| Transfers In | 239,480 | 2,028,550 | 2,028,550 | 635,700 | -69% (2) |
| Other Revenue | 224,338 | 239,257 | 239,257 | 206,219 | -14% (3) |
| Total Revenues | \$ 3,766,422 | \$ 5,669,322 | \$ 5,670,353 | \$ 4,743,654 | -16% |
| Expenditures | | | | | |
| Personnel | 494,491 | 517,115 | 523,913 | 630,507 | 20% (4) |
| Services & Other | 163,900 | 161,302 | 164,938 | 185,674 | 13% (5) |
| Supplies | 364,077 | 275,717 | 275,752 | 301,008 | 9% |
| Transfers Out | 11,367 | 11,149 | 11,149 | 13,119 | 18% |
| Total Expenditures (Excluding One-Time) | \$ 1,033,835 | \$ 965,283 | \$ 975,752 | \$ 1,130,308 | 16% |
| Net Change Excluding One-Time Capital | \$ 2,732,587 | \$ 4,704,039 | \$ 4,694,601 | \$ 3,613,346 | -23% (2) |
| 5 Year CIP (One-Time Expenditures) | 2,564,382 | 5,613,375 | 5,463,375 | 3,522,614 | -36% (6) |
| Total Expenditures (Including One-Time) | 3,598,217 | 6,578,658 | 6,439,127 | 4,652,922 | -28% |
| Contribution to or (Use of) Fund Balance | 168,205 | (909,336) | (768,774) | 90,732 | -112% (6) |
| Ending Funds Available | \$ 2,740,562 | \$ 1,831,226 | \$ 1,971,788 | \$ 2,062,520 | 5% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 1,831,226 | 1,971,788 | 2,062,520 | |
| Total Reserves & Internal Designations | | \$ 1,831,226 | \$ 1,971,788 | \$ 2,062,520 | |
| Unobligated Reserves | \$ 2,740,562 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

- (1) Charges for service increases due to increased vehicle replacement contributions, primarily for significant fire apparatus purchases in 2017
- (2) Transfers in decreases due to one time transfers in 2017 from the General Fund to accommodate purchase of fire apparatus for the new Crystal Valley Fire Station
- (3) Other revenue decreases due to planned decreased salvage vehicle sales
- (4) Personnel increases due to the addition of a Fleet Technician position in 2018
- (5) Services & Other increases due to the allocation of additional cross departmental services
- (6) Change is due to the purchase of fire apparatus in 2017 for the new Crystal Valley Fire Station

Parks and Recreation Department

CRgov.com/parksandrec

The Parks and Recreation Department operates in several funds including the General Fund – Parks Division, Conservation Trust Fund, Parks and Recreation Capital Fund, Golf Course Fund and Community Center Fund, which includes the Miller Activity Complex (MAC). The mission and vision of the Parks and Recreation Department are:

Mission Statement: *Enhance the quality of life and well-being of the citizens of Castle Rock by acquiring and developing parks, trails, preserving open space, and offering quality programs and facilities designed to meet the needs of the community.*

Vision Statement: *As the Town of Castle Rock's population continues to grow, so does the demand for more parks, recreation programs and facilities, golf opportunities, interconnected trails and a need to set aside greater amounts of open space. To address these challenges, the department will make the public a partner, streamline operations to make them more efficient and service-oriented, maximize the use of alternative funding sources and place an increased emphasis on seeking opportunities for regional and local cooperation.*

In 2016, the Community Center had 295,264 paid admissions and the MAC had 107,234 paid admissions, totaling 402,498 for the year

Parks and Recreation 2018 Budget Initiatives:

In total, the Parks and Recreation Department has a combined 2017 budget request of \$21,168,136. This is a decrease of 13% as compared to the 2017 year-end estimate. The Parks and Recreation Department consists of five separate areas that are discussed in more detail below.

The General Fund Parks Division has a 2018 budget request totaling \$6,648,004 which represents a 52% increase from the 2017 year-end estimate. This division includes costs for general administration, capital projects and maintenance for parks, open space and trails. The primary reason for the 2018 increase is to extend the East Plum Creek Trail towards Crystal Valley Ranch. The estimated cost for this project is \$2 million, of which, \$1 million will be reimbursed by a Great Outdoors Colorado (GOCO) grant. Other requests in 2018 include costs related to the Gold Medal Award application process, operating expenses related to the renovated Festival Park, and other operating costs. Additionally, in coordination with Douglas County, Parker, Lone Tree and Castle Pines, the Town has allocated \$207,000 in the General Fund Parks Division in 2018 to help fund recreational opportunities as the Reuter-Hess Reservoir, splitting costs with the Parks Capital Fund.

The Conservation Trust Fund budget request is 158% higher than the 2017 year-end estimate with a total budget request of \$842,256 for 2018. This change is due to an allocation of \$600,000 for annual for park improvements. These improvements will be funded by the Douglas County Open Space Shareback program and with Colorado Lottery proceeds. Necessary improvements will be determined annually and may include playground replacement, court/field improvements, and pavilion improvements.

The Parks and Recreation Capital Fund includes a 2018 budget request of \$3,635,862, a decrease of 60% as compared to the 2017 year-end estimate. This reduction is primarily due to the one-time improvements to Festival Park in 2017. Construction of a new neighborhood park is planned in 2018 for an estimated total of \$2 million. Expenditures in this fund also include total debt service of \$1,428,862 in 2018 for the 2013 Certificates of Participation and repayment of interfund loans.

The Golf Course Fund includes a 2018 budget request of \$3,097,036, a decrease of 10% as compared to the 2017 year-end estimate, primarily due to one-time capital expenditures occurring in 2017. The requested budget also includes accommodation for the State of Colorado minimum wage increase and additional cleaning supplies.

The Community Center Fund has a 2018 budget request of \$6,944,978, representing no significant change from the 2017 year-end estimate. Projects included in the requested budget include the \$160,000 to replace the Butterfield pool boiler and \$125,000 for the addition of a boarding system at the MAC. An additional Aquatics Specialist position is also requested for 2018 along with increased contract labor for programming in the Fitness and Cultural Arts divisions.

The Parks and Recreation Department also oversees the Towns Special Events functions. The Special Events budget is part of the Philip S. Miller Trust Fund. Special Events activities includes the Celebration Concert Series, Season of the Star events, Western Heritage Welcome, and Downtown After 5.

Parks and Recreation Department

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Performance Objectives and Measurable Outcomes:

| Long-Term Organization Vision | Department Objective | 2016 Outcome Attained | 2017 YTD Outcome | 2018 Goal |
|--|---|---|--|--|
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation | The Recreation Division will provide 2 square feet of recreational facilities per 1,000 population | Achieved | Achieved | To achieve stated objective |
| | The Recreation Division will provide an above average satisfaction level of all facilities and programs 90% of the time | Achieved | Achieved | 90% or higher |
| | The Recreation Division will provide recreational classes and programs that the community desires by identifying desirability as a waiting list or being at capacity 90% of the time | Achieved | Achieved | 90% or higher |
| | The Golf Division will provide an above average customer satisfaction level 90% of the time to approximately 38,000 player rounds annually | Achieved | Achieved | 90% |
| | In the Golf Division, golfers will be able to play a round of golf in 4 ½ hours 90% of the time | Achieved | Achieved | 90% |
| | The Golf Division will increase their program participation (junior golf, men’s club, ladies club and leagues) by 5% each year in order to provide additional opportunities for the community to participate in golf activities | Achieved | Trending at 10% increase over 2016 YTD | 5% |
| | Parks to provide and maintain 5-acres of developed parks per 1,000 population | 5.7 acres/1,000 developed parks for active parks | 5.8 Acres/1,000 developed parks | 5 acres/1,000 developed for active parks |
| | Parks to connect neighborhoods, schools and parks with trails throughout the community by constructing an average of .5 miles of trail or sidewalks annually | Connected Philip S. Miller Park and Ridgeline Open Space with Wolfensberger Pedestrian Bridge | In process of completing trail connections from Tabor Court and Ridge Road to the Mitchell Creek Trail in Founders Village and completing design for two mile Plum Creek Trail extension | Begin construction on the extension on the East Plum Creek Trail |
| | Parks to ensure a minimum of 20% of the total land area of the Town of Castle Rock is preserved as Open Space | 25% | 25% as of July | At least 27% |
| | Parks to provide services with an above average satisfaction level 90% of the time | Achieved | Achieved | 90% |

Parks and Recreation Department

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Parks and Recreation Department Consolidated Financial Information

Jeff Brauer, Parks and Recreation Director – 1375 W. Plum Creek Parkway, Castle Rock, CO 80109

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|
| General Fund | \$ 4,432,874 | \$ 4,403,688 | \$ 4,381,719 | \$ 6,648,004 | 52% |
| Conservation Trust Fund | 1,213,401 | 326,834 | 326,834 | 842,256 | 158% |
| Parks & Recreation Capital Fund | 3,003,221 | 9,099,168 | 9,099,168 | 3,635,862 | -60% |
| Golf Course Fund | 3,749,623 | 3,476,521 | 3,445,202 | 3,097,036 | -10% |
| Community Center Fund | 7,654,859 | 7,034,785 | 6,961,215 | 6,944,978 | 0% |
| TOTAL | \$ 20,053,978 | \$ 24,340,996 | \$ 24,214,138 | \$ 21,168,136 | -13% |

Expenditures by Fund and Function

General Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|------------|
| Personnel | \$ 1,977,458 | \$ 2,137,271 | \$ 2,115,302 | \$ 2,230,998 | 5% |
| Supplies | 378,001 | 340,362 | 340,362 | 347,524 | 2% |
| Services & Other | 1,542,572 | 1,338,591 | 1,338,591 | 1,789,963 | 34% |
| Capital | 307,976 | 364,686 | 364,686 | 2,005,000 | 450% |
| Transfers Out | 226,867 | 222,778 | 222,778 | 274,519 | 23% |
| TOTAL FUND | \$ 4,432,874 | \$ 4,403,688 | \$ 4,381,719 | \$ 6,648,004 | 52% |

Conservation Trust Fund

| | | | | | |
|-------------------|---------------------|-------------------|-------------------|-------------------|-------------|
| Personnel | \$ - | \$ 85,334 | \$ 85,334 | \$ 89,756 | 5% |
| Supplies | 6,389 | 74,500 | 74,500 | 107,500 | 44% |
| Services & Other | 158,858 | - | - | 45,000 | 100% |
| Capital | 86,054 | 167,000 | 167,000 | 600,000 | 259% |
| Transfers Out | 962,100 | - | - | - | 0% |
| TOTAL FUND | \$ 1,213,401 | \$ 326,834 | \$ 326,834 | \$ 842,256 | 158% |

Parks & Recreation Capital Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Supplies | \$ 4,435 | \$ - | \$ - | \$ - | 0% |
| Services & Other | 16,814 | - | - | 207,000 | 100% |
| Capital | 1,528,009 | 6,187,705 | 6,187,705 | 2,000,000 | -68% |
| Debt & Financing | 711,963 | 709,963 | 709,963 | 707,862 | 0% |
| Transfers Out | 742,000 | 2,201,500 | 2,201,500 | 721,000 | -67% |
| TOTAL FUND | \$ 3,003,221 | \$ 9,099,168 | \$ 9,099,168 | \$ 3,635,862 | -60% |

Golf Course Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Personnel | \$ 1,198,920 | \$ 1,273,192 | \$ 1,277,577 | \$ 1,298,991 | 2% |
| Supplies | 548,785 | 543,800 | 541,170 | 544,743 | 1% |
| Services & Other | 586,321 | 611,587 | 578,513 | 589,452 | 2% |
| Capital | 781,293 | 383,450 | 383,450 | - | -100% |
| Debt & Financing | 624,104 | 654,238 | 654,238 | 653,799 | 0% |
| Transfers Out | 10,200 | 10,254 | 10,254 | 10,051 | -2% |
| TOTAL FUND | \$ 3,749,623 | \$ 3,476,521 | \$ 3,445,202 | \$ 3,097,036 | -10% |

Parks and Recreation Department

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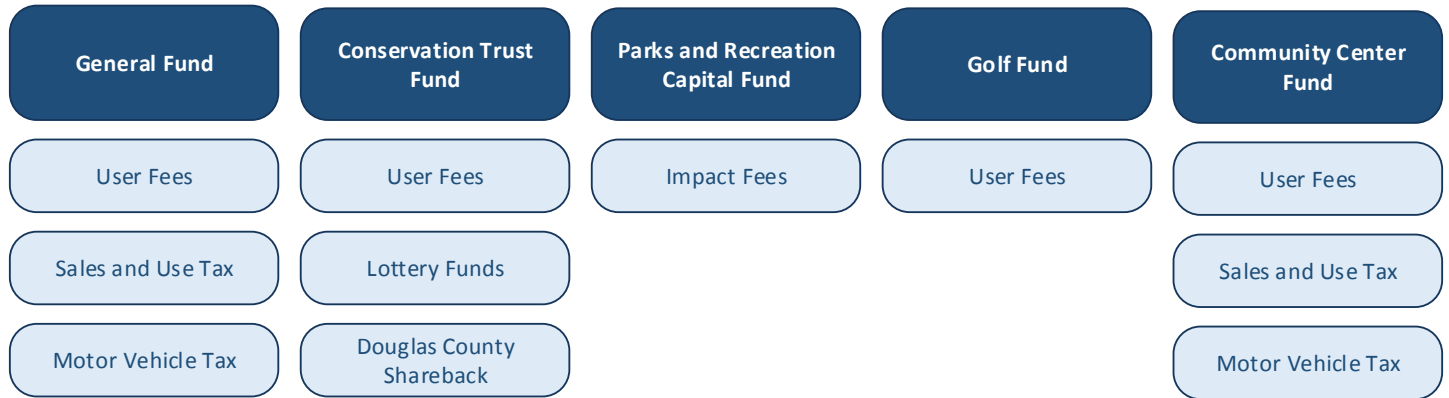
Parks and Recreation Department Consolidated Financial Information (Continued)

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| Community Center Fund | | | | | |
| Personnel | \$ 3,477,093 | \$ 3,796,840 | \$ 3,743,229 | \$ 3,838,839 | 3% |
| Supplies | 594,095 | 507,387 | 509,571 | 524,865 | 3% |
| Services & Other | 2,190,208 | 2,222,310 | 2,200,167 | 2,197,413 | 0% |
| Capital | 1,233,792 | 355,000 | 355,000 | 285,000 | -20% |
| Debt & Financing | 61,504 | - | - | - | 0% |
| Transfers Out | 98,167 | 153,248 | 153,248 | 98,861 | -35% |
| TOTAL FUND | \$ 7,654,859 | \$ 7,034,785 | \$ 6,961,215 | \$ 6,944,978 | 0% |

Employees - FTE

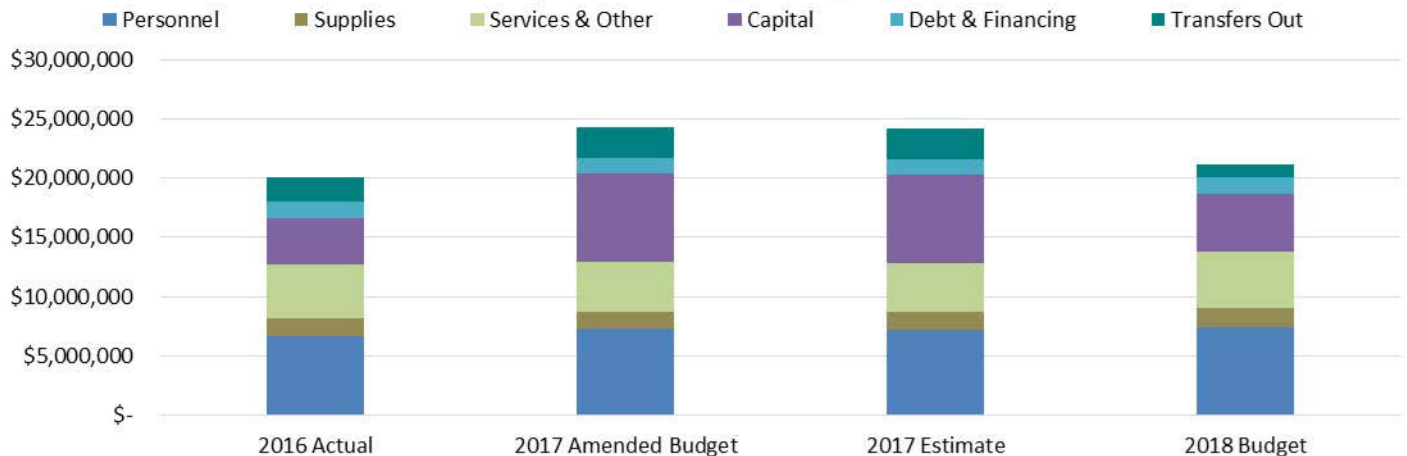
| | | | | | |
|-----------------------|-------|-------|-------|-------|----|
| General Fund - Parks | 22.78 | 23.53 | 23.53 | 23.53 | 0% |
| Golf Course Fund | 9.30 | 9.30 | 9.30 | 9.30 | 0% |
| Community Center Fund | 29.02 | 29.27 | 29.27 | 30.52 | 4% |

Money comes from...



Money goes to...

Expenditures by Category



Parks and Recreation Department

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Future Strategic Planning:

The planning period for 2019 – 2020 includes the following initiatives for the Parks and Recreation Department:

- The General Fund Parks Division has funds for Annual Trail improvements in 2019 and 2020 that will be used towards East Plum Creek Trail heading south towards Crystal Valley Ranch. Additional requests include \$25,000 for rock scaling services in 2020.
- Conservation Trust Fund includes \$600,000 annually for park improvements for repair and maintenance needs that will be assessed annually. Parks that will be considered for upcoming improvements may include Mitchell Gulch, Plum Creek, Butterfield, Metzler Ranch, Paintbrush, Founders, Castle Highlands, Baldwin, Bison and Philip S. Miller parks.
- Planning for the Parks and Recreation Capital Fund includes an estimated \$200,000 design costs in 2020 with construction and expenditures of \$2.5 million for a new neighborhood park in 2021 at a location to be determined. Debt service payments continue in outgoing years to pay interfund loan payments and the 2013 Certificates of Participation for the Parks and Recreation Capital Fund.
- The Golf Course Fund planning includes funding for the Red Hawk Club House parking lot in \$90,000 in 2019 and \$83,000 in 2020, plus \$23,500 for the Red Hawk maintenance shop parking lot in 2020. Additionally, replacement of the current golf cart fleet is planned for 2019.
- In 2018, the Community Center Fund includes \$270k for the replacement of the fitness equipment in 2019, \$200,000 for the replacement of the Rec Center HVAC System (Innovent) in 2020, and \$283,500 for the replacement of fitness equipment in 2022.



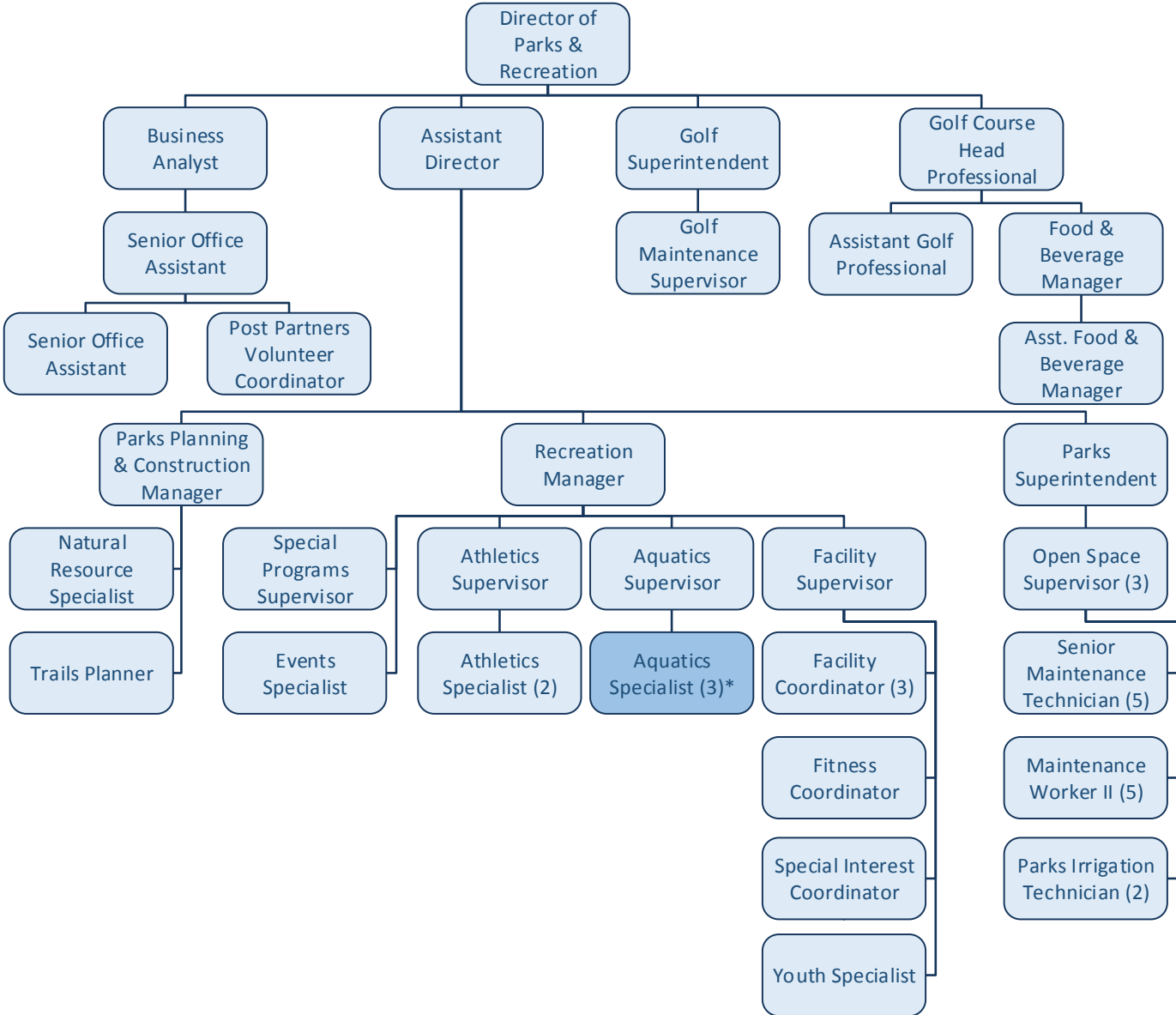
Philip S. Miller Park and the MAC

Parks and Recreation Department

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Organizational Structure:

As illustrated in the diagram below, the Parks and Recreation Department is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, serving the Castle Rock Community and its citizens.



**The position in dark blue represents new personnel and includes one new full time Aquatics Specialist for 2018.*

Parks and Recreation Department

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Conservation Trust Fund Summary by Category

The Conservation Trust Fund is a Special Revenue Fund that accounts for sales tax proceeds that are received directly from the State of Colorado, lottery proceeds from the State of Colorado, or received from Douglas County through a share-back agreement and for fees charged for the use of sports and multi-purpose fields. The monies collected are used for the development and renovation of qualifying parks, recreation facilities and parks infrastructure and are managed by the Parks and Recreation Department.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 174,656 | \$ 157,693 | \$ 157,693 | \$ 402,600 | 155% |
| Revenues | | | | | |
| Licenses & Permits | 122,589 | 150,000 | 150,000 | 154,500 | 3% |
| Intergovernmental | 1,149,614 | 417,497 | 417,497 | 856,672 | 105% (1) |
| Investment Earnings | 1,087 | 4,244 | 4,244 | 3,487 | -18% |
| Other Revenue | 6 | - | - | - | 0% |
| Total Revenues | \$ 1,273,296 | \$ 571,741 | \$ 571,741 | \$ 1,014,659 | 77% |
| Expenditures | | | | | |
| Personnel | 58,345 | 85,334 | 85,334 | 89,756 | 5% |
| Services & Other | 162,764 | - | - | 45,000 | 100% (2) |
| Supplies | 20,996 | 74,500 | 74,500 | 107,500 | 44% (2) |
| Capital | 36,354 | - | - | - | 0% |
| Transfers Out | 962,100 | - | - | - | 0% |
| Total Expenditures (Excluding One-Time) | \$ 1,240,559 | \$ 159,834 | \$ 159,834 | \$ 242,256 | 52% |
| Net Change Excluding One-Time Capital | \$ 32,737 | \$ 411,907 | \$ 411,907 | \$ 772,403 | 88% (1) |
| 5 Year CIP (One-Time Expenditures) | 49,700 | 167,000 | 167,000 | 600,000 | 259% (3) |
| Total Expenditures (Including One-Time) | 1,290,259 | 326,834 | 326,834 | 842,256 | 158% |
| Contribution to or (Use of) Fund Balance | (16,963) | 244,907 | 244,907 | 172,403 | 30% (3) |
| Ending Funds Available | \$ 157,693 | \$ 402,600 | \$ 402,600 | \$ 575,003 | 43% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 402,600 | 402,600 | 575,003 | |
| Total Reserves & Internal Designations | | \$ 402,600 | \$ 402,600 | \$ 575,003 | |
| Unobligated Reserves | \$ 157,693 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

- (1) Increase is due to additional requested shareback funds from Douglas County related to park improvements
- (2) Increase is due to requested increase to accommodate park and trail safety improvements
- (3) Change is due to requested funding for various capital park improvements

Parks and Recreation Department

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Parks and Recreation Capital Fund Summary by Category

The Parks & Recreation Capital Fund is a Capital Project Fund that receives revenue from development impact fees collected at the time a building permit is issued. This fund accounts for resources that are spent for the construction, expansion and improvement of Town parks. The Parks & Recreation Capital Fund is managed by the Parks and Recreation Department.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 1,379,146 | \$ 7,592,812 | \$ 7,592,812 | \$ 915,921 | -88% |
| Revenues | | | | | |
| Investment Earnings | 17,849 | 9,351 | 9,351 | 3,536 | -62% |
| Impact Fees | 2,938,505 | 2,379,800 | 2,383,065 | 3,941,813 | 65% (1) |
| Contributions & Donations | 20,000 | 20,000 | 20,000 | 20,000 | 0% |
| Transfers In | 6,240,504 | 9,861 | 9,861 | - | -100% |
| Other Revenue | 29 | - | - | - | 0% |
| Total Revenues | \$ 9,216,887 | \$ 2,419,012 | \$ 2,422,277 | \$ 3,965,349 | 64% |
| Expenditures | | | | | |
| Services & Other | 16,814 | - | - | 207,000 | 100% (2) |
| Supplies | 4,435 | - | - | - | 0% |
| Capital | 1,528,009 | 6,187,705 | 6,187,705 | 2,000,000 | -68% (3) |
| Debt & Financing | 711,963 | 709,963 | 709,963 | 707,862 | 0% |
| Interfund Loan | 742,000 | 731,500 | 731,500 | 721,000 | -1% |
| Transfers Out | - | 1,470,000 | 1,470,000 | - | -100% (4) |
| Total Expenditures | \$ 3,003,221 | \$ 9,099,168 | \$ 9,099,168 | \$ 3,635,862 | -60% (3) |
| Contribution to or (Use of) Fund Balance | 6,213,666 | (6,680,156) | (6,676,891) | 329,487 | -105% (3) |
| Ending Funds Available | \$ 7,592,812 | \$ 912,656 | \$ 915,921 | \$ 1,245,408 | 36% |
| Reserves & Internal Designations* | | | | | |
| Committed for Fund Purpose | | 912,656 | 915,921 | 1,245,408 | |
| Total Reserves & Internal Designations | | \$ 912,656 | \$ 915,921 | \$ 1,245,408 | |
| Unobligated Reserves | \$ 7,592,812 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

(1) Impact fee revenue is projected for 700 single family and 634 multi-family homes for 2018, and total commercial square footage of 397,300

(2) Services and Other increases due to a planned contribution to the development of recreation opportunities at Rueter Hess Reservoir

(3) Decrease is due to one time costs in 2017 for renovation of Festival Park; 2018 capital includes construction of a new neighborhood park

(4) Decrease is due to a one time transfer out in 2017 to the Municipal Facilities Capital Fund to partially fund construction of a new Parks and Facilities maintenance building

Parks and Recreation Department

CRgov.com/parksandrec

Golf Fund Summary by Category

The Golf Fund is an Enterprise Fund that accounts for the activities related to the operation, management and construction of the Town owned golf course, Red Hawk Ridge, at Castle Rock. The Golf Fund is managed by the Parks and Recreation Department.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 2,109,534 | \$ 1,723,566 | \$ 1,723,566 | \$ 1,363,381 | -21% |
| Revenues | | | | | |
| Charges for Service | 2,968,942 | 3,000,152 | 3,000,152 | 3,096,956 | 3% |
| Investment Earnings | 11,661 | 3,274 | 4,865 | 10,765 | 121% |
| Transfers In | 80,000 | 80,000 | 80,000 | 80,000 | 0% |
| Debt & Financing Revenue | 300,148 | - | - | - | 0% |
| Other Revenue | 2,904 | - | - | - | 0% |
| Total Revenues | \$ 3,363,655 | \$ 3,083,426 | \$ 3,085,017 | \$ 3,187,721 | 3% |
| Expenditures | | | | | |
| Personnel | 1,198,920 | 1,273,192 | 1,277,577 | 1,298,991 | 2% |
| Services & Other | 586,321 | 611,587 | 578,513 | 589,452 | 2% |
| Supplies | 548,785 | 543,800 | 541,170 | 544,743 | 1% |
| Debt & Financing | 624,104 | 654,238 | 654,238 | 653,799 | 0% |
| Interfund Loan | 7,512 | 7,512 | 7,512 | 7,512 | 0% |
| Transfers Out | 2,688 | 2,742 | 2,742 | 2,539 | -7% |
| Total Expenditures (Excluding One-Time) | \$ 2,968,330 | \$ 3,093,071 | \$ 3,061,752 | \$ 3,097,036 | 1% |
| Net Change Excluding One-Time Capital | \$ 395,325 | \$ (9,645) | \$ 23,265 | \$ 90,685 | 290% (1) |
| 5 Year CIP (One-Time Expenditures) | 781,293 | 383,450 | 383,450 | - | -100% (2) |
| Total Expenditures (Including One-Time) | 3,749,623 | 3,476,521 | 3,445,202 | 3,097,036 | -10% |
| Contribution to or (Use of) Fund Balance | (385,968) | (393,095) | (360,185) | 90,685 | -125% (2) |
| Ending Funds Available | \$ 1,723,566 | \$ 1,330,471 | \$ 1,363,381 | \$ 1,454,066 | 7% |
| Reserves & Internal Designations* | | | | | |
| Revenue Stabilization Reserve | | 200,000 | 200,000 | 200,000 | |
| Capital Reserve | | 150,000 | 150,000 | 145,061 | |
| Debt Service Reserve | | 500,815 | 500,815 | 500,815 | |
| Total Reserves & Internal Designations | | \$ 850,815 | \$ 850,815 | \$ 845,876 | |
| Unobligated Reserves | \$ 1,723,566 | \$ 479,656 | \$ 512,566 | \$ 608,190 | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate *(year-end estimates will be revised the 3rd quarter of 2017)*

(1) Increase is due to planned increases in charges for service related to additional rounds of golf

(2) The decrease in capital expenditures in 2018 is due to one time projects occurring in 2017, including golf course improvements and maintenance equipment replacement

Parks and Recreation Department

CRgov.com/parksandrec

Community Center Fund Summary by Category

The Community Center Fund is an Enterprise Fund that accounts for the Town's recreational facilities and initiatives including a recreation center, the Miller Activity Complex, two outdoor pools, inline skating rinks, multi-purpose ball fields, skateboard park, child care programs, and recreational programs for youth and adults. The Community Center Fund is managed by the Parks and Recreation Department.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 1,493,791 | \$ 911,250 | \$ 911,250 | \$ 1,591,676 | 75% |
| Revenues | | | | | |
| Taxes | 2,791,379 | 2,941,639 | 3,083,077 | 3,273,072 | 6% |
| Intergovernmental | 10,000 | - | - | - | 0% |
| Charges for Service | 3,805,861 | 4,073,530 | 4,083,945 | 4,208,095 | 3% |
| Investment Earnings | 4,865 | 10,419 | 10,419 | 22,131 | 112% (1) |
| Interfund Loan Revenue | 424,000 | 418,000 | 418,000 | 412,000 | -1% |
| Other Revenue | 36,213 | 46,200 | 46,200 | 47,587 | 3% |
| Total Revenues | \$ 7,072,318 | \$ 7,489,788 | \$ 7,641,641 | \$ 7,962,885 | 4% |
| Expenditures | | | | | |
| Personnel | 3,477,093 | 3,796,840 | 3,743,229 | 3,838,839 | 3% |
| Services & Other | 2,190,208 | 2,222,310 | 2,200,167 | 2,197,413 | 0% |
| Supplies | 594,095 | 507,387 | 509,571 | 524,865 | 3% |
| Capital | 11,525 | - | - | - | 0% |
| Debt & Financing | 61,504 | - | - | - | 0% |
| Transfers Out | 98,167 | 153,248 | 153,248 | 98,861 | -35% (2) |
| Total Expenditures (Excluding One-Time) | \$ 6,432,592 | \$ 6,679,785 | \$ 6,606,215 | \$ 6,659,978 | 1% |
| Net Change Excluding One-Time Capital | \$ 639,726 | \$ 810,003 | \$ 1,035,426 | \$ 1,302,907 | 26% (3) |
| 5 Year CIP (One-Time Expenditures) | 1,222,267 | 355,000 | 355,000 | 285,000 | -20% (4) |
| Total Expenditures (Including One-Time) | 7,654,859 | 7,034,785 | 6,961,215 | 6,944,978 | 0% |
| Contribution to or (Use of) Fund Balance | (582,541) | 455,003 | 680,426 | 1,017,907 | -50% (3) |
| Ending Funds Available | \$ 911,250 | \$ 1,366,253 | \$ 1,591,676 | \$ 2,609,583 | 64% |
| Reserves & Internal Designations* | | | | | |
| Capital Reserve | | 399,388 | 399,388 | 449,476 | |
| Revenue Stabilization Reserve | | 88,249 | 88,249 | 98,192 | |
| Total Reserves & Internal Designations | | \$ 487,637 | \$ 487,637 | \$ 547,668 | |
| Unobligated Reserves | \$ 911,250 | \$ 878,616 | \$ 1,104,039 | \$ 2,061,915 | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

(1) Investment earnings generally fluctuate with interest rates and are estimated based on the mid-point of the estimated beginning and ending fund balance amounts

(2) Decrease is due to a one time transfer out to the Fleet Fund in 2017 to accommodate the purchase of an additional special needs van

(3) The increase in contribution to fund balance is due to estimated increases in sales tax and charges for service revenue

(4) Planned 5 Year CIP expenditures decrease primarily due to the one time replacement in 2017 of fitness equipment at the Community Center

Castle Rock Water

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Castle Rock Water provides drinking water, wastewater, and storm water services and manages the Town's portfolio of water resources for residents and businesses in accordance with our Vision and Mission statements.

Mission Statement: *Castle Rock Water provides our community with exceptional service that protects public health and balances social, environmental and fiscal responsibilities in a sustainable manner.*

Vision Statement: *Castle Rock Water will be a national leader among water utilities, focused on customer satisfaction and delivering outstanding quality and value.*

Castle Rock Water serves approximately 20,000 customer accounts

Castle Rock Water is responsible for daily operations, maintenance, long-term asset management, infrastructure upgrades, water conservation and expansions, and associated activities such as system planning, engineering, and administration. The Town's Water, Wastewater, Water Resources and Stormwater Enterprises are four financially self-sufficient funds with expenditures for capital and operational requirements derived primarily from rates and system development fees. As of June 2017, Castle Rock Water has a staff of 85 professionals and manages over \$596 million dollars in total assets including five water treatment plants; more than 810 miles of water, sewer, and stormwater pipes, 20 pump stations, 14 water storage tanks, 65 well facilities and other infrastructure.

In the context of the budget for Castle Rock Water it is critical to understand the definition of an enterprise fund. In simple terms, this means that the revenues for service must cover the expenses for each fund. Revenues are derived primarily from rates and fees, which include the monthly fees that existing customers pay for service, as well as system development fees that are paid by new development to "buy in" to the existing infrastructure and offset the costs of needed improvements to serve the new development. This is consistent with the philosophy that growth pays for growth, an approach to development Castle Rock Water and the Town have taken for many years. Castle Rock Water consists of the following four enterprise funds:

- Water Fund - accounts for the activities related to water well development and extraction, water treatment, water transportation and delivery systems and for the repair and maintenance of such facilities.
- Water Resources Fund - accounts for the Town's activities related to the analysis and measurement of the long-term water needs of the Town including conservation promotion and the development of renewable water supplies and infrastructure.
- Stormwater Fund - accounts for the design, construction, management, operations, and maintenance of stormwater utility facilities including detention ponds, drainage ways, and drainage/grading activities performed during land development.
- Wastewater Fund - accounts for the development and operation of activities related to wastewater collection and treatment. The treatment of wastewater is outsourced to Plum Creek Water Reclamation Authority (PCWRA) and the Pinery.

Castle Rock Water 2018 Budget Initiatives:

Castle Rock Water's 2018 Budget request represents a 12% decrease in expenditures from the 2017 year-end estimate. The decrease is primarily due to the variability of the year-to-year capital improvement program and significant investment in long term water initiatives in the 2017 year-end estimates. The following is a list of key assumptions used in the development of the 2018 budget:

- This budget request takes into account the recommended 2018 rates and fees which will be presented to Town Council in August and September. There are no rate increases proposed in the 2018 budget, which is specific to existing Castle Rock Water customers.
- A System Development Fee (SDF) increase is incorporated for water and wastewater totaling \$718 per single-family equivalent (SFE). Based on the projected growth for 2018 this will result in increased revenues of approximately \$575K.
- Capital projects continue to be funded with capital reserves in fund balances, rates and system development fees.



Castle Rock Water

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- The department is considering new debt in 2018 as well as other financing options for the needed expansion to the wastewater treatment facilities.
- The department continues to smooth required rate increases over the rates and fees study period extending through 2055 to ensure only minimal rate increases.
- The department continues to fund the capital plan for long-term renewable water projects.
- Current Town growth forecasts for 2018 are incorporated.
- The operational budget is set to maintain levels of service as customer base and infrastructure grows.
- Wastewater treatment costs for Plum Creek Water Reclamation Authority (PCWRA) are estimated to increase approximately 2%.
- Revenues from Dominion for leased reserved capacity are projected to increase.
- Several lease purchase agreements with Dominion continued.
- Water leases are projected to increase slightly in 2018.
- Findings from large meter audits have been incorporated into the revenue projections.
- Various reserves by fund are incorporated into the budget. Detailed information can be reviewed in the following pages.
- Minimum fund balance levels are maintained at \$1 million for water and wastewater, and \$500,000 for water resources and stormwater.

The main budget initiatives included for the 2018 budget request are as follows:

- No rate changes for existing service are planned for 2018 as successful budget management in 2016 and 2017 has allowed Castle Rock Water to avoid the previously planned increase.
- Complete final infrastructure for the WISE renewable water project in early 2018.
- Add three new water plant operators in order to transition to 24/7 coverage of plant operations.
- Add an additional water conservation specialist to support the implementation of the 2015 Water Efficiency Mater Plan.
- Add an additional distribution system operator to expand our preventative maintenance program to optimize asset management and decrease long term maintenance and replacement costs.
- Purchase an additional VAC truck to support the aging existing equipment and expand preventative maintenance on the sewer system to decrease long term maintenance and replacement costs.
- Move design of the PCWRA expansion forward including evaluation of construction financing options.
- Continue progress in the rest of the long term water plan.
- Implement well replacement master plan.
- Continue capital projects to do critical stormwater related stabilization projects in five major drainage ways.
- Energy management plan implementation continues. Annual updates in conjunction with the rates and fees study will be made to special charges in accordance with the cost of service.

The combined 2018 revenue budget for the department is \$62.1 million and represents a 3% decrease from the 2017 budget, but a 2% increase from the 2017 year-end estimates. The decrease is primarily due to a one-time \$2.5 million Inter-fund loan payment from the Transportation Fund related to the North Meadows Extension project in 2017 that won't recur in 2018. Other revenue sources are projected to increase, primarily due to increased System Development Fee revenue and new customers, related to projected increases in development.

The combined 2018 operating and capital budget associated with the major functions for the various Castle Rock Water enterprises is approximately \$109.2 million, a 16% decrease from the 2017 amended budget and a 12% decrease from 2017 year-end estimate. Of this total, most of the decrease is related to significant one-time capital expenditures planned in 2017 for the Water Resources and Water Funds. Capital budgeting is variable based on long term project planning and opportunity.

With respect to the operational budgets, the total combined budget for 2018 is approximately \$28 million. This is a 26% increase over the 2017 amended budget. This is primarily due to an increase in O&M costs to bring new water to Castle Rock from the WISE project, which is a partnership between multiple water providers to obtain new renewable water sources. The increase in O&M has been planned and is offset by corresponding revenues from new water sales. In addition, the department is requesting three new Plant Operator Positions, a Water Conservation Technician, a Distribution System Operator and the purchase of an additional vacuum truck.

Castle Rock Water

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The 2018 capital budget proposed across the Castle Rock Water Enterprises is approximately \$71.7 million. Additional information regarding capital projects can be obtained in the [Five-Year Capital Improvement Section](#). Key items in the 2018 budget by Castle Rock Water enterprise fund are as follows:

- In the Water Fund, the major capital projects for 2018 include \$3 million for new water supply wells, \$953,000 for waterline rehabilitation, \$460,000 for pumping and distribution system upgrades and \$460,000 for water storage tank projects.
- Major Water Resources’ capital projects for 2018 include \$18.6 million for the Plum Creek diversion and well fields, \$17.6 million for capacity expansion at Plum Creek Water Purification Facility, \$5.5 million for future pipelines and pump stations, \$3 million for the Alternative Source of Supply project and \$899,805 for Chatfield Reallocation.
- In the Stormwater Fund, the major projects for 2018 include \$1.2 million in stream stabilization projects, \$456,000 for Young American storm sewer improvements and other Tributary Stabilization projects which are important to preventing future land erosion, damage to roads and transportation and utility infrastructure, private property damage and other issues caused by flooding and increased rain water runoff and environment changes. A large portion of these investments will be funded through new growth (System Development Fees).
- The largest portion of the Wastewater Fund capital budget continues to be the Plum Creek Water Reclamation Authority Capital buy in and improvements, including \$16.5 million for capacity expansion in 2018 and \$16.5 million in 2019. The Wastewater capital budget also includes Lift Station Upgrades and Sewer Line Rehabilitation.

Performance Objectives and Measurable Outcomes:

| <i>Long Term Organization Vision</i> | <i>Department Objectives</i> | <i>2016 Outcome Attained</i> | <i>2017 YTD Outcome</i> | <i>2018 Goal</i> |
|---|--|------------------------------|-------------------------|------------------|
| Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water, and transportation | Drinking Water Compliance: Deliver water that meets both Primary Drinking Water Regulations and Secondary Maximum Contaminant levels | 100% | 100% | 100% |
| | Pressure Adequacy: Provide 43 pounds per square inch (psi) of pressure or greater at the meter during normal operations to ensure adequate pressure for most domestic needs and protection from cross contamination of the water supply from external influences | 99% | 99% | 99% |
| | Drinking Water Supply Outages: Require 18 hours or less for emergency repairs or scheduled maintenance | 100% | 100% | 100% |
| | Wastewater System Effectiveness: Address wastewater backups within two hours of the backup being reported | 100% | 100% | 100% |
| | Water Quality Complaints per 1000 accounts: Goal established based on top performers nationwide through the American Water Works Association with the lower the number the better. | 0 | 1.6 | 0 |
| | Renewable water usage rate | 11% | 15.4% | 15% |
| | Perform customer account maintenance within billing cycle | 100% | 100% | 100% |



Castle Rock Water

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Castle Rock Water Consolidated Financial Information

Mark Marlowe, Castle Rock Water Director – 175 Kellogg Court, Castle Rock, CO 80109

| | 2016 Actual | 2017 Amended Budget | 2017 Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| Water Fund | \$ 13,232,805 | \$ 31,882,058 | \$ 31,664,020 | \$ 18,503,915 | -42% |
| Water Resources Fund | 87,328,087 | 80,996,970 | 73,651,718 | 58,629,665 | -20% |
| Stormwater Fund | 3,470,546 | 6,447,448 | 6,292,241 | 5,300,807 | -16% |
| Wastewater Fund | 8,138,625 | 13,098,110 | 12,804,552 | 26,817,870 | 109% |
| TOTAL | \$ 112,170,063 | \$ 132,424,586 | \$ 124,412,531 | \$ 109,252,257 | -12% |

Expenditures by Fund and Function

Water Fund

| | | | | | |
|-------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| Personnel | \$ 2,788,765 | \$ 2,944,848 | \$ 2,998,074 | \$ 3,167,902 | 6% |
| Supplies | 1,099,898 | 1,220,833 | 1,228,922 | 1,321,297 | 8% |
| Services & Other | 4,617,189 | 5,233,441 | 4,623,199 | 5,302,611 | 15% |
| Capital | 1,646,712 | 19,013,360 | 19,358,969 | 5,094,482 | -74% |
| Debt & Financing | 1,733,271 | 1,740,767 | 1,740,767 | 1,746,879 | 0% |
| Transfers Out | 1,346,970 | 1,728,809 | 1,714,089 | 1,870,744 | 9% |
| TOTAL FUND | \$ 13,232,805 | \$ 31,882,058 | \$ 31,664,020 | \$ 18,503,915 | -42% |

Water Resources Fund

| | | | | | |
|-------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| Personnel | \$ 1,590,362 | \$ 1,892,788 | \$ 1,776,544 | \$ 2,180,587 | 23% |
| Supplies | 311,869 | 326,722 | 345,161 | 357,116 | 3% |
| Services & Other | 1,374,489 | 3,223,875 | 3,154,038 | 5,490,035 | 74% |
| Capital | 14,734,823 | 71,278,950 | 64,101,230 | 46,331,229 | -28% |
| Debt & Financing | 69,311,961 | 4,269,928 | 4,270,041 | 4,265,747 | 0% |
| Transfers Out | 4,583 | 4,707 | 4,704 | 4,951 | 5% |
| TOTAL FUND | \$ 87,328,087 | \$ 80,996,970 | \$ 73,651,718 | \$ 58,629,665 | -20% |

Stormwater Fund

| | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Personnel | \$ 1,435,431 | \$ 1,483,474 | \$ 1,517,215 | \$ 1,649,029 | 9% |
| Supplies | 101,013 | 91,250 | 88,434 | 82,664 | -7% |
| Services & Other | 943,643 | 680,643 | 609,894 | 649,235 | 6% |
| Capital | 873,950 | 4,073,321 | 3,957,940 | 1,971,735 | -50% |
| Transfers Out | 116,510 | 118,760 | 118,758 | 948,144 | >500% |
| TOTAL FUND | \$ 3,470,547 | \$ 6,447,448 | \$ 6,292,241 | \$ 5,300,807 | -16% |

Wastewater Fund

| | | | | | |
|-------------------|---------------------|----------------------|----------------------|----------------------|-------------|
| Personnel | \$ 1,268,196 | \$ 1,370,608 | \$ 1,306,229 | \$ 1,408,473 | 8% |
| Supplies | 249,833 | 294,446 | 318,694 | 316,018 | -1% |
| Services & Other | 5,741,739 | 3,591,783 | 6,000,737 | 6,223,135 | 4% |
| Capital | 480,616 | 7,441,014 | 4,778,638 | 18,322,788 | 283% |
| Debt & Financing | 331,746 | 333,258 | 333,258 | 333,546 | 0% |
| Transfers Out | 66,494 | 67,001 | 66,996 | 213,910 | 219% |
| TOTAL FUND | \$ 8,138,624 | \$ 13,098,110 | \$ 12,804,552 | \$ 26,817,870 | 109% |

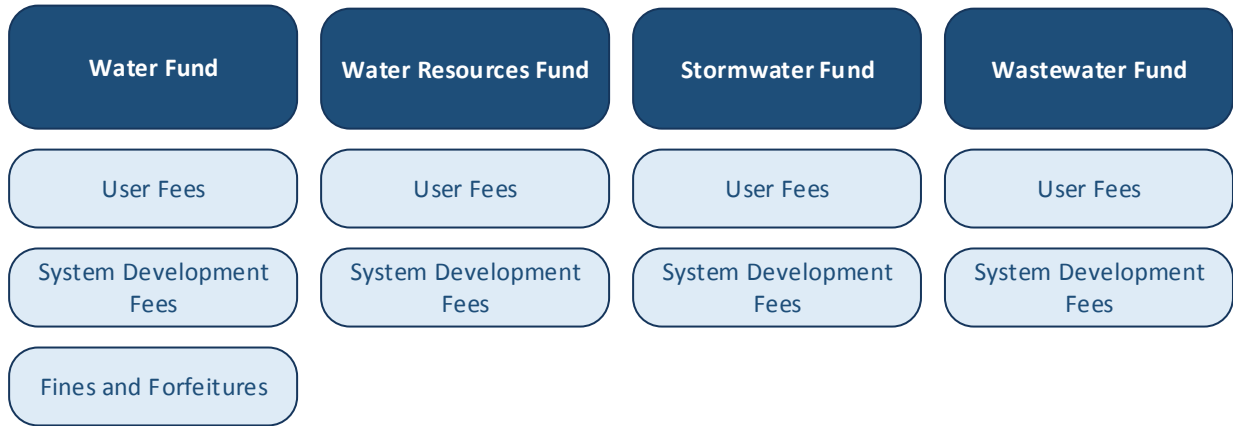
Employees - FTE

| | | | | | |
|-------------------|-------|-------|-------|-------|----|
| Castle Rock Water | 81.70 | 81.70 | 81.70 | 86.70 | 6% |
|-------------------|-------|-------|-------|-------|----|

Castle Rock Water

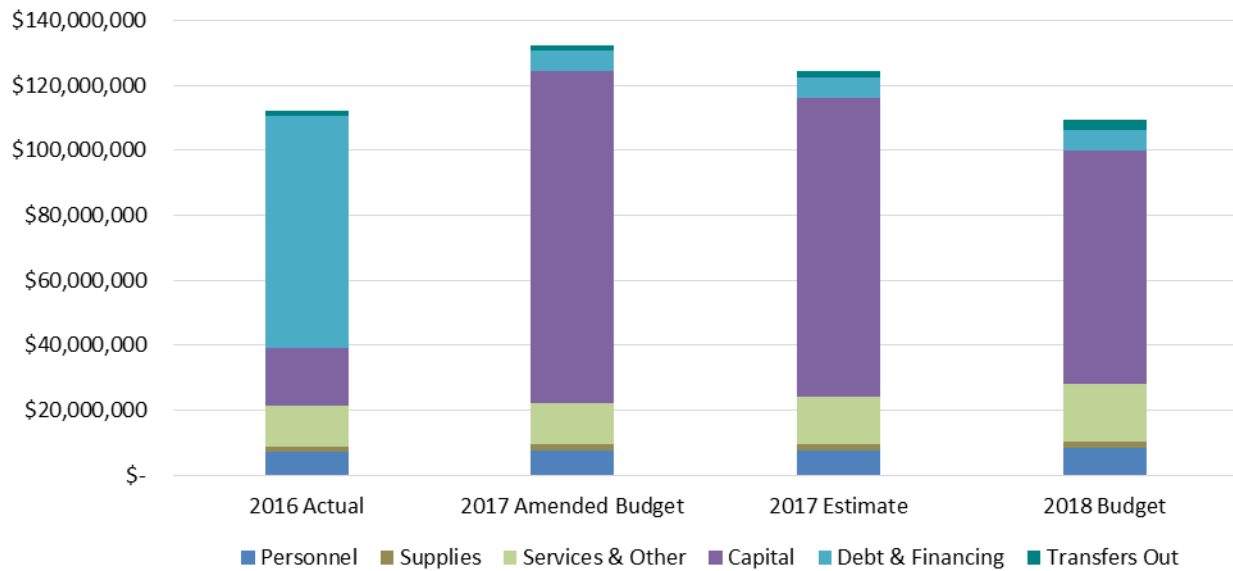
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Money comes from...



Money goes to...

Expenditures by Category



Castle Rock Water

CRgov.com/water

Future Strategic Planning:

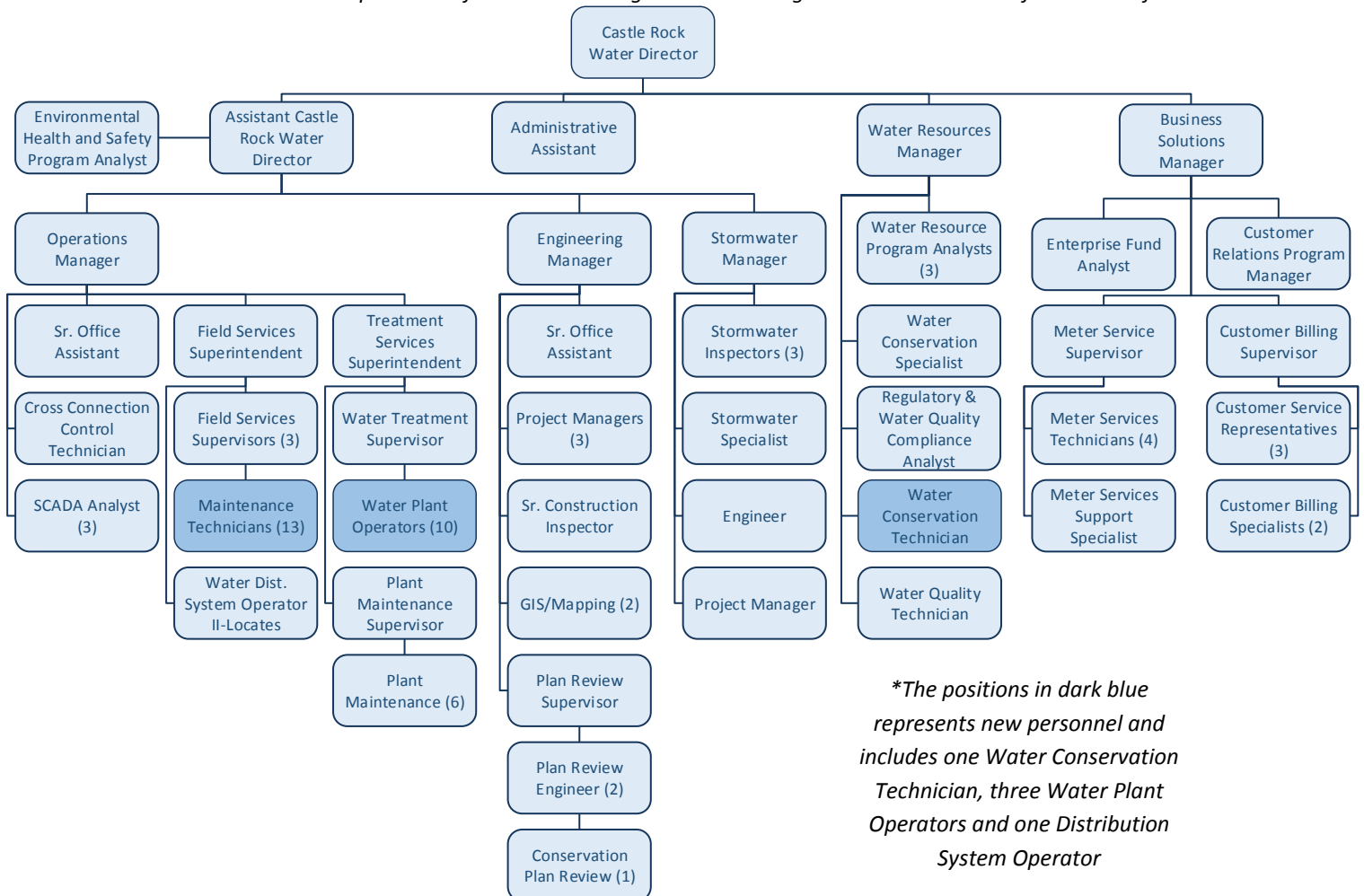
Castle Rock Water has a five year strategic plan as well as Master Plans for all of the four enterprises, which are updated every five years. These plans along with the rates and fees study, the Financial Management Plan, and our capital implementation plans allow us to identify key budget issues in upcoming years.

For 2019 key items for the capital budget for the Water Fund include new water supply wells, waterline rehabilitation work, pumping and distribution system upgrades and water storage tank projects. For Water Resources, the capital plan includes continued costs for WISE infrastructure, East Plum Creek reuse, alternative sources of supply projects and Chatfield reallocation. For Stormwater, stabilization of East Plum Creek and Industrial Tributary will occur and various other stream stabilization projects. The Wastewater Fund includes expansion of PCWRA, ongoing capital buy in costs and improvements to the Plum Creek Water Reclamation Authority treatment plant and other sewer line improvements.

Significant items accommodated in the plan for 2020 include additional waterline construction and replacement, pumping and distribution upgrades, and water supply well improvements, within the Water Fund. The Water Resources Fund includes funds for ongoing renewable water projects including the WISE Project, the Alternative Source of Supply Project and Chatfield Reallocation. The Stormwater Fund includes improvements in the Craig and Gould neighborhood and other stream stabilization projects. The Wastewater Fund includes ongoing expansion of PCWRA, ongoing capital buy in costs and improvements to the Plum Creek Water Reclamation Authority treatment plant and other sewer line improvements.

Organizational Structure:

Castle Rock Water is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock.



Castle Rock Water

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Discussion of Castle Rock Water Reserves and Designations:

Town Council has designated that Castle Rock Water maintain minimum operating reserves of at least 60 days of operating and maintenance costs as well as debt and legally required reserves. In addition to this requirement instituted in code by Town Council, Castle Rock Water has identified other key reserves in order to ensure responsible financial management of the enterprise funds. These amounts are identified as Internal Designations in the [Fund Summary](#) section. The following provides specific information regarding the Internal Designations for each of the various reserves maintained within the different enterprise funds. For information regarding available fund balances, click [here](#) to view the Town wide Funds Available Projection Summary; or, for definitions of all Town wide reserves, click [here](#).

Water Fund

- Operating Reserve: 60 days of Operations & Maintenance costs result in approximately \$1.6 million in 2018.
- Capital Reserve: In 2018, this fund includes approximately \$2.8 million intended for future capital improvement projects.
- Rate Revenue Stabilization Reserve: This \$1.5 million reserve is specified by ordinance and has been set up to offset the potential loss in revenue due to weather conditions that result in a significant decrease in water consumption and corresponding revenues.
- Catastrophic Events Reserve: This reserve includes approximately \$5.3 million intended for emergency repairs or replacements in response to catastrophic events. This reserve has been set at approximately 2% of original fixed asset value.

Water Resources Fund

- Operating Reserve: 60 days of Operations & Maintenance costs result in approximately \$1.3 million reserved for 2018.
- Capital Reserve: \$4.6 million is currently reserved in fiscal year 2018 for future renewable water projects.
- Catastrophic Events Reserve: This reserve includes approximately \$2.4 million intended for emergency repairs or replacements in response to catastrophic events. This reserve has been set at approximately 2% of original fixed asset value.

Stormwater Fund

- Operating Reserve: 60 days of Operations & Maintenance costs result in approximately \$397,000 in 2018.
- Capital Reserve: This fund reserves capital for improvement projects and is set at and has been fully funded for approximately \$3.9 million in 2018.

Wastewater Fund

- Operating Reserve: 60 days of Operations & Maintenance costs result in approximately \$1.3 million in 2018.
- Capital Reserve: The total capital reserve fund of \$5.3 million intended for future capital improvement projects.
- Catastrophic Events Reserve: This reserve includes approximately \$1.6 million intended for emergency repairs or replacements in response to catastrophic events. This reserve has been set at approximately 2% of original fixed asset value.

Castle Rock Water

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Water Fund Summary by Category

The Water Fund is an Enterprise Fund that accounts for the activities related to water well development and extraction, water treatment, water transportation systems, water storage systems, and for the repair and maintenance of such facilities. The Water Fund is managed by Castle Rock Water.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|----------------------|------------------------|---------------------------|----------------------|----------------------------------|
| Beginning Fund Balance | \$ 19,762,952 | \$ 24,504,642 | \$ 24,504,642 | \$ 12,435,771 | -49% |
| Revenues | | | | | |
| Intergovernmental | 100,000 | 100,000 | 100,000 | 125,000 | 25% (1) |
| Charges for Service | 13,679,726 | 14,114,336 | 13,573,490 | 14,160,843 | 4% |
| Fines & Forfeitures | 365,883 | 379,500 | 367,356 | 369,700 | 1% |
| Investment Earnings | 87,241 | 105,885 | 100,205 | 119,635 | 19% (2) |
| System Development Fees | 2,411,793 | 2,825,581 | 2,676,359 | 2,746,300 | 3% |
| Contributions & Donations | 30,415 | - | 30,000 | 30,000 | 0% |
| Transfers In | 12,536 | - | - | - | 0% |
| Interfund Loan Revenue | 1,072,750 | 2,557,750 | 2,557,750 | 695,250 | -73% (3) |
| Other Revenue | 214,151 | 72,550 | 189,989 | 193,160 | 2% |
| Total Revenues | \$ 17,974,495 | \$ 20,155,602 | \$ 19,595,149 | \$ 18,439,888 | -6% |
| Expenditures | | | | | |
| Personnel | 2,788,765 | 2,944,848 | 2,998,074 | 3,167,902 | 6% |
| Services & Other | 4,617,189 | 5,233,441 | 4,623,199 | 5,302,611 | 15% (4) |
| Supplies | 1,099,898 | 1,220,833 | 1,228,922 | 1,321,297 | 8% |
| Capital | 310,560 | 626,742 | 195,701 | 226,482 | 16% (5) |
| Debt & Financing | 1,733,271 | 1,740,767 | 1,740,767 | 1,746,879 | 0% |
| Transfers Out | 1,346,970 | 1,728,809 | 1,714,089 | 1,870,744 | 9% |
| Total Expenditures (Excluding One-Time) | \$ 11,896,653 | \$ 13,495,440 | \$ 12,500,752 | \$ 13,635,915 | 9% |
| Net Change Excluding One-Time Capital | \$ 6,077,842 | \$ 6,660,162 | \$ 7,094,397 | \$ 4,803,973 | -32% (4) |
| 5 Year CIP (One-Time Expenditures) | 1,336,152 | 18,386,618 | 19,163,268 | 4,868,000 | -75% (6) |
| Total Expenditures (Including One-Time) | 13,232,805 | 31,882,058 | 31,664,020 | 18,503,915 | -42% (6) |
| Contribution to or (Use of) Fund Balance | 4,741,690 | (11,726,456) | (12,068,871) | (64,027) | -99% (6) |
| Ending Funds Available | \$ 24,504,642 | \$ 12,778,186 | \$ 12,435,771 | \$ 12,371,744 | -1% |
| Reserves & Internal Designations* | | | | | |
| Operating Designations | | 1,460,251 | 1,460,251 | 1,631,968 | |
| Catastrophic Events Reserve | | 5,346,135 | 5,346,135 | 5,346,135 | |
| Revenue Stabilization Reserve | | 1,590,000 | 1,590,000 | 1,590,000 | |
| Capital Reserve | | 3,381,800 | 3,039,385 | 2,803,641 | |
| Committed for Fund Purpose | | 1,000,000 | 1,000,000 | 1,000,000 | |
| Total Reserves & Internal Designations | | \$ 12,778,186 | \$ 12,435,771 | \$ 12,371,744 | |
| Unobligated Reserves | \$ 24,504,642 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

- (1) The increase in intergovernmental revenue is due to additional lease revenue from Dominion Water
- (2) Investment earnings generally fluctuate with interest rates and are estimated based on the mid-point of the estimated beginning and ending fund balance amounts
- (3) The decrease in interfund loan revenue is due to the final \$2.5 million repayment of an interfund loan to the Transportation Capital Fund in 2017
- (4) Services & Other Increases due to additional well repair and maintenance costs
- (5) The increase in capital is related to additional machinery and equipment purchases in 2018 for small equipment needs
- (6) Capital decreases due to a significant one time groundwater rights purchases and water well construction projects in 2017

Castle Rock Water

CRgov.com/water

Water Resources Fund Summary by Category

The Water Resources Fund is an Enterprise Fund that accounts for the Town's activities related to the planning, securing, and management of the long-term water needs of the Town including conservation promotion and the development, efficient use, and management of ground water and renewable water sources. Castle Rock Water manages the Water Resources Fund.

| | 2016 | 2017 Amended | 2017 Year-End | 2018 | % Incr./ Decr. |
|---|----------------------|----------------------|----------------------|----------------------|-----------------|
| | Actual | Budget | Estimate | Budget | from 2017 Est. |
| Beginning Fund Balance | \$ 91,940,477 | \$ 88,185,948 | \$ 88,185,948 | \$ 40,391,157 | -54% |
| Revenues | | | | | |
| Charges for Service | 7,949,233 | 8,676,054 | 8,090,465 | 8,701,060 | 8% |
| Fines & Forfeitures | 57,337 | 51,500 | 5,832 | 6,000 | 3% |
| Investment Earnings | 464,188 | 235,257 | 523,586 | 523,586 | 0% |
| System Development Fees | 13,516,309 | 15,401,681 | 15,595,933 | 16,289,876 | 4% |
| Transfers In | 1,150,869 | 1,528,166 | 1,509,699 | 1,484,575 | -2% |
| Debt & Financing Revenue | 60,304,272 | - | - | - | 0% |
| Other Revenue | 131,350 | 129,240 | 131,412 | 130,202 | -1% |
| Total Revenues | \$ 83,573,558 | \$ 26,021,898 | \$ 25,856,927 | \$ 27,135,299 | 5% |
| Expenditures | | | | | |
| Personnel | 1,590,362 | 1,892,788 | 1,776,544 | 2,180,587 | 23% (1) |
| Services & Other | 1,374,489 | 3,223,875 | 3,154,038 | 5,490,035 | 74% (2) |
| Supplies | 311,869 | 326,722 | 345,161 | 357,116 | 3% |
| Capital | 2,232 | 36,405 | 30,705 | 36,521 | 19% |
| Debt & Financing | 69,311,961 | 4,269,928 | 4,270,041 | 4,265,747 | 0% |
| Transfers Out | 4,583 | 4,707 | 4,704 | 4,951 | 5% |
| Total Expenditures (Excluding One-Time) | \$ 72,595,496 | \$ 9,754,425 | \$ 9,581,193 | \$ 12,334,957 | 29% |
| Net Change Excluding One-Time Capital | \$ 10,978,062 | \$ 16,267,473 | \$ 16,275,734 | \$ 14,800,342 | -9% |
| 5 Year CIP (One-Time Expenditures) | 14,732,591 | 71,242,545 | 64,070,525 | 46,294,708 | -28% (3) |
| Total Expenditures (Including One-Time) | 87,328,087 | 80,996,970 | 73,651,718 | 58,629,665 | -20% |
| Contribution to or (Use of) Fund Balance | (3,754,529) | (54,975,072) | (47,794,791) | (31,494,366) | -34% (3) |
| Ending Funds Available | \$ 88,185,948 | \$ 33,210,876 | \$ 40,391,157 | \$ 8,896,791 | -78% |
| Reserves & Internal Designations* | | | | | |
| Operating Designations | | 870,356 | 870,356 | 1,337,956 | |
| Catastrophic Events Reserve | | 2,429,715 | 2,429,715 | 2,429,715 | |
| Capital Reserve | | 29,410,805 | 36,591,086 | 4,629,120 | (4) |
| Committed for Fund Purpose | | 500,000 | 500,000 | 500,000 | |
| Total Reserves & Internal Designations | | \$ 33,210,876 | \$ 40,391,157 | \$ 8,896,791 | |
| Unobligated Reserves | \$ 88,185,948 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

- (1) Personnel increases due the requested addition of a Water Plant Operator Position and a Water Conservation Technician
- (2) Services & Other expenses in 2018 increase due to Plum Creek Wastewater Reclamation Authority (PCWRA) buy in for debt payments and operating costs
- (3) Overall expenditures decrease due to significant one time renewable water asset purchases and construction projects planned in 2017
- (4) The capital reserve is significantly reduced in 2018 as a result of planned use of reserves in 2017 and 2018

Castle Rock Water

CRgov.com/water

Stormwater Fund Summary by Category

The Stormwater Fund is an Enterprise Fund that accounts for the development, operation and maintenance of infrastructure related to stormwater runoff including storm sewers, detention ponds and other drainage ways within the Town. Stormwater is managed by Castle Rock Water.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|---------------------|------------------------|---------------------------|---------------------|----------------------------------|
| Beginning Fund Balance | \$ 6,027,252 | \$ 7,091,072 | \$ 7,091,072 | \$ 5,303,942 | -25% |
| Revenues | | | | | |
| Intergovernmental | - | - | 175,664 | - | -100% (1) |
| Charges for Service | 2,979,210 | 3,948,295 | 3,087,287 | 3,273,942 | 6% |
| Fines & Forfeitures | 127 | 1,500 | 92 | 150 | 63% |
| Investment Earnings | 27,850 | 20,615 | 29,759 | 29,759 | 0% |
| System Development Fees | 1,229,835 | 1,206,115 | 1,206,115 | 1,554,700 | 29% (2) |
| Contributions & Donations | 257,415 | 2,315 | 2,315 | 2,315 | 0% |
| Transfers In | 12,500 | - | - | - | 0% |
| Other Revenue | 27,430 | 3,569 | 3,879 | 3,946 | 2% |
| Total Revenues | \$ 4,534,367 | \$ 5,182,409 | \$ 4,505,111 | \$ 4,864,812 | 8% |
| Expenditures | | | | | |
| Personnel | 1,435,431 | 1,483,474 | 1,517,215 | 1,649,029 | 9% |
| Services & Other | 943,643 | 680,643 | 609,894 | 649,235 | 6% |
| Supplies | 101,013 | 91,250 | 88,434 | 82,664 | -7% |
| Capital | 42,686 | 966,817 | 39,317 | - | -100% (3) |
| Interfund Loan | 20,250 | 20,250 | 20,250 | 695,250 | >500% (4) |
| Transfers Out | 96,260 | 98,510 | 98,508 | 252,894 | 157% (5) |
| Total Expenditures (Excluding One-Time) | \$ 2,639,283 | \$ 3,340,944 | \$ 2,373,618 | \$ 3,329,072 | 40% |
| Net Change Excluding One-Time Capital | \$ 1,895,084 | \$ 1,841,465 | \$ 2,131,493 | \$ 1,535,740 | -28% (6) |
| 5 Year CIP (One-Time Expenditures) | 831,264 | 3,106,504 | 3,918,623 | 1,971,735 | -50% (7) |
| Total Expenditures (Including One-Time) | 3,470,547 | 6,447,448 | 6,292,241 | 5,300,807 | -16% |
| Contribution to or (Use of) Fund Balance | 1,063,820 | (1,265,039) | (1,787,130) | (435,995) | -76% (7) |
| Ending Funds Available | \$ 7,091,072 | \$ 5,826,033 | \$ 5,303,942 | \$ 4,867,947 | -8% |
| Reserves & Internal Designations* | | | | | |
| Operating Designations | | 366,715 | 366,715 | 396,821 | |
| Capital Reserve | | 4,959,318 | 4,437,227 | 3,971,126 | |
| Committed for Fund Purpose | | 500,000 | 500,000 | 500,000 | |
| Total Reserves & Internal Designations | | \$ 5,826,033 | \$ 5,303,942 | \$ 4,867,947 | |
| Unobligated Reserves | \$ 7,091,072 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (year-end estimates will be revised the 3rd quarter of 2017)

- (1) Intergovernmental decreases due to a one time contribution planned to be received in 2017
- (2) System Development Fees are based on 700 single family and 634 multi-family homes for 2018, and total commercial square footage of 397,300
- (3) Capital decreases due to one time machinery and equipment purchases in 2017 for small equipment replacements in 2017
- (4) Principal payback of an interfund loan from the Water Fund begins in 2018
- (5) Transfers out increases due to increased vehicle replacement contributions to the Fleet Fund planned in 2018
- (6) Net change excluding capital decreases due to increased projected revenue in 2018
- (7) Decrease is due to significant one time tributary stabilization projects in 2017

Castle Rock Water

CRgov.com/water
Wastewater Fund Summary by Category

The Wastewater Fund is an Enterprise Fund that accounts for the development and operation of activities related to the collection and treatment of wastewater and is managed by Castle Rock Water.

| | 2016 Actual | 2017 Amended Budget | 2017 Year-End Estimate | 2018 Budget | % Incr./ Decr. from 2017 Est. |
|---|----------------------|------------------------|---------------------------|----------------------|----------------------------------|
| Beginning Fund Balance | \$ 20,022,468 | \$ 24,005,548 | \$ 24,005,548 | \$ 23,415,782 | -2% |
| Revenues | | | | | |
| Charges for Service | 9,558,130 | 10,335,752 | 9,565,062 | 9,956,973 | 4% |
| Fines & Forfeitures | 98 | 1,500 | 116 | 100 | -14% |
| Investment Earnings | 85,562 | 81,747 | 82,246 | 82,246 | 0% |
| System Development Fees | 2,318,021 | 3,000,361 | 2,406,595 | 2,473,795 | 3% |
| Contributions & Donations | 29,510 | 29,510 | 29,510 | 29,510 | 0% |
| Other Revenue | 130,383 | 136,240 | 131,257 | 132,240 | 1% |
| Total Revenues | \$ 12,121,704 | \$ 13,585,110 | \$ 12,214,786 | \$ 12,674,864 | 4% |
| Expenditures | | | | | |
| Personnel | 1,268,196 | 1,370,608 | 1,306,229 | 1,408,473 | 8% |
| Services & Other | 5,741,739 | 3,591,783 | 6,000,737 | 6,223,135 | 4% |
| Supplies | 249,833 | 294,446 | 318,694 | 316,018 | -1% |
| Capital | 74,849 | 76,750 | 56,850 | 94,750 | 67% (1) |
| Debt & Financing | 331,746 | 333,258 | 333,258 | 333,546 | 0% |
| Transfers Out | 66,494 | 67,001 | 66,996 | 213,910 | 219% (2) |
| Total Expenditures (Excluding One-Time) | \$ 7,732,857 | \$ 5,733,846 | \$ 8,082,764 | \$ 8,589,832 | 6% |
| Net Change Excluding One-Time Capital | \$ 4,388,847 | \$ 7,851,264 | \$ 4,132,022 | \$ 4,085,032 | -1% |
| 5 Year CIP (One-Time Expenditures) | 405,767 | 7,364,264 | 4,721,788 | 18,228,038 | 286% (3) |
| Total Expenditures (Including One-Time) | 8,138,624 | 13,098,110 | 12,804,552 | 26,817,870 | 109% |
| Contribution to or (Use of) Fund Balance | 3,983,080 | 487,000 | (589,766) | (14,143,006) | >500% (3) |
| Ending Funds Available | \$ 24,005,548 | \$ 24,492,548 | \$ 23,415,782 | \$ 9,272,776 | -60% |
| Reserves & Internal Designations* | | | | | |
| Operating Designations | | 828,613 | 1,270,943 | 1,324,604 | |
| Catastrophic Events Reserve | | 1,675,712 | 1,675,712 | 1,647,022 | |
| Capital Reserve | | 20,988,223 | 19,469,127 | 5,301,150 | |
| Committed for Fund Purpose | | 1,000,000 | 1,000,000 | 1,000,000 | |
| Total Reserves & Internal Designations | | \$ 24,492,548 | \$ 23,415,782 | \$ 9,272,776 | |
| Unobligated Reserves | \$ 24,005,548 | \$ - | \$ - | \$ - | |

* Click [here](#) to see definitions of Reserve & Internal Designation types, Click [here](#) to view line item detail for the 2018 Town of Castle Rock budget, Click [here](#) to view projected increases and Townwide assumptions

Notes: Notes below include explanation of items that are at least 10% and \$10,000 different from the 2017 Year-end estimate (*year-end estimates will be revised the 3rd quarter of 2017*)

(1) Capital expenditures increase due to planned machinery and equipment purchases including multiple small equipment replacements in 2018

(2) Transfer out expenditures increase due to a one time transfer to the Fleet Fund to accommodate the purchase of a new Vacuum Truck planned in 2018

(3) Planned 5 year CIP expenditures increase is due to the proposed expansion of Plum Creek Water Reclamation Authority (PCWRA)

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Five Year Capital Improvement Program

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LETTER OF INTRODUCTION FOR THE FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

August 15, 2017

Honorable Mayor and Members of the Town Council,

Hereby submitted is the Five Year Capital Improvement Program (CIP) for the Town of Castle Rock, Colorado for the years 2018 through 2022. The 2018 Budget allows for \$105,255,543 in expenditures associated with the Capital Improvement Program. The Funding Source information in the following pages is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.

The CIP summarizes all major capital expenditures to be made over the next five years. This budget contains a summary of revenue sources and CIP costs by fund and year in which the revenues and costs are anticipated. In order to be included in the CIP, the project must meet the following guidelines:

- Costs are expected to be over \$25,000
- The resulting project has a useful life of more than one year
- The project results in the addition of a fixed asset, or extends the useful life of an existing asset or is a major software purchase

During the preparation process, staff identified what would be necessary to meet existing levels of service to the community and which projects could reasonably be accomplished within each year, within the financial and staff limitations of the Town. Contractual obligations and/or needs were considered in setting the priorities.

Capital improvements are funded through a variety of sources including the use of reserves, impact fees, debt financing, grants, building use taxes and operating revenues. All available current and future resources were considered when identifying funding sources for the identified capital improvements. For example, the estimated available reserve balance was calculated and shown as a funding source, as well as estimated impact fees, building use taxes, and other revenue sources. The CIP costs projected meet, but do not exceed, the limitations of those funding sources.

Sincerely,



David Corliss
Town Manager

THIS PAGE IS A PLACE HOLDER FOR THE RESOLUTION
APPROVING THE 2018-2022 CIP

2018-2022 CAPITAL IMPROVEMENT PROGRAM SUMMARY - ALL FUNDS

TOTAL CIP EXPENDITURES BY FUND AND YEAR

| Fund | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| General Fund | \$ 2,291,000 | \$ 365,063 | \$ 692,754 | \$ 723,142 | \$ 755,049 | \$ 4,827,008 |
| General Long Term Planning | 160,000 | 216,000 | 295,000 | 295,000 | 345,000 | 1,311,000 |
| Transportation Fund | 6,867,768 | 5,514,000 | 5,330,000 | 490,000 | 1,840,000 | 20,041,768 |
| Transportation Capital Fund | 14,411,513 | 4,608,750 | 3,975,000 | 14,874,000 | 13,125,000 | 50,994,263 |
| Conservation Trust Fund | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 3,000,000 |
| Parks and Rec Capital Fund | 2,000,000 | - | 200,000 | 2,500,000 | - | 4,700,000 |
| Fire Capital | 350,000 | 75,000 | 20,000 | 10,000 | 10,000 | 465,000 |
| Water Fund | 5,668,000 | 3,129,000 | 9,038,973 | 3,957,277 | 7,963,007 | 29,756,257 |
| Water Resource Fund | 46,404,708 | 7,512,685 | 9,157,902 | 5,628,156 | 2,759,210 | 71,462,661 |
| Stormwater Fund | 1,966,735 | 4,236,274 | 2,289,355 | 3,591,154 | 4,159,616 | 16,243,134 |
| Wastewater Fund | 20,728,205 | 20,663,212 | 4,252,050 | 3,503,528 | 1,627,015 | 50,774,010 |
| Fleet Fund | 3,522,614 | 2,656,227 | 2,833,977 | 3,429,542 | 1,478,784 | 13,921,144 |
| Community Center Fund | 285,000 | 270,000 | 250,000 | - | 283,500 | 1,088,500 |
| Total by Year | \$ 105,255,543 | \$ 49,846,211 | \$ 38,935,011 | \$ 39,601,799 | \$ 34,946,181 | \$ 268,584,745 |

FUNDING SOURCE SUMMARY

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.

| Source | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Sales Tax | \$ 1,576,000 | \$ 635,063 | \$ 942,754 | \$ 723,142 | \$ 1,038,549 | \$ 4,915,508 |
| Building Use Tax | 9,050,343 | 8,745,000 | 5,712,500 | 6,000,000 | 6,797,500 | 36,305,343 |
| Road and Bridge Tax | 1,834,000 | 450,000 | 450,000 | 450,000 | 450,000 | 3,634,000 |
| Federal Grant | 2,780,000 | - | - | - | - | 2,780,000 |
| Colorado Lottery Funds | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 825,000 |
| Impact Fees | 8,242,938 | 1,218,750 | 3,657,500 | 11,719,000 | 8,072,500 | 32,910,688 |
| Metered Water Sales | 4,855,000 | 2,579,000 | 5,148,000 | 2,694,000 | 4,025,000 | 19,301,000 |
| System Development Fees | 49,077,429 | 27,506,899 | 13,099,442 | 9,778,643 | 9,106,410 | 108,568,824 |
| Water Resources Fees | 18,561,883 | 3,005,074 | 3,638,043 | 2,025,204 | 1,103,684 | 28,333,888 |
| Stormwater Charges | 781,950 | 1,123,813 | 1,624,549 | 1,330,968 | 1,454,453 | 6,315,734 |
| Wastewater Service Charges | 1,491,385 | 1,326,385 | 1,228,245 | 851,300 | 819,300 | 5,716,615 |
| Vehicle Repl. Contributions | 2,680,070 | 2,157,686 | 2,510,231 | 3,206,289 | 1,384,458 | 11,938,734 |
| Vehicle Salvage | 206,217 | 160,968 | 180,505 | 223,253 | 94,326 | 865,269 |
| Transfers from Other Funds | 636,327 | 337,573 | 143,241 | - | - | 1,117,141 |
| Douglas County Shareback | 435,000 | 435,000 | 435,000 | 435,000 | 435,000 | 2,175,000 |
| State Contribution | 1,882,000 | - | - | - | - | 1,882,000 |
| GOCO Grant | 1,000,000 | - | - | - | - | 1,000,000 |
| Total by Year | \$ 105,255,543 | \$ 49,846,211 | \$ 38,935,011 | \$ 39,601,799 | \$ 34,946,181 | \$ 268,584,745 |

2018-2022 CAPITAL IMPROVEMENT PROGRAM
**TOWNWIDE
SUMMARY OF ESTIMATED ONGOING OPERATING COSTS
BY FUND ⁽¹⁾**

| Department / Division | Project Name | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | | | | | | |
| Fire Department | | | | | | |
| | Lifepak Cardiak Monitors | \$ - | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | Auto Extrication Equipment | - | - | 3,000 | 3,000 | 3,000 |
| Transportation Fund | | | | | | |
| | Traffic Signal Program | 2,600 | 5,200 | 2,600 | 2,600 | 2,600 |
| Fire Capital Fund | | | | | | |
| | Station 152 Vehicle Equipment | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Transportation Capital Fund | | | | | | |
| | Service Center Expansion ⁽²⁾ | - | 4,500 | 4,500 | 4,500 | 4,500 |
| Water Fund | | | | | | |
| | Pumping and Distribution System Upgrades | - | - | 30,074 | 30,074 | 30,074 |
| | Administration and Customer Service Bldg | - | - | - | 12,119 | 12,119 |
| Water Resources Fund | | | | | | |
| | WISE Project | 500,000 | 500,000 | 500,000 | 1,500,000 | 1,500,000 |
| | Chatfield Reallocation Project | - | - | 100,000 | 100,000 | 100,000 |
| | Aquifer Storage and Recovery Pilot Program | - | - | 4,000 | 4,000 | 4,000 |
| | Plum Creek Diversion and Well Fields | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| | Plum Creek Water Purification Facility | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| | Administration and Customer Service Bldg | - | - | - | 5,689 | 5,689 |
| Stormwater Fund | | | | | | |
| | Administration and Customer Service Bldg | - | - | - | 5,510 | 5,510 |
| Wastewater Fund | | | | | | |
| | Administration and Customer Service Bldg | - | - | - | 6,682 | 6,682 |
| Total Ongoing Operating Expenditures by Year | | \$ 1,829,600 | \$ 1,837,700 | \$ 1,972,174 | \$ 3,002,174 | \$ 3,002,174 |

NOTE: New vehicle additions to the fleet are incorporated and paid for in each individual department. Operating costs associated with a vehicle addition on average are \$986 for repair and maintenance and \$1,200 for fuel annually

(1) Existing Capital Improvement Programs included above reflect projects with known ongoing operating costs

(2) Initial project costs are funded from the Capital Fund. Ongoing operating costs will be funded from the Transportation Fund

2018-2022 CAPITAL IMPROVEMENT PROGRAM

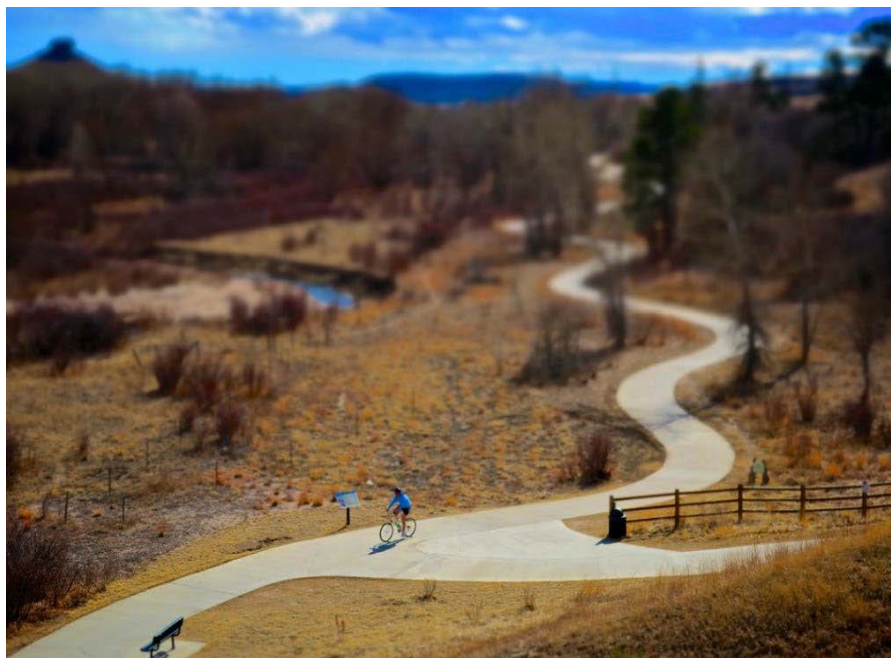
GENERAL FUND

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Fire and Rescue Department | | | | | | |
| Lifepak 15 Cardiac Monitors | \$ 61,000 | \$ - | \$ - | \$ - | \$ - | \$ 61,000 |
| Powered Stair Chairs | 30,000 | - | - | - | - | 30,000 |
| Auto Extrication Equipment | - | 150,000 | - | - | - | 150,000 |
| Parks Department | | | | | | |
| Annual Trail Improvements | 2,000,000 | 130,063 | 607,754 | 638,142 | 670,049 | 4,046,008 |
| DOIT | | | | | | |
| IT Governance | 200,000 | 85,000 | 85,000 | 85,000 | 85,000 | 540,000 |
| Total Expenditures by Year | \$ 2,291,000 | \$ 365,063 | \$ 692,754 | \$ 723,142 | \$ 755,049 | \$ 4,827,008 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Sales Tax | \$ 1,291,000 | \$ 365,063 | \$ 692,754 | \$ 723,142 | \$ 755,049 | \$ 3,827,008 |
| GOCO Grant | 1,000,000 | - | - | - | - | 1,000,000 |
| Total Funding Sources by Year | \$ 2,291,000 | \$ 365,063 | \$ 692,754 | \$ 723,142 | \$ 755,049 | \$ 4,827,008 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Plum Creek Trail

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Lifepak 15 Cardiac Monitors

| | | | |
|--|--|---------------------------------------|------------------|
| Project Number: 70-30 | | | |
| Contact: Art Morales, Fire Chief | | 5 Year Historical Total | \$ - |
| Department: Fire and Rescue Department | | 2018-2022 Total | 61,000 |
| Category: Equipment | | CIP Project Total (2013-2022): | \$ 61,000 |
| Type: Replacement | | | |
| Useful Life: 10 Years | | | |

Description and Justification

The Fire and Rescue Department utilizes cardiac monitors to assess patient condition as it relates to potential heart attack and other cardiac issues. The department currently has two (2) older Lifepak 12's that were not replaced, due to cost, when other Lifepak units were replaced, and have reached the end of the expected 10 year life and now need to be replaced. This request is to allocate funding to replace the old equipment with the same model equipment currently carried on all apparatus. Each monitor costs approximately \$30,500, so the request amount is \$61,000. Based on an expected 10 year lifespan of this equipment, budget for replacements will be included in future years.

This aligns with the Council priority of providing outstanding public health and safety. Replacement of these monitors will maintain levels of service, while not replacing them could actually reduce the level of service should current monitors fail and have to be replaced with one of the older monitors.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| EMS Equipment | \$ 61,000 | \$ - | \$ - | \$ - | \$ - | \$ 61,000 |
| Total Expenditures | \$ 61,000 | \$ - | \$ - | \$ - | \$ - | \$ 61,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Sales Tax | \$ 61,000 | \$ - | \$ - | \$ - | \$ - | \$ 61,000 |
| Total Funding Sources | \$ 61,000 | \$ - | \$ - | \$ - | \$ - | \$ 61,000 |

Operational Impact

A total of \$1,000 is included in operating expenses beginning in 2019 in the Fire and Rescue Operations Division in the General Fund to accommodate estimated ongoing maintenance costs related to this equipment.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Powered Stair Chairs

| | | | | |
|--|--|---------------------------------------|-----------|---------------|
| Project Number: 70-30 | | 5 Year Historical Total | \$ | - |
| Contact: Norris Croom, Deputy Fire Chief | | 2018-2022 Total | | 30,000 |
| Department: Fire and Rescue Department | | CIP Project Total (2013-2022): | \$ | 30,000 |
| Category: Equipment | | | | |
| Type: Replacement | | | | |
| Useful Life: 7 years | | | | |

Description and Justification

The Fire and Rescue Department utilizes stair chairs for EMS calls to move patients up and down stairs where a stretcher cannot be used. The department currently has five (5) that are reaching the end of the expected 7 year life and need to be replaced. This request is to replace the old manual equipment with new Ferno model equipment that includes a motorized track to make patient movement easier and safer by limiting the amount of weight that personnel have to physically carry up and down the stairs. Each chair costs approximately \$6,000, so the request amount totals \$30,000.

This aligns with the Council priority of providing outstanding public health and safety. Replacement of these chairs will maintain levels of service, while not replacing them could actually reduce the level of service should the current chairs fail to perform while on an incident.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Stair Chair | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ 30,000 |
| Total Expenditures | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ 30,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Sales Tax | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ 30,000 |
| Total Funding Sources | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ 30,000 |

Operational Impact

There should be minimal to no operational costs associated with cost of this equipment other than an annual inspection.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Auto Extrication Equipment

| | | | |
|--|--|---------------------------------------|-------------------|
| Project Number: 70-30 | | | |
| Contact: Art Morales, Fire Chief | | 5 Year Historical Total | \$ - |
| Department: Fire and Rescue Department | | 2018-2022 Total | 150,000 |
| Category: Equipment | | CIP Project Total (2013-2022): | \$ 150,000 |
| Type: Replacement | | | |
| Useful Life: 10 years | | | |

Description and Justification

The Fire and Rescue Department utilizes vehicle extrication tools to extricate patients from auto accidents. The current equipment was purchased in 2009, and will reach end of life in 2019. This request is to replace the old equipment with new, current, more technologically advanced equipment to ensure that we can continue maintain this level of service as automobile manufacturers continue to change the construction of their vehicles. This cost is an estimate at this time to replace all existing equipment, and is based on current costs with a 3% inflation rate. Costs will be monitored and updated in 2018 to provide a more accurate estimate next year.

This aligns with the Council priority of providing outstanding public health and safety. Replacement of this equipment will maintain levels of service, while not replacing them could reduce the level of service should the old tools fail or not be able to cut through the more modern car materials.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------------|-------------|-------------|-------------|-------------------|
| EMS Equipment | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ 150,000 |
| Total Expenditures | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ 150,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------------|-------------|-------------|-------------|-------------------|
| Sales Tax | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ 150,000 |
| Total Funding Sources | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ 150,000 |

Operational Impact

A total of \$3,000 is included in operating expenses beginning in 2020 in the Fire and Rescue Operations Division in the General Fund to accommodate estimated ongoing maintenance costs related to this equipment.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Annual Trail Improvements

| | | | |
|---|--|---------------------------------------|---------------------|
| Project Number: 75-14 | | | |
| Contact: Jeff Smullen, Assistant Director of Parks & Recreation | | 5 Year Historical Total | \$ 1,944,196 |
| Department: Parks & Recreation Department | | 2018-2022 Total | 4,046,008 |
| Category: Parks/Trails | | CIP Project Total (2013-2022): | \$ 5,990,204 |
| Type: New | | | |
| Useful Life: 50 Years | | | |

Description and Justification

The East Plum Creek Trail extension completes the missing Town connection from downtown to Crystal Valley Ranch and completes the Town's portion of the Front Range Trail along East Plum Creek Trail. On an average monthly basis, both the Meadows Parkway and the Festival Park locations of the Plum Creek Trail see approximately 9,000 visitors each. There are approximately 300 visitors per day on an average during the summer months. The Lanterns Development will extend the East Plum Creek trail section to Bell Mountain Ranch to Greenland Open Space. The Town's entire portion of the Front Range Trail along East Plum Creek Trail will be 8 miles long when complete. The Parks and Recreation Department requests to borrow from 2019 funds to complete construction in 2018. The Town has been awarded a \$1 million grant from Great Outdoors Colorado (GOCO) to fund half of the project. However, the funds will not be realized until the project is complete.

Annual Trail Improvements are funded by sales tax, a portion of which was enacted by voters to fund trail improvements throughout Castle Rock. As a result, the trails account receives an annual transfer from a portion of sales tax through the Town's Transportation Fund in addition to outside contributions, such as grant support when available. Public Works and the Parks and Recreation Department have worked to evaluate all potential projects and create a capital plan that addresses priorities for both side paths and trails. Construction of the East Plum Creek Trail heading south to Crystal Valley Parkway will occur in 2018. Design of Industrial Tributary Trail will begin in 2019 and construction will occur in 2020 and 2021.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Construction Contracts | \$ 2,000,000 | \$ 130,063 | \$ 607,754 | \$ 638,142 | \$ 670,049 | \$ 4,046,008 |
| Total Expenditures | \$ 2,000,000 | \$ 130,063 | \$ 607,754 | \$ 638,142 | \$ 670,049 | \$ 4,046,008 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Sales Tax | \$ 1,000,000 | \$ 130,063 | \$ 607,754 | \$ 638,142 | \$ 670,049 | \$ 3,046,008 |
| GOCO Grant | 1,000,000 | - | - | - | - | 1,000,000 |
| Total Funding Sources | \$ 2,000,000 | \$ 130,063 | \$ 607,754 | \$ 638,142 | \$ 670,049 | \$ 4,046,008 |

Operational Impact

Costs to maintain the addition to the trail will be minimal and can be accommodated within current budgeted resources.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

IT Governance

| | | | |
|--|--|---------------------------------------|-------------------|
| Project Number: 70-43 | | | |
| Contact: Jennifer Jaeger, Chief Technology Officer | | 5 Year Historical Total | \$ 144,162 |
| Department: Division of Innovation and Technology | | 2018-2022 Total | 540,000 |
| Category: Technology | | CIP Project Total (2013-2022): | \$ 684,162 |
| Type: New | | | |
| Useful Life: 5 Years | | | |

Description and Justification

Expenditures are requested in the General Fund for IT Governance projects that will support Town infrastructure and allow the Town to benefit from new technologies. Only projects classified as capital are included on this list of the identified 2018 IT Governance projects. Specific projects are proposed annually and estimated amounts are identified for outgoing years.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|
| IT Governance | \$ 200,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 540,000 |
| Total Expenditures | \$ 200,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 540,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Sales Tax | \$ 200,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 540,000 |
| Total Funding Sources | \$ 200,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 540,000 |

Operational Impact

Costs are expected to be minimal and will be accommodated within the current budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

GENERAL LONG TERM PLANNING FUND

DEPUTY TOWN MANAGER

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Synthetic Turf Replacement | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |
| Total Expenditures by Year | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Building Use Tax | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |
| Total Funding Sources by Year | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Turf field at Philip S. Miller Park

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Synthetic Turf Replacement

| | | | |
|-----------------|--|---------------------------------------|---------------------|
| Project Number: | 78-47 | | |
| Contact: | Jeff Smullen, Assistant Director of Parks & Recreation | 5 Year Historical Total | \$ - |
| Department: | Parks & Recreation Department | 2018-2022 Total | 1,311,000 |
| Category: | Parks/Trails | CIP Project Total (2013-2022): | \$ 1,311,000 |
| Type: | New | | |
| Useful Life: | 10 Years | | |

Description and Justification

The Parks and Recreation department requests funding for synthetic turf replacement in 2018 for Metzler Ranch Park Field #3, 2019 for Butterfield Park, 2020 for Gemstone Park, 2021 for Matney Park and 2022 for Rhyolite Regional Park. Turf on field sites is nearing the end of the expected life and will need to be replaced in order to maintain proper safety levels and to maintain the functional and aesthetic quality of these parks. Synthetic turf surfaces are regularly evaluated for safety and actual project timing may change based on this ongoing evaluation.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Site Improvements | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |
| Total Expenditures | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Building Use Tax | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |
| Total Funding Sources | \$ 160,000 | \$ 216,000 | \$ 295,000 | \$ 295,000 | \$ 345,000 | \$ 1,311,000 |

Operational Impact

No additional revenues or expenditures are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION FUND

PUBLIC WORKS DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|---------------------|---------------------|---------------------|-------------------|---------------------|----------------------|
| Miscellaneous Projects & Studies | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 375,000 |
| Traffic Safety Improvements | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Traffic Signal Program | 500,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,500,000 |
| Neighborhood Traffic Calming | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Development Related Improvements | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| ADA Ramps | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 200,000 |
| Street Reconstruction Projects | 3,660,768 | 4,224,000 | 1,740,000 | - | 1,350,000 | 10,974,768 |
| Craig & Gould N. Infrastructure | - | 800,000 | 3,100,000 | - | - | 3,900,000 |
| Meadows Parkway Reconstruction | 2,467,000 | - | - | - | - | 2,467,000 |
| Total Expenditures by Year | \$ 6,867,768 | \$ 5,514,000 | \$ 5,330,000 | \$ 490,000 | \$ 1,840,000 | \$ 20,041,768 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|---------------------|---------------------|---------------------|-------------------|---------------------|----------------------|
| Road and Bridge Tax | \$ 1,834,000 | \$ 450,000 | \$ 450,000 | \$ 450,000 | \$ 450,000 | \$ 3,634,000 |
| Building Use Tax | 3,700,768 | 5,064,000 | 4,880,000 | 40,000 | 1,390,000 | 15,074,768 |
| Federal Grant | 1,333,000 | - | - | - | - | 1,333,000 |
| Total Funding Sources by Year | \$ 6,867,768 | \$ 5,514,000 | \$ 5,330,000 | \$ 490,000 | \$ 1,840,000 | \$ 20,041,768 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Street Maintenance Work on 5th Street

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Miscellaneous Projects & Studies

| | | | |
|---------------------------------------|--|---------------------------------------|-------------------|
| Project Number: 75-24 | | | |
| Contact: Carl Armijo, Project Manager | | 5 Year Historical Total | \$ 186,257 |
| Department: Public Works Department | | 2018-2022 Total | 375,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 561,257 |
| Type: Repair | | | |
| Useful Life: Variable | | | |

Description and Justification

Small projects and studies are typically identified during the year that are currently unknown. Projects typically arise that were not accounted for or specifically identified in the annual budget process. The purpose of this miscellaneous projects fund is to have monies available when minor unexpected road projects are needed to be funded and constructed. Examples include miscellaneous projects such as repair of broken concrete sidewalks, minor drainage improvements, or subsurface investigations such as the Sixth Street alley wall failure and Castle Oaks east approach settlement. The ability to immediately implement small projects as they are identified provides for the best customer service for the public and maintains a level of service expected and provided by the Town. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Design/Engineering/Construction | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 375,000 |
| Total Expenditures | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 375,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Road and Bridge Tax | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 375,000 |
| Total Funding Sources | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 375,000 |

Operational Impact

Operational impacts are typically minimal as these small improvements to existing infrastructure fall under existing maintenance operations budgets.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Traffic Safety Improvements**

| | | | |
|-----------------|---|---------------------------------------|-------------------|
| Project Number: | 75-25 | | |
| Contact: | Ryan Germeroth, Transp. Planning & Traffic Engineering Mgr. | 5 Year Historical Total | \$ 67,018 |
| Department: | Public Works Department | 2018-2022 Total | 250,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 317,018 |
| Type: | Repair | | |
| Useful Life: | Variable | | |

Description and Justification

Small traffic safety studies or projects are typically identified during the year that are currently unknown. Examples include modifications to existing crosswalks or adding new crosswalks to improve pedestrian safety. This program is intended to pay for these items. The ability to immediately implement small projects as they are identified provides for the best customer service for the public and aids in improving safety. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Construction | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Total Expenditures | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Road and Bridge Tax | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Total Funding Sources | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

Operational Impact

Operational impacts are typically minimal as these small improvements to existing infrastructure fall under existing maintenance operations budgets.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Traffic Signal Program

| | | | |
|-----------------|---|---------------------------------------|---------------------|
| Project Number: | 75-26 | | |
| Contact: | Ryan Germeroth, Transp. Planning & Traffic Engineering Mgr. | 5 Year Historical Total | \$ 1,957,799 |
| Department: | Public Works Department | 2018-2022 Total | <u>1,500,000</u> |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 3,457,799 |
| Type: | Upgrade | | |
| Useful Life: | 15-20 years | | |

Description and Justification

This program is utilized to construct new traffic signals that are identified through engineering evaluations, and to perform signal system changes recommended in the comprehensive townwide system analysis. For 2018, it is expected that two new traffic signals will be needed. Upon completion of the warrant studies by a contractor in 2016, there were two intersections nearing signal warrants that are set to be studied again in 2017. Signal warrants are based upon traffic volumes at studied intersections. One signal has been identified as needed will likely be at Plum Creek Parkway / Emerald with the other location likely at Meadows / Low Meadow. The need for these two locations will be confirmed in 2017. For years 2019 through 2022, signal projects will be chosen based upon historical trends, judgment, and locations identified by engineering evaluations. Intersections that are close to needing a signal are evaluated annually. Installations improve traffic movement and safety of roadway users. Due to recent observed increases in construction costs, the projected cost per signal is \$250,000 per intersection. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Construction/Engineering | \$ 500,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,500,000 |
| Total Expenditures | \$ 500,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,500,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Road and Bridge Tax | \$ 500,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,500,000 |
| Total Funding Sources | \$ 500,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,500,000 |

Operational Impact

The department currently contracts out the maintenance of traffic signal equipment as in-house specialization does not exist. In addition, electricity cost increases also exist with new signal installation. The average electricity and maintenance cost per signal is \$2,600 per year and is included in electricity costs within the Transportation Fund.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Neighborhood Traffic Calming

| | | | | |
|-----------------|--|---------------------------------------|-----------|----------------|
| Project Number: | 75-28 | | | |
| Contact: | Ryan Germeroth, Transp. Planning & Traffic Engineering Mgr | 5 Year Historical Total | \$ | 60,397 |
| Department: | Public Works Department | 2018-2022 Total | | 125,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ | 185,397 |
| Type: | Upgrade | | | |
| Useful Life: | Variable | | | |

Description and Justification

These projects are identified through the Town's Neighborhood Traffic Calming Program. This program is utilized to complete projects geared toward encouraging cars to adhere to the posted speed limit, or to reduce the amount of cut-through traffic on residential streets. Projects are identified through the current policy approved by Town Council and administered by staff. These projects are typically developed during the year as requested by residents and certain criteria are met. Examples include the installation of speed cushions on residential streets. This project helps to address the community priority of a safe and reliable transportation system.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Construction | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |
| Total Expenditures | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Road and Bridge Tax | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |
| Total Funding Sources | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |

Operational Impact

The impact to operations is minor as these projects are small in scope and fairly infrequent. Speed cushions are constructed with asphalt material that is keyed in above existing asphalt, which can be maintained within existing operations just as the asphalt surface below.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Development Related Improvements

| | | | |
|---|--|---------------------------------------|-------------------|
| Project Number: 75-32 | | | |
| Contact: Bob Goebel, Director of Public Works | | 5 Year Historical Total | \$ 86,626 |
| Department: Public Works Department | | 2018-2022 Total | 250,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 336,626 |
| Type: New | | | |
| Useful Life: Variable | | | |

Description and Justification

Opportunities exist for transportation improvements to be made in conjunction with various developments. Constructing improvements in conjunction with development improvements can be done at a reduced cost with less impact to the public. Projects are identified through the development review process and constructed as needed. Increased costs in 2017 include curb and gutter work on Jerry Street and milling and overlay work on Appleton Way. The Appleton Way project is an example where the Town committed according to Subdivision Improvement Agreements with developers to paving cost for street repairs above and beyond what was required for the development. The Town has recognized that opportunities exist for transportation improvements to be made in conjunction with developments. It is the Town's intent to construct these improvements during development, at a reduced cost and to continue to provide an adequate level of service. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Engineering/Construction | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Total Expenditures | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Road and Bridge Tax | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Total Funding Sources | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

Operational Impact

The operational impact of the program will depend on the specific projects constructed and will be incorporated at such time.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

ADA Ramps

| | | | |
|---------------------------------------|--|---------------------------------------|-------------------|
| Project Number: 76-78 | | | |
| Contact: Aaron Monks, Project Manager | | 5 Year Historical Total | \$ 180,320 |
| Department: Public Works Department | | 2018-2022 Total | 200,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 380,320 |
| Type: Replacement | | | |
| Useful Life: Variable | | | |

Description and Justification

Town Council approved the Americans with Disabilities Act (ADA) Prioritization Plans which identified \$40,000 per year to be allocated towards curb ramp upgrades based on priorities and funding. A contractor will be utilized to construct these upgrades. The goal of the ADA Curb Ramps Prioritization Plan for the Town of Castle Rock is to ensure that the Town creates accessible paths of travel within the public right-of-way for people with disabilities. The ADA Prioritization Plan will be implemented with annual construction upgrades and retrofits for curb ramps for the purpose of becoming ADA compliant. This project helps to address the community priority of a safe and reliable transportation system.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Construction | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 200,000 |
| Total Expenditures | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 200,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Building Use Tax | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 200,000 |
| Total Funding Sources | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 200,000 |

Operational Impact

Operational impacts are typically minimal as these small improvements to existing infrastructure fall under existing maintenance operations.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Street Reconstruction Projects

| | | | |
|---------------------------------------|--|---------------------------------------|----------------------|
| Project Number: 78-89 | | | |
| Contact: Aaron Monks, Project Manager | | 5 Year Historical Total | \$ - |
| Department: Public Works Department | | 2018-2022 Total | 10,974,768 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 10,974,768 |
| Type: Replacement | | | |
| Useful Life: 20 years | | | |

Description and Justification

This project includes multiple streets on which the pavement has reached the end of its lifespan and requires a reconstruction of the pavement section. Reconstructing these segments will minimize the annual maintenance expenditures for crack sealing and pot hole repair. This work will involve the removal of the existing pavement and replacing it with new pavement. Reconstructions in 2018 include Deckers Street, Tabor Drive, Lantern Trail and Wagon Wheel. Reconstructions in 2019 primarily consist of work on Butterfield Crossing. Reconstructions in 2020 primarily consist of Meadows Boulevard from Meadows Parkway to North Meadows Drive. No reconstructions are planned for 2021 and reconstructions in 2022 primarily consist of Mt. Royal Drive. This project helps to address the community priority of a safe and reliable transportation system.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|---------------------|---------------------|-------------|---------------------|----------------------|
| Construction | \$ 3,660,768 | \$ 4,224,000 | \$ 1,740,000 | \$ - | \$ 1,350,000 | \$ 10,974,768 |
| Total Expenditures | \$ 3,660,768 | \$ 4,224,000 | \$ 1,740,000 | \$ - | \$ 1,350,000 | \$ 10,974,768 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|---------------------|---------------------|-------------|---------------------|----------------------|
| Building Use Tax | \$ 3,660,768 | \$ 4,224,000 | \$ 1,740,000 | \$ - | \$ 1,350,000 | \$ 10,974,768 |
| Total Funding Sources | \$ 3,660,768 | \$ 4,224,000 | \$ 1,740,000 | \$ - | \$ 1,350,000 | \$ 10,974,768 |

Operational Impact

Maintenance expenses are projected to decrease as a result of these reconstructions. Amounts will vary depending on the specific area reconstructed.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Craig & Gould N. Infrastructure

Project Number: 77-62

Contact: Carl Armijo, CIP Engineering Manager

Department: Public Works Department

Category: Infrastructure

Type: Replacement

Useful Life: 30 years

5 Year Historical Total \$ -

2018-2022 Total 3,900,000

CIP Project Total (2012-2021): \$ 3,900,000

Description and Justification

The scope of the project includes reconstruction and replacement of existing utility and street infrastructure in a similar manner to what was completed in the Craig and Gould neighborhood south of Fifth Street in 2011. This includes reconstruction of existing pavement and the addition of curb, gutter, and sidewalk improvements. These modifications are expected to improve pedestrian safety and better define parking areas along the streets that currently do not have curbs or sidewalks. This project was included in the Public Works Five-Year Capital considerations presented to Town Council in 2014 and Strategic Planning considerations presented and approved in 2015. This infrastructure is beyond its design life, and needs to be replaced. Increased maintenance is required to keep service active, which is creating cost inefficiencies. This is a joint effort with Castle Rock Water and timing of these improvements for design and construction years was closely coordinated between both departments. This project helps to address the community priority of a safe and reliable transportation system.

| Expenditures | 2017 | 2018 | 2019 | 2020 | 2021 | Total |
|---------------------------|-------------|-------------------|---------------------|-------------|-------------|---------------------|
| Design | \$ - | \$ 800,000 | \$ - | \$ - | \$ - | \$ 800,000 |
| Construction | - | - | 3,100,000 | - | - | 3,100,000 |
| Total Expenditures | \$ - | \$ 800,000 | \$ 3,100,000 | \$ - | \$ - | \$ 3,900,000 |

| Funding Sources | 2017 | 2018 | 2019 | 2020 | 2021 | Total |
|------------------------------|-------------|-------------------|---------------------|-------------|-------------|---------------------|
| Building Use Tax | \$ - | \$ 800,000 | \$ 3,100,000 | \$ - | \$ - | \$ 3,900,000 |
| Total Funding Sources | \$ - | \$ 800,000 | \$ 3,100,000 | \$ - | \$ - | \$ 3,900,000 |

Operational Impact

Increased operational impacts are not anticipated as this project is a replacement. A decrease in maintenance is expected as a result of the replacement infrastructure being "reset" to its original condition where normal preventative maintenance activities can resume.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Meadows Parkway Reconstruction

| | | | |
|---|--|---------------------------------------|---------------------|
| Project Number: 78-40 | | | |
| Contact: Tony Marusiak, Project Manager | | 5 Year Historical Total | \$ 1,987,000 |
| Department: Public Works Department | | 2018-2022 Total | 2,467,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 4,454,000 |
| Type: Replacement | | | |
| Useful Life: 20 years | | | |

Description and Justification

The concrete pavement within the stretch of Meadows Parkway between Prairie Hawk Drive and Highway US-85 has reached the end of its lifespan and requires a reconstruction of the pavement surface. This work will involve the removal of the existing concrete pavement and replacement with new pavement. The project was included as a future planning consideration in an attachment to the Strategic Planning considerations packet that was presented and approved at the January 27, 2015 meeting. Construction was originally planned for 2017, but was delayed to 2018 as presented to Town Council in April 2017. With Castle Rock Parkway open, traffic volumes on Meadows Parkway will be less which will minimize disruption to the traveling public once this work is completed. The Denver Regional Council of Governments (DRCOG) has provided notification to the Town that the Town's request for federal funding to complete this project has been approved. The Town's funding portion is 20% of the project cost. The remaining 80% will be grant funding. This aligns with Town's 2020 Vision Statement of providing outstanding community services including police, fire, emergency medical, park, recreation, water, and transportation. This project helps to address the community priority of a safe and reliable transportation system.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Construction | \$ 2,467,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,467,000 |
| Total Expenditures | \$ 2,467,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,467,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Road and Bridge Tax | \$ 1,134,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,134,000 |
| Federal Grant | 1,333,000 | - | - | - | - | 1,333,000 |
| Total Funding Sources | \$ 2,467,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,467,000 |

Operational Impact

Maintenance expenses are projected to decrease as a result of this reconstruction and have been incorporated into the financial plan for this fund.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION CAPITAL FUND

PUBLIC WORKS DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Service Center Expansion | \$ 3,997,500 | \$ - | \$ - | \$ - | \$ - | \$ 3,997,500 |
| Improvements at Highway 86 & Allen Way | 4,264,200 | - | - | - | - | 4,264,200 |
| Improvements at Hwy 86 & Crowfoot Valley | 3,460,000 | - | - | - | - | 3,460,000 |
| Plum Creek & Wolfensberger Roundabout | 1,119,813 | - | - | - | - | 1,119,813 |
| Ridge Road Widening | - | - | - | 3,960,000 | - | 3,960,000 |
| Hwy 86 and 5th St. Improvements | - | - | - | 3,481,500 | - | 3,481,500 |
| 5th Street Widening | - | - | 537,500 | 5,500,000 | - | 6,037,500 |
| Plum Creek and Gilbert Roundabout | 153,750 | 997,500 | - | - | - | 1,151,250 |
| Plum Creek Pkwy Widening (East) | 640,625 | 2,467,500 | - | - | 3,993,750 | 7,101,875 |
| Wolfensberger Widening | - | - | - | 880,000 | 6,750,000 | 7,630,000 |
| Wolfensberger and Red Hawk Roundabout | - | - | - | 165,000 | 1,068,750 | 1,233,750 |
| Village North Drainage Improvements | 25,625 | - | - | 137,500 | - | 163,125 |
| Plum Creek Parkway Widening-West | - | 393,750 | 2,687,500 | - | - | 3,081,250 |
| Crowfoot Valley Road Widening | - | - | - | - | 562,500 | 562,500 |
| Crystal Valley Parkway Interchange | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| North Meadows Drive Widening | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Total Expenditures by Year | \$14,411,513 | \$ 4,608,750 | \$ 3,975,000 | \$14,874,000 | \$13,125,000 | \$ 50,994,263 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Building Use Tax | \$ 5,189,575 | \$ 3,465,000 | \$ 537,500 | \$ 5,665,000 | \$ 5,062,500 | \$ 19,919,575 |
| Federal Grant | 1,447,000 | - | - | - | - | 1,447,000 |
| State Contribution | 1,882,000 | - | - | - | - | 1,882,000 |
| Impact Fees* | 5,892,938 | 1,143,750 | 3,437,500 | 9,209,000 | 8,062,500 | 27,745,688 |
| Total Funding Sources by Year | \$14,411,513 | \$ 4,608,750 | \$ 3,975,000 | \$14,874,000 | \$13,125,000 | \$ 50,994,263 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.

**Impact fee revenue for 2018 is projected based on the Impact Fee Study approved by Town Council on October 18, 2017; updates for 2019 - 2022 will be included as new rate information is approved.*



*Castle Rock Parkway/North Meadows Drive Extension
Opened to Traffic in 2016*

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Service Center Expansion

| | | | |
|--|--|---------------------------------------|---------------------|
| Project Number: 70-20 | | | |
| Contact: Bob Goebel, Public Works Director | | 5 Year Historical Total | \$ 220,000 |
| Department: Public Works Department | | 2018-2022 Total | 3,997,500 |
| Category: Building | | CIP Project Total (2013-2022): | \$ 4,217,500 |
| Type: Upgrade | | | |
| Useful Life: 40 years | | | |

Description and Justification

This request is to expand the existing Service Center building by constructing new office space and an additional vehicle service bay. In 2015, the Town completed a facilities master plan update to assess the next 10-15 year space needs for departments. This project implements recommendations for facilities expansion for the Public Works Department. This project is anticipated to occur over a two-year period to accommodate design in 2017 and construction in 2018.

The Facilities Master Plan included an examination of the Public Works Department's employee growth projections in addition to current space allocations and evaluated several options to assess needs in order to maintain levels of service. Current available space will likely be insufficient to meet the needs of the department over the next 10 to 15 year period to sustain service levels as the Town grows. In order for Public Works staff to maintain existing levels of service, additional work space will be required. In addition, some Parks staff are currently housed at the Service Center and will be moving to a new facility in 2018, allowing for additional space for Public Works staff.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|-------------|-------------|-------------|-------------|------------------|
| Construction | \$ 3,997,500 | \$ - | \$ - | \$ - | \$ - | 3,997,500 |
| Total Expenditures | \$ 3,997,500 | \$ - | \$ - | \$ - | \$ - | 3,997,500 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------|------------------|
| Impact Fees | \$ 3,997,500 | \$ - | \$ - | \$ - | \$ - | 3,997,500 |
| Total Funding Sources | \$ 3,997,500 | \$ - | \$ - | \$ - | \$ - | 3,997,500 |

Operational Impact

Estimated ongoing utility costs for the addition, beginning in 2019 are approximately \$4,500 per year and are incorporated into the Transportation Fund within the Three Year Balanced Financial Plan.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Improvements at Highway 86 & Allen Way

| | | | |
|-----------------|--------------------------------------|---------------------------------------|---------------------|
| Project Number: | 78-38 | | |
| Contact: | Carl Armijo, CIP Engineering Manager | 5 Year Historical Total | \$ 760,000 |
| Department: | Public Works Department | 2018-2022 Total | 4,264,200 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 5,024,200 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This requested project will allow for improvements to Highway 86 (Founders Parkway) to accommodate a second eastbound left turn lane, a dedicated westbound right turn lane and a two lane northbound on-ramp for I-25. The project will also accommodate the addition of a second southbound right turn lane at Founders and a second through lane at the Allen Way and Allen Street intersection. Improvements will also be made to the existing sidewalk. Design and acquisition of right-of-way is planned to be complete in 2017. In addition, a contribution of \$250,000 is planned to be received in 2017 from Douglas County.

This project was included in the Public Works Five-Year Capital considerations presented to Council on October 7, 2014 and Strategic Planning considerations presented and approved at the January 27, 2015 meeting. The close proximity of this intersection to the northbound on and off-ramps to I-25 make this intersection a challenge to operate efficiently. It is not uncommon for left turning traffic on Highway 86 in the eastbound direction to back up into the adjacent through lane. In addition, the volume often makes it difficult for vehicles to progress that are waiting to make a turn within one cycle of the signal. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Construction | \$ 3,708,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,708,000 |
| Construction Management | 556,200 | - | - | - | - | 556,200 |
| Total Expenditures | \$ 4,264,200 | \$ - | \$ - | \$ - | \$ - | \$ 4,264,200 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Building Use Tax | \$ 2,537,200 | \$ - | \$ - | \$ - | \$ - | \$ 2,537,200 |
| Federal Grant | 1,447,000 | - | - | - | - | \$ 1,447,000 |
| State Contribution | 280,000 | - | - | - | - | \$ 280,000 |
| Total Funding Sources | \$ 4,264,200 | \$ - | \$ - | \$ - | \$ - | \$ 4,264,200 |

Operational Impact

Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Maintenance Program may be necessary within five years from construction completion to fit in with the current preventative maintenance strategy.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Improvements at Hwy 86 & Crowfoot Valley**

| | | | |
|-----------------|--------------------------------------|---------------------------------------|---------------------|
| Project Number: | 78-39 | | |
| Contact: | Carl Armijo, CIP Engineering Manager | 5 Year Historical Total | \$ 650,001 |
| Department: | Public Works Department | 2018-2022 Total | 3,460,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 4,110,001 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This requested project will accommodate the construction of an additional left turn lane on Highway 86 (Founders Parkway) at the intersection with Crowfoot Valley Road to allow for two dedicated left turn lanes for the eastbound direction. Additional work will include widening Crowfoot Valley Road at this intersection to allow for the additional left turn lane and right turn lane improvements on Crowfoot Valley Road at the intersection. The project was included in the Public Works Five-Year Capital considerations presented to Council on October 7, 2014 and Strategic Planning considerations presented and approved at the January 27, 2015 meeting. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

In early 2016 the Town was informed that CDOT will commit funding to this project. Updated costs are supplied based on this participation. There is a significant amount of left turning traffic during certain peak hours of each day that is difficult to accommodate with a single left turn lane. It is not uncommon for queues of left turning traffic to be stacked up to a point that it blocks the adjacent through lane and hinders efficient operations.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Construction | \$ 3,460,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,460,000 |
| Total Expenditures | \$ 3,460,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,460,000 |
| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
| Building Use Tax | \$ 1,858,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,858,000 |
| State Contribution | 1,602,000 | - | - | - | - | 1,602,000 |
| Total Funding Sources | \$ 3,460,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,460,000 |

Operational Impact

Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Maintenance Program may be necessary within five years from construction completion to fit in with the current preventative maintenance strategy.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek & Wolfensberger Roundabout

| | | | |
|---|--|---------------------------------------|---------------------|
| Project Number: 78-67 | | | |
| Contact: Carl Armijo, CIP Engineering Manager | | 5 Year Historical Total | \$ 150,000 |
| Department: Public Works Department | | 2018-2022 Total | <u>1,119,813</u> |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 1,269,813 |
| Type: Upgrade | | | |
| Useful Life: 20 years | | | |

Description and Justification

This intersection is currently controlled by stop signs in all four directions. As the traffic volumes increase, this existing traffic control will not be the most efficient and could contribute toward increased accidents. This project will accomplish the construction of a roundabout intersection, which will improve operations and minimize accident potential. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Construction | \$ 977,313 | \$ - | \$ - | \$ - | \$ - | \$ 977,313 |
| Construction Management | 142,500 | - | - | - | - | 142,500 |
| Total Expenditures | \$ 1,119,813 | \$ - | \$ - | \$ - | \$ - | \$ 1,119,813 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Impact Fees | \$ 1,119,813 | \$ - | \$ - | \$ - | \$ - | \$ 1,119,813 |
| Total Funding Sources | \$ 1,119,813 | \$ - | \$ - | \$ - | \$ - | \$ 1,119,813 |

Operational Impact

This project will add to increased operational and maintenance costs within the Transportation Fund associated with additional lanes. Based on the pavement lifecycle, pavement maintenance needs will occur at approximately five years after installation. Pavement marking maintenance will occur annually.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Ridge Road Widening

| | | | |
|---|--|---------------------------------------|---------------------|
| Project Number: 78-84 | | | |
| Contact: Carl Armijo, CIP Engineering Manager | | 5 Year Historical Total | \$ 400,000 |
| Department: Public Works Department | | 2018-2022 Total | 3,960,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 4,360,000 |
| Type: Upgrade | | | |
| Useful Life: 20 years | | | |

Description and Justification

This requested project involves the widening of Ridge Road from the intersection of Highway 86 and Ridge Road to the intersection of Ridge Road and Plum Creek Parkway. The objective of this project is to improve congestion relief due to current and forecasted traffic volumes. Additionally, this project is located on the eastern portion of the Town which assists with the geographic distribution of projects proposed over the five year period to minimize the density and associated impacts of multiple projects in a certain geographic area. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|---------------------|-------------|---------------------|
| Construction | \$ - | \$ - | \$ - | \$ 3,960,000 | \$ - | \$ 3,960,000 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ 3,960,000 | \$ - | \$ 3,960,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|---------------------|-------------|---------------------|
| Impact Fees | \$ - | \$ - | \$ - | \$ 3,960,000 | \$ - | \$ 3,960,000 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 3,960,000 | \$ - | \$ 3,960,000 |

Operational Impact

This project will add to increased operational and maintenance costs within the Transportation Fund associated with additional lanes. Based on the pavement lifecycle, pavement maintenance needs will occur at approximately five years after installation and will be incorporated at that time. Pavement marking maintenance will occur annually.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Hwy 86 and 5th St. Improvements**

| | | | |
|-----------------|--------------------------------------|---------------------------------------|---------------------|
| Project Number: | 78-69 | | |
| Contact: | Carl Armijo, CIP Engineering Manager | 5 Year Historical Total | \$ 340,000 |
| Department: | Public Works Department | 2018-2022 Total | 3,481,500 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 3,821,500 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This project is requested to accommodate capacity improvements at the intersection of Highway 86 and 5th Street in order to minimize congestion due to current and forecasted traffic volumes. The timing of this project is proposed to occur with the planned widening of Ridge Road in order to assist with minimizing disruption to the community. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|---------------------|-------------|---------------------|
| Construction | \$ - | \$ - | \$ - | \$ 3,481,500 | \$ - | \$ 3,481,500 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ 3,481,500 | \$ - | \$ 3,481,500 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|---------------------|-------------|---------------------|
| Impact Fees | \$ - | \$ - | \$ - | \$ 3,481,500 | \$ - | \$ 3,481,500 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 3,481,500 | \$ - | \$ 3,481,500 |

Operational Impact

The additional lanes will create increased operations and maintenance costs associated with programs such as snow and ice management, and pavement maintenance. Costs will be determined upon project completion and incorporated in the Transportation Fund operating budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

5th Street Widening

| | | | |
|---|--|---------------------------------------|---------------------|
| Project Number: 78-85 | | | |
| Contact: Carl Armijo, CIP Engineering Manager | | 5 Year Historical Total | \$ - |
| Department: Public Works Department | | 2018-2022 Total | 6,037,500 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 6,037,500 |
| Type: Upgrade | | | |
| Useful Life: 20 years | | | |

Description and Justification

This project involves the widening of the eastbound lanes from the intersection of Woodlands Boulevard at Fifth Street to the intersection of Fifth Street and Ridge Road. The objective of this project is to reduce congestion from current and forecasted increased traffic volumes which has been identified as an area of concern in the 2017 Community Survey.

Additional pedestrian improvements will also be incorporated to improve safety between Woodlands Boulevard and Ridge Road. The timing of this project is proposed to occur with the intersection improvements at Fifth Street and Ridge Road in order to minimize disruption to transportation stakeholders.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------------|---------------------|-------------|---------------------|
| Design | \$ - | \$ - | \$ 537,500 | \$ - | \$ - | \$ 537,500 |
| Construction | - | - | - | 5,500,000 | - | 5,500,000 |
| Total Expenditures | \$ - | \$ - | \$ 537,500 | \$ 5,500,000 | \$ - | \$ 6,037,500 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------------|---------------------|-------------|---------------------|
| Building Use Tax | \$ - | \$ - | \$ 537,500 | \$ 5,500,000 | \$ - | \$ 6,037,500 |
| Total Funding Sources | \$ - | \$ - | \$ 537,500 | \$ 5,500,000 | \$ - | \$ 6,037,500 |

Operational Impact

This project will add to increased operational and maintenance costs within the Transportation Fund associated with additional lanes. Based on the pavement lifecycle, pavement maintenance needs will occur at approximately five years after installation and will be incorporated at that time. Pavement marking maintenance will occur annually.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek and Gilbert Roundabout

Project Number: 78-82

Contact: Carl Armijo, CIP Engineering Manager

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2018-2022 Total 1,151,250

CIP Project Total (2013-2022): \$ 1,151,250

Description and Justification

This project is located at the intersection of Plum Creek Parkway and Gilbert Street. Proposed improvements include converting the existing temporary signalized intersection into a multi-lane roundabout. The proposed design for a roundabout will help to manage and improve traffic operational efficiencies and enhance community benefits such as vehicle and pedestrian safety and decreased delays. The improved efficiency of a roundabout leads to increased societal benefits such as decreased delay, improved safety, and decreased environmental impacts. This project will additionally support future development in the east and south portions of Town. The roundabout will accommodate for future growth in traffic that is expected to increase. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------------|-------------|-------------|-------------|---------------------|
| Design | \$ 153,750 | \$ - | \$ - | \$ - | \$ - | \$ 153,750 |
| Construction | - | 997,500 | - | - | - | 997,500 |
| Total Expenditures | \$ 153,750 | \$ 997,500 | \$ - | \$ - | \$ - | \$ 1,151,250 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------|-------------|-------------|---------------------|
| Building Use Tax | \$ 153,750 | \$ 997,500 | \$ - | \$ - | \$ - | \$ 1,151,250 |
| Total Funding Sources | \$ 153,750 | \$ 997,500 | \$ - | \$ - | \$ - | \$ 1,151,250 |

Operational Impact

A reduction in signal operations and maintenance activities are expected with removal of the existing traffic signal. Minor increases to pavement maintenance may occur dependent on net change to impervious surface and will be incorporated in the transportation Fund operating budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name Plum Creek Pkwy Widening (East)

| | | | |
|-----------------|--------------------------------------|---------------------------------------|---------------------|
| Project Number: | 77-05 | | |
| Contact: | Carl Armijo, CIP Engineering Manager | 5 Year Historical Total | \$ - |
| Department: | Public Works Department | 2018-2022 Total | 7,101,875 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 7,101,875 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This project will accommodate the addition of the remaining two lanes of the master planned four-lane roadway which was identified in the Transportation Master Plan. Construction of this project will support the continued development in the south and east areas of the Town. This project will also improve access to the I-25/Plum Creek Parkway interchange from the eastern areas of Town. In addition, this project will include bicycle and pedestrian multi use lanes. The design is advanced to 2018, and construction is phased into two areas. Construction in 2019 would be from Gilbert to Eaton and 2021 would be from Eaton to Ridge Road. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|---------------------|-------------|-------------|---------------------|---------------------|
| Design | \$ 640,625 | \$ - | \$ - | \$ - | \$ - | \$ 640,625 |
| Construction | - | 2,467,500 | - | - | 3,993,750 | 6,461,250 |
| Total Expenditures | \$ 640,625 | \$ 2,467,500 | \$ - | \$ - | \$ 3,993,750 | \$ 7,101,875 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|---------------------|-------------|-------------|---------------------|---------------------|
| Building Use Tax | \$ 640,625 | \$ 2,467,500 | \$ - | \$ - | \$ 3,993,750 | \$ 7,101,875 |
| Total Funding Sources | \$ 640,625 | \$ 2,467,500 | \$ - | \$ - | \$ 3,993,750 | \$ 7,101,875 |

Operational Impact

Increases to future pavement maintenance will occur with the additional lane-miles of impervious surface added to the roadway network and will be evaluated and incorporated in the Transportation Fund operating budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Wolfensberger Widening

| | | | |
|-----------------|--------------------------------------|---------------------------------------|---------------------|
| Project Number: | 77-08 | | |
| Contact: | Carl Armijo, CIP Engineering Manager | 5 Year Historical Total | \$ - |
| Department: | Public Works Department | 2018-2022 Total | 7,630,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 7,630,000 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This project accommodates the design of the remaining two lanes of the master planned four-lane roadway from the intersection of Red Hawk Drive to the future Philip S. Miller Regional Park entrance on Wolfensberger Road. This project will support the continued development of the north/south and west areas of the Town by improving access to the I-25 at Wolfensberger Road from the eastern areas of Town. This project will include bicycle and pedestrian multi use lanes. This project will also reduce congestion along Wolfensberger Road and provide needed pedestrian and bicycle connections between the downtown area and Coachline Road and supports proposed development along Wolfensberger. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|-------------------|---------------------|---------------------|
| Construction | \$ - | \$ - | \$ - | \$ 880,000 | \$ 6,750,000 | \$ 7,630,000 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ 880,000 | \$ 6,750,000 | \$ 7,630,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|-------------------|---------------------|---------------------|
| Impact Fees | \$ - | \$ - | \$ - | \$ 880,000 | \$ 6,750,000 | \$ 7,630,000 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 880,000 | \$ 6,750,000 | \$ 7,630,000 |

Operational Impact

No operational impacts are anticipated until the project is constructed in 2022.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Wolfensberger and Red Hawk Roundabout

| | | | |
|---|--|---------------------------------------|---------------------|
| Project Number: 77-09 | | 5 Year Historical Total | \$ - |
| Contact: Carl Armijo, CIP Engineering Manager | | 2018-2022 Total | 1,233,750 |
| Department: Public Works Department | | CIP Project Total (2013-2022): | \$ 1,233,750 |
| Category: Infrastructure | | | |
| Type: Upgrade | | | |
| Useful Life: 20 years | | | |

Description and Justification

This project accommodates the construction of a roundabout at the intersection of Wolfensberger Road with Red Hawk Drive. This project will improve the capacity of the intersection in order to assist with congestion relief as well as improved safety. A roundabout is also the most efficient traffic control throughout all hours of the day, as opposed to traffic signals, which are limited in efficiency to the peak hours of a day. The improved efficiency of a roundabout leads to increased societal benefits such as decreased delay, improved safety, and decreased environmental impacts. A temporary span wire signal is planned for 2017 to assist with improved operations and safety until such time that the roundabout can be constructed. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|-------------------|---------------------|---------------------|
| Design | \$ - | \$ - | \$ - | \$ 165,000 | \$ - | \$ 165,000 |
| Construction | - | - | - | - | 1,068,750 | 1,068,750 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ 165,000 | \$ 1,068,750 | \$ 1,233,750 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|-------------------|---------------------|---------------------|
| Building Use Tax | \$ - | \$ - | \$ - | \$ 165,000 | \$ 1,068,750 | \$ 1,233,750 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 165,000 | \$ 1,068,750 | \$ 1,233,750 |

Operational Impact

Minor increases to pavement maintenance are anticipated, dependent on the overall net change to the roadway impervious area.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Village North Drainage Improvements

| | | | |
|---|--|---------------------------------------|-------------------|
| Project Number: 75-20 | | | |
| Contact: Carl Armijo, CIP Engineering Manager | | 5 Year Historical Total | \$ - |
| Department: Public Works | | 2018-2022 Total | 163,125 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 163,125 |
| Type: Planning/Design | | | |
| Useful Life: 30 years | | | |

Description and Justification

This project includes top side roadway improvements such as curb and gutter and right of way grading in the Village North Subdivision in partnership with Castle Rock Water to address localized flooding which has occurred in this commercial/industrial area. The current project plan includes design in 2018 and construction in 2020. This project will assist in increasing street capacity to capture and contain stormwater runoff and reduce flood risk for local businesses, which has been problematic in the past. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|-------------|-------------|-------------------|-------------|-------------------|
| Design | \$ 25,625 | \$ - | \$ - | \$ - | \$ - | \$ 25,625 |
| Construction | - | - | - | 137,500 | - | 137,500 |
| Total Expenditures | \$ 25,625 | \$ - | \$ - | \$ 137,500 | \$ - | \$ 163,125 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|-------------|-------------|-------------------|-------------|-------------------|
| Impact Fees | \$ 25,625 | \$ - | \$ - | \$ 137,500 | \$ - | \$ 163,125 |
| Total Funding Sources | \$ 25,625 | \$ - | \$ - | \$ 137,500 | \$ - | \$ 163,125 |

Operational Impact

Minimal increases to pavement maintenance is anticipated dependent on net change to roadway impervious surface, once completed and will be incorporated in the Transportation Fund operating budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek Parkway Widening-West

Project Number: 76-52

Contact: Carl Armijo, CIP Engineering Manager

5 Year Historical Total \$ -

Department: Public Works Department

2018-2022 Total 3,081,250

Category: Infrastructure

CIP Project Total (2013-2022): \$ 3,081,250

Type: Upgrade

Useful Life: 20 years

Description and Justification

This project accommodates the design and construction of the remaining two lanes on Plum Creek Parkway of the master planned four-lane roadway from the pedestrian underpass located adjacent to the Philip S. Miller Regional Park to Wolfensberger Road. This project will support the continued development of the western areas of the Town by improving access between I-25 and Wolfensberger Road and Philip S. Miller Regional Park by increasing roadway capacity and relieving congestion. This project will include bicycle and pedestrian multi use lanes. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------------|---------------------|-------------|-------------|---------------------|
| Design | \$ - | \$ 393,750 | \$ - | \$ - | \$ - | \$ 393,750 |
| Construction | - | - | 2,687,500 | - | - | 2,687,500 |
| Total Expenditures | \$ - | \$ 393,750 | \$ 2,687,500 | \$ - | \$ - | \$ 3,081,250 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------------|---------------------|-------------|-------------|---------------------|
| Impact Fees | \$ - | \$ 393,750 | \$ 2,687,500 | \$ - | \$ - | \$ 3,081,250 |
| Total Funding Sources | \$ - | \$ 393,750 | \$ 2,687,500 | \$ - | \$ - | \$ 3,081,250 |

Operational Impact

Minimal increases to pavement maintenance is anticipated dependent on net change to roadway impervious surface, once completed and will be incorporated in the Transportation Fund operating budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Crowfoot Valley Road Widening

| | | | |
|-----------------|--------------------------------------|---------------------------------------|-------------------|
| Project Number: | 78-83 | | |
| Contact: | Carl Armijo, CIP Engineering Manager | 5 Year Historical Total | \$ - |
| Department: | Public Works Department | 2018-2022 Total | 562,500 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 562,500 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This requested project involves the widening of Crowfoot Valley Road from the intersection of Knobcone Drive to the Town boundary. The objective of this project is to improve congestion relief due to current and forecasted traffic volumes. The timing of the project will account for the Canyons South development project in Douglas County and will coordinate any required widening work with the development. The project will also include analyzing the intersection of Timber Canyon and Diamond Ridge to assess improvements for resident egress from the existing developments. This project helps to address increases in traffic and congestion, which has been identified as an area of concern in the 2017 Community Survey.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|-------------|-------------------|-------------------|
| Design | \$ - | \$ - | \$ - | \$ - | \$ 562,500 | \$ 562,500 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ - | \$ 562,500 | \$ 562,500 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|-------------|-------------------|-------------------|
| Impact Fees | \$ - | \$ - | \$ - | \$ - | \$ 562,500 | \$ 562,500 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ - | \$ 562,500 | \$ 562,500 |

Operational Impact

Minimal increases to pavement maintenance is anticipated dependent on net change to roadway impervious surface, once completed and will be incorporated in the Transportation Fund operating budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Crystal Valley Parkway Interchange

| | | | |
|-----------------|--------------------------------------|---------------------------------------|---------------------|
| Project Number: | 78-41 | | |
| Contact: | Carl Armijo, CIP Engineering Manager | 5 Year Historical Total | \$ - |
| Department: | Public Works Department | 2018-2022 Total | 2,500,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 2,500,000 |
| Type: | New | | |
| Useful Life: | 30 years | | |

Description and Justification

A new interchange is planned to be constructed at Interstate 25 in the southernmost part of Town. Located approximately 2.5 miles south of the Plum Creek Parkway interchange, the new interchange will connect Crystal Valley Parkway on the east side of I-25 and Territorial Road on the west side. The current five year effort is intended to achieve acquisition of remaining right-of-way and set aside future project funding to allow for potential funding partnerships to assist with advancing construction. Current estimates indicate that ultimate interchange construction will cost approximately \$44 million in today's dollars. The future interchange will provide access from south Castle Rock to the metropolitan areas of Denver and Colorado Springs. It will serve the area's expanding population and is centrally located between several existing and planned developments in south Castle Rock. The interchange will also:

- Improve safety by eliminating one at-grade railroad crossing
- Improve the local roadway network by providing a continuous east-west through route across I-25
- Provide direct access to I-25 for the growing population
- Reduce existing and future congestion at the Plum Creek Parkway interchange by re-distributing traffic to this new interchange

*Please note that this funding accumulation is included as a Capital Reserve within the Transportation Capital Fund, until project expenditures are needed. These funds are not included in budget appropriations.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Reserve Accumulation | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 2,500,000 |
| Total Expenditures | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 2,500,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Impact Fees | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 2,500,000 |
| Total Funding Sources | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 2,500,000 |

Operational Impact

No operational impacts are anticipated until the project is constructed.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

North Meadows Drive Widening

Project Number: 77-06

Contact: Carl Armijo, CIP Engineering Manager

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2018-2022 Total 1,250,000

CIP Project Total (2013-2022): \$ 1,250,000

Description and Justification

Expenditures included over the next five years include the accumulation of funds for future design and construction, which will occur at a later date beyond the five year planning period. This project accommodates the construction of the remaining two-lanes of the master planned four-lane section between the US-85 interchange and Butterfield Crossing Drive. This project will support the continued development of the north and west area of the Town by increasing capacity to the I-25/Castle Rock Parkway interchange from the western areas of Town. Additional enhancements include improvements to the bicycle and pedestrian environment with additional on-street shoulders and an additional multi-use sidewalk on the south side of the road. This project is intended to reduce congestion along North Meadows Drive as future development within the Meadows area increases. Funding partnerships will be explored in order to reduce the Town financial commitment.

*Please note that this funding accumulation is included as a Capital Reserve within the Transportation Capital Fund, until project expenditures are needed. These funds are not included in budget appropriations.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|----------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Reserve Accumulation | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,250,000 |

Total Expenditures \$ 250,000 \$ 250,000 \$ 250,000 \$ 250,000 \$ 250,000 \$ 1,250,000

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Impact Fees | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,250,000 |

Total Funding Sources \$ 250,000 \$ 250,000 \$ 250,000 \$ 250,000 \$ 250,000 \$ 1,250,000

Operational Impact

No operational impacts are projected during this five year savings period.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

CONSERVATION TRUST FUND

PARKS & RECREATION DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Park Improvements | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 3,000,000 |
| Total Expenditures by Year | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 3,000,000 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Douglas County Shareback | \$ 435,000 | \$ 435,000 | \$ 435,000 | \$ 435,000 | \$ 435,000 | \$ 2,175,000 |
| Lottery Funds | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 825,000 |
| Total Funding Sources by Year | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 3,000,000 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Park Pavillion at Philip S. Miller Park

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Park Improvements

| | | |
|---|---------------------------------------|---------------------|
| Project Number: 75-18 | | |
| Contact: Jeff Smullen, Assistant Director of Parks & Recreation | 5 Year Historical Total | \$ 62,000 |
| Department: Parks & Recreation Department | 2018-2022 Total | <u>3,000,000</u> |
| Category: Parks/Trails | CIP Project Total (2013-2022): | \$ 3,062,000 |
| Type: New | | |
| Useful Life: 15-20 years | | |

Description and Justification

The upkeep of parks and open space requires continual investment to maintain high levels of service.

Playground equipment and other park amenities deteriorate with standard wear patterns and has an average life expectancy of 15-20 years.

This line item is reserved each year for life cycle repair and replacement projects throughout Castle Rock, which include items such as playground replacements, game court, athletic field and pavilion improvements. This line item meets the goal of providing Council supported strategic plan goal of providing safe, high quality facilities for residents through the implementation of an annual replacement program.

Staff will request funds annually through the Douglas County Shareback and receive annual funds from the Colorado Lottery Distribution through 2022 to complete design work and assessment and capital improvements as necessary for each property as learned through the annual assessment process. The Parks in the system that will be considered include but is not limited to: Mitchell Gulch, Plum Creek, Butterfield, Metzler Ranch, Paintbrush, Founders, Castle Highlands, Baldwin, Bison and Philip S. Miller parks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Park Improvements | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 3,000,000 |
| Total Expenditures | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 3,000,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Douglas County Shareback | \$ 435,000 | \$ 435,000 | \$ 435,000 | \$ 435,000 | \$ 435,000 | \$ 2,175,000 |
| Lottery Funds | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 825,000 |
| Total Funding Sources | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 3,000,000 |

Operational Impact

No additional revenues or expenditures are anticipated as a result of these projects.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

PARKS AND RECREATION CAPITAL FUND

PARKS & RECREATION DEPARTMENT

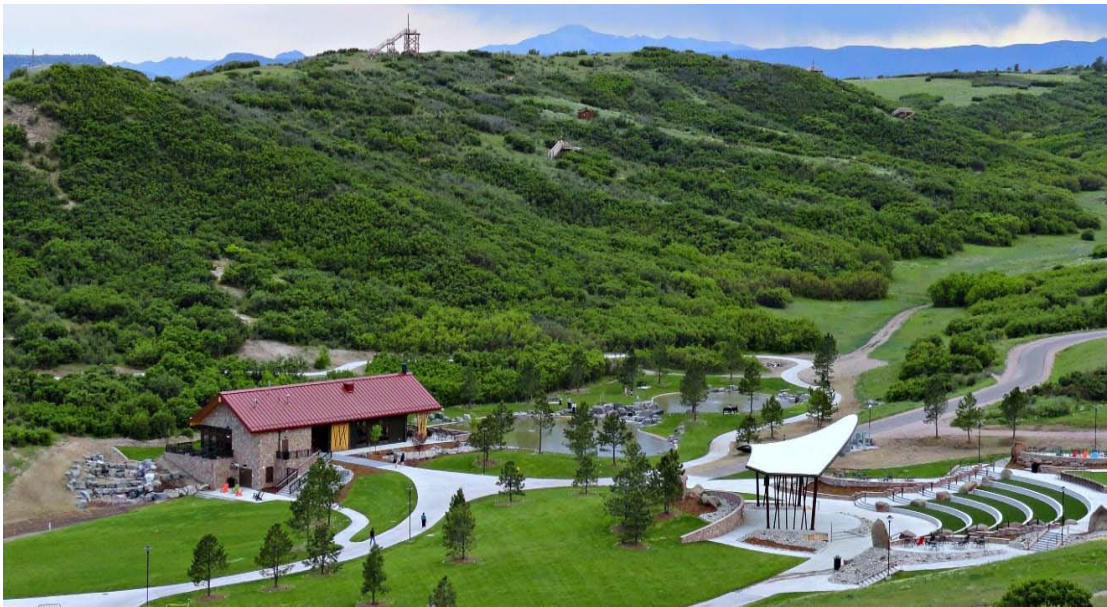
PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|---------------------|-------------|-------------------|---------------------|-------------|---------------------|
| Future Parks | \$ 2,000,000 | \$ - | \$ 200,000 | \$ 2,500,000 | \$ - | \$ 4,700,000 |
| Total Expenditures by Year | \$ 2,000,000 | \$ - | \$ 200,000 | \$ 2,500,000 | \$ - | \$ 4,700,000 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|---------------------|-------------|-------------------|---------------------|-------------|---------------------|
| Impact Fees* | \$ 2,000,000 | \$ - | \$ 200,000 | \$ 2,500,000 | \$ - | \$ 4,700,000 |
| Total Funding Sources by Year | \$ 2,000,000 | \$ - | \$ 200,000 | \$ 2,500,000 | \$ - | \$ 4,700,000 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.

**Impact fee revenue for 2018 is projected based on the Impact Fee Study approved by Town Council on October 18, 2017; updates for 2019 - 2022 will be included as new rate information is approved.*



Philip S. Miller Park

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Future Parks Planning

Project Number: 75-21
 Contact: Jeff Smullen, Assistant Director of Parks & Recreation
 Department: Parks & Recreation Department
 Category: Parks/Trails
 Type: Planning/Design
 Useful Life: 50 Years

5 Year Historical Total \$ 200,000
 2018-2022 Total 4,700,000
Future Parks IP Project Total (2013-2022): \$ 4,900,000

Description and Justification

Parks and Receptions requests funding for future park planning that includes new community and neighborhood parks to maintain current levels of service with population growth. Sites currently available include Meadows Filing #18, Cobblestone Ranch, Terrain, Crystal Valley Ranch, or Castlewood Ranch Filing #2. The cost of the project is speculative and will be constructed based on approved funding when the project arises.

At this time, the 2018 estimate is based on an eight acre site. Wrangler Park was the last neighborhood park brought on line in 2012. As the Town of Castle Rock continues to grow, so will the need for additional neighborhood parks. Planning for a new neighborhood park is expected to begin in 2017 with construction taking place in 2018 as well as a new park design in 2020 and construction in 2021. The priority for the project site will be based on community needs and will be determined at a future date.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|-------------|-------------------|---------------------|-------------|---------------------|
| Park Design | \$ - | \$ - | \$ 200,000 | \$ - | \$ - | \$ 200,000 |
| Park Construction | 2,000,000 | - | - | 2,500,000 | - | 4,500,000 |
| Total Expenditures | \$ 2,000,000 | \$ - | \$ 200,000 | \$ 2,500,000 | \$ - | \$ 4,700,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------------|---------------------|-------------|---------------------|
| Impact Fees | \$ 2,000,000 | \$ - | \$ 200,000 | \$ 2,500,000 | \$ - | \$ 4,700,000 |
| Total Funding Sources | \$ 2,000,000 | \$ - | \$ 200,000 | \$ 2,500,000 | \$ - | \$ 4,700,000 |

Operational Impact

Operational costs will increase after the completion of construction of each neighborhood park. Additional costs will be determined and incorporated into future planning in the General Fund once design of the park site is complete in order to more accurately account for irrigation, maintenance and other needs specific to the site.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

FIRE CAPITAL FUND

FIRE DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Station 152 Vehicle Equipment | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |
| Emergency Vehicle Technician Equipment | 50,000 | 75,000 | 20,000 | 10,000 | 10,000 | 165,000 |
| Total Expenditures by Year | \$ 350,000 | \$ 75,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 465,000 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Impact Fees* | \$ 350,000 | \$ 75,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 465,000 |
| Total Funding Sources by Year | \$ 350,000 | \$ 75,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 465,000 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.

*Impact fee revenue for 2018 is projected based on the Impact Fee Study approved by Town Council on October 18, 2017; updates for 2019 - 2022 will be included as new rate information is approved.



Design and floorplan of new Crystal Valley Ranch Fire Station (Station 152) that is planned to go into operation in 2018

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Station 152 Vehicle Equipment

Project Number: 75-24
 Contact: Art Morales, Fire Chief
 Department: Fire Department
 Category: Equipment
 Type: New
 Useful Life: 10-15 Years

| | | |
|---------------------------------------|-----------|----------------|
| 5 Year Historical Total | \$ | - |
| 2018-2022 Total | \$ | 300,000 |
| CIP Project Total (2013-2022): | \$ | 300,000 |

Description and Justification

The Fire and Rescue Department requests the appropriation of \$300,000 for equipment necessary for new vehicles at the Crystal Valley Fire Station (Station 152). In 2017, a Quint and Brush Truck were ordered in order to be available for use when Station 152 becomes operational in 2018. Equipment included in this request is everything needed to allow these two vehicles to be fully operational once placed in service, and includes items such as hose, extinguishers, firefighting and extrication tools, wildland tools, SCBAs, radios, EMS equipment, ladders, etc. When apparatus are purchased brand new, they are delivered without any equipment whereas an apparatus that is purchased as a replacement can utilize the equipment from the existing unit.

The equipment for these units has variable life spans, but generally is expected to have the same life span as the apparatus. Some of it may be replaced as it breaks or is updated, and there are minimal on going maintenance costs, such as annual hose, ladder, and SCBA inspections. A total of \$2,000 is included in operating expenses in the Fire and Rescue Operations Division to accommodate these ongoing maintenance costs. The items included here support the Council priority of providing outstanding public health and safety services.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Vehicle Equipment | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |
| Total Expenditures | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Impact Fees | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |
| Total Funding Sources | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |

Operational Impact

A total of \$2,000 is included in operating expenses in the Fire and Rescue Operations Division to accommodate these ongoing maintenance costs.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name Emergency Vehicle Technician Equipment

Project Number: 70-30

Contact: Art Morales, Fire Chief

Department: Fire Department

Category: Equipment

Type: New

Useful Life: 5-10 Years

| | | |
|---------------------------------------|-----------|----------------|
| 5 Year Historical Total | \$ | - |
| 2018-2022 Total | | <u>165,000</u> |
| CIP Project Total (2013-2022): | \$ | 165,000 |

Description and Justification

The Fire and Rescue Department requests funding for equipment needed to service fire apparatus. The Emergency Vehicle Technician position (EVT) was approved in 2016 to service fire department apparatus rather than outsourcing repair costs. In order to adequately maintain these heavy duty vehicles and to ensure employee safety, additional equipment is necessary. Requested equipment includes a vehicle lift, oil and vehicle fluid recovery systems, heavy duty tools associated with the repair and maintenance of fire pumps and aerial ladders.

The equipment being requested is intended to be able to be used in a mobile environment as well as in a fixed facility, and the life span varies by the type of equipment. These items meet the Council priority of providing outstanding public health and safety services.

As the department continues to increase the number of stations and apparatus based on the need to keep up with overall community growth, it is no longer cost effective to outsource all vehicle maintenance and repairs. With the addition of a new ladder truck and a new brush truck based on the need to maintain our current level of service in the growing southern portion of the Town, these costs are a direct result of that growth.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Equipment | \$ 50,000 | \$ 75,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 165,000 |

| | | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Total Expenditures | \$ 50,000 | \$ 75,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 165,000 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Impact Fees | \$ 50,000 | \$ 75,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 165,000 |

| | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Total Funding Sources | \$ 50,000 | \$ 75,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 165,000 |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|

Operational Impact

Operational impacts are typically minimal as these small improvements to existing infrastructure fall under existing maintenance operations budgets.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

WATER FUND

CASTLE ROCK WATER

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Water Supply Wells | \$ 3,025,000 | \$ 1,025,000 | \$ 3,025,000 | \$ 1,025,000 | \$ 6,963,007 | \$ 15,063,007 |
| Water Treatment Plant Upgrades & Equip. | 350,000 | 150,000 | 255,000 | 150,000 | 150,000 | 1,055,000 |
| Water Storage (Tank) Projects | 460,000 | 150,000 | 3,550,609 | 50,000 | 50,000 | 4,260,609 |
| Pumping and Distribution System Upgrades | 460,000 | 850,000 | 375,000 | 375,000 | 300,000 | 2,360,000 |
| Waterline Rehab/Replacement | 953,000 | 624,000 | 938,000 | 844,000 | 250,000 | 3,609,000 |
| Craig & Gould N. Improvements | - | 55,000 | 480,000 | - | - | 535,000 |
| Security and SCADA System Improvements | 75,000 | 75,000 | 75,000 | 50,000 | 50,000 | 325,000 |
| General Facility Upgrades & Replacements | 235,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,035,000 |
| Administration & Customer Serv. Building | - | - | 140,364 | 1,263,277 | - | 1,403,641 |
| Canyons South Red Zone Extension | 110,000 | - | - | - | - | 110,000 |
| Total Expenditures by Year | \$ 5,668,000 | \$ 3,129,000 | \$ 9,038,973 | \$ 3,957,277 | \$ 7,963,007 | \$ 29,756,257 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Metered Water Sales | \$ 4,855,000 | \$ 2,579,000 | \$ 5,148,000 | \$ 2,694,000 | \$ 4,025,000 | \$ 19,301,000 |
| System Development Fees | 813,000 | 550,000 | 3,890,973 | 1,263,277 | 3,938,007 | 10,455,257 |
| Total Funding Sources by Year | \$ 5,668,000 | \$ 3,129,000 | \$ 9,038,973 | \$ 3,957,277 | \$ 7,963,007 | \$ 29,756,257 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Plum Creek Water Purification Facility

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Water Supply Wells

| | | |
|--|---------------------------------------|----------------------|
| Project Number: Multiple | | |
| Contact: Jeanne Stevens, Engineering Manager | 5 Year Historical Total | \$ 1,921,778 |
| Department: Castle Rock Water | 2018-2022 Total | 15,063,007 |
| Category: Infrastructure | CIP Project Total (2013-2022): | \$ 16,984,785 |
| Type: Replacement | | |
| Useful Life: 25 years | | |

Description and Justification

This project is intended to rehabilitate or replace existing Town of Castle Rock wells as they reach the end of their useful lives. Well 9 is no longer an active well facility. Plans are to demolish the building, disconnect services (power, telephone, etc.) and restore the site. Variable Frequency Drive (VFD) replacement is intended to replace VFD's which are too old to get parts for, placing new VFD and other electrical components and controls outside of the building, away from the water pipe. As existing wells deteriorate, they need to be rehabilitated or replaced. Replacement wells generally provide the same yield as a new well, but at a fraction of the cost.

The replacement schedule is based on an assumed 25-year life from each well and a replacement will be drilled at the end of the 25-year period. Unused facilities are a liability from an insurance standpoint. The Colorado Department of Public Health is also requiring that unused wells be formally abandoned. As existing wells deteriorate, they need to be rehabilitated or replaced.

These projects help Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Repair & Maint Wells | \$ 800,000 | \$ 800,000 | \$ 800,000 | \$ 800,000 | \$ 800,000 | \$ 4,000,000 |
| Well Equipment and Replacement | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Lanterns Wells 1500 GPM | - | - | - | - | 3,938,007 | 3,938,007 |
| VFD Replacement (Well/PS/Tmt Plant) | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 625,000 |
| Well Redrill | 2,000,000 | - | 2,000,000 | - | 2,000,000 | 6,000,000 |
| Total Expenditures | \$ 3,025,000 | \$ 1,025,000 | \$ 3,025,000 | \$ 1,025,000 | \$ 6,963,007 | \$ 15,063,007 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Metered Water Sales | \$ 3,025,000 | \$ 1,025,000 | \$ 3,025,000 | \$ 1,025,000 | \$ 3,025,000 | \$ 11,125,000 |
| System Development Fees | - | - | - | - | 3,938,007 | 3,938,007 |
| Total Funding Sources | \$ 3,025,000 | \$ 1,025,000 | \$ 3,025,000 | \$ 1,025,000 | \$ 6,963,007 | \$ 15,063,007 |

Operational Impact

Costs will vary for each well depending on the amount and type of rehabilitation, and the depth of the well and will be determined upon project completion and incorporated into operational budgets at that time.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Water Treatment Plant Upgrades & Equip.

| | | | |
|-----------------|-------------------------------------|---------------------------------------|---------------------|
| Project Number: | Multiple | | |
| Contact: | Jeanne Stevens, Engineering Manager | 5 Year Historical Total | \$ 334,516 |
| Department: | Castle Rock Water | 2018-2022 Total | 1,055,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 1,389,516 |
| Type: | Upgrade | | |
| Useful Life: | 50 years | | |

Description and Justification

This project will provide for miscellaneous improvements at existing Water Treatment Plants. There are four active water treatment plants in Castle Rock. Examples of specific upgrades include pipe gallery painting, HVAC and cooling unit replacements, door repair and replacement, basins repairs, instrumentation and alarm upgrades and safety improvements. The equipment replacement project will replace existing electrical and/or mechanical equipment associated with water treatment facilities. These plants are necessary to filter deep aquifer groundwater and one facility for purifying alluvial well water. These facilities require periodic upgrades to instrumentation, controls and other small upgrades. Electrical and mechanical equipment need to be replaced as equipment reaches the end of its useful life. A preventive maintenance program associated with asset management will be used to determine replacement schedules based on the type of equipment, service duty and operating conditions. These projects help Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| WTP Facility Upgrades | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| WTP Equip. Replace. | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| WTP Media Replacement | - | - | 105,000 | - | - | 105,000 |
| Meadows WTP Valves and Actuators | 200,000 | - | - | - | - | 200,000 |
| Total Expenditures | \$ 350,000 | \$ 150,000 | \$ 255,000 | \$ 150,000 | \$ 150,000 | \$ 1,055,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Metered Water Sales | \$ 350,000 | \$ 150,000 | \$ 255,000 | \$ 150,000 | \$ 150,000 | \$ 1,055,000 |
| Total Funding Sources | \$ 350,000 | \$ 150,000 | \$ 255,000 | \$ 150,000 | \$ 150,000 | \$ 1,055,000 |

Operational Impact

The operational impact of this project will be determined after project completion.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Water Storage (Tank) Projects

| | | | |
|--|--|---------------------------------------|---------------------|
| Project Number: Multiple | | | |
| Contact: Jeanne Stevens, Engineering Manager | | 5 Year Historical Total | \$ 180,205 |
| Department: Castle Rock Water | | 2018-2022 Total | 4,260,609 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 4,440,814 |
| Type: Repair | | | |
| Useful Life: 50 years | | | |

Description and Justification

The tank rehabilitation project will facilitate structural and/or site modifications to existing tanks to ensure reliability and tank security as needed. Known projects include adding stairs to tanks 3, 4, and 16A. The Liberty Village Yellow Zone Tank project includes the construction of a two million gallon tank to serve Liberty Village/Cobblestone Ranch Yellow Zone. As growth in the service area increases, demand will exceed the available storage in the Red Zone tanks that currently serve the area. This tank will be dedicated storage for maximum day demands and fire flow in the service area. The Tank 6B and 5 demolition project will include the demolition of two water tanks. Tank 6B has structural concrete issues and has been taken out of service. Plans are to demolish the tank so that it is not a safety risk. Tank 5 is no longer used and has reached the end of its useful life. Many of the Town's water storage tanks are greater than 20 feet tall and are only accessible by ladders. Employees frequent the tanks for water quality sampling and inspections. Stairs improve access to the tanks and reduce the chances of serious injury from a fall. The Electric Actuated Valves project is intended to add electric actuated valves to water storage tanks. Electric actuated valves can be remotely operated from a central SCADA location. Given the remote location of many of the tanks, this allows for quicker response to system upsets or vulnerabilities. These projects help Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|-------------------|-------------------|---------------------|------------------|------------------|---------------------|
| Tank Rehabilitation | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Liberty Village Yellow Zone Tank | - | - | 3,425,609 | - | - | 3,425,609 |
| Tank Demolition | 250,000 | - | - | - | - | 250,000 |
| Electric Actuated Valves at Tanks | 75,000 | 75,000 | 75,000 | - | - | 225,000 |
| Tank Mixers | 25,000 | 25,000 | - | - | - | 50,000 |
| Add Stairs to Tanks | 60,000 | - | - | - | - | 60,000 |
| Total Expenditures | \$ 460,000 | \$ 150,000 | \$ 3,550,609 | \$ 50,000 | \$ 50,000 | \$ 4,260,609 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|---------------------|------------------|------------------|---------------------|
| Metered Water Sales | \$ 460,000 | \$ 150,000 | \$ 125,000 | \$ 50,000 | \$ 50,000 | \$ 835,000 |
| System Development Fees | - | - | 3,425,609 | - | - | 3,425,609 |
| Total Funding Sources | \$ 460,000 | \$ 150,000 | \$ 3,550,609 | \$ 50,000 | \$ 50,000 | \$ 4,260,609 |

Operational Impact

Future repair and maintenance of tanks is ongoing and is included within currently budgeted maintenance and personnel costs.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name Pumping and Distribution System Upgrades

| | | | |
|-----------------|-------------------------------------|---------------------------------------|---------------------|
| Project Number: | Multiple | | |
| Contact: | Jeanne Stevens, Engineering Manager | 5 Year Historical Total | \$ 619,118 |
| Department: | Castle Rock Water | 2018-2022 Total | 2,360,000 |
| Category: | Equipment | CIP Project Total (2013-2022): | \$ 2,979,118 |
| Type: | Replacement | | |
| Useful Life: | 25 years | | |

Description and Justification

The Town has nine active pump stations that are all over 10 years old. Pump stations are critical to providing water to customers and for moving water around Town. Although a pump station facility has an overall 50 year service life, the individual components (pumps, motors, flow meters, valves, etc.) need replacement at shorter intervals. WISE deliveries are expected to increase over time as more renewable water sources are added. Modeling indicates that to accommodate and deliver WISE water around Town, future pumping capacity in the Red Zone will have to be increased to move the water to distribution and storage. The Milestone Pump Station pressure reducing valve (PRV) project will upgrade a PRV at the Milestone Pump Station. The Tacker Court project will accomplish installation of a new PRV in downtown area. Two different pressure zones exist at Tacker Court to distribute water to upper and lower parts of the Young American area. A Pressure reducing valve vault would provide some redundancy to the distribution system and also improve water quality in this older part of Town. The distribution system upgrades project will accomplish future year water transmission and distribution facility upgrades. Valves, pressure reducing valves and vaults, and other accessories often require repair and/or replacement before water main pipes do. Such items must be maintained in good operable condition to ensure reliable water transmission and distribution. These projects help Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Pump Station Equipment Replacement | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Red Zone Pumping Upsize | - | 550,000 | - | - | - | 550,000 |
| Milestone Pump Station PRV Valve | - | - | 75,000 | - | - | 75,000 |
| Distribution System Upgrades | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Tacker Court PRV (Former Tank 2 Site) | - | - | - | - | - | - |
| Diamond Ridge Pmp Station Control Valve | - | - | - | 75,000 | - | 75,000 |
| Young American Valve Replacement Progr | 160,000 | - | - | - | - | 160,000 |
| Total Expenditures | \$ 460,000 | \$ 850,000 | \$ 375,000 | \$ 375,000 | \$ 300,000 | \$ 2,360,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Metered Water Sales | \$ 460,000 | \$ 300,000 | \$ 375,000 | \$ 375,000 | \$ 300,000 | \$ 1,810,000 |
| System Development Fees | - | 550,000 | - | - | - | 550,000 |
| Total Funding Sources | \$ 460,000 | \$ 850,000 | \$ 375,000 | \$ 375,000 | \$ 300,000 | \$ 2,360,000 |

Operational Impact

Future repair and maintenance of pump station equipment is ongoing and is included within the Pump Station Equipment Replacement project. A single pump or motor could exceed \$25,000. Red Zone Pumping Upsize Estimated operating costs are \$30,074 annually and is incorporated into the Water Fund Operations Budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Waterline Rehab/Replacement

| | | |
|--|---------------------------------------|---------------------|
| Project Number: Multiple | | |
| Contact: Jeanne Stevens, Engineering Manager | 5 Year Historical Total | \$ 293,359 |
| Department: Castle Rock Water | 2018-2022 Total | 3,609,000 |
| Category: Infrastructure | CIP Project Total (2013-2022): | \$ 3,902,359 |
| Type: Repair | | |
| Useful Life: 50 years | | |

Description and Justification

This project is intended to rehabilitate or replace existing Town of Castle Rock waterlines as they reach the end of their useful lives. The Glovers project is a phased approach to replace aging waterline in the Glovers neighborhood. Plans include the replacement of approximately 10,500 linear feet of 8 inch watermains. The Crowfoot project will replace approximately 725 linear feet of Purple Zone transmission line in Crowfoot Valley Road from Tower Rd to the Diamond Ridge Pump Station. The transmission line is undersized and must be upsized from 16 inch to 20 inch to move future WISE water supplies. The Highway 85 projects includes the construction of a transmission line at Highway 85 that is needed to move WISE/Dominion flows. The Tank 11 to Pine Canyon project constructs a water line from the tank to the development. These projects help Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Waterline Rehab/Replacement | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,250,000 |
| Glovers Waterline Replacement | - | 374,000 | 363,000 | 594,000 | - | 1,331,000 |
| Crowfoot Purple Line Upsize | - | - | - | - | - | - |
| Highway 85 Transmission | 703,000 | - | - | - | - | 703,000 |
| Tank 11 to Pine Canyon Water Line | - | - | 325,000 | - | - | 325,000 |
| Total Expenditures | \$ 953,000 | \$ 624,000 | \$ 938,000 | \$ 844,000 | \$ 250,000 | \$ 3,609,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Metered Water Sales | \$ 250,000 | \$ 624,000 | \$ 613,000 | \$ 844,000 | \$ 250,000 | \$ 2,581,000 |
| System Development Fees | 703,000 | - | 325,000 | - | - | 1,028,000 |
| Total Funding Sources | \$ 953,000 | \$ 624,000 | \$ 938,000 | \$ 844,000 | \$ 250,000 | \$ 3,609,000 |

Operational Impact

There are no additional future operating expenditures associated with rehabilitation/replacement.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Craig & Gould N. Improvements**

| | | | | | |
|-----------------|-------------------------------------|--|---------------------------------------|----|----------------|
| Project Number: | 76-51 | | 5 Year Historical Total | \$ | - |
| Contact: | Jeanne Stevens, Engineering Manager | | 2018-2022 Total | \$ | 535,000 |
| Department: | Castle Rock Water | | CIP Project Total (2013-2022): | | |
| Category: | Infrastructure | | | \$ | 535,000 |
| Type: | Upgrade | | | | |
| Useful Life: | 20 years | | | | |

Description and Justification

This project would accomplish infrastructure improvements in Craig & Gould North neighborhood. Existing water lines are undersized and greater than 70 years old. This project will be coordinated with Public Works and Stormwater for a comprehensive infrastructure improvement including street improvements and storm sewer improvements. In-house resources will be used as much as possible to reduce the cost of this project and is reflected below. This project helps Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|------------------|-------------------|-------------|-------------|-------------------|
| Design | \$ - | \$ 55,000 | \$ - | \$ - | \$ - | \$ 55,000 |
| Construction | - | - | 480,000 | - | - | 480,000 |
| Total Expenditures | \$ - | \$ 55,000 | \$ 480,000 | \$ - | \$ - | \$ 535,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|------------------|-------------------|-------------|-------------|-------------------|
| Metered Water Sales | \$ - | \$ 55,000 | \$ 480,000 | \$ - | \$ - | \$ 535,000 |
| Total Funding Sources | \$ - | \$ 55,000 | \$ 480,000 | \$ - | \$ - | \$ 535,000 |

Operational Impact

The operational impact of this project will be determined after project completion.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name Security and SCADA System Improvements

| | | | |
|-----------------|--|---------------------------------------|-------------------|
| Project Number: | Multiple | | |
| Contact: | Tim Friday, Assistant Utilities Director | 5 Year Historical Total | \$ 177,388 |
| Department: | Castle Rock Water | 2018-2022 Total | 325,000 |
| Category: | Building | CIP Project Total (2013-2022): | \$ 502,388 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This project is intended to accomplish miscellaneous small projects to increase facility security in accordance with the Facilities Vulnerability Assessment. This project will accomplish future year water transmission and distribution facility upgrades. Projects include electronic access control at all water facilities through installation of card readers or replacement of mechanical locks with electronic locks operated by programmable keys. Other projects include repair and replacement of fencing and installation of secure gates. Future year projects that are identified in the Water Master Plan will need to be implemented in order to ensure distribution system reliability and capacity to deliver water in growing areas. Planned improvements include the automation of several pressure reducing valve stations identified in the Water Master Plan. Most of this work will be performed by Castle Rock Water staff. These projects help Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Security Improvements | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 25,000 | \$ 25,000 | \$ 200,000 |
| SCADA System Improvements | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Total Expenditures | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 50,000 | \$ 50,000 | \$ 325,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Metered Water Sales | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 50,000 | \$ 50,000 | \$ 325,000 |
| Total Funding Sources | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 50,000 | \$ 50,000 | \$ 325,000 |

Operational Impact

The operational impact of this project will be determined after project completion.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

General Facility Upgrades & Replacements

| | | | |
|-----------------|--|---------------------------------------|---------------------|
| Project Number: | Multiple | | |
| Contact: | Tim Friday, Assistant Castle Rock Water Director | 5 Year Historical Total | \$ 538,930 |
| Department: | Castle Rock Water | 2018-2022 Total | <u>1,035,000</u> |
| Category: | Equipment | CIP Project Total (2013-2022): | \$ 1,573,930 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

This project is intended to upgrade an existing booster pump station, pressure reducing valves and improvements to related water facilities. Facilities capital replacements project will facilitate maintaining building functionality by making needed updates and replacing portions of various facilities. The paving project will pave the access drives to pump stations/tanks/well sites and other facilities. The Town operates 5 water treatment plants, many pump stations, PRVs, buildings and office space. All of these facilities require maintenance and replacements of various items and equipment. This project also includes improvements to well building 204 which include replacing outdated equipment and electrical components. Small projects to improve the functionality and/or appearance of Town facilities are necessary. These projects include drainage, landscaping, and site improvements at existing pump stations. As buildings age, components will require replacement. As a formal asset management program develops, capital replacements will become well defined. This project is created to accommodate that eventuality. The existing access to many sites is unimproved or gravel access that requires extension maintenance, particularly during the winter. Snowplowing and access, in general, will be improved by paving and otherwise improving site access. These projects help Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| General Facility Upgrades | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | 375,000 |
| Facilities Capital Replacements | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 |
| Facilities Paving | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Building 204 Improvements | 35,000 | - | - | - | - | 35,000 |
| Total Expenditures | \$ 235,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,035,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Metered Water Sales | \$ 235,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,035,000 |
| Total Funding Sources | \$ 235,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,035,000 |

Operational Impact

There are no additional future operating expenditures associated with rehabilitation/replacement.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Administration & Customer Serv. Building

| | | | |
|-----------------|---|---------------------------------------|---------------------|
| Project Number: | 77-57 | | |
| Contact: | Tim Friday, Assitant Castle Rock Water Director | 5 Year Historical Total | \$ - |
| Department: | Castle Rock Water | 2018-2022 Total | 1,403,641 |
| Category: | Building | CIP Project Total (2013-2022): | \$ 1,403,641 |
| Type: | New | | |
| Useful Life: | 50 years | | |

Description and Justification

This project accomodates construction of a new Administration and Customer Service Building for Castle Rock Water. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Castle Rock Water. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in 2013 that details existing and future conditions, and identifies space needs for the Utilities Department. Construction is targeted for 2021 with funding split across the four Utilities enterprise funds based upon staffing proportions. The Water Fund's portion of 2021 funding will be a drawdown of CIP Reserves accumulated in prior years through system development fees and rates revenues over a five year period (2015-2019). This project helps Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------------|---------------------|-------------|---------------------|
| Construction | \$ - | \$ - | \$ 140,364 | \$ 1,263,277 | \$ - | \$ 1,403,641 |
| Total Expenditures | \$ - | \$ - | \$ 140,364 | \$ 1,263,277 | \$ - | \$ 1,403,641 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------------|---------------------|-------------|---------------------|
| System Development Fees | \$ - | \$ - | \$ 140,364 | \$ 1,263,277 | \$ - | \$ 1,403,641 |
| Total Funding Sources | \$ - | \$ - | \$ 140,364 | \$ 1,263,277 | \$ - | \$ 1,403,641 |

Operational Impact

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year. These costs will be incorporated into operating budgets in the future.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Canyons South Red Zone Extension**

| | | | |
|-----------------|-------------------------------------|--|---------|
| Project Number: | New | 5 Year Historical Total | \$ - |
| Contact: | Jeanne Stevens, Engineering Manager | 2018-2022 Total | 110,000 |
| Department: | Castle Rock Water | CIP Project Total (2013-2022): \$ 110,000 | |
| Category: | Infrastructure | | |
| Type: | New | | |
| Useful Life: | 20 years | | |

Description and Justification

According to an agreement with the Canyons South development, the Town is obligated to extend a 16-inch red zone waterline to the parcel for water service to the area. Canyons South includes significant residential development that will require additional water service. This project helps Castle Rock Water meet the priority of providing high quality water service to Town residents and businesses.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|----------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Canyons South Red Zone Extension | \$ 110,000 | \$ - | \$ - | \$ - | \$ - | \$ 110,000 |
| Total Expenditures | \$ 110,000 | \$ - | \$ - | \$ - | \$ - | \$ 110,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| System Development Fees | \$ 110,000 | \$ - | \$ - | \$ - | \$ - | \$ 110,000 |
| Total Funding Sources | \$ 110,000 | \$ - | \$ - | \$ - | \$ - | \$ 110,000 |

Operational Impact

The operational impact of this project will be determined after project completion.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

WATER RESOURCES FUND

CASTLE ROCK WATER

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| WISE Project | \$ 570,000 | \$ 3,670,000 | \$ 4,050,000 | \$ 3,900,000 | \$ 1,201,200 | \$ 13,391,200 |
| Chatfield Reallocation Project | 899,805 | 906,018 | 1,658,441 | 983,010 | 983,010 | 5,430,284 |
| Repair & Maintenance - Wells | 110,000 | 260,000 | 210,000 | 180,000 | 175,000 | 935,000 |
| Aquifer Storage & Recovery Pilot Program | - | - | 500,000 | - | - | 500,000 |
| Future Pipelines & Pump Stations | 5,555,300 | - | - | - | - | 5,555,300 |
| Alternative Source of Supply Project | 2,976,667 | 2,676,667 | 2,676,667 | - | - | 8,330,001 |
| Plum Creek Diversion and Well Fields | 18,609,762 | - | - | - | - | 18,609,762 |
| Plum Creek Water Purification Facility | 17,683,174 | - | - | - | 400,000 | 18,083,174 |
| Administration & Customer Serv. Building | - | - | 62,794 | 565,146 | - | 627,940 |
| Total Expenditures by Year | \$ 46,404,708 | \$ 7,512,685 | \$ 9,157,902 | \$ 5,628,156 | \$ 2,759,210 | \$ 71,462,661 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| System Development Fees | \$ 27,842,825 | \$ 4,507,611 | \$ 5,519,859 | \$ 3,602,952 | \$ 1,655,526 | \$ 43,128,773 |
| Water Resources Fees | 18,561,883 | 3,005,074 | 3,638,043 | 2,025,204 | 1,103,684 | 28,333,888 |
| Total Funding Sources by Year | \$ 46,404,708 | \$ 7,512,685 | \$ 9,157,902 | \$ 5,628,156 | \$ 2,759,210 | \$ 71,462,661 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Rueter Hess Reservoir, which is 38% full as of June 2017

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

WISE Project

| | | |
|--|---------------------------------------|----------------------|
| Project Number: 77-72 | | |
| Contact: Matt Benak, Water Resources Manager | 5 Year Historical Total | \$ 40,652,727 |
| Department: Castle Rock Water | 2018-2022 Total | 13,391,200 |
| Category: Water Rights | CIP Project Total (2013-2022): | \$ 54,043,927 |
| Type: New | | |
| Useful Life: Perpetual/50 years | | |

Description and Justification

This project is a part of the Town's Strategic goal to transition to a 75% renewable water supply for the future. This project includes securing 1,000 acre-feet (AF) of water on average from Denver and Aurora and will build infrastructure necessary to move water from the Peter Binney Water Purification Facility located at Aurora Reservoir to the Town of Castle Rock. This part of the project includes clean-up of title documents related to the existing infrastructure purchased as part of this project in 2015, additional pipeline connections, and infrastructure expansion through Parker Water & Sanitation District's system. It also includes the purchase and modifications to existing infrastructure as well as several miles of new pipelines, pump stations, operating facilities, and the capital portion of the water delivery rate each year. Sustainable water supplies must be imported to the Town with a focus on proximity and feasibility in order to meet the Town priority of providing 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| ECCV Title Cleanup | \$ 20,000 | \$ 120,000 | \$ - | \$ - | \$ - | \$ 140,000 |
| Binney Connection | 400,000 | 3,400,000 | - | - | - | 3,800,000 |
| WISE Project Subscription Fees | 150,000 | 150,000 | 150,000 | - | - | 450,000 |
| WISE Local Infrastructure (PWSD Expsn) | - | - | 3,900,000 | 3,900,000 | 1,201,200 | 9,001,200 |
| Total Expenditures | \$ 570,000 | \$ 3,670,000 | \$ 4,050,000 | \$ 3,900,000 | \$ 1,201,200 | \$ 13,391,200 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| System Development Fees | \$ 342,000 | \$ 2,202,000 | \$ 2,430,000 | \$ 2,340,000 | \$ 720,720 | \$ 8,034,720 |
| Water Resources Fees | 228,000 | 1,468,000 | 1,620,000 | 1,560,000 | 480,480 | 5,356,480 |
| Total Funding Sources | \$ 570,000 | \$ 3,670,000 | \$ 4,050,000 | \$ 3,900,000 | \$ 1,201,200 | \$ 13,391,200 |

Operational Impact

Operating costs for the WISE project will be variable based on actual annual water purchased. Preliminary estimates suggest that O&M costs will be approximately \$1.5 million each year once the permanent delivery schedule begins in 2021. Water is set to be delivered to the Town in 2017 and operating costs will begin that year at an estimated \$500k and are incorporated into the Water Resources Fund 2018-2020 Balanced Financial Plan.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Chatfield Reallocation Project

| | | | |
|--|--|---------------------------------------|---------------------|
| Project Number: 77-29 | | | |
| Contact: Matt Benak, Water Resources Manager | | 5 Year Historical Total | \$ 3,792,414 |
| Department: Castle Rock Water | | 2018-2022 Total | 5,430,284 |
| Category: Water Rights | | CIP Project Total (2013-2022): | \$ 9,222,698 |
| Type: New | | | |
| Useful Life: Perpetual | | | |

Description and Justification

This project will fund the participation and maintenance costs of the Town's reserved storage space (200 acre-feet) in the expanded Chatfield Reservoir. The Town plans to increase its participation rate to 2,000 acre-feet over a 15 to 20 year period. This project has been identified as a critical component of the Town's Renewable Water Implementation Program, which includes maximizing the Town's existing supplies and finding the most efficient solutions to meet the Town's long term renewable water supply goals. Specifically, this storage space will allow enhanced management capabilities for the Town's Plum Creek Water rights, including treated return flows in the Plum Creek basin. This project is funded in partnership with multiple entities and managed by the Chatfield Reservoir Mitigation Company (CRMC). This project will help the Town achieve the goal of providing 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|
| Additional Storage | \$ 875,000 | \$ 875,000 | \$ 1,621,209 | \$ 983,010 | \$ 983,010 | \$ 5,337,229 |
| CRMC Annual Assessment | 24,805 | 31,018 | 37,232 | - | - | 93,055 |
| Total Expenditures | \$ 899,805 | \$ 906,018 | \$ 1,658,441 | \$ 983,010 | \$ 983,010 | \$ 5,430,284 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|
| System Development Fees | \$ 539,883 | \$ 543,611 | \$ 995,065 | \$ 589,806 | \$ 589,806 | \$ 3,258,170 |
| Water Resources Fees | 359,922 | 362,407 | 663,376 | 393,204 | 393,204 | 2,172,114 |
| Total Funding Sources | \$ 899,805 | \$ 906,018 | \$ 1,658,441 | \$ 983,010 | \$ 983,010 | \$ 5,430,284 |

Operational Impact

Future operating and maintenance expenses of the reservoir are anticipated to be approximately \$100,000 a year beginning in 2020 and are incorporated into the Water Resources Fund 2018-2020 Balanced Financial Plan.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Repair & Maintenance - Wells**

| | | | |
|-----------------|-------------------------------------|---------------------------------------|---------------------|
| Project Number: | 30-37 | | |
| Contact: | Matt Benak, Water Resources Manager | 5 Year Historical Total | \$ 161,837 |
| Department: | Castle Rock Water | 2018-2022 Total | 935,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 1,096,837 |
| Type: | Repair | | |
| Useful Life: | 3 years | | |

Description and Justification

The purpose of this project is to rehabilitate each alluvial well field over the course of three years. Alluvial wells are shallow and connected to surface streams. In 2015, significant bio-fouling of the alluvial wells was observed after being in operation for two years. The rehabilitation work entails pump removal, cleaning, video recording, pump replacement as necessary, pump re-installation, and permitting in each of the Town's twelve alluvial wells. The Town owns substantial Denver Basin groundwater supplies and a limited amount of surface water on Plum Creek. The future goal of the Town is to provide 75% renewable water supply annually to its customers. Alluvial wells allow the Town to capture some of the Town's renewable water rights in Plum Creek for treatment at Plum Creek Water Purification Facility to help achieve the goal of providing 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Repair & Maintenance | \$110,000 | \$260,000 | \$210,000 | \$180,000 | \$175,000 | \$935,000 |
| Total Expenditures | \$ 110,000 | \$ 260,000 | \$ 210,000 | \$ 180,000 | \$ 175,000 | \$ 935,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| System Development Fees | \$ 66,000 | \$ 156,000 | \$ 126,000 | \$ 108,000 | \$ 105,000 | \$ 561,000 |
| Water Resources Fees | 44,000 | 104,000 | 84,000 | 72,000 | 70,000 | 374,000 |
| Total Funding Sources | \$ 110,000 | \$ 260,000 | \$ 210,000 | \$ 180,000 | \$ 175,000 | \$ 935,000 |

Operational Impact

There is no operational impact anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Aquifer Storage & Recovery Pilot Program

| | | | |
|--|--|---------------------------------------|---------------------|
| Project Number: 75-84 | | | |
| Contact: Matt Benak, Water Resources Manager | | 5 Year Historical Total | \$ 1,058,029 |
| Department: Castle Rock Water | | 2018-2022 Total | 500,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 1,558,029 |
| Type: New | | | |
| Useful Life: Perpetual | | | |

Description and Justification

This project is intended to incrementally expand the Town's Aquifer Storage and Recovery (ASR) program. This project includes the retrofit of an existing well(s) to be operated as an injection well(s) and begin injecting potable renewable water for storage and recovery. An ASR program would benefit the Town's Renewable Water Implementation Program. This program has been successful in neighboring communities and would strengthen the Town's ability to manage its water resources. This project will help the Town achieve the goal of providing 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Construction | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ 500,000 |
| Total Expenditures | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ 500,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| System Development Fees | \$ - | \$ - | \$ 300,000 | \$ - | \$ - | \$ 300,000 |
| Water Resources Fees | - | - | 200,000 | - | - | 200,000 |
| Total Funding Sources | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ 500,000 |

Operational Impact

The estimated operating and maintenance expenses are estimated to be approximately \$4,000 a year for annual sampling costs for each new set of wells retrofitted. These costs are incorporated into the Water Resources fund's operations budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Future Pipelines & Pump Stations

| | | | |
|-----------------|-------------------------------------|---------------------------------------|---------------------|
| Project Number: | Multiple | | |
| Contact: | Matt Benak, Water Resources Manager | 5 Year Historical Total | \$ 139,097 |
| Department: | Castle Rock Water | 2018-2022 Total | 5,555,300 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 5,694,397 |
| Type: | Planning/Design | | |
| Useful Life: | 50 years | | |

Description and Justification

This project includes construction of infrastructure to move South Platte water supplies from the foothills to Rueter-Hess Reservoir through the Plum Creek Diversion Structure. Additionally, a study has been completed to determine the conceptual costs to move water from the Plum Creek Water Reclamation Authority to Rueter-Hess Reservoir through existing infrastructure and upgraded infrastructure in 2018. Likely, partnerships with area water providers will be necessary to make the construction of this project feasible. Once feasibility of all project components is determined, funds will be budgeted in the future for design and construction of the project. The Town owns substantial Denver Basin groundwater supplies and a limited amount of surface water on Plum Creek. However, as the demand for water increases along with the Town population, other supplies will need to be secured to meet that demand. Sustainable water supplies must be imported to the Town with a focus on proximity and feasibility in order to meet the goal of 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Newlin Gulch Pipeline and Pump Station | \$ 2,555,300 | \$ - | \$ - | \$ - | \$ - | \$ 2,555,300 |
| PCWRA Upg. for Newlin Gulch Pipeline | 3,000,000 | - | - | - | - | 3,000,000 |
| Total Expenditures | \$ 5,555,300 | \$ - | \$ - | \$ - | \$ - | \$ 5,555,300 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| System Development Fees | \$ 3,333,180 | \$ - | \$ - | \$ - | \$ - | \$ 3,333,180 |
| Water Resources Fees | 2,222,120 | - | - | - | - | 2,222,120 |
| Total Funding Sources | \$ 5,555,300 | \$ - | \$ - | \$ - | \$ - | \$ 5,555,300 |

Operational Impact

There is no operational impact associated with these studies and once full impacts are understood after implementation, costs will be budgeted in the future.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Alternative Source of Supply Project

| | | |
|--|---------------------------------------|----------------------|
| Project Number: 77-30 | | |
| Contact: Matt Benak, Water Resources Manager | 5 Year Historical Total | \$ 27,117,482 |
| Department: Castle Rock Water | 2018-2022 Total | 8,330,001 |
| Category: Water Rights | CIP Project Total (2013-2022): | \$ 35,447,483 |
| Type: New | | |
| Useful Life: 50 years | | |

Description and Justification

This project entails importing an additional 2,500 acre-feet of renewable and fully consumable water from the South Platte River. This project includes the purchase of 2,500 acre-feet of renewable surface water on the South Platte River and all legal costs associated with enabling the water to be used in Castle Rock. It includes Box Elder property well fields due diligence and treatment necessary to move the water from Box Elder Creek to Castle Rock. This project also includes obtaining firm capacity in East Cherry Creek Valley (ECCV) Water & Sanitation District's Northern Pipeline and pump stations. The Town owns substantial Denver Basin groundwater supplies and a limited amount of surface water on Plum Creek. However, as the demand for water increases along with the Town population, other supplies will need to be secured to meet that demand. Sustainable water supplies must be imported to the Town with a focus on proximity and feasibility in order to meet the goal of 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|---------------------|---------------------|---------------------|-------------|-------------|---------------------|
| Box Elder Creek Properties Due Diligence | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |
| Water Rights Acquisition | 2,676,667 | 2,676,667 | 2,676,667 | - | - | 8,030,001 |
| Total Expenditures | \$ 2,976,667 | \$ 2,676,667 | \$ 2,676,667 | \$ - | \$ - | \$ 8,330,001 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|---------------------|---------------------|-------------|-------------|---------------------|
| System Development Fees | \$ 1,786,000 | \$ 1,606,000 | \$ 1,606,000 | \$ - | \$ - | \$ 4,998,001 |
| Water Resources Fees | 1,190,667 | 1,070,667 | 1,070,667 | - | - | 3,332,000 |
| Total Funding Sources | \$ 2,976,667 | \$ 2,676,667 | \$ 2,676,667 | \$ - | \$ - | \$ 8,330,001 |

Operational Impact

Operating costs are not currently estimated as infrastructure to move the water is not set to begin until year 2030.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek Diversion and Well Fields

| | | | |
|-----------------|-------------------------------------|---------------------------------------|----------------------|
| Project Number: | Multiple | | |
| Contact: | Matt Benak, Water Resources Manager | 5 Year Historical Total | \$ 22,324,777 |
| Department: | Castle Rock Water | 2018-2022 Total | 18,609,762 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 40,934,539 |
| Type: | New | | |
| Useful Life: | 50 years | | |

Description and Justification

The Town has more water rights along Plum Creek than it can currently capture through the existing alluvial well infrastructure. The Town has a goal of providing 75% renewable water to its customers at full build-out. This project would allow the Town to continue towards the renewable water goal by capturing existing water rights on Plum Creek and taking full advantage of its junior water rights during times of high stream flow. This project will accomplish the installation of a surface diversion structure along Plum Creek downstream of the Plum Creek Water Reclamation Authority facility. Following the diversion, a raw water pipeline will move the water south into Town to be treated at the Plum Creek Water Purification Facility (PCWPF). The length of the pipeline is dependent upon the exact location of the diversion structure. This project also includes retrofitting existing wells with lateral arms to help capture all of the Town's water rights that may otherwise be limited by Federal permitting issues. This project will help the Town achieve the goal of providing 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------------|---------------------|-------------|-------------|-------------|-------------|----------------------|
| Diversion Structure & Pump Station | \$ 6,305,000 | \$ - | \$ - | \$ - | \$ - | \$ 6,305,000 |
| Raw Water Pipeline | 9,780,768 | - | - | - | - | 9,780,768 |
| Pre-Sedimentation Basin | 2,523,994 | - | - | - | - | 2,523,994 |
| Total Expenditures | \$18,609,762 | \$ - | \$ - | \$ - | \$ - | \$ 18,609,762 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------|----------------------|
| System Development Fees | \$11,165,857 | \$ - | \$ - | \$ - | \$ - | \$ 11,165,857 |
| Water Resources Fees | 7,443,905 | - | - | - | - | 7,443,905 |
| Total Funding Sources | \$18,609,762 | \$ - | \$ - | \$ - | \$ - | \$ 18,609,762 |

Operational Impact

Future operating costs are estimated at \$125k per year beginning in 2018 and are incorporated into the Water Resources Fund 2018-2020 Balanced financial plan.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek Water Purification Facility

| | | | |
|--|--|---------------------------------------|----------------------|
| Project Number: Multiple | | | |
| Contact: Matt Benak, Water Resources Manager | | 5 Year Historical Total | \$ 1,422,054 |
| Department: Castle Rock Water | | 2018-2022 Total | <u>18,083,174</u> |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 19,505,228 |
| Type: Upgrade | | | |
| Useful Life: 50 years | | | |

Description and Justification

Advanced treatment processes are necessary for the effective treatment of the Town's Plum Creek surface water supplies. The future goal of the Town is to provide 75% renewable water supply annually to its customers and this project will be a key component to achieve that goal. This project will add advanced treatment processes to the Plum Creek Water Purification Facility (PCWPF), giving the Town the ability to adequately treat additional Plum Creek surface water supplies. This project will help the Town achieve the goal of providing 75% renewable water.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|---------------------|-------------|-------------|-------------|-------------------|----------------------|
| Dewatering Facility at PCWPF (Phase 1) | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 |
| Advanced Treatment Facility (Phase 1) | 13,756,970 | - | - | - | - | 13,756,970 |
| PCWPF Membrane Expansion (Phase 1) | 1,028,904 | - | - | - | - | 1,028,904 |
| Generator at PCWPF | 897,300 | - | - | - | - | 897,300 |
| Membrane Rack Remove & Replace | - | - | - | - | 400,000 | 400,000 |
| Total Expenditures | \$17,683,174 | \$ - | \$ - | \$ - | \$ 400,000 | \$ 18,083,174 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|-------------|-------------|-------------|-------------------|----------------------|
| System Development Fees | \$10,609,904 | \$ - | \$ - | \$ - | \$ 240,000 | \$ 10,849,904 |
| Water Resources Fees | 7,073,270 | - | - | - | 160,000 | 7,233,270 |
| Total Funding Sources | \$17,683,174 | \$ - | \$ - | \$ - | \$ 400,000 | \$ 18,083,174 |

Operational Impact

Estimated O&M costs for advanced treatment processes are estimated at \$1.2 million each year beginning in 2018 and are incorporated in the Water Resources fund's operations budget.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Administration & Customer Serv. Building

| | | | |
|-----------------|---|---------------------------------------|-------------------|
| Project Number: | 77-57 | | |
| Contact: | Tim Friday, Assitant Castle Rock Water Director | 5 Year Historical Total | \$ - |
| Department: | Castle Rock Water | 2018-2022 Total | 627,940 |
| Category: | Building | CIP Project Total (2013-2022): | \$ 627,940 |
| Type: | New | | |
| Useful Life: | 50 years | | |

Description and Justification

This project accomodates construction of a new Administration and Customer Service Building for Castle Rock Water. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Utilities. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in 2013 that details existing and future conditions, and identifies space needs for Castle Rock Water. Construction is targeted for 2021 with funding split across the four Utilities enterprise funds based upon staffing proportions. The Water Resources Fund's portion of 2021 funding will be a drawdown of CIP Reserves accumulated in prior years and departmentally designated plus system development fees and rates revenues accumulated over a five year period (2015-2019).

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|------------------|-------------------|-------------|-------------------|
| Construction | \$ - | \$ - | \$ 62,794 | \$ 565,146 | \$ - | \$ 627,940 |
| Total Expenditures | \$ - | \$ - | \$ 62,794 | \$ 565,146 | \$ - | \$ 627,940 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|------------------|-------------------|-------------|-------------------|
| System Development Fees | \$ - | \$ - | \$ 62,794 | \$ 565,146 | \$ - | \$ 627,940 |
| Total Funding Sources | \$ - | \$ - | \$ 62,794 | \$ 565,146 | \$ - | \$ 627,940 |

Operational Impact

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

STORMWATER FUND

CASTLE ROCK WATER

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Minor Drainageway Stabilization | \$ 155,319 | \$ 155,319 | \$ 155,319 | \$ 221,986 | \$ 155,319 | \$ 843,262 |
| Stream Stabilization | 1,255,416 | 3,897,330 | 728,289 | 2,249,816 | 3,514,297 | 11,645,148 |
| Young American Storm Sewer - Gordon Drive | 456,000 | - | - | - | - | 456,000 |
| Craig & Gould N. Infrastructure Improvement | - | 133,625 | 1,066,375 | - | - | 1,200,000 |
| Detention Ponds Retrofits | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| CMP Rehabilitation | - | - | - | 240,000 | 240,000 | 480,000 |
| Watershed MP Updates | - | - | - | 250,000 | 200,000 | 450,000 |
| Administration and Customer Service Building | - | - | 64,372 | 579,352 | - | 643,724 |
| Village North | 50,000 | - | 225,000 | - | - | 275,000 |
| Total Expenditures by Year | \$ 1,966,735 | \$ 4,236,274 | \$ 2,289,355 | \$ 3,591,154 | \$ 4,159,616 | \$ 16,243,134 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Stormwater Charges | \$ 781,950 | \$ 1,123,813 | \$ 1,624,549 | \$ 1,330,968 | \$ 1,454,453 | \$ 6,315,734 |
| System Development Fees | 1,184,785 | 3,112,461 | 664,806 | 2,260,186 | 2,705,163 | 9,927,400 |
| Total Funding Sources by Year | \$ 1,966,735 | \$ 4,236,274 | \$ 2,289,355 | \$ 3,591,154 | \$ 4,159,616 | \$ 16,243,134 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Tributary Stabilization Project in Progress

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Minor Drainageway Stabilization

| | | | |
|---|--|---------------------------------------|-------------------|
| Project Number: 78-02 | | | |
| Contact: David Van Dellen, Stormwater Manager | | 5 Year Historical Total | \$ 53,932 |
| Department: Castle Rock Water | | 2018-2022 Total | 843,262 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 897,194 |
| Type: New | | | |
| Useful Life: 50 years | | | |

Description and Justification

This project includes new infrastructure on small channel systems downstream of development to correct erosion where the minor drainageway system is incomplete. Minor drainageways are natural or engineered conveyance systems with an upstream drainage area less than 130 acres. If improvements are not made, these systems pose a potential public safety hazard and flood risk. These projects will provide improvements for adequate capacity based on growth and stabilization. Projects are divided between the Plum Creek Basin (PC) and the Cherry Creek Basin (CC). This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Minor Drainage Way Stab PC | \$ 84,680 | \$ 84,680 | \$ 84,680 | \$ 129,324 | \$ 84,680 | \$ 468,044 |
| Minor Drainage Way Stab CC | 70,639 | 70,639 | 70,639 | 92,662 | 70,639 | 375,218 |
| Total Expenditures | \$ 155,319 | \$ 155,319 | \$ 155,319 | \$ 221,986 | \$ 155,319 | \$ 843,262 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Stormwater Charges | \$ 97,140 | \$ 97,140 | \$ 97,140 | \$ 139,831 | \$ 97,140 | \$ 528,392 |
| System Development Fees | 58,179 | 58,179 | 58,179 | 82,155 | 58,179 | 314,870 |
| Total Funding Sources | \$ 155,319 | \$ 155,319 | \$ 155,319 | \$ 221,986 | \$ 155,319 | \$ 843,262 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Stream Stabilization

| | | |
|---|---------------------------------------|----------------------|
| Project Number: Multiple | | |
| Contact: David Van Dellen, Stormwater Manager | 5 Year Historical Total | \$ 1,870,452 |
| Department: Castle Rock Water | 2018-2022 Total | 11,645,148 |
| Category: Infrastructure | CIP Project Total (2013-2022): | \$ 13,515,600 |
| Type: New | | |
| Useful Life: 50 years | | |

Description and Justification

This project includes stream channel stabilization throughout Castle Rock. The Tributaries are part of the major drainageway networks that include watersheds with an upstream area greater than 130 acres, also known as the 100-year floodplain. These projects have been identified in the Stormwater Master Plan as a scheduled activity. Stream improvements generally include natural or engineered segments of vegetated stream between engineered hard points that reduce channel slope and erosive velocities. Improvements also ensure adequate flood capacity in the channel to reduce flood potential for adjacent properties. Improvements to the natural drainageway are required to mitigate for development impacts that accelerate erosion and pose a potential public safety hazard if left unattended over time. This project will restore a sustainable channel system for water quality and flood control. The improvements will reduce channel erosion and protect adjacent property from loss during flooding. Projects are divided between the Plum Creek Basin (PC) and the Cherry Creek Basin (CC). This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|----------------------|
| Total Drainage Way Stabilization - PC | \$ 1,119,444 | \$ 3,277,903 | \$ 650,117 | \$ 1,755,695 | \$ 2,885,616 | \$ 9,688,775 |
| Total Drainage Way Stabilization - CC | 135,972 | 619,427 | 78,172 | 494,121 | 628,681 | 1,956,373 |
| Total Expenditures | \$ 1,255,416 | \$ 3,897,330 | \$ 728,289 | \$ 2,249,816 | \$ 3,514,297 | \$ 11,645,148 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|----------------------|
| Stormwater Charges | \$ 128,810 | \$ 843,048 | \$ 186,034 | \$ 775,736 | \$ 947,254 | \$ 2,880,882 |
| System Development Fees | 1,126,606 | 3,054,282 | 542,255 | 1,474,080 | 2,567,043 | 8,764,266 |
| Total Funding Sources | \$ 1,255,416 | \$ 3,897,330 | \$ 728,289 | \$ 2,249,816 | \$ 3,514,297 | \$ 11,645,148 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Young American Storm Sewer - Gordon Drive**

| | | | |
|-----------------|--------------------------------------|--|---------|
| Project Number: | 77-61 | 5 Year Historical Total | \$ - |
| Contact: | David Van Dellen, Stormwater Manager | 2018-2022 Total | 456,000 |
| Department: | Castle Rock Water | CIP Project Total (2013-2022): \$ 456,000 | |
| Category: | Infrastructure | | |
| Type: | Upgrade | | |
| Useful Life: | 50 years | | |

Description and Justification

This project includes storm sewer improvements in the Young American Subdivision in partnership with Public Works. Currently, there is no storm drain system in the area. This project will add storm drains to capture flow and reduce flood risk for this historic neighborhood. This project will provide storm drainage infrastructure to reduce flood hazards in the right-of-way. This project will also increase emergency accessibility to residents in the event of a flood. This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Construction | \$ 456,000 | \$ - | \$ - | \$ - | \$ - | \$ 456,000 |
| Total Expenditures | \$ 456,000 | \$ - | \$ - | \$ - | \$ - | \$ 456,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Stormwater Charges | \$ 456,000 | \$ - | \$ - | \$ - | \$ - | \$ 456,000 |
| Total Funding Sources | \$ 456,000 | \$ - | \$ - | \$ - | \$ - | \$ 456,000 |

Operational Impact

There is a possible reduction in repair and maintenance costs, which won't be known until the project is complete and will be incorporated at that time.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name Craig & Gould N. Infrastructure Improvements

| | | | |
|-----------------|--------------------------------------|---------------------------------------|---------------------|
| Project Number: | 76-51 | | |
| Contact: | David Van Dellen, Stormwater Manager | 5 Year Historical Total | \$ - |
| Department: | Castle Rock Water | 2018-2022 Total | 1,200,000 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 1,200,000 |
| Type: | Upgrade | | |
| Useful Life: | 50 years | | |

Description and Justification

This project includes storm sewer improvements in the Craig and Gould North subdivision in partnership with the Public Works department for the revitalization of this downtown area. Currently, there is no storm drain system in the area. This project will add storm drains to capture flow and reduce flood risk for this historic neighborhood. This project will provide storm drainage infrastructure to reduce street flooding and meet current criteria for residential land use. These improvements will reduce flooding hazards on the streets and for the existing private property in the neighborhood. This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------------|---------------------|-------------|-------------|---------------------|
| Design | \$ - | \$ 133,625 | \$ - | \$ - | \$ - | \$ 133,625 |
| Construction | - | - | 1,066,375 | - | - | 1,066,375 |
| Total Expenditures | \$ - | \$ 133,625 | \$ 1,066,375 | \$ - | \$ - | \$ 1,200,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------------|---------------------|-------------|-------------|---------------------|
| Stormwater charges | \$ - | \$ 133,625 | \$ 1,066,375 | \$ - | \$ - | \$ 1,200,000 |
| Total Funding Sources | \$ - | \$ 133,625 | \$ 1,066,375 | \$ - | \$ - | \$ 1,200,000 |

Operational Impact

There is a possible reduction in repair and maintenance costs, which won't be known until the project is complete and will be incorporated at that time.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Detention Ponds Retrofits

| | | | |
|---|--|---------------------------------------|-------------------|
| Project Number: 77-18 | | | |
| Contact: David Van Dellen, Stormwater Manager | | 5 Year Historical Total | \$ - |
| Department: Castle Rock Water | | 2018-2022 Total | 250,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | \$ 250,000 |
| Type: Upgrade | | | |
| Useful Life: 50-years | | | |

Description and Justification

This project includes regional detention pond retrofits to facilities that demonstrate an excessive operation and maintenance burden on the program. Generally, older water quality and detention facilities require upgrades to the outlet works and other pond features to improve runoff circulation through the facility and reduce clogging potential. Ponds are evaluated on an ongoing basis and projects are indentified as needed. This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Detention Ponds Retrofits | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

| | | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Total Expenditures | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Stormwater Charges | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

| | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Total Funding Sources | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

CMP Rehabilitation

| | | | | |
|---|--|---------------------------------------|----|-------------------|
| Project Number: 78-73 | | 5 Year Historical Total | \$ | - |
| Contact: David Van Dellen, Stormwater Manager | | | | |
| Department: Castle Rock Water | | 2018-2022 Total | | 480,000 |
| Category: Infrastructure | | CIP Project Total (2013-2022): | | \$ 480,000 |
| Type: Repair | | | | |
| Useful Life: 20-50 Years | | | | |

Description and Justification

This program is required to address aging stormwater infrastructure. Existing corrugated metal pipe (CMP) has an average life expectancy of 30 years. Failure of pipe generally includes invert corrosion and deterioration resulting in subgrade failure. This program will help ensure rehabilitation to existing CMP pipe systems prior to infrastructure failure and prolong the life of the system by 20 to 50 years. This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|-------------------|-------------------|-------------------|
| CMP Rehabilitation | \$ - | \$ - | \$ - | \$ 240,000 | \$ 240,000 | \$ 480,000 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ 240,000 | \$ 240,000 | \$ 480,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|-------------------|-------------------|-------------------|
| Stormwater Charges | \$ - | \$ - | \$ - | \$ 240,000 | \$ 240,000 | \$ 480,000 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 240,000 | \$ 240,000 | \$ 480,000 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Watershed MP Updates

| | | | | | |
|-----------------|--------------------------------------|--|---------------------------------------|----|----------------|
| Project Number: | New | | 5 Year Historical Total | \$ | - |
| Contact: | David Van Dellen, Stormwater Manager | | 2018-2022 Total | \$ | 450,000 |
| Department: | Castle Rock Water | | CIP Project Total (2013-2022): | | |
| Category: | Infrastructure | | | \$ | 450,000 |
| Type: | Planning/Design | | | | |
| Useful Life: | | | | | |

Description and Justification

The Stormwater Capital Program includes updating 19 Major Drainageway Master Plans covering over 55 miles of floodplain system. Periodic updates to these plans are required to account for changes in watershed hydrology, stream stability assessment and capital plan prioritization. It is estimated that approximately four plans will be updated annually over a five year period beginning in 2021. This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|-------------|-------------|-------------|-------------------|-------------------|-------------------|
| Master Plan GIS Database Tool | \$ - | \$ - | \$ - | \$ 50,000 | \$ - | \$ 50,000 |
| Watershed MP Updates - Plum Creek | - | - | - | 200,000 | 200,000 | 400,000 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ 250,000 | \$ 200,000 | \$ 450,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|-------------------|-------------------|-------------------|
| Stormwater Charges | \$ - | \$ - | \$ - | \$ 125,401 | \$ 120,059 | \$ 245,460 |
| System Development Fees | - | - | - | 124,599 | 79,941 | 204,540 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 250,000 | \$ 200,000 | \$ 450,000 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name Administration and Customer Service Building

| | | | |
|-----------------|---|---------------------------------------|-------------------|
| Project Number: | 77-57 | | |
| Contact: | Tim Friday, Assitant Castle Rock Water Director | 5 Year Historical Total | \$ - |
| Department: | Castle Rock Water | 2018-2022 Total | 643,724 |
| Category: | Building | CIP Project Total (2013-2022): | \$ 643,724 |
| Type: | New | | |
| Useful Life: | 50 years | | |

Description and Justification

This project accomodates construction of a new Administration and Customer Service Building for Castle Rock Water. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Utilities. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in 2013 that details existing and future conditions, and identifies space needs for the Utilities Department. Construction is targeted for 2021 with funding split across the four Utilities enterprise funds based upon staffing proportions. The Stormwater Fund's portion of 2021 funding will be a drawdown of CIP Reserves accumulated in prior years through system development fees and rates revenues over a 5 year period (2015-2019).

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|------------------|-------------------|-------------|-------------------|
| Construction | \$ - | \$ - | \$ 64,372 | \$ 579,352 | \$ - | \$ 643,724 |
| Total Expenditures | \$ - | \$ - | \$ 64,372 | \$ 579,352 | \$ - | \$ 643,724 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|------------------|-------------------|-------------|-------------------|
| System Development Fees | \$ - | \$ - | \$ 64,372 | \$ 579,352 | \$ - | \$ 643,724 |
| Total Funding Sources | \$ - | \$ - | \$ 64,372 | \$ 579,352 | \$ - | \$ 643,724 |

Operational Impact

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Village North

| | | | | |
|-----------------|--------------------------------------|---------------------------------------|-----------|----------------|
| Project Number: | New | 5 Year Historical Total | \$ | - |
| Contact: | David Van Dellen, Stormwater Manager | 2018-2022 Total | | 275,000 |
| Department: | Castle Rock Water | CIP Project Total (2013-2022): | \$ | 275,000 |
| Category: | Infrastructure | | | |
| Type: | Upgrade | | | |
| Useful Life: | 50 Years | | | |

Description and Justification

This project includes storm sewer improvements in the Village North Subdivision in partnership with Public Works and Wastewater. Reports of localized flooding have occurred in this commercial/industrial area. This project will add storm drains and increase street capacity to capture and contain stormwater runoff and reduce flood risk for local businesses. This project helps Castle Rock Water provide high quality water service to Town residents and businesses by managing stormwater runoff and flood risks.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|-------------|-------------------|-------------|-------------|-------------------|
| Village North | \$ 50,000 | \$ - | \$ 225,000 | \$ - | \$ - | \$ 275,000 |
| Total Expenditures | \$ 50,000 | \$ - | \$ 225,000 | \$ - | \$ - | \$ 275,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|-------------|-------------------|-------------|-------------|-------------------|
| Stormwater Charges | \$ 50,000 | \$ - | \$ 225,000 | \$ - | \$ - | \$ 275,000 |
| Total Funding Sources | \$ 50,000 | \$ - | \$ 225,000 | \$ - | \$ - | \$ 275,000 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

WASTEWATER FUND

CASTLE ROCK WATER

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|----------------------|
| Lift Station Upgrades | \$ 242,000 | \$ 217,000 | \$ 217,000 | \$ 217,000 | \$ 185,000 | \$ 1,078,000 |
| Sewer Line Rehabilitation | 740,000 | 350,000 | 350,000 | 350,000 | 350,000 | 2,140,000 |
| Security and SCADA System Imp. | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| PCWRA Projects | 19,696,205 | 19,796,212 | 3,471,219 | 2,357,051 | 625,015 | 45,945,702 |
| Craig & Gould N. Improvements | - | 250,000 | 105,000 | - | - | 355,000 |
| Admin. & Customer Serv. Building | - | - | 58,831 | 529,477 | - | 588,308 |
| Prairie Hawk Interceptor | - | - | - | - | 417,000 | 417,000 |
| Total Expenditures by Year | \$ 20,728,205 | \$ 20,663,212 | \$ 4,252,050 | \$ 3,503,528 | \$ 1,627,015 | \$ 50,774,010 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|----------------------|
| System Development Fees | \$ 19,236,820 | \$ 19,336,827 | \$ 3,023,805 | \$ 2,652,228 | \$ 807,715 | \$ 45,057,394 |
| Wastewater Service Charges | 1,491,385 | 1,326,385 | 1,228,245 | 851,300 | 819,300 | 5,716,615 |
| Total Funding Sources by Year | \$ 20,728,205 | \$ 20,663,212 | \$ 4,252,050 | \$ 3,503,528 | \$ 1,627,015 | \$ 50,774,010 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



The Town contracts with the Plum Creek Water Reclamation Authority (PCWRA) to treat wastewater and has a joint interest in the facility.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Lift Station Upgrades

| | | |
|--|---------------------------------------|---------------------|
| Project Number: Multiple | | |
| Contact: Jeanne Stevens, Engineering Manager | 5 Year Historical Total | \$ 212,707 |
| Department: Castle Rock Water | 2018-2022 Total | 1,078,000 |
| Category: Equipment | CIP Project Total (2013-2022): | \$ 1,290,707 |
| Type: Replacement | | |
| Useful Life: 20 years | | |

Description and Justification

The Lift Station Upgrades project is intended to accommodate multiple improvements to the Town's lift stations (LS). The purpose of the pump and motor replacement project is to plan for the capital replacement of pumps and/or motors at wastewater lift stations. The lift stations transport wastewater to the Plum Creek Wastewater Reclamation Authority for treatment. Pump and motor replacements are identified annually or on an emergency basis.

The paving program improves access to Wastewater lift stations that may currently only be accessible along unimproved, unpaved access drives. The facilities must be accessible at all times. Paving the access roads will improve accessibility. Current planned improvements include paving access roads at the Meadows 17, Castlewood No. 1 & 2, and Maher Lift Stations. Pumps and motors at wastewater lift stations have a finite service life and replacement must be planned on an ongoing basis. Employee safety and year round access to the lift station are accommodated through this project, since lift stations are typically checked multiple times per week. These projects address the community need of providing a safe and reliable water supply.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| LS Rehab/Replacement | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |
| Lift Station Pump & Motor Replacement | 40,000 | 50,000 | 50,000 | 50,000 | 50,000 | 240,000 |
| Lift Station Mixing Improvements | 32,000 | 32,000 | 32,000 | 32,000 | - | 128,000 |
| Maher LS Access Road Paving | 35,000 | - | - | - | - | 35,000 |
| WW Facility VFD Replacements | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 550,000 |
| Total Expenditures | \$ 242,000 | \$ 217,000 | \$ 217,000 | \$ 217,000 | \$ 185,000 | \$ 1,078,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Wastewater Service Charges | \$ 242,000 | \$ 217,000 | \$ 217,000 | \$ 217,000 | \$ 185,000 | \$ 1,078,000 |
| Total Funding Sources | \$ 242,000 | \$ 217,000 | \$ 217,000 | \$ 217,000 | \$ 185,000 | \$ 1,078,000 |

Operational Impact

Improvements and replacements to equipment typically result in reduced maintenance costs, which are unknown until project implementation and will be incorporated at that time.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Sewer Line Rehabilitation

| | | |
|--|---------------------------------------|---------------------|
| Project Number: 75-62 | | |
| Contact: Jeanne Stevens, Engineering Manager | 5 Year Historical Total | \$ 1,161,865 |
| Department: Castle Rock Water | 2018-2022 Total | 2,140,000 |
| Category: Infrastructure | CIP Project Total (2013-2022): | \$ 3,301,865 |
| Type: Repair | | |
| Useful Life: 50 years | | |

Description and Justification

This project is intended to rehabilitate or replace existing sewer lines due to age or failing infrastructure. This is an ongoing program and focus areas are identified annually. The Engineering division will work with the Operations division to identify areas that need sewer improvements and coordinate with the Public Works department to complete projects ahead of the Pavement Maintenance Program to minimize the impact of Townwide roadwork. This project funds the replacement and rehabilitation of old, undersized and/or deteriorated sewer lines. The Sewer Rehabilitation Program will address the requirements of Environmental Protection Agency's (EPA) Capacity, Management, Operation and Maintenance (CMOM) programs. Additional funds are included in 2018 for sewer line improvements along Gordon Drive because this work is being coordinated with additional street improvements planned by the Public Works Department.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Repair | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 1,750,000 |
| Gordon Dr. Sewer Improvements | 390,000 | - | - | - | - | 390,000 |
| Total Expenditures | \$ 740,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 2,140,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Wastewater Service Charges | \$ 740,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 2,140,000 |
| Total Funding Sources | \$ 740,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 2,140,000 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Security and SCADA System Imp.

| | | | |
|-----------------|--|---------------------------------------|-------------------|
| Project Number: | Multiple | | |
| Contact: | Tim Friday, Assistant Utilities Director | 5 Year Historical Total | \$ 72,147 |
| Department: | Castle Rock Water | 2018-2022 Total | 250,000 |
| Category: | Building | CIP Project Total (2013-2022): | \$ 322,147 |
| Type: | Upgrade | | |
| Useful Life: | 20 years | | |

Description and Justification

These miscellaneous small projects are needed to increase security at wastewater facilities in accordance with the vulnerability assessment. The vulnerability assessment identifies security and system integrity needs that may present a risk to public health and safety. Examples of improvements are fences, gates, cameras and alarms. These various projects include installing or replacing electronic access control, locks, and surveillance as needed at all wastewater facilities. Security at all Town of Castle Rock facilities is important for safeguarding investments in infrastructure and ensuring employee safety.

The System Control and Data Acquisition (SCADA) system components are in need of system improvements, which are provided for in this project. SCADA system components are required to transmit data such as alarms, flow, temperature, and other information to the Utilities Department's control facilities. Planned improvements include the automation of several pressure reducing valve stations identified in the Water Master Plan. Most of this work will be performed by Utilities staff. Future year projects that are identified in the Water Master Plan will need to be implemented in order to ensure distribution system reliability and capacity to deliver water in growing areas. SCADA components also need to be replaced regularly due to changing technology and obsolescence of parts. These projects address the community need of providing a safe and reliable water supply.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Security Improvements | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |
| SCADA System Improvements | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Total Expenditures | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Wastewater Service Charges | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Total Funding Sources | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

PCWRA Projects

| | | | |
|-----------------|-------------------------------------|---------------------------------------|----------------------|
| Project Number: | Multiple | | |
| Contact: | Jeanne Stevens, Engineering Manager | 5 Year Historical Total | \$ 5,491,772 |
| Department: | Castle Rock Water | 2018-2022 Total | 45,945,702 |
| Category: | Infrastructure | CIP Project Total (2013-2022): | \$ 51,437,474 |
| Type: | New | | |
| Useful Life: | 50 years | | |

Description and Justification

The Town of Castle Rock does not perform wastewater treatment. The Plum Creek Water Reclamation Authority (PCWRA) is a regional reclamation facility that serves the Town of Castle Rock, Castle Pines, and Castle Pines North. The capital buy-in project accommodates the Town of Castle Rock share of PCWRA debt which include two Colorado Water Resources and Power Development Authority (2001 and 2002) loans and Clean Water Revenue Bonds Series 2005 for capacity expansion and treatment. This project also provides funding for capital repair and replacement including replacement of pumps, motors, and blowers, and general facilities maintenance. The Ditch Three project will equip Oxidation Ditch Three at the wastewater reclamation facility, which was not originally equipped to accommodate future wastewater flows associated with planned development and future growth. An oxidation ditch is a concrete channel that funnels wastewater into the treatment plant. The ditch is the first phase of wastewater treatment using biological agents. Pumps, blowers, and motors are required to equip the ditch for operation. The Manganese Control project accomplishes facility improvements to control dissolved manganese in order to meet future EPA regulatory requirements.

Additional funds are included in 2018 and 2019 to accommodate an expansion of the PCWRA facility. Town growth is fueling the demand for additional wastewater treatment needs.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|----------------------------|----------------------|----------------------|---------------------|---------------------|-------------------|----------------------|
| Capital Buy-In | \$ 2,500,167 | \$ 2,600,174 | \$ 2,704,181 | \$ 2,002,051 | \$ 270,015 | \$ 10,076,588 |
| Ditch Three at PCWRA | 212,038 | 212,038 | 212,038 | - | - | 636,114 |
| Manganese Control at PCWRA | 200,000 | 200,000 | 200,000 | - | - | 600,000 |
| PCWRA Rehab/Replacement | 284,000 | 284,000 | 355,000 | 355,000 | 355,000 | 1,633,000 |
| PCWRA Capacity Expansion | 16,500,000 | 16,500,000 | - | - | - | 33,000,000 |
| Total Expenditures | \$ 19,696,205 | \$ 19,796,212 | \$ 3,471,219 | \$ 2,357,051 | \$ 625,015 | \$ 45,945,702 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|----------------------|----------------------|---------------------|---------------------|-------------------|----------------------|
| System Development Fees | \$ 19,236,820 | \$ 19,336,827 | \$ 2,964,974 | \$ 2,122,751 | \$ 390,715 | \$ 44,052,086 |
| Wastewater Service Charges | 459,385 | 459,385 | 506,245 | 234,300 | 234,300 | 1,893,615 |
| Total Funding Sources | \$ 19,696,205 | \$ 19,796,212 | \$ 3,471,219 | \$ 2,357,051 | \$ 625,015 | \$ 45,945,702 |

Operational Impact

Operating Expenditures for PCWRA are included in the capital buy-in payments displayed above.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name **Craig & Gould N. Improvements**

| | | | | | |
|-----------------|-------------------------------------|--|---------------------------------------|----|----------------|
| Project Number: | 76-51 | | 5 Year Historical Total | \$ | - |
| Contact: | Jeanne Stevens, Engineering Manager | | 2018-2022 Total | | 355,000 |
| Department: | Castle Rock Water | | CIP Project Total (2013-2022): | | |
| Category: | Infrastructure | | | \$ | 355,000 |
| Type: | Replacement | | | | |
| Useful Life: | 50 years | | | | |

Description and Justification

This project will accomplish infrastructure improvements in the Craig & Gould neighborhood. Aging and undersized sewers will be replaced and deteriorated manholes will be replaced or rehabilitated. Existing sewer lines are greater than 70 years old and need to be replaced. This project will be coordinated with the Public Works department to coincide with the annual Pavement Maintenance Program in order to minimize the construction impact on the community. This project addresses the community need of providing a safe and reliable water supply.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|--|-------------|-------------|-------------|-------------|--------------|
| Construction | \$ - | \$ 250,000 | \$ 105,000 | \$ - | \$ - | \$ 355,000 |
| Total Expenditures | \$ - \$ 250,000 \$ 105,000 \$ - \$ - \$ 355,000 | | | | | |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|--|-------------|-------------|-------------|-------------|--------------|
| Wastewater Service Charges | \$ - | \$ 250,000 | \$ 105,000 | \$ - | \$ - | \$ 355,000 |
| Total Funding Sources | \$ - \$ 250,000 \$ 105,000 \$ - \$ - \$ 355,000 | | | | | |

Operational Impact

The rehabilitation of aging equipment will likely result in reduced maintenance expenditures, which will not be known until project completion.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Admin. & Customer Serv. Building

| | | | |
|--|--|---------------------------------------|-------------------|
| Project Number: 77-57 | | | |
| Contact: Tim Friday, Assitant Castle Rock Water Director | | 5 Year Historical Total | \$ - |
| Department: Castle Rock Water | | 2018-2022 Total | 588,308 |
| Category: Building | | CIP Project Total (2013-2022): | \$ 588,308 |
| Type: New | | | |
| Useful Life: 50 years | | | |

Description and Justification

This project accomodates construction of a new Administration and Customer Service Building for the Utilities Department. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Utilities. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in 2013 that details existing and future conditions, and identifies space needs for the Utilities Department. Construction is targeted for 2021 with funding split across the four Utilities enterprise funds based upon staffing proportions. The Wastewater Fund's portion of 2021 funding will be a drawdown of CIP Reserves accumulated in prior years and departmentally designated plus system development fees and rates revenues accumulated over a five year period (2015-2019). This project addresses the community need of providing a safe and reliable water supply.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|------------------|-------------------|-------------|-------------------|
| Construction | \$ - | \$ - | \$ 58,831 | \$ 529,477 | \$ - | \$ 588,308 |
| Total Expenditures | \$ - | \$ - | \$ 58,831 | \$ 529,477 | \$ - | \$ 588,308 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|------------------|-------------------|-------------|-------------------|
| System Development Fees | \$ - | \$ - | \$ 58,831 | \$ 529,477 | \$ - | \$ 588,308 |
| Total Funding Sources | \$ - | \$ - | \$ 58,831 | \$ 529,477 | \$ - | \$ 588,308 |

Operational Impact

General costs of approximately \$30,000 per year are anticipated and planned for in the respective operating budgets for future years. The Water Fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Prairie Hawk Interceptor

| | | | |
|--|--|---------------------------------------|-------------------|
| Project Number: 75-92 | | | |
| Contact: Jeanne Stevens, Engineering Manager | | 5 Year Historical Total | \$ - |
| Department: Castle Rock Water | | 2018-2022 Total | 417,000 |
| Category: Equipment | | CIP Project Total (2013-2022): | \$ 417,000 |
| Type: New | | | |
| Useful Life: 50 years | | | |

Description and Justification

This project will provide for the need to upsize the Sewer system along Prairie Hawk Drive. The original sewer interceptor must be enlarged (upsized) to 18 or 21 inches along Prairie Hawk Drive south of Wolfensberger to meet future wastewater flows generated by growth in the Town. This interceptor would serve the proposed development at Miller's Landing and could potentially be delayed, based on the pace of development in the area.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------|-------------|-------------|-------------------|-------------------|
| Prarie Hawk Interceptor | \$ - | \$ - | \$ - | \$ - | \$ 417,000 | \$ 417,000 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ - | \$ 417,000 | \$ 417,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------|-------------|-------------------|-------------------|
| System Development Fees | \$ - | \$ - | \$ - | \$ - | \$ 417,000 | \$ 417,000 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ - | \$ 417,000 | \$ 417,000 |

Operational Impact

No additional operating expenditures or revenues are anticipated as a result of this project.

2018-2022 CAPITAL IMPROVEMENT PROGRAM
FLEET SERVICES FUND
PUBLIC WORKS DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Vehicles and Equipment | \$ 3,522,614 | \$ 2,656,227 | \$ 2,833,977 | \$ 3,429,542 | \$ 1,478,784 | \$ 13,921,144 |
| Total Expenditures by Year | \$ 3,522,614 | \$ 2,656,227 | \$ 2,833,977 | \$ 3,429,542 | \$ 1,478,784 | \$ 13,921,144 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Vehicle Replacement Contributions | \$ 2,680,070 | \$ 2,157,686 | \$ 2,510,231 | \$ 3,206,289 | \$ 1,384,458 | \$ 11,938,734 |
| Vehicle Salvage | 206,217 | 160,968 | 180,505 | 223,253 | 94,326 | 865,269 |
| Transfers from Other Funds | 636,327 | 337,573 | 143,241 | - | - | 1,117,141 |
| Total Funding Sources by Year | \$ 3,522,614 | \$ 2,656,227 | \$ 2,833,977 | \$ 3,429,542 | \$ 1,478,784 | \$ 13,921,144 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.

| Department | Make & Model | Estimated Cost | Justification |
|----------------------|-------------------------|-----------------------|--|
| Police | Ford Utility AWD | \$ 59,000 | One additional vehicle is needed to accommodate the addition of a new Special Operations Sergeant position |
| Police | Ford Utility AWD | 44,000 | One additional vehicle is needed to accommodate the addition of a new Public Information Officer position |
| Development Services | Ford Escape | 32,627 | One additional vehicle is needed to accommodate the addition of a new Building Inspector position |
| Public Works | Ford F-150 | 35,700 | One additional vehicle is needed to accommodate the addition of a new CIP Inspector position |
| Parks and Recreation | Vermeer Skid Steer | 40,000 | One additional vehicle is needed for building soft-surface trail connections, trenching for irrigation and electrical needs, and general parks maintenance |
| Castle Rock Water | International Vac Truck | 425,000 | One additional vacuum truck is needed to maintain levels of service for water distribution system maintenance |
| Total | | \$ 636,327 | |

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Vehicles and Equipment

| | | |
|-------------------------------------|---------------------------------------|----------------------|
| Project Number: 70-40 | | |
| Contact: Paul Colell, Fleet Manager | 5 Year Historical Total | \$ 14,291,599 |
| Department: Public Works Department | 2018-2022 Total | <u>13,921,144</u> |
| Category: Vehicles | CIP Project Total (2013-2022): | \$ 28,212,743 |
| Type: Replacement | | |
| Useful Life: 4-15 years | | |

Description and Justification

The vehicle replacement program is funded through departmental contributions made to the Fleet Fund, which is an internal service fund intended for replacement of Town vehicles and equipment. Departments that operate vehicles and equipment enrolled in the vehicle replacement program budget vehicle replacement contributions annually for the purpose of replacing existing units. The units in the following pages include vehicles scheduled for replacement. However, vehicles and equipment lives may be extended or replaced earlier if necessary. The inflation rate assumed for future vehicle purchases varies by vehicle type, with an average of about 3%. 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 in the program. The Town uses the best practice method recommended by the American Public Works Association. Other factors include type of use, operating weather conditions, and operating terrain. Once a vehicle has met the replacement criteria, there is a thorough review process by Fleet management, the operating department, and the Fleet Advisory Committee to determine if the vehicle should be replaced, retained for limited use, or extend the vehicles life cycle. Because vehicles may be equipped with different equipment based upon their usage, the cost for similar vehicles will vary. Additionally, 3% of the total anticipated vehicle purchase amount is budgeted in order to accommodate unforeseen variances in vehicle purchase amounts.

The following pages detail the requested replacements and additions to the Town's fleet by department.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Vehicles & Equipment | \$ 3,522,614 | \$ 2,656,227 | \$ 2,833,977 | \$ 3,429,542 | \$ 1,478,784 | \$ 13,921,144 |
| Total Expenditures | \$ 3,522,614 | \$ 2,656,227 | \$ 2,833,977 | \$ 3,429,542 | \$ 1,478,784 | \$ 13,921,144 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Vehicle Replacement Contributions | \$ 2,680,070 | \$ 2,157,686 | \$ 2,510,231 | \$ 3,206,289 | \$ 1,384,458 | \$ 11,938,734 |
| Vehicle Salvage | 206,217 | 160,968 | 180,505 | 223,253 | 94,326 | 865,269 |
| Transfers from Other Funds | 636,327 | 337,573 | 143,241 | - | - | 1,117,141 |
| Total Funding Sources | \$ 3,522,614 | \$ 2,656,227 | \$ 2,833,977 | \$ 3,429,542 | \$ 1,478,784 | \$ 13,921,144 |

Operational Impact

Increases in operational expenditures, including gasoline and maintenance for 2018 are primarily related to vehicle additions, and are estimated to be approximately \$12,000. Additional amounts are included for operational needs in the department budgets in which contributions occur from.

| 2018 Schedule of Vehicle & Equipment Purchase | | | |
|---|-------------------------|-------------------------|---------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Police Department | | | |
| Sedan, Patrol | Ford Interceptor AWD | \$ 4,313 | \$ 57,758 |
| Sedan, Patrol | Ford Interceptor AWD | 4,313 | 57,758 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 57,758 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 57,758 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 57,758 |
| SUV, Police Patrol | Ford Expedition XLT | 4,313 | 57,758 |
| SUV, Police Patrol | Ford Expedition XLT | 4,313 | 57,758 |
| SUV, Police Patrol | Ford Expedition XLT | 4,412 | 59,078 |
| Vehicle Additions; SUV, Police Patrol | Ford Utility AWD | - | 59,000 |
| Vehicle Additions; SUV, Police Patrol | Ford Utility AWD | - | 44,000 |
| Total Police Department | 10 | \$ 34,603 | \$ 566,384 |
| Fire Department | | | |
| Fire, Response, Ambulance | Dodge Ram 4500 | 14,916 | 206,110 |
| Fire Response, Brush Trucks, Hazmat | International | 31,279 | 418,837 |
| Fire Response, Pumps, Quints, Rescue | HME | 51,319 | 695,163 |
| Fire Response, Pumps, Quints, Rescue | HME | 51,319 | 695,163 |
| Total Fire Department | 4 | \$ 148,833 | \$ 2,015,273 |
| Development Services | | | |
| Vehicle Additions; General Purpose, Light Duty | Ford Escape | - | 32,627 |
| Total Development Services Fund | 1 | \$ - | \$ 32,627 |
| Transportation Fund | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Coleman Ultra 2500 | 60 | 796 |
| Trucks, Medium Duty | Dodge Ram 3500 | 3,860 | 51,687 |
| Equipment, Off-Road, Loaders, Tractors, Graders | Leeboy L250 | 1,200 | 16,068 |
| Vehicle Additions; Trucks, Light Duty | Ford F-150 | - | 35,700 |
| Total Transportation Fund | 4 | \$ 5,120 | \$ 104,251 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2018 Schedule of Vehicle & Equipment Purchase (Continued) | | | |
|---|---------------------------|-------------------------|---------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Parks & Recreation Department | | | |
| Trucks, Light Duty | Chevrolet Colorado | \$ 2,380 | \$ 31,869 |
| Trucks, Light Duty | Chevrolet Colorado | 2,092 | 28,013 |
| Trucks, Medium Duty | Ford F-250 SD | 2,700 | 36,154 |
| Vehicle Additions; Equipment, Off-Road, Loaders, Tractors, Graders | Vermeer Skid Steer | - | 40,000 |
| Total Parks & Recreation Department | 4 | \$ 7,172 | \$ 136,036 |
| Castle Rock Water Department | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Fairmount F20 | 517 | 6,919 |
| SUV, General Purpose, Light Duty | Ford Escape Hybrid | 2,727 | 36,515 |
| Trucks, Light Duty | Chevrolet Colorado | 2,080 | 27,853 |
| Trucks, Light Duty | Chevrolet Colorado | 2,080 | 27,853 |
| Trucks, Med Duty | Chevrolet 3500 HD | 3,085 | 41,303 |
| Vehicle Additions; Trucks Heavy Duty, Snow Removal, Construction Dump, International Vac Truck | | - | 425,000 |
| Total Castle Rock Water Department | 6 | \$ 10,489 | \$ 565,443 |
| Total - All Departments | | \$ 206,217 | \$ 3,420,014 |
| 3% Contingency | | | 102,600 |
| 2018 Vehicle & Equipment Replacement Total | 29 | \$ 206,217 | \$ 3,522,614 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2019 Schedule of Vehicle & Equipment Purchase | | | |
|---|-------------------------|-------------------------|-------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Facilities Department | | | |
| Vans < 10K GVWR Passenger/Cargo | Ford E250 | \$ 2,651 | \$ 36,736 |
| Total Facilities Department | | 1 \$ 2,651 | \$ 36,736 |
| Police Department | | | |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 3,696 | 51,226 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 59,780 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 59,780 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 59,780 |
| <i>Vehicle Additions; SUV, Police Patrol</i> | <i>Ford Utility AWD</i> | - | <i>60,770</i> |
| <i>Vehicle Additions; SUV, Police Patrol</i> | <i>Ford Utility AWD</i> | - | <i>45,320</i> |
| <i>Vehicle Additions; Equipment, Off-Road, Loaders, Tractors, Graders</i> | <i>Segway</i> | - | <i>15,450</i> |
| <i>Vehicle Additions; SUV, Police Patrol</i> | <i>Ford Utility AWD</i> | - | <i>60,770</i> |
| <i>Vehicle Additions; SUV, Police Patrol</i> | <i>Ford Utility AWD</i> | - | <i>60,770</i> |
| <i>Vehicle Additions; SUV, Police Patrol</i> | <i>Ford Utility AWD</i> | - | <i>45,320</i> |
| Total Police Department | | 10 \$ 16,635 | \$ 518,966 |
| Fire Department | | | |
| Fire, Response, Ambulance | Dodge Ram 4500 | 14,916 | 216,456 |
| SUV, Public Safety, Police, Fire | Ford Expedition | 4,147 | 57,473 |
| SUV, Public Safety, Police, Fire | Ford Expedition | 4,147 | 57,473 |
| Trucks, Light Duty | Ford F-150 | 3,835 | 53,150 |
| <i>Vehicle Additions; SUV, Public Safety, Police, Fire</i> | <i>Ford Explorer</i> | - | <i>49,173</i> |
| Total Fire Department | | 5 \$ 27,045 | \$ 433,725 |
| Transportation Fund | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Hyster H60XL | 2,110 | 29,240 |
| Sweepers | Elgin NP Pelican | 16,781 | 232,565 |
| Trucks Heavy Duty, Snow Removal, Construction Dumps | International 7400 | 14,959 | 207,319 |
| Trucks Heavy Duty, Snow Removal, Construction Dumps | International 7400 | 14,959 | 207,319 |
| Trucks, Light Duty | Ford F-150 | 2,080 | 28,828 |
| Trailers Medium, Light | Wanco WVTM | 1,810 | 25,084 |
| Trailers Medium, Light | Wanco WTMMB | 2,017 | 27,955 |
| Total Transportation Fund | | 7 \$ 54,716 | \$ 758,310 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2019 Schedule of Vehicle & Equipment Purchase (Continued) | | | |
|--|----------------------|-------------------------|---------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Fleet Department | | | |
| Trucks, Light Duty | Ford F-150 | \$ 2,108 | \$ 29,215 |
| Total Fleet Department | 1 | \$ 2,108 | \$ 29,215 |
| Parks & Recreation Department | | | |
| Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows | Toro 4100-D | 4,864 | 67,406 |
| Equipment, Off-Road, Loaders, Tractors, Graders | Bobcat S160N | 3,108 | 43,701 |
| Heavy Equipment Off-Road, Loaders, Tractors, Graders | John Deere 4300 | 2,595 | 35,963 |
| Trailers Medium, Light | Vermeer BC1400XL | 3,370 | 46,699 |
| Trucks, Light Duty | Ford F-150 | 2,108 | 29,215 |
| Trucks, Light Duty | Ford F-150 | 2,108 | 29,215 |
| Trucks, Light Duty | Ford F-150 | 2,108 | 29,215 |
| Trucks, Med Duty | Dodge Ram 3500 | 3,189 | 44,192 |
| Trucks, Med Duty | Ford F-350 SD | 2,732 | 37,859 |
| Trucks, Med Duty | Ford F-250 SD | 2,700 | 37,419 |
| Trucks, Med Duty | Ford F-350 SD | 2,732 | 37,859 |
| Trailers Medium, Light | Superior Tandem Axle | 528 | 7,430 |
| Total Parks & Recreation Department | 12 | \$ 32,142 | \$ 446,173 |
| Castle Rock Water Department | | | |
| Trucks, Light Duty | Chevrolet Colorado | 2,080 | 28,828 |
| Trucks, Light Duty | Chevrolet Colorado | 2,080 | 28,828 |
| Trucks, Light Duty | Chevrolet Colorado | 2,080 | 28,828 |
| Trucks, Light Duty | Chevrolet Colorado | 2,080 | 28,828 |
| Trucks, Light Duty | Ford F-150 | 1,956 | 27,108 |
| Trucks, Light Duty | Ford F-150 | 2,116 | 29,326 |
| Trucks, Med Duty | Ford F-250 SD | 2,283 | 31,646 |
| Trucks, Med Duty | Ford F-350 SD | 4,010 | 55,574 |
| Trucks, Med Duty | Dodge Ram 3500 | 4,142 | 57,397 |
| Trucks, Med Duty | Ford F-250 | 2,652 | 36,754 |
| Trailers Heavy | J.W. Tandem Axle | 192 | 2,619 |
| Total Castle Rock Water Department | 11 | \$ 25,671 | \$ 355,736 |
| Total - All Departments | | 160,968 | 2,578,861 |
| 3% Contingency | | | 77,366 |
| 2019 Vehicle & Equipment Replacement Total | 47 | \$ 160,968 | \$ 2,656,227 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2020 Schedule of Vehicle & Equipment Purchase | | | |
|---|-------------------------|-------------------------|-------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| DoIT Department | | | |
| SUV, General Purpose, Light Duty | Ford Escape Hybrid | \$ 2,396 | \$ 34,723 |
| Total DoIT Department | 1 | \$ 2,396 | \$ 34,723 |
| Facilities Department | | | |
| Trucks, Medium Duty | Ford F-350 Super Duty | 3,260 | 46,762 |
| Total Facilities Department | 1 | \$ 3,260 | \$ 46,762 |
| Police Department | | | |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,869 |
| Sedan General Purpose | Ford Interceptor AWD | 3,503 | 50,244 |
| Sedan General Purpose | Ford Interceptor AWD | 3,503 | 50,244 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Public Safety, Police, Fire | Ford Expedition XLT | 3,896 | 55,888 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 61,872 |
| Trucks, Light Duty | Ford F-150 | 3,080 | 44,180 |
| SUV, Police Patrol | Ford Expedition XLT | 4,313 | 61,872 |
| Trailers Medium, Light | Wells Cargo RF6101 | 297 | 4,180 |
| Equipment, Off-Road, Loaders, Tractors, Graders | Polaris Ranger 800 | 1,516 | 21,749 |
| Vehicle Additions; Equipment, Off-Road, Loaders, Tractors, Graders | Segway | - | 15,914 |
| Vehicle Additions; SUV, Police Patrol | Ford Utility AWD | - | 46,679 |
| Total Police Department | 19 | \$ 63,238 | \$ 969,667 |
| Fire Department | | | |
| Fire Response, Brush Trucks, Hazmat | Dodge Ram 5500 | 14,807 | 212,396 |
| Fire Response, Brush Trucks, Hazmat | Dodge Ram 5500 | 14,807 | 212,396 |
| Fire, Response, Ambulance | Dodge Ram 4500 | 14,836 | 227,842 |
| SUV, Public Safety, Police, Fire | Ford Expedition XLT | 3,874 | 59,484 |
| Vehicle Additions; SUV, Public Safety, Police, Fire | Ford Explorer | - | 50,648 |
| Total Fire Department | 5 | \$ 48,324 | \$ 762,766 |
| Development Services Department | | | |
| SUV, General Purpose, Light Duty | Jeep Liberty | 2,108 | 30,237 |
| Total Development Services Department | 1 | \$ 2,108 | \$ 30,237 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2020 Schedule of Vehicle & Equipment Purchase (Continued) | | | |
|--|---------------------------|--------------------------------|-------------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Transportation Fund | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Caterpillar CB334D | \$ 6,524 | \$ 93,581 |
| Equipment, Off-Road, Loaders, Tractors, Graders | Graco LL 3900 | 953 | 13,403 |
| Heavy Equipment Off-Road, Loaders, Tractors, Graders | Volvo L90D | 19,116 | 274,201 |
| Trailers Medium, Light | Ray-Tech Mini Combo | 3,966 | 56,883 |
| Total Transportation Fund | 4 | \$ 30,559 | \$ 438,068 |
| Fleet Department | | | |
| Trucks, Med Duty | Chevrolet 3500HD | 4,340 | 62,253 |
| Vehicle Additions; Trucks, Light Duty | Ford F-150 | - | 30,000 |
| Total Fleet Department | 2 | \$ 4,340 | \$ 92,253 |
| Parks & Recreation Department | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Kromer Field Commander | 1,805 | 25,895 |
| Total Parks & Recreation Department | 1 | \$ 1,805 | \$ 25,895 |
| Community Center Fund | | | |
| Vans < 10K GVWR Passenger/Cargo | Ford E-350 SD | 2,700 | 38,725 |
| Vans < 10K GVWR Passenger/Cargo | Ford E-350 SD | 2,700 | 38,725 |
| Total Community Center Fund | 2 | \$ 5,400 | \$ 77,450 |
| Castle Rock Water Department | | | |
| SUV, General Purpose, Light Duty | Jeep Liberty | 2,313 | 33,174 |
| Trailers Medium, Light | Wacker LTC 4L | 906 | 12,996 |
| Trucks Heavy Duty, Snow Removal, Construction Dumps | International 7400 | 8,660 | 124,223 |
| Trucks, Med Duty | Chevrolet C-5500 | 7,196 | 103,220 |
| Total Castle Rock Water Department | 4 | \$ 19,075 | \$ 273,613 |
| Total - All Departments | | \$ 180,505 | \$ 2,751,434 |
| 3% Contingency | | | 82,543 |
| 2020 Vehicle & Equipment Replacement Total | 40 | \$ 180,505 | \$ 2,833,977 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2021 Schedule of Vehicle & Equipment Purchase | | | |
|--|--------------------|-------------------------|-------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Facilities Department | | | |
| Trucks, Med Duty | Ford F-350 SD | \$ 3,260 | \$ 48,398 |
| Vans < 10K GVWR Passenger/Cargo | Ford E250 | 2,651 | 39,353 |
| Total Facilities Department | 2 | \$ 5,911 | \$ 87,751 |
| Police Department | | | |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 64,038 |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 3,503 | 52,003 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 64,038 |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 3,503 | 52,003 |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 3,503 | 52,003 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 64,038 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 64,038 |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 3,503 | 52,003 |
| SUV, Police Patrol | Ford Utility AWD | 4,313 | 64,038 |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 4,313 | 64,038 |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 3,503 | 52,003 |
| Total Police Department | 11 | \$ 43,393 | \$ 644,243 |
| Fire Department | | | |
| Fire, Response, Ambulance | Ford F450 | 15,683 | 239,553 |
| Fire, Response, Ambulance | Ford F450 | 15,683 | 239,553 |
| SUV, Public Safety, Police, Fire, Batt Chief | Ford Expedition EL | 5,332 | 79,162 |
| SUV, Public Safety, Police, Fire | Ford Expedition | 4,147 | 61,566 |
| Trucks, Light Duty | Ford F-150 SSV | 3,835 | 56,935 |
| Total Fire Department | 5 | \$ 44,680 | \$ 676,769 |
| Development Services Department | | | |
| SUV, General Purpose, Light Duty | Ford Escape XLS | \$ 2,108 | \$ 31,296 |
| Total Development Services Department | 1 | \$ 2,108 | \$ 31,296 |
| Transportation Fund | | | |
| Heavy Equipment Off-Road, Loaders, Tractors, Graders | John Deere 4720 | 4,471 | 66,383 |
| Trucks Heavy Duty, Snow Removal, Construction Dumps | International 7400 | 15,382 | 228,365 |
| Trucks, Light Duty | Ford F-150 | 2,409 | 35,761 |
| Trucks, Light Duty | Ford F-150 | 2,180 | 32,364 |
| Trucks, Med Duty | Ford F-350SD | 4,010 | 59,527 |
| Trucks, Med Duty | Ford F-350SD | 3,614 | 53,655 |
| Trucks, Med Duty | Ford F-350SD | 3,614 | 53,655 |
| Sweepers | Schwarze A7000 | 18,140 | 269,301 |
| Trailers Medium, Light | Dun-Rite 2LT7M | 630 | 9,352 |
| Total Transportation Fund | 9 | \$ 54,450 | \$ 808,363 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2021 Schedule of Vehicle & Equipment Purchase (Continued) | | | |
|---|---------------------|-------------------------|---------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Parks & Recreation Department | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Bobcat 5600 | \$ 4,307 | \$ 65,507 |
| Trucks, Light Duty | Ford F-150 | 2,108 | 31,296 |
| Trucks, Light Duty | Ford F-150 | 2,108 | 31,296 |
| Trailers Medium, Light | Big Tex 70CH-18 | 246 | 3,739 |
| Trailers Medium, Light | Big Tex 70CH-18 | 246 | 3,739 |
| Total Parks & Recreation Department | | 5 \$ 9,015 | \$ 135,577 |
| Community Center Fund | | | |
| Vans < 10K GVWR Passenger/Cargo | Ford E-350 SD | 2,700 | 40,089 |
| Total Community Center Fund | | 1 \$ 2,700 | \$ 40,089 |
| Castle Rock Water Department | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Wachs 77-000-36 | 6,010 | 89,225 |
| Heavy Equipment Off-Road, Loaders, Tractors, Graders | Caterpillar 930H | 16,200 | 240,506 |
| SUV, General Purpose, Light Duty | Chevrolet Equinox | 1,962 | 29,122 |
| Trailers Medium, Light | Cornell 3HC-RP-EM16 | 6,700 | 99,469 |
| Trucks Heavy Duty, Snow Removal, Construction Dumps | International 5600I | 19,260 | 285,935 |
| Trucks, Light Duty | Ford F-150 SSV | 2,718 | 40,359 |
| Trucks, Light Duty | Ford F-150 | 1,932 | 28,683 |
| Trucks, Light Duty | Ford F-150 SSV | 2,807 | 41,679 |
| Trucks, Med Duty | Ford F-350 SD | 3,407 | 50,586 |
| Total Castle Rock Water Department | | 9 \$ 60,996 | \$ 905,564 |
| Total - All Departments | | \$ 223,253 | \$ 3,329,652 |
| 3% Contingency | | | 99,890 |
| 2021 Vehicle & Equipment Replacement Total | | 43 \$ 223,253 | \$ 3,429,542 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2022 Schedule of Vehicle & Equipment Purchase | | | |
|---|----------------------|-------------------------|-------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| DoIT Department | | | |
| SUV, General Purpose, Light Duty | Ford Escape | 2,485 | 36,016 |
| SUV, General Purpose, Light Duty | Ford Escape | 2,485 | 36,016 |
| Total DoIT Department | 2 | \$ 4,970 | \$ 72,032 |
| Facilities Department | | | |
| Trucks, Med Duty | Ford F-250 SD | 2,772 | 42,594 |
| Total Facilities Department | 1 | \$ 2,772 | \$ 42,594 |
| Police Department | | | |
| Sedan, Patrol | Ford Interceptor AWD | 4,443 | 64,381 |
| Sedan, Patrol | Ford Interceptor AWD | 4,443 | 64,381 |
| SUV, Public Safety, Police, Fire | Ford Utility AWD | 3,503 | 53,823 |
| SUV, Police Patrol | Ford Utility AWD | 4,532 | 65,673 |
| Total Police Department | 4 | \$ 16,921 | \$ 248,258 |
| Fire Department | | | |
| Fire, Response, Ambulance | Dodge Ram 4500 | 16,489 | 251,866 |
| SUV, Public Safety, Police, Fire, Batt Chief | Ford Expedition EL | 5,230 | 80,363 |
| Trailers Medium, Light | Bauer TCOM-25 | 9,921 | 152,446 |
| Trucks, Light Duty | Ford F-150 SSV | 3,835 | 58,928 |
| Total Fire Department | 4 | \$ 35,475 | \$ 543,603 |
| Transportation Fund | | | |
| Trucks, Light Duty | Ford F-150 SSV | 2,308 | 35,464 |
| Trucks, Light Duty | Ford F-150 SSV | 2,588 | 39,766 |
| Trucks, Med Duty | Ford F-250 SD | 2,611 | 40,124 |
| Trailers Heavy | Trail-Eze PDLX20TC30 | 3,934 | 60,442 |
| Trailers Medium, Light | Big Tex 30SA | 138 | 2,178 |
| Trailers Medium, Light | Safe-Stop TMA9000CLC | 2,353 | 36,162 |
| Total Transportation Fund | 6 | \$ 13,932 | \$ 214,136 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

| 2022 Schedule of Vehicle & Equipment Purchase (Continued) | | | |
|--|---------------------------|--------------------------------|-------------------------|
| Department and Vehicle Use | Vehicle Make/Model | Estimated Salvage Value | Estimated Cost * |
| Parks & Recreation Department | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Bobcat 5600 | \$ 4,455 | \$ 70,468 |
| Equipment, Off-Road, Loaders, Tractors, Graders | Bobcat 5600 | 4,455 | 70,468 |
| Total Parks & Recreation Department | 2 | \$ 8,910 | \$ 140,936 |
| Castle Rock Water Department | | | |
| Equipment, Off-Road, Loaders, Tractors, Graders | Vermeer S800TX | 2,072 | 31,840 |
| Sedan General Purpose | Chevrolet Impala LS | 1,962 | 30,141 |
| Trucks, Light Duty | Ford F-150 SSV | 2,478 | 38,082 |
| Trucks, Light Duty | Ford F-150 | 2,207 | 33,918 |
| Trucks, Light Duty | Ford F-150 | 2,189 | 33,640 |
| Trailers Medium, Light | Diamond T 8316 SU | 256 | 3,817 |
| Trailers Medium, Light | Big Tex 14X83 | 182 | 2,716 |
| Total Castle Rock Water Department | 7 | \$ 11,346 | \$ 174,154 |
| Total - All Departments | | \$ 94,326 | \$ 1,435,713 |
| 3% Contingency | | | 43,071 |
| 2017 Vehicle & Equipment Replacement Total | 26 | \$ 94,326 | \$ 1,478,784 |

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2018-2022 CAPITAL IMPROVEMENT PROGRAM

COMMUNITY CENTER FUND

PARKS & RECREATION DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

| Project Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|-------------------|-------------------|-------------------|-------------|-------------------|---------------------|
| Rec Center HVAC System (Innovent) | \$ - | \$ - | \$ 250,000 | \$ - | \$ - | \$ 250,000 |
| Butterfield Pool Boiler | 160,000 | - | - | - | - | 160,000 |
| MAC Boarding System: North Field | 125,000 | - | - | - | - | 125,000 |
| Fitness Equipment Replacement | - | 270,000 | - | - | 283,500 | 553,500 |
| Total Expenditures by Year | \$ 285,000 | \$ 270,000 | \$ 250,000 | \$ - | \$ 283,500 | \$ 1,088,500 |

| Project Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|--------------------------------------|-------------------|-------------------|-------------------|-------------|-------------------|---------------------|
| Sales Tax | \$ 285,000 | \$ 270,000 | \$ 250,000 | \$ - | \$ 283,500 | \$ 1,088,500 |
| Total Funding Sources by Year | \$ 285,000 | \$ 270,000 | \$ 250,000 | \$ - | \$ 283,500 | \$ 1,088,500 |

Funding Source information is intended to identify the revenue that is planned to pay for the capital projects included. While additional revenue is anticipated to be received each year, this information identifies only what is necessary to fund the Capital Improvement Program.



Zumba Glow at the Amphitheatre at Philip S. Miller Park

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Rec Center HVAC System (Innovent)

Project Number: 70-30

Contact: Mike Kilman, Recreation Manager

Department: Parks & Recreation Department

Category: Equipment

Type: Replacement

Useful Life: 20 Years

5 Year Historical Total \$ 620,948

2018-2022 Total 250,000

CIP Project Total (2013-2022): \$ 870,948

Description and Justification

The Parks and Recreation department is requesting funds for the Innovent HVAC unit, which was installed in 2005 that provides cooling, heating and dehumidification of the leisure pool, to be replaced in 2020. Typically, the lifespan for a pool unit such as this is fifteen to twenty years depending on how the unit was maintained. However, due to the harsh environment, rust has formed on the heater cabinet and return air cabinets and the controls continually break down. Over the years, several companies have worked on the controls for this unit, with each company doing their own rewiring the unit no longer resembles the diagram and it has been difficult to trouble shoot when repairs are needed. This repair will be required to maintain the level of service and to avoid any unnecessary shutdowns due to an unexpected failure.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|-----------------------------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Rec Center HVAC System (Innovent) | \$ - | \$ - | \$ 250,000 | \$ - | \$ - | \$ 250,000 |
| Total Expenditures | \$ - | \$ - | \$ 250,000 | \$ - | \$ - | \$ 250,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Sales Tax | \$ - | \$ - | \$ 250,000 | \$ - | \$ - | \$ 250,000 |
| Total Funding Sources | \$ - | \$ - | \$ 250,000 | \$ - | \$ - | \$ 250,000 |

Operational Impact

Replacing this unit with a newer, more energy efficient unit is expected to reduce costs for both maintenance and operations.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

Butterfield Pool Boiler

Project Number: 70-20

Contact: Mike Kilman, Recreation Manager

Department: Parks & Recreation Department

Category: Building

Type: Replacement

Useful Life: 10 years

5 Year Historical Total \$ 76,413

2018-2022 Total 160,000

CIP Project Total (2013-2022): \$ 236,413

Description and Justification

The Parks and Recreation department is requesting the replacement of the boiler with two 1.5 million BTU boilers set up in a lead lag configuration. The advantages of the two boiler configuration is twofold. First, the new boilers are high efficiency boilers that utilize a staged or modulating heat which is industry standard for efficiency. Second, setting the units up in a lead lag configuration in effect doubles the life span of both boilers since only one will run at time. Utilizing the two boiler configuration also offers a redundancy if one boiler fails the other will maintain pool temps. The boiler at the Butterfield pool is a 3 million BTU unit that is the original equipment boiler. Additionally, maintenance can be performed without shutting down the pool heat entirely.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Butterfield Pool Boiler | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ 160,000 |
| Total Expenditures | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ 160,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Sales Tax | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ 160,000 |
| Total Funding Sources | \$ 160,000 | \$ - | \$ - | \$ - | \$ - | \$ 160,000 |

Operational Impact

Replacing this unit with a newer, more energy efficient unit is expected to reduce costs for both maintenance and operations.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name

MAC Boarding System: North Field

| | | | |
|---|--|---------------------------------------|-------------------|
| Project Number: 70-30 | | 5 Year Historical Total | \$ - |
| Contact: Mike Kilman, Recreation Manager | | 2018-2022 Total | 125,000 |
| Department: Parks & Recreation Department | | CIP Project Total (2013-2022): | \$ 125,000 |
| Category: Equipment | | | |
| Type: Replacement | | | |
| Useful Life: 10 Years | | | |

Description and Justification

The Parks and Recreation department is requesting funding for a new boarding system. In 2016 the MAC North Field (Field 2) was programmed for approximately 1,500 hours. Over a quarter of these hours were programmed specifically for Lacrosse and Soccer teams. The high density/high velocity balls have resulted in accumulated damage to the walls and insulation surrounding three quarters of the field. There is also a full side of the field open to a walking path between the two athletic fields which could result in balls impacting spectators and participants outside of the field of play.

In order to meet the demands of the citizens and the growth of both lacrosse and soccer, modifications are requested to be made to Field 2 in order to accommodate these demands safely and effectively. It has been determined the safest and most user friendly option would be to install a boarding system similar to that which exists on Field 1. The boarding system would contain the participants and equipment on the field of play, as well as protect the spectators and facility from damage resulting from errant balls and overplay.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|----------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| MAC Boarding System: North Field | \$ 125,000 | \$ - | \$ - | \$ - | \$ - | \$ 125,000 |
| Total Expenditures | \$ 125,000 | \$ - | \$ - | \$ - | \$ - | \$ 125,000 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Sales Tax | \$ 125,000 | \$ - | \$ - | \$ - | \$ - | \$ 125,000 |
| Total Funding Sources | \$ 125,000 | \$ - | \$ - | \$ - | \$ - | \$ 125,000 |

Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2018-2022 CAPITAL IMPROVEMENT PROGRAM

Project Name Fitness Equipment Replacement

| | | | |
|---|--|---------------------------------------|---------------------|
| Project Number: 70-30 | | | |
| Contact: Mike Kilman, Recreation Manager | | 5 Year Historical Total | \$ 620,948 |
| Department: Parks & Recreation Department | | 2018-2022 Total | <u>553,500</u> |
| Category: Equipment | | CIP Project Total (2013-2022): | \$ 1,174,448 |
| Type: Replacement | | | |
| Useful Life: 3 years | | | |

Description and Justification

The Parks and Recreation department requests funding for fitness equipment replacement. The cardio equipment was replaced in August 2016 and will be three years old at the scheduled time of replacement in 2019 according to recommended industry standards. Equipment replacement is necessary in order to maintain safety and functionality for Recreation Center users.

| Expenditures | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|---------------------------|-------------|-------------------|-------------|-------------|-------------------|-------------------|
| Cardio Equipment | | \$ 270,000 | \$ - | \$ - | \$ 283,500 | \$ 553,500 |
| Total Expenditures | \$ - | \$ 270,000 | \$ - | \$ - | \$ 283,500 | \$ 553,500 |

| Funding Sources | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
|------------------------------|-------------|-------------------|-------------|-------------|-------------------|-------------------|
| Sales Tax | \$ - | \$ 270,000 | \$ - | \$ - | \$ 283,500 | \$ 553,500 |
| Total Funding Sources | \$ - | \$ 270,000 | \$ - | \$ - | \$ 283,500 | \$ 553,500 |

Operational Impact

No future expenditures are anticipated as a result of this project. By keeping the amenities in good working condition and updating when necessary, these general improvements contribute to the overall facility and may attract additional patronage.

GLOSSARY OF TERMS

This budget document contains specialized and technical terminology unique to public finance and budgeting. To assist the reader of the budget in understanding these terms, a glossary of terms has been included.

A

Accrual Basis of Accounting - The method of accounting under which revenues and expenses are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue that was earned in December, but not collected until January, is recorded as revenue in December.

Adjudication - The act or process of reaching settlement judicially.

Amended Budget - The Amended Budget amounts include the original Adopted Budget for the fiscal year with revisions by way of Budget Amendments done and approved by Town Council on a quarterly basis for all requesting funds and departments. This process is completed in compliance with the Town Charter requirements.

Amortization - The process of allocating the cost of an intangible asset or repayment of loan principal over a period of time.

Appropriation - Legal authorization granted by the Town Council to make expenditures and incur obligations up to a specific dollar amount.

Appropriation Ordinance - An ordinance by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual budget is enacted into law by the Town Council.

Assessed Valuation - A valuation set upon real estate or other property by the county assessor to establish a basis for levying taxes by using a value percentage of the property's actual value. It is equal to 7.96% of market value for residential property and 29% for commercial and industrial property. This percentage is determined by the State of Colorado.

B

Bond - A bond is a written obligation to pay a specified sum of money (principal), at a specified date or dates in the future, called the maturity date, together with periodic interest payments at a specified interest rate.

Bond Covenant - A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution or indenture (e.g. pledged revenue).

Budget - A financial plan of estimated expenditures and the means of financing them for a stated period of time. Upon approval by the Town Council the budget appropriation ordinance is the legal basis for expenditures in the budget year.

Budget Calendar - A schedule which outlines the completion of the phases of the preparation of the budget.

C

Capital Expenditures - Items purchased that are determined to have significant value, with a useful life of several years. Examples include vehicles, carpet, and equipment.

Capital Improvement Program - A budget plan for the improvement of facilities and infrastructure in which the resulting project has a useful life of more than one year and in which costs are expected to be over \$25,000. The project also results in the addition of a fixed asset or extends the useful life of an existing asset, or is a major software purchase.

Capital Outlay - Money spent to acquire, maintain, repair, or upgrade capital assets.

Capital Project - Expenditure for equipment, machinery, facilities, or infrastructure that will provide long-term service or other public benefits.

Capital Project Fund - Funds used for the acquisition and of major growth related capital assets other than those financed through enterprise funds.

Certificate of Participation - A form of financing which allows for the purchase of an asset over time. Certificates are sold to investors, and proceeds are then used by an outside party (the lessor) to acquire a capital asset on behalf of the Town. The asset becomes the collateral for the certificates, and the Town assumes ownership of the asset at the end of paying the full amount of the lease. Payments are subject to annual appropriation and do not constitute a long-term obligation under TABOR.

Chloramination - The treatment of drinking water with a chloramines disinfectant. Both chlorine and small amounts of ammonia are added to the water, one at a time, which react together to form chloramines, a long lasting disinfectant. Chloramine disinfection is sometimes used in large distribution systems.

GLOSSARY OF TERMS

Cost Allocation Plan - A plan that identifies the costs of indirect services provided by central service departments. It is used to claim General Fund support costs from the Town's enterprise funds.

County Seat - The county seat is a town or city that is the seat of government for a county.

D

Debt Service - Principal and interest due on long-term debt such as loans, notes and bonds incurred by the Town of Castle Rock.

Debt Ratios - The following definitions are applicable to debt ratio calculations:

- Contingent liabilities secured by revenue or tax pledges of the Town of Castle Rock shall be included as debt within the appropriate ratios
- Debt issued in anticipation of taxes in the process of being collected, or grants for which a contractual commitment exists, shall not be included within the debt ratios
- Escrowed bonds, other than bonds issued to refund prior bonds (refunding bonds) shall be included in the ratios consistent with the ultimate intended use of the proceeds of such bonds

Deferred Revenue - Advance payments or unearned revenue, recorded by the Town as a liability, until the services have been rendered or products have been delivered. As the product or service is delivered over time, it is recognized as revenue.

Department - Major unit of organization in the Town.

Depreciation - Expiration in the service life of fixed assets because of wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

Discretionary Revenues - Sales taxes, property taxes, local government aid, revenue sharing, accommodation or other taxes, franchise fees, fines and forfeits.

DC (Douglas County) Shareback - An agreement between the Town of Castle Rock and Douglas County Government by which the Town has reduced its Sales and Use Tax rate by .4% in order to accommodate the County's imposition of a Countywide .4% increase in its sales and use tax rate.

Downtown Development Authority (DDA) - The Downtown Development Authority builds public-private investment

partnerships that foster economic, cultural and social growth for the Castle Rock area.

E

Employee Assistance Program (EAP) - An EAP is a worksite-based program designed to assist employees with identifying and resolving personal concerns including, but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance.

Encumbrance - Obligations in the form of purchase orders or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. Obligations cease to be encumbrances when paid or when the actual liability is set up. Note that an encumbrance is not an expenditure, but reserves funds to be expensed.

Enterprise Fund - An enterprise fund is used to account for an entity whose principal revenue sources meet any of the following criteria: (1) debt backed solely by fees and charges, (2) legal requirement to recover costs, or (3) policy decision to recover cost.

Expenditure - Payment for goods or services, including operating expenses that require the current or future use of net current assets, debt and capital outlays. Note that an encumbrance is not an expenditure, but reserves funds to be expensed.

F

Fiduciary Fund - A fund used to account for activity of the Town as a trustee over funds allotted to meet a current or future financial obligation, usually on an actuarially sound basis. Example: Pension funds.

Fiscal Year - A twelve-month accounting period to which the operating budget applies, which for the Town of Castle Rock begins on January 1 and ends December 31 of the same calendar year.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery and other equipment.

Full-time Equivalent - A unit of measurement related to the number of working hours an employee works. For example, one full-time equivalent would equal a minimum of 2080 hours per year.

GLOSSARY OF TERMS

Fund - Accounting entity with a self-balancing set of accounts, which is segregated from other funds, to carry on specific activities or attain certain objectives.

Fund Balance - On hand available cash balances, which are realized in prior fiscal years less current liabilities and are available for designation as a funding source for a future budget year. Fund balance often represents resources saved from prior years for future planned projects.

G

General Fund - A central fund into which most of the Town's tax and unrestricted revenues are budgeted to support basic municipal services, public safety and administrative activities of the Town.

Governmental Fund - General, special revenue, debt service, capital projects and permanent funds are considered governmental funds. The Town of Castle Rock has the following governmental funds: general, transportation, conservation trust, capital project funds – parks and recreation, fire, police and municipal facilities.

Grant - A contribution made from either the private sector to the Town or by one governmental unit to another. The contribution is usually made to support a specified program, function or project.

H - I

Impact Fee - New construction generate Impact Fees. These fees are collected when a building permit is issued to pay for growth related improvements, facilities, and equipment in the areas of parks and recreation, fire, police, municipal facilities, and transportation.

Interfund Loan - An interfund loan is a loan that occurs between two funds within the Town, following the requirements as laid out by the Town Charter for such a situation.

Internal Service Fund - Activities that provide support services to other Town departments. Example: Fleet Services and Employee Benefits.

J - L

Lease-Purchase Agreement - Financial arrangement that permits the Town to pay for the use of equipment or machinery over a period of time through a lease and to purchase it at the end of that time.

M

Management Fee - An allocation of charges for the cost of general administrative departments that are required to manage the Town and provide support to all funds.

Market Value - County Assessor's actual value of all real property.

Major Fund - Individual funds whose revenues or expenditures, excluding other financing sources and uses exceed 10% of total appropriations.

Mill Levy - Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or \$1.00 of tax for each \$1,000 of assessed valuation.

N

Non-exempt - A classification indicating that an employee is eligible to be paid for overtime, as defined by the guidelines of the Fair Labor Standards Act (FLSA). Exempt employees, conversely, are not eligible for overtime pay.

Non-Major Fund - Funds whose revenues or expenditures, excluding other financing sources and uses are less than 10% of total appropriations.

O

Operating Budget - The portion of the budget that pertains to daily operations providing basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies and materials.

Ordinance - An ordinance is a formal legislative enactment by the governing body of the municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the later requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances.

P

Personnel - Salaries, wages, benefits and other related costs of employees.

GLOSSARY OF TERMS

Projection - Estimation of future revenues and expenditures based on past trends, current economic conditions and financial forecasts.

Proprietary Funds - Fund that is used to account for the Town's ongoing organizations and activities which are similar to those found in the private sector. The funds include enterprise funds and internal service funds.

Property Tax - Base Supported - Supported by the property tax-base generated revenues, such as general property tax levies and tax increment, whether issued as general obligation or revenue bonds.

Q - R

Reserve - Funds set aside in the current and past years for the purpose of paying for capital needs, providing for obligations and liabilities, and meeting emergency needs.

Reserve Fund Balance - The portion of a fund's balance that is restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue-Supported - Non-general obligation bonds that are solely supported by revenues not based on real estate property values, such as special assessments, parking fees, water charges and user fees.

S

Sales Tax Supported - Directly supported by sales taxes. Includes all net debt bond issues and the portions of those issues that are paid for by sales taxes.

Secured Guarantee - A secured guarantee is a contract to answer for the payment of debt, secured by collateral or other property held to ensure payment in the event of default.

Self-Supporting Debt - Synonymous with Revenue-Supported.

Self-Liquidating Debt - Synonymous with Revenue-Supported.

Special Obligation Revenue Bonds - Revenue bonds for which the Town of Castle Rock grants its tax-exemption, but for which a financial or moral obligation is assumed; including, but not limited to, second party supported Industrial Development, Commercial and Housing bonds.

Special Revenue Fund - Fund used to account for the proceeds of specific revenue sources (other than debt service or capital projects) that are restricted or committed to expenditures for specified purposes.

Structurally Balanced Budget - Annual financial plan in which expenses do not exceed revenues and resources. A structurally balanced budget supports financial sustainability for multiple years into the future.

T

TABOR (Taxpayers Bill of Rights) - This amendment to the Colorado Constitution approved by voters in November 1992, which limits governmental mill levies, revenue, and expenditures. All new or increased taxes must be voted on by the public. Also, it establishes mandatory emergency reserves.

Tax Increment Supported - Supported in part or entirely by property tax increments. Includes general obligation bonds, revenue bonds, and issues that include a pledge of tax increment revenues.

Total Debt - All debt other than Special Obligation Revenue Bonds. Does not include overlapping debt or sinking fund assets.

Town Charter - The Town of Castle Rock operates under a Home Rule Charter, which has been framed in conformity with Article XX of the Colorado Constitution and the Municipal Home Rule Act of 1971. The Town of Castle Rock operates under a Council-Manager form of government.

Transfers - Amounts distributed from one fund to finance activities in another fund. Transfers are shown as an expenditure in the originating fund and a revenue in the receiving fund.

U - Z

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Urban Renewal Authority - This is a principal tool created by the State for public financing of development and redevelopment projects.

ABBREVIATIONS & ACRONYMS

| <i>Term</i> | <i>Stands For</i> | <i>Term</i> | <i>Stands For</i> |
|-------------|-------------------|-------------|-------------------|
|-------------|-------------------|-------------|-------------------|

This budget document contains specialized terminology unique to public finance, budgeting and the Town of Castle Rock. To assist the reader of the budget in understanding these terms, a list of abbreviations and acronyms has been included.

| | | | |
|------------------|--|---------------|---|
| ADA | Americans with Disabilities Act | CRURA | Castle Rock Urban Renewal Authority |
| AMP | Asset Management Plan | CWPRDA | Colorado Water Resource & Power Development Authority |
| ASE | Automotive Service Excellence | DAC | Downtown Advisory Commission |
| ASR | Aquifer Storage & Recovery | DC | Douglas County |
| CAD | Computer Aided Dispatch | DDA | Downtown Development Authority |
| CAFM | Computer Aided Facilities Management | DESC | Drainage Erosion Sediment Control |
| CAFR | Comprehensive Annual Financial Report | DMA | Downtown Merchants Association |
| CAPRA | Commission for Accreditation of Park & Recreation Agencies | DoIT | Division of Innovation & Technology |
| CASTA | Colorado Association of State Transit Agencies | DRAPP | Denver Regional Aerial Photography Project |
| CC | Cherry Creek | DRCOG | Denver Regional Council of Governments |
| CDBG | Community Development Block Grant | DRT | Development Review Team |
| CDOT | Colorado Department of Transportation | DSE | Development Services Enterprise |
| CDPHE | Colorado Department of Public Health and Education | DTC | Depository Trust Company |
| CDPS | Colorado Department of Public Safety | EA | Environmental Assessment |
| CFAI | Commission on Fire Accreditation International | EAP | Employee Assistance Program |
| CGFOA | Colorado Government Finance Officers Association | ECCV | East Cherry Creek Valley |
| CIP | Capital Improvement Program | EDC | Economic Development Council |
| CIRSA | Colorado Intergovernmental Risk Sharing Agency | EMS | Emergency Medical Service |
| CMOM | Capacity, Management, Operation, and Maintenance | FBI | Federal Bureau of Investigations |
| CMP | Corrugated Metal Pipe | FDIC | Federal Deposit Insurance Corporation |
| COLOTRUST | Colorado Local Government Liquid Asset Trust | FICA | Federal Insurance Contributions Act Tax |
| COP | Certificates of Participation | FLSA | Fair Labor Standards Act |
| CPR | Cardio Pulmonary Resuscitation | FTE | Full-Time Equivalent |
| CRDC | Castle Rock Development Company | GAAFR | Governmental Accounting, Auditing & Financial Reporting |
| CREDCO | Castle Rock Economic Development Council | GAAP | Generally Accepted Accounting Principles |
| CREP | Castle Rock Economic Partnership | GASB | Governmental Accounting Standards Board |
| CRMA | Castle Rock Merchants Association | GESC | Grading Erosion Sediment Control |
| CRPT | Castle Rock Parks and Trails Foundation | GFOA | Government Finance Officers Association |
| CRS | Colorado Revised Statutes | GIS | Geographic Information System |

ABBREVIATIONS & ACRONYMS

| <i>Term</i> | <i>Stands For</i> | <i>Term</i> | <i>Stands For</i> |
|----------------|---|----------------|---|
| GOCO | Great Outdoors Colorado | PPO | Preferred Provider Organization |
| HIPPA | Health Insurance Portability & Accountability Act | PRV | Pressure Reducing Value |
| HR | Human Resources | QA/PI | Quality Assurance / Performance Improvement |
| ICC | International Code Council | RHR | Rueter-Hess Reservoir |
| ICE | Immigration & Customs Enforcement | RMS | Records Management System |
| IGA | Intergovernmental Agreement | SCADA | Supervisory Control and Data Acquisition |
| IOZ | Interchange Overlay Zoning | SDF | System Development Fee |
| IREA | Intermountain Rural Electric Association | SEBP | Southeast Business Partnership |
| ISO | Insurance Services Office | SEM-TAC | State Emergency Medical and Trauma Advisory Council |
| IT | Information Technology | SFE | Single Family Equivalent |
| LED | Light Emitting Diode | SMWSA | South Metro Water Supply Authority |
| MP | Master Plan | SOP | Standard Operating Procedure |
| NFPA | National Fire Protection Association | SPSC | School Of Police Staff & Command |
| NIBRS | National Incident Based Reporting System | ST | Subtotal |
| NIFRS | National Incident Fire Reporting System | RWRWTC | Ray Waterman Regional Water Treatment Center |
| NPDES | National Pollutant Discharge Elimination System | RWTP | Regional Water Treatment Plant |
| O&M | Operations & Maintenance | TABOR | Taxpayers Bill of Rights |
| OCI | Overall Condition Index | TAP | Transportation Action Plan |
| PC | Planning Commission | TC | Town Council |
| PC | Plum Creek | TIF | Tax Increment Financing |
| PCI | Pavement Condition Index | TRC | Technical Review Committee |
| PCWA | Plum Creek Wastewater Authority | UPS | Uninterruptible Power Supply |
| PCWPF | Plum Creek Water Purification Facility | URA | Urban Renewal Authority |
| PCWRA | Plum Creek Water Reclamation Authority | UST | Underground Storage Tanks |
| PD | Police Department | VDI | Virtual Desktop Infrastructure |
| PEG | Public Education Government | VFD | Variable Frequency Drive |
| PGA | Pro Golfers Association | VPN | Virtual Private Network |
| PHD | Peak Hour Demands | WISE | Water Infrastructure & Supply Efficiency |
| PIF | Public Improvement Fee | WPF | Water Purification Facility |
| PMP | Pavement Maintenance Program | WTP | Water Treatment Plant |
| POST | Parks Open Space Trails | WWTP | Wastewater Treatment Plant |

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THIS PAGE IS A PLACE HOLDER FOR THE THREE YEAR
BALANCED FINANCIAL PLAN RESOLUTION

2018-2020 Balanced Financial Plan - Projected Changes and Assumptions

Unless otherwise noted, following is a general list of Townwide growth rates used in future years:

| Category | 2018 Budget | 2019 Forecast | 2020 Forecast | Notes |
|---|---------------------------|-----------------|-----------------|---|
| Revenues | | | | |
| Taxes | | | | |
| Property | 5.5% | 5.5% | 5.5% | Based on 5.5% Property Tax increase limitation as defined in Town Code |
| Use | 6.9% | -26.5% | 3.6% | Based on number of residential permits and commercial valuation - 2018 includes 700 single family, 634 multi family and 397,300 sq. ft. of commercial development |
| Sales | 6.2% | 5.4% | 5.2% | Projections are based on recent trending and projected Town growth. No change to fund distribution |
| Motor Vehicle | 6.0% | 5.8% | 5.5% | Projections are based on recent trending and projected Town growth. No change to fund distribution |
| Franchise Fees | 4.2% | 4.1% | 4.0% | Fees collected from electricity, natural gas and cable providers typically increase with Town growth |
| Licenses & Permits | 0.0% | -1.4% | -3.2% | Includes fire, liquor and business permits, licenses, and building permits |
| Management Fees | 7.5% | 1.1% | 3.8% | General Services revenue is received in the General Fund |
| Investment Earnings | 1.6% | 1.6% | 1.6% | Average rate of interest earnings. Projections are based on actual 2016 earnings by fund |
| Residential Growth (Single Family/Multi family) | 700/634 | 600/210 | 600/0 | Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees |
| Non-Residential Growth | 397,300 sq. ft. | 165,000 sq. ft. | 550,000 sq. ft. | Includes projected commercial, office, and industrial development for Impact Fees, System Development Fees, Tap Fees |
| Expenditures | | | | |
| Personnel | | | | |
| Wages (Regular, Part-Time, Seasonal) | 4.5% | 4.0% | 4.0% | Based on performance review |
| Retirement Benefit Contrib. | 7.0% | 7.0% | 7.0% | 7% contribution is included in each year (except Police and Fire personnel) |
| Health Benefit Contribution | 8.0% | 8.0% | 8.0% | Insurance costs for employer, an equal increase is anticipated for the employee portion of health insurance premiums as well |
| Services & Other | specific to each category | 2.0% | 2.0% | This is a general increase for 2019-2020, certain account categories have specific treatment |
| Supplies | specific to each category | 1.0% | 1.0% | This is a general increase for 2019-2020, certain account categories have specific treatment |



2018-2020 Balanced Financial Plan

Townwide Summary

| Category | 2017 | | | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|----------------------|
| | 2016 Audited Actual | Amended Budget | 2017 Year-End Estimate | | | |
| Beginning Funds Available | \$201,418,022 | \$208,521,769 | \$208,521,769 | \$122,017,557 | \$76,296,750 | \$86,853,347 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Property | \$ 1,095,190 | \$ 1,228,267 | \$ 1,195,690 | \$ 1,368,703 | \$ 1,455,182 | \$ 1,525,317 |
| Use | 7,992,290 | 6,925,229 | 7,211,718 | 7,710,923 | 5,664,174 | 5,870,169 |
| Sales | 43,742,353 | 47,146,597 | 48,070,991 | 51,054,216 | 53,813,607 | 56,614,286 |
| Motor Vehicle | 6,486,501 | 6,919,934 | 7,078,718 | 7,503,441 | 7,934,889 | 8,371,308 |
| Other | 322,691 | 379,501 | 337,674 | 351,385 | 365,655 | 380,507 |
| Franchise Fees | 2,225,683 | 2,413,335 | 2,344,469 | 2,442,480 | 2,542,967 | 2,643,664 |
| Licenses & Permits | 4,546,142 | 5,333,793 | 5,373,207 | 5,374,958 | 5,297,303 | 5,128,001 |
| Intergovernmental | 5,336,760 | 5,539,797 | 4,408,563 | 8,253,877 | 4,549,873 | 4,601,891 |
| Charges for Service | 53,982,243 | 58,445,579 | 54,486,412 | 58,808,970 | 61,600,957 | 64,738,599 |
| Management Fees | 2,886,561 | 3,274,465 | 3,274,465 | 3,519,368 | 3,557,438 | 3,693,940 |
| Fines & Forfeitures | 863,964 | 979,683 | 919,079 | 924,556 | 932,626 | 940,777 |
| Investment Earnings | 1,039,069 | 723,952 | 1,026,146 | 1,129,028 | 1,114,368 | 1,155,879 |
| Impact Fees | 7,607,698 | 6,591,468 | 6,426,035 | 12,648,190 | 8,848,958 | 7,925,313 |
| System Development Fees | 19,475,958 | 22,433,738 | 21,885,002 | 23,064,671 | 23,686,081 | 24,823,690 |
| Contributions & Donations | 2,726,734 | 2,644,271 | 2,975,753 | 4,337,523 | 1,950,168 | 2,005,745 |
| Transfers In | 10,029,444 | 11,606,549 | 11,661,582 | 3,438,645 | 3,027,662 | 2,962,439 |
| Interfund Loan Revenue | 1,889,681 | 3,383,745 | 3,921,090 | 2,635,072 | 2,375,374 | 670,705 |
| Debt & Financing Revenue | 69,398,923 | - | - | - | 9,634,135 | - |
| Other Revenue | 3,725,009 | 906,513 | 1,027,084 | 930,445 | 5,157,820 | 857,887 |
| Total Revenues | \$245,372,894 | \$186,876,416 | \$183,623,678 | \$195,496,451 | \$203,509,237 | \$194,910,117 |
| Expenditures | | | | | | |
| Personnel | \$ 47,828,912 | \$ 53,312,691 | \$ 52,615,886 | \$ 58,955,838 | \$ 62,797,013 | \$ 66,694,643 |
| Services & Other | 43,925,750 | 49,111,690 | 48,335,847 | 53,657,871 | 57,113,302 | 58,804,246 |
| Supplies | 6,080,039 | 7,392,930 | 7,397,921 | 7,547,516 | 6,875,809 | 6,894,856 |
| Capital | 621,063 | 3,932,158 | 1,792,838 | 1,168,247 | 1,062,337 | 1,912,387 |
| 5 Year CIP | 41,107,943 | 141,129,165 | 132,400,226 | 101,100,376 | 45,720,173 | 34,690,206 |
| Debt & Financing | 84,271,262 | 9,970,343 | 9,927,576 | 9,689,657 | 10,911,309 | 10,932,400 |
| Interfund Loan | 1,889,682 | 6,383,745 | 6,921,090 | 2,635,072 | 2,375,374 | 670,705 |
| Transfers Out | 12,544,496 | 10,780,135 | 10,736,506 | 6,462,681 | 6,097,323 | 6,121,593 |
| Total Expenditures | \$238,269,147 | \$282,012,857 | \$270,127,890 | \$241,217,258 | \$192,952,640 | \$186,721,036 |
| Contribution to (Use of) Fund Bal. | 7,103,747 | (95,136,441) | (86,504,212) | (45,720,807) | 10,556,597 | 8,189,081 |
| Ending Funds Available | \$208,521,769 | \$113,385,328 | \$122,017,557 | \$76,296,750 | \$86,853,347 | \$95,042,428 |

continued on next page...

2018-2020 Balanced Financial Plan

Townwide Summary

| Category | 2017 | | | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|----------------------|
| | 2016 Audited Actual | Amended Budget | 2017 Year-End Estimate | | | |
| Ending Funds Available | \$208,521,769 | \$113,385,328 | \$122,017,557 | \$ 76,296,750 | \$ 86,853,347 | \$ 95,042,428 |
| Reserves & Internal Designations | | | | | | |
| Contractual Reserve | | | | 300,000 | 300,000 | 300,000 |
| Revenue Stabilization Reserve | | | | 5,650,379 | 6,273,904 | 7,081,749 |
| Catastrophic Events Reserve | | | | 12,118,391 | 12,597,188 | 13,056,835 |
| Capital Reserve | | | | 20,691,328 | 28,176,805 | 33,969,274 |
| Operating Designations | | | | 4,691,349 | 4,966,587 | 5,245,392 |
| Opportunity/Economic Dev. Reserve | | | | 1,210,000 | 1,331,000 | 1,464,100 |
| TABOR Reserve | | | | 1,981,611 | 1,937,017 | 1,943,730 |
| Future Incentive Obligation | | | | 2,000,000 | 1,500,000 | 1,000,000 |
| Committed for Fund Purpose | | | | 11,443,317 | 14,266,830 | 16,622,362 |
| Debt Service Reserve | | | | 825,070 | 818,104 | 1,041,976 |
| Claims Reserve | | | | 1,482,862 | 1,601,116 | 1,728,816 |
| Health Care Cost Reserve | | | | 274,292 | 444,252 | 695,007 |
| Total Reserves & Internal Designations | | | | 62,668,599 | 74,212,802 | 84,149,241 |
| Unobligated Reserves | | | | \$ 13,628,151 | \$ 12,640,544 | \$ 10,893,187 |

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|--|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$16,746,964 | \$18,362,061 | \$18,362,061 | \$14,604,564 | \$14,765,418 | \$15,174,034 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Property | \$ 1,086,815 | \$ 1,178,267 | \$ 1,145,690 | \$ 1,208,703 | \$ 1,275,182 | \$ 1,345,317 |
| Sales | 28,241,811 | 30,479,934 | 31,136,118 | 33,063,514 | 34,818,857 | 36,599,243 |
| Motor Vehicle | 3,678,299 | 3,924,060 | 4,014,127 | 4,254,975 | 4,499,636 | 4,747,116 |
| Other | 322,691 | 379,501 | 337,674 | 351,385 | 365,655 | 380,507 |
| Franchise Fees | 2,225,683 | 2,413,335 | 2,344,469 | 2,442,480 | 2,542,967 | 2,643,664 |
| Licenses & Permits | 109,951 | 91,588 | 103,002 | 106,117 | 109,354 | 112,722 |
| Intergovernmental | 382,882 | 318,284 | 349,386 | 1,355,557 | 362,177 | 368,973 |
| Charges for Service | 2,121,675 | 2,453,273 | 2,454,776 | 2,674,466 | 2,791,403 | 2,919,953 |
| Management Fees | 2,886,561 | 3,274,465 | 3,274,465 | 3,519,368 | 3,557,438 | 3,693,940 |
| Fines & Forfeitures | 440,519 | 545,683 | 545,683 | 548,606 | 554,676 | 560,827 |
| Investment Earnings | 78,392 | 92,975 | 92,975 | 101,272 | 104,622 | 105,838 |
| Contributions & Donations | 30,000 | 165,000 | 164,500 | 29,500 | 29,500 | 29,500 |
| Transfers In | 500,000 | 1,025,000 | 1,025,000 | 551,250 | 578,813 | 607,754 |
| Interfund Loan Revenue | 385,685 | 381,186 | 611,261 | 1,191,969 | 948,395 | 643,896 |
| Other Revenue | 355,658 | 269,257 | 273,816 | 206,891 | 208,691 | 210,545 |
| Total Revenues | \$42,846,622 | \$46,991,808 | \$47,872,942 | \$51,606,053 | \$52,747,366 | \$54,969,795 |
| Expenditures | | | | | | |
| Town Council | \$ 652,412 | \$ 750,530 | \$ 744,719 | \$ 592,249 | \$ 606,106 | \$ 620,370 |
| Town Manager | 467,491 | 593,872 | 593,811 | 572,759 | 645,090 | 618,868 |
| Deputy Town Manager | 405,384 | 328,028 | 322,680 | 300,590 | 313,620 | 327,240 |
| Human Resources | 768,268 | 739,536 | 736,389 | 784,773 | 810,435 | 837,726 |
| Community Relations | 677,401 | 769,271 | 769,271 | 839,661 | 863,296 | 894,701 |
| DoIT | 2,372,416 | 3,382,924 | 3,301,298 | 3,709,131 | 3,972,471 | 4,168,903 |
| Facilities | 1,272,387 | 1,359,107 | 1,343,581 | 1,466,823 | 1,524,756 | 1,584,109 |
| Town Attorney | 595,127 | 754,644 | 701,205 | 871,025 | 902,178 | 935,374 |
| Town Clerk | 331,713 | 409,237 | 396,541 | 400,982 | 373,839 | 427,834 |
| Municipal Court | 339,939 | 417,925 | 415,913 | 437,017 | 439,047 | 458,259 |
| Finance - Departmental | 2,028,461 | 2,301,928 | 2,293,943 | 2,577,753 | 2,666,141 | 2,775,180 |
| Police | 11,532,222 | 12,924,621 | 12,828,015 | 14,025,109 | 15,605,635 | 16,639,893 |
| Fire | 12,273,895 | 13,475,617 | 13,400,819 | 16,110,102 | 16,869,822 | 17,770,784 |
| Development Services | 445,794 | 656,051 | 594,929 | 609,116 | 650,772 | 678,104 |
| Parks | 4,124,898 | 4,039,002 | 4,017,033 | 4,648,004 | 4,634,906 | 4,796,928 |
| Finance Non-Departmental | 2,119,087 | 1,395,897 | 1,360,244 | 1,209,105 | 1,095,572 | 1,114,852 |
| Downtown Projects | 486,168 | - | - | - | - | - |
| Total Expenditures (Excluding One-Time) | \$40,893,063 | \$44,298,190 | \$43,820,391 | \$49,154,199 | \$51,973,686 | \$54,649,125 |
| Net Change Excluding One-Time Capital | 1,953,559 | 2,693,618 | 4,052,551 | 2,451,854 | 773,680 | 320,670 |
| Interfund loan for Fire Station 152 Construction | | 3,000,000 | 3,000,000 | | | |
| 5 Year CIP (One-Time Expenditures) | 338,462 | 4,810,048 | 4,810,048 | 2,291,000 | 365,064 | 692,754 |
| Contribution to or (Use of) Fund Balance | 1,615,097 | (5,116,430) | (3,757,497) | 160,854 | 408,616 | (372,084) |
| Ending Funds Available | \$18,362,061 | \$13,245,631 | \$14,604,564 | \$14,765,418 | \$15,174,034 | \$14,801,950 |

continued on next page...

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Ending Funds Available | \$18,362,061 | \$13,245,631 | \$14,604,564 | \$14,765,418 | \$15,174,034 | \$14,801,950 |
| Reserves & Internal Designations | | | | | | |
| Contractual Reserve | | | | 300,000 | 300,000 | 300,000 |
| Revenue Stabilization Reserve | | | | 1,891,626 | 1,974,408 | 2,058,429 |
| Catastrophic Events Reserve | | | | 1,050,000 | 1,102,500 | 1,157,625 |
| Capital Reserve | | | | 2,141,754 | 2,248,842 | 2,361,284 |
| Opportunity/Economic Dev. Reserve | | | | 1,210,000 | 1,331,000 | 1,464,100 |
| TABOR Reserve | | | | 1,981,611 | 1,937,017 | 1,943,730 |
| Total Reserves & Internal Designations | | | | 8,574,991 | 8,893,767 | 9,285,168 |
| Unobligated Reserves | | | | \$ 6,190,427 | \$ 6,280,267 | \$ 5,516,782 |

| General Fund 5 Year CIP Projects | | | | | | |
|--|--|--|--|---------------------|-------------------|-------------------|
| Fire & Rescue Department - Lifepak 15 Cardiac Monitors | | | | \$ 61,000 | \$ - | \$ - |
| Fire & Rescue Department - Powered Stair Chairs | | | | 30,000 | - | - |
| Fire & Rescue Department - Auto Extrication Equipment | | | | - | 150,000 | - |
| Parks & Recreation - Annual Trail Improvements | | | | 2,000,000 | 130,063 | 607,754 |
| Division of Innovation & Technology - IT Governance | | | | 200,000 | 85,000 | 85,000 |
| Total General Fund CIP Projects | | | | \$ 2,291,000 | \$ 365,063 | \$ 692,754 |

General Fund Expenditures by Division

| Town Council | | | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel | 69,378 | 66,870 | 67,928 | 67,995 | 68,053 | 68,113 |
| Services & Other | 582,471 | 680,478 | 673,466 | 521,072 | 534,839 | 549,011 |
| Supplies | 563 | 3,182 | 3,325 | 3,182 | 3,214 | 3,246 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Town Council | \$ 652,412 | \$ 750,530 | \$ 744,719 | \$ 592,249 | \$ 606,106 | \$ 620,370 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requested service contract amounts are included, however actual amounts will be approved by Town Council. The service agreement with the Castle Rock EDC is requested to be moved to the Economic Development Fund beginning in 2018

2019

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council

2020

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---------------------------|-------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Town Manager | | | | | | |
| Personnel | 445,535 | 466,007 | 467,198 | 484,894 | 506,428 | 529,397 |
| Services & Other | 17,992 | 97,913 | 98,033 | 77,013 | 127,510 | 78,016 |
| Supplies | 3,964 | 29,952 | 28,580 | 10,852 | 11,152 | 11,455 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Town Manager | \$ 467,491 | \$ 593,872 | \$ 593,811 | \$ 572,759 | \$ 645,090 | \$ 618,868 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Costs are proposed for community polling, community open house events and Your Town Academy

2019

- Costs are proposed for the biennial community survey, community open house events and Your Town Academy

2020

- Costs are proposed for community polling, community open house events and Your Town Academy

Deputy Town Manager

| | | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel | 368,275 | 306,585 | 302,165 | 282,015 | 294,758 | 308,086 |
| Services & Other | 33,766 | 20,171 | 19,243 | 17,303 | 17,577 | 17,856 |
| Supplies | 3,343 | 1,272 | 1,272 | 1,272 | 1,285 | 1,298 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Deputy Town Manager | \$ 405,384 | \$ 328,028 | \$ 322,680 | \$ 300,590 | \$ 313,620 | \$ 327,240 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requested decrease in expenditures include personnel costs, cellular communications, travel, dues and subscriptions related to special events

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|------------------------------|-------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Human Resources | | | | | | |
| Personnel | 442,882 | 462,218 | 454,270 | 480,215 | 502,588 | 526,510 |
| Services & Other | 310,229 | 272,591 | 277,392 | 299,831 | 303,073 | 306,395 |
| Supplies | 15,157 | 4,727 | 4,727 | 4,727 | 4,774 | 4,821 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Human Resources | \$ 768,268 | \$ 739,536 | \$ 736,389 | \$ 784,773 | \$ 810,435 | \$ 837,726 |

2017-2019 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requested expenditures include increases for position advertising, medical services, software maintenance, and employee recognition

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

Community Relations

| | | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel | 367,622 | 380,390 | 383,938 | 404,453 | 423,572 | 444,205 |
| Services & Other | 285,645 | 367,908 | 364,360 | 421,594 | 425,975 | 436,609 |
| Supplies | 24,134 | 20,973 | 20,973 | 13,614 | 13,749 | 13,887 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Community Relations | \$ 677,401 | \$ 769,271 | \$ 769,271 | \$ 839,661 | \$ 863,296 | \$ 894,701 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requested expenditures include increases for other professional services, software maintenance and postage

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|-------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| DoIT | | | | | | |
| Personnel | 1,575,692 | 1,872,492 | 1,785,586 | 2,020,925 | 2,165,244 | 2,383,819 |
| Services & Other | 617,775 | 822,636 | 827,439 | 967,527 | 984,029 | 1,000,990 |
| Supplies | 174,863 | 356,532 | 357,009 | 354,855 | 411,734 | 400,731 |
| Capital | - | 327,094 | 327,094 | 340,000 | 385,640 | 357,539 |
| Transfers Out | 4,086 | 4,170 | 4,170 | 25,824 | 25,824 | 25,824 |
| Total DoIT | \$ 2,372,416 | \$ 3,382,924 | \$ 3,301,298 | \$ 3,709,131 | \$ 3,972,471 | \$ 4,168,903 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Addition of quarter of the salary and benefits for the Technical Coordinator/Application Integration Specialist is requested. This existing position which is being split with Development Services in 2018 based on actual workload. Also, the addition of a Network Engineer to start July 1, 2018, is included
- Requested expenditures include increases in hardware and software maintenance, IT Governance and phone system
- Addition of 2 new vehicles in 2017 increased contribution costs

2019

- Requested expenditures include increases in hardware and software maintenance, IT Governance and phone system
- Addition of 2 new vehicles in 2017 increased contribution costs

2020

- Addition of salary and benefits for a Systems Administrator is requested
- Requested expenditures include increases in hardware and software maintenance, IT Governance and phone system
- Addition of 2 new vehicles in 2017 increased contribution costs

Facilities

| | | | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel | 694,920 | 712,740 | 722,807 | 788,269 | 824,315 | 862,745 |
| Services & Other | 418,622 | 514,895 | 489,822 | 528,662 | 547,236 | 566,878 |
| Supplies | 105,489 | 83,341 | 82,821 | 100,376 | 103,689 | 104,718 |
| Capital | 8,157 | - | - | - | - | - |
| Transfers Out | 45,199 | 48,131 | 48,131 | 49,516 | 49,516 | 49,768 |
| Total Facilities | \$ 1,272,387 | \$ 1,359,107 | \$ 1,343,581 | \$ 1,466,823 | \$ 1,524,756 | \$ 1,584,109 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Addition of salary and benefits for a new Facilities Services 30+ position is requested for the Police building, plus the increase of two facilities services positions from 30+ to full-time due to the addition of the Town Hall expansion, and new Parks and Facilities Maintenance facility
- Requested expenditures include increases in operating services, supplies and non-capital equipment for additional scrubbers, floor burnishers, and vacuums related to the Town Hall expansion and new Parks and Facilities Maintenance facility

2019

- Addition of salary and benefits for two new 20+ floor care positions is requested

2020

- No significant changes are included at this time

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|----------------------------|-------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Town Attorney | | | | | | |
| Personnel | 512,479 | 562,497 | 544,058 | 711,928 | 742,608 | 775,325 |
| Services & Other | 77,838 | 186,775 | 151,775 | 153,325 | 153,744 | 154,169 |
| Supplies | 4,810 | 5,372 | 5,372 | 5,772 | 5,826 | 5,880 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Town Attorney | \$ 595,127 | \$ 754,644 | \$ 701,205 | \$ 871,025 | \$ 902,178 | \$ 935,374 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- The addition of an Assistant Town Attorney is requested to assist with various legal needs and support of Town projects and priorities

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

| | | | | | | |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Town Clerk | | | | | | |
| Personnel | 244,395 | 313,091 | 298,368 | 264,836 | 277,117 | 290,523 |
| Services & Other | 84,944 | 95,136 | 96,391 | 135,136 | 95,702 | 136,281 |
| Supplies | 2,374 | 1,010 | 1,782 | 1,010 | 1,020 | 1,030 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Town Clerk | \$ 331,713 | \$ 409,237 | \$ 396,541 | \$ 400,982 | \$ 373,839 | \$ 427,834 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- One election and one potential coordinated election are included due to elections held in even numbered years

2019

- One election is included with no other significant changes expected

2020

- One election and one potential coordinated election are included due to elections held in even numbered years

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|------------------------------|-------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Municipal Court | | | | | | |
| Personnel | 305,459 | 354,421 | 352,282 | 367,428 | 382,574 | 400,884 |
| Services & Other | 24,789 | 42,057 | 42,184 | 57,057 | 43,868 | 44,697 |
| Supplies | 9,691 | 21,447 | 21,447 | 12,532 | 12,605 | 12,678 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Municipal Court | \$ 339,939 | \$ 417,925 | \$ 415,913 | \$ 437,017 | \$ 439,047 | \$ 458,259 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Additional funds are requested for implementation of video arraignments and probation program startup costs
- Ongoing funds for court appointed council are requested

2019

- Ongoing funds for court appointed council are requested with no other significant changes expected

2020

- Ongoing funds for court appointed council are requested with no other significant changes expected

Finance - Departmental

| | | | | | | |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel | 1,646,260 | 1,840,722 | 1,847,185 | 2,081,788 | 2,179,740 | 2,282,951 |
| Services & Other | 363,001 | 432,551 | 417,160 | 442,291 | 457,442 | 462,981 |
| Supplies | 19,200 | 28,655 | 29,598 | 53,674 | 28,959 | 29,248 |
| Capital | - | - | - | - | - | - |
| Transfers Out | - | - | - | - | - | - |
| Total Finance - Departmental | \$ 2,028,461 | \$ 2,301,928 | \$ 2,293,943 | \$ 2,577,753 | \$ 2,666,141 | \$ 2,775,180 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Additional funds are requested to accommodate a new Accounting/Payroll position
- Funds are requested for additional accounting software needs and additional training

2019

- No significant requests are included at this time

2020

- No significant requests are included at this time

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Police | | | | | | |
| Personnel | 9,641,635 | 10,863,967 | 10,754,069 | 12,022,917 | 13,515,026 | 14,486,553 |
| Services & Other | 789,964 | 822,635 | 841,602 | 826,361 | 858,436 | 892,066 |
| Supplies | 545,062 | 730,057 | 724,382 | 714,985 | 745,499 | 713,542 |
| Capital | 20,985 | - | - | - | - | - |
| Debt & Financing | 102,661 | 102,661 | 102,661 | - | - | - |
| Transfers Out | 431,915 | 405,301 | 405,301 | 460,846 | 486,674 | 547,732 |
| Total Police | \$11,532,222 | \$12,924,621 | \$12,828,015 | \$14,025,109 | \$15,605,635 | \$16,639,893 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Two Dispatchers, a Special Operations Sergeant, a Community Service Officer, a Public Information Officer and associated costs are requested. Requests also include a 1.6% increase to the Town's retirement contribution for sworn police officers

2019

- One retail officer, a training officer, a detective, two patrol officers (COPPS), one co-responder position, two dispatchers and associated costs are requested

2020

- One retail officer, one detective and associated costs are requested

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|-------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Fire | | | | | | |
| Personnel | 9,640,381 | 10,418,443 | 10,304,124 | 12,412,498 | 13,161,761 | 13,985,913 |
| Services & Other | 1,078,872 | 1,243,101 | 1,278,425 | 1,428,765 | 1,604,489 | 1,650,657 |
| Supplies | 465,593 | 648,983 | 653,180 | 856,917 | 686,296 | 699,468 |
| Capital | 16,940 | - | - | - | - | - |
| Debt & Financing | 210,139 | 210,141 | 210,141 | - | - | - |
| Transfers Out | 861,970 | 954,949 | 954,949 | 1,411,922 | 1,417,276 | 1,434,746 |
| Total Fire | \$12,273,895 | \$13,475,617 | \$13,400,819 | \$16,110,102 | \$16,869,822 | \$17,770,784 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Twelve new personnel requested to begin in January and associated costs to staff the new Crystal Valley Fire Station are included for approximately \$2M
- Requested expenditures also include purchase of AEDs, equipment for reserve apparatus, special operations equipment and training, ongoing accreditation costs, costs related to the Colorado Firefighter Heart and Cancer Benefits Trust, purchase of cardiac monitors and powered stair chairs, and a transfer to the General Long-term Planning Fund for the planned purchase of SCBA equipment replacement in 2020

2019

- One fire inspector position and associated costs is requested
- Requested expenditures also include funding for increased life safety division operating costs, ongoing accreditation costs, medical services costs for a department physician service, auto extrication equipment, continuation of costs related to the Colorado Firefighter Heart and Cancer Benefits Trust, and a transfer to the General Long-term Planning Fund for the planned purchase of SCBA equipment replacement in 2020

2020

- One fire inspector position and associated costs is requested
- Requested expenditures include continuation of accreditation related costs, medical services for a department physician service, continuation of costs related to the Colorado Firefighter Heart and Cancer Benefits Trust, and a transfer to the General Long-term Planning Fund for the planned purchase of SCBA equipment replacement in 2020

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|-----------------------------------|-------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Development Services | | | | | | |
| Personnel | 400,051 | 538,085 | 475,575 | 526,218 | 550,513 | 575,953 |
| Services & Other | 38,765 | 74,915 | 76,303 | 68,574 | 85,096 | 86,906 |
| Supplies | 4,331 | 10,126 | 10,126 | 7,199 | 8,038 | 8,120 |
| Capital | - | - | - | - | - | - |
| Transfers Out | 2,647 | 32,925 | 32,925 | 7,125 | 7,125 | 7,125 |
| Total Development Services | \$ 445,794 | \$ 656,051 | \$ 594,929 | \$ 609,116 | \$ 650,772 | \$ 678,104 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- No significant changes are included at this time

2019

- Increased funding for Historic Preservation Grants is requested

2020

- Continuation of increased funding for Historic Preservation Grants is requested

Parks

| | | | | | | |
|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel | 1,977,458 | 2,137,271 | 2,115,302 | 2,230,998 | 2,350,638 | 2,455,698 |
| Services & Other | 1,542,572 | 1,338,591 | 1,338,591 | 1,789,963 | 1,695,869 | 1,754,589 |
| Supplies | 378,001 | 340,362 | 340,362 | 347,524 | 342,662 | 337,499 |
| Capital | - | - | - | 5,000 | 5,100 | 5,202 |
| Transfers Out | 226,867 | 222,778 | 222,778 | 274,519 | 240,637 | 243,940 |
| Total Parks | \$ 4,124,898 | \$ 4,039,002 | \$ 4,017,033 | \$ 4,648,004 | \$ 4,634,906 | \$ 4,796,928 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Reclassification of salary and benefits for a POST Partners Volunteer Coordinator
- Requested expenditures include increases to machinery and equipment for Vermeer Skid Steer, operating expenses for Festival Park, software maintenance, computer software, repairs and maintenance-grounds, travel and food and beverage for Gold Medal Award, and Misc Services for Rueter-Hess development
- Annual trail improvement funding relating to extending the East Plum Creek Trail to Crystal Valley Parkway
- Allocated \$50k for Parks Marketing initiatives in 2018

2019

- Requested expenditures include increases in operating supplies for recycling containers and recycling services
- Annual trail improvement funding relating to extending the East Plum Creek Trail to Crystal Valley Parkway

2020

- Requested expenditures include an increase to other professional services for rock scaling
- Annual trail improvement funding relating to extending the East Plum Creek Trail to Crystal Valley Parkway

2018-2020 Balanced Financial Plan

General Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---------------------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Finance Non-Departmental | | | | | | |
| Personnel | 20,314 | - | - | - | - | - |
| Services & Other | 768,457 | 1,001,743 | 966,090 | 924,105 | 810,572 | 829,852 |
| Supplies | 15,104 | 320,651 | 320,651 | 135,000 | 135,000 | 135,000 |
| Capital | 12,492 | - | - | - | - | - |
| Transfers Out | 1,302,720 | 73,503 | 73,503 | 150,000 | 150,000 | 150,000 |
| Total Finance Non-Departmental | \$ 2,119,087 | \$ 1,395,897 | \$ 1,360,244 | \$ 1,209,105 | \$ 1,095,572 | \$ 1,114,852 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Additional funds are requested for ongoing evaluation of internal control procedures
- Funds are requested to accommodate service level transparency software

2019

- Additional funds are requested for ongoing evaluation of internal control procedures

2020

- Additional funds are requested for ongoing evaluation of internal control procedures

Downtown Projects

| | | | | | | |
|--------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|
| Personnel | - | - | - | - | - | - |
| Services & Other | 4,340 | - | - | - | - | - |
| Supplies | 24,670 | - | - | - | - | - |
| Capital | - | - | - | - | - | - |
| Transfers Out | 457,158 | - | - | - | - | - |
| Total Downtown Projects | \$ 486,168 | \$ - | \$ - | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018 - 2020

- This division is for the use of spending 2012-2014 Downtown Development Authority Tax Increment Financing funds (DDA TIF) - these funds are expected to be used in full in 2017 (Included in the 5 Year CIP section below), so no funds are included for use in this planning period

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Total Expenditures (Excluding One-Time) | \$40,893,063 | \$44,298,190 | \$43,820,391 | \$49,154,199 | \$51,973,686 | \$54,649,125 |
| Net Change Excluding One-Time Capital | \$ 1,953,559 | \$ 2,693,618 | \$ 4,052,551 | \$ 2,451,854 | \$ 773,680 | \$ 320,670 |
| Interfund loan for Fire Station 152 Construction | | \$ 3,000,000 | \$ 3,000,000 | | | |
| 5 Year CIP (One-Time Expenditures) | 338,462 | 4,810,048 | 4,810,048 | 2,291,000 | 365,064 | 692,754 |
| Contribution to or (Use of) Fund Balance | 1,615,097 | (5,116,430) | (3,757,497) | 160,854 | 408,616 | (372,084) |
| Ending Funds Available | \$18,362,061 | \$13,245,631 | \$14,604,564 | \$14,765,418 | \$15,174,034 | \$14,801,950 |
| Reserves & Internal Designations | | | | | | |
| Contractual Reserve | | | | 300,000 | 300,000 | 300,000 |
| Revenue Stabilization Reserve | | | | 1,891,626 | 1,974,408 | 2,058,429 |
| Catastrophic Events Reserve | | | | 1,050,000 | 1,102,500 | 1,157,625 |
| Capital Reserve | | | | 2,141,754 | 2,248,842 | 2,361,284 |
| Opportunity/Economic Dev. Reserve | | | | 1,210,000 | 1,331,000 | 1,464,100 |
| TABOR Reserve | | | | 1,981,611 | 1,937,017 | 1,943,730 |
| Total Reserves & Internal Designations | | | | 8,574,991 | 8,893,767 | 9,285,168 |
| Unobligated Reserves | | | | \$ 6,190,427 | \$ 6,280,267 | \$ 5,516,782 |

2018-2020 Balanced Financial Plan Economic Development Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 Forecast | 2020 Forecast |
|--|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | | |
| Beginning Funds Available | \$ 2,670,491 | \$ 4,287,087 | \$ 4,287,087 | \$ 3,813,342 | \$ 3,272,307 | \$ 1,942,819 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Use | \$ 1,710,379 | \$ 1,436,067 | \$ 721,727 | \$ 821,458 | \$ 441,696 | \$ 1,258,134 |
| Investment Earnings | 32,459 | 42,906 | 39,015 | 58,763 | 46,371 | 31,977 |
| Interfund Loan Revenue | - | - | 307,270 | 309,045 | 309,045 | - |
| Total Revenues | \$ 1,742,838 | \$ 1,478,973 | \$ 1,068,012 | \$ 1,189,266 | \$ 797,112 | \$ 1,290,111 |
| Expenditures | | | | | | |
| Services & Other | \$ 126,242 | \$ 1,715,379 | \$ 641,757 | \$ 1,730,301 | \$ 2,126,600 | \$ 2,132,930 |
| Transfers Out | - | 900,000 | 900,000 | - | - | - |
| Total Expenditures | \$ 126,242 | \$ 2,615,379 | \$ 1,541,757 | \$ 1,730,301 | \$ 2,126,600 | \$ 2,132,930 |
| Contribution to or (Use of) Fund Balance | 1,616,596 | (1,136,406) | (473,745) | (541,035) | (1,329,488) | (842,819) |
| Ending Funds Available | \$ 4,287,087 | \$ 3,150,681 | \$ 3,813,342 | \$ 3,272,307 | \$ 1,942,819 | \$ 1,100,000 |
| Reserves & Internal Designations | | | | | | |
| Future Incentive Obligation | | | | 2,000,000 | 1,500,000 | 1,000,000 |
| Committed for Fund Purpose | | | | 1,272,307 | 442,819 | 100,000 |
| Total Reserves & Internal Designations* | | | | 3,272,307 | 1,942,819 | 1,100,000 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Use Tax revenue is based on anticipated commercial development totaling 397,300 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority

2019

- Use Tax revenue is based on anticipated commercial development totaling 165,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority
- Accommodation for half of the \$3 million Arapahoe Community College commitment is included in 2019

2020

- Use Tax revenue is based on anticipated commercial development totaling 550,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority
- Accommodation for half of the \$3 million Arapahoe Community College commitment is included in 2020

2018-2020 Balanced Financial Plan

Transportation Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 4,393,333 | \$ 5,264,249 | \$ 5,264,249 | \$ 5,745,648 | \$ 5,100,749 | \$ 3,018,440 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Use | \$ 2,558,823 | \$ 2,234,089 | \$ 2,355,218 | \$ 2,500,187 | \$ 1,895,237 | \$ 1,673,707 |
| Sales | 12,148,474 | 13,099,443 | 13,385,161 | 14,214,140 | 14,971,373 | 15,739,510 |
| Motor Vehicle | 2,447,372 | 2,610,935 | 2,670,817 | 2,831,066 | 2,993,852 | 3,158,514 |
| Intergovernmental | 3,694,264 | 4,430,016 | 3,097,016 | 4,469,648 | 3,176,807 | 3,217,500 |
| Charges for Service | 9,860 | 3,000 | 6,690 | 7,000 | 7,000 | 7,000 |
| Investment Earnings | 17,077 | 20,135 | 21,996 | 27,321 | 20,767 | 12,991 |
| Contributions & Donations | 231,070 | 191,000 | 282,590 | 6,000 | 6,000 | 6,000 |
| Debt & Financing Revenue | 8,794,503 | - | - | - | - | - |
| Other Revenue | 100,598 | 1,200 | 2,274 | 1,200 | 1,200 | 1,200 |
| Total Revenues | \$30,002,041 | \$22,589,818 | \$21,821,762 | \$24,056,562 | \$23,072,236 | \$23,816,422 |
| Expenditures | | | | | | |
| Personnel | \$ 3,173,268 | \$ 3,961,810 | \$ 3,755,974 | \$ 4,323,822 | \$ 4,613,028 | \$ 4,838,271 |
| Services & Other | 11,225,298 | 12,130,236 | 10,867,561 | 11,055,060 | 12,359,807 | 11,953,233 |
| Supplies | 614,651 | 676,415 | 677,619 | 643,898 | 606,600 | 608,638 |
| Capital | 31,598 | 69,955 | 69,955 | 32,000 | - | - |
| Debt & Financing | 10,281,485 | 296,700 | 296,700 | 395,700 | 880,775 | 902,325 |
| Transfers Out | 2,178,280 | 1,081,455 | 1,081,455 | 1,383,213 | 1,180,335 | 1,214,252 |
| Total Expenditures (Excluding One-Time) | \$27,504,580 | \$18,216,571 | \$16,749,264 | \$17,833,693 | \$19,640,545 | \$19,516,719 |
| Net Change Excluding One-Time Capital | 2,497,461 | 4,373,247 | 5,072,498 | 6,222,869 | 3,431,691 | 4,299,703 |
| 5 Year CIP (One-Time Expenditures) | 1,626,545 | 3,316,099 | 4,591,099 | 6,867,768 | 5,514,000 | 5,330,000 |
| Contribution to or (Use of) Fund Balance | 870,916 | 1,057,148 | 481,399 | (644,899) | (2,082,309) | (1,030,297) |
| Ending Funds Available | \$ 5,264,249 | \$ 6,321,397 | \$ 5,745,648 | \$ 5,100,749 | \$ 3,018,440 | \$ 1,988,143 |
| Reserves & Internal Designations | | | | | | |
| Revenue Stabilization Reserve | | | | 319,663 | 311,092 | 314,151 |
| Catastrophic Events Reserve | | | | 1,645,519 | 1,661,974 | 1,673,594 |
| Total Reserves & Internal Designations | | | | 1,965,182 | 1,973,066 | 1,987,745 |
| Unobligated Reserves | | | | \$ 3,135,567 | \$ 1,045,374 | \$ 398 |

2018-2020 Notes and Assumptions

 Click [here](#) to view projected increases and Town wide assumptions

 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requests include \$6.9 million for the Pavement Maintenance Program, \$3.6 million for multiple street reconstructions, \$300,000 for an interchange feasibility study, \$120,000 for a downtown mobility study and \$146,000 for an additional CIP project inspector
- Significant capital project requests include \$500,000 for traffic signal system improvements and \$2.4 million for the reconstruction of Meadows Parkway (\$1.3 million federal grant reimbursement included in revenue)

2019

- Requests include \$8.7 million for the Pavement Maintenance Program and \$4.2 million for multiple street reconstructions
- Significant capital project requests include \$250,000 for traffic signal system improvements and \$800,000 for improvements in the historic Craig & Gould neighborhood

2020

- Requests include \$8.2 million for the Pavement Maintenance Program and \$1.7 million for multiple street reconstructions
- Significant capital project requests include \$250,000 for traffic signal system improvements and \$3.1 million for improvements in the historic Craig & Gould neighborhood

2018-2020 Balanced Financial Plan

Conservation Trust Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|-------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 174,656 | \$ 157,693 | \$ 157,693 | \$ 402,600 | \$ 575,003 | \$ 791,375 |
| Revenues | | | | | | |
| Licenses & Permits | \$ 122,589 | \$ 150,000 | \$ 150,000 | \$ 154,500 | \$ 159,135 | \$ 163,909 |
| Intergovernmental | 1,149,614 | 417,497 | 417,497 | 856,672 | 860,889 | 865,418 |
| Investment Earnings | 1,087 | 4,244 | 4,244 | 3,487 | 4,922 | 6,554 |
| Other Revenue | 6 | - | - | - | - | - |
| Total Revenues | \$ 1,273,296 | \$ 571,741 | \$ 571,741 | \$ 1,014,659 | \$ 1,024,946 | \$ 1,035,881 |
| Expenditures | | | | | | |
| Personnel | \$ 58,345 | \$ 85,334 | \$ 85,334 | \$ 89,756 | \$ 94,074 | \$ 98,737 |
| Services & Other | 162,764 | - | - | 45,000 | 7,000 | 7,000 |
| Supplies | 20,996 | 74,500 | 74,500 | 107,500 | 107,500 | 107,500 |
| Capital | 36,354 | - | - | - | - | - |
| Transfers Out | 962,100 | - | - | - | - | - |
| Total Expenditures (Excluding One-Time) | \$ 1,240,559 | \$ 159,834 | \$ 159,834 | \$ 242,256 | \$ 208,574 | \$ 213,237 |
| Net Change Excluding One-Time Capital | 32,737 | 411,907 | 411,907 | 772,403 | 816,372 | 822,644 |
| 5 Year CIP (One-Time Expenditures) | 49,700 | 167,000 | 167,000 | 600,000 | 600,000 | 600,000 |
| Ending Funds Available | \$ 157,693 | \$ 402,600 | \$ 402,600 | \$ 575,003 | \$ 791,375 | \$ 1,014,019 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 575,003 | 791,375 | 1,014,019 |
| Total Reserves & Internal Designations | | | | 575,003 | 791,375 | 1,014,019 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requested expenditures include \$600,000 annually (Combined Douglas County Shareback and Colorado Lottery Distribution) through 2023 to complete design work, assessment, and capital improvements as necessary for each property as determined through the assessment process. Parks in the system that will be considered include but is not limited to: Mitchell Gulch, Plum Creek, Butterfield, Metzler Ranch, Paintbrush, Founders, Castle Highlands, Baldwin, Bison and Philip S. Miller parks.
- Requested expenditures include increases to repair and maintenance-ground for irrigation updates, and to operating supplies for Arbor Day Trees, POST Partners Program, playground fibar, site furniture and hazardous tree removal

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2018-2020 Balanced Financial Plan

Philip S. Miller Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|-------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 424,328 | \$ 221,073 | \$ 221,073 | \$ 227,799 | \$ 234,066 | \$ 211,260 |
| Revenues | | | | | | |
| Charges for Service | \$ - | \$ - | \$ - | \$ 172,800 | \$ 189,080 | \$ 206,988 |
| Investment Earnings | 456 | 155 | 626 | 619 | 595 | 533 |
| Contributions & Donations | 275,000 | 275,000 | 270,000 | 270,000 | 270,000 | 270,000 |
| Transfers In | - | - | - | 178,420 | 150,000 | 150,000 |
| Other Revenue | 10 | - | - | - | - | - |
| Total Revenues | \$ 275,466 | \$ 275,155 | \$ 270,626 | \$ 621,839 | \$ 609,675 | \$ 627,521 |
| Expenditures | | | | | | |
| Personnel | \$ 26,551 | \$ - | \$ - | \$ 106,578 | \$ 111,017 | \$ 115,628 |
| Services & Other | 251,000 | 265,900 | 263,900 | 496,891 | 508,998 | 521,468 |
| Supplies | 1,170 | - | - | 12,103 | 12,466 | 12,840 |
| Transfers Out | 200,000 | - | - | - | - | - |
| Total Expenditures | \$ 478,721 | \$ 265,900 | \$ 263,900 | \$ 615,572 | \$ 632,481 | \$ 649,936 |
| Contribution to or (Use of) Fund Balance | (203,255) | 9,255 | 6,726 | 6,267 | (22,806) | (22,415) |
| Ending Funds Available | \$ 221,073 | \$ 230,328 | \$ 227,799 | \$ 234,066 | \$ 211,260 | \$ 188,845 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 234,066 | 211,260 | 188,845 |
| Total Reserves & Internal Designations | | | | 234,066 | 211,260 | 188,845 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requested service contract amounts are included, however actual amounts will be approved by Town Council
- Special Events funding is requested to be transferred to the Philip S. Miller Trust Fund beginning in 2018. A transfer in of projected available funds from the Special Events Fund and funding from the General Fund is requested

2019

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council
- Special Events funding continues in the Philip S. Miller Trust Fund in 2019. A transfer in from the General Fund is requested in support of Special Event activities

2020

- A 3% increase in service contract amounts is included, however, actual increases will be approved by Town Council
- Special Events funding continues in the Philip S. Miller Trust Fund in 2020. A transfer in from the General Fund is requested in support of Special Event activities

2018-2020 Balanced Financial Plan

Public Art Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|-------------------|-------------------|----------------------------|-----------------|----------------|----------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 40,131 | \$ 61,157 | \$ 61,157 | \$ 61,557 | \$ 30,881 | \$ 29,073 |
| Revenues | | | | | | |
| Investment Earnings | \$ 385 | \$ 265 | \$ 400 | \$ 374 | \$ 242 | \$ 228 |
| Contributions & Donations | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Revenues | \$ 25,385 | \$ 25,265 | \$ 25,400 | \$ 25,374 | \$ 25,242 | \$ 25,228 |
| Expenditures | | | | | | |
| Services & Other | \$ 4,359 | \$ 25,000 | \$ 25,000 | \$ 56,050 | \$ 27,050 | \$ 27,050 |
| Total Expenditures | \$ 4,359 | \$ 25,000 | \$ 25,000 | \$ 56,050 | \$ 27,050 | \$ 27,050 |
| Contribution to or (Use of) Fund Balance | 21,026 | 265 | 400 | (30,676) | (1,808) | (1,822) |
| Ending Funds Available | \$ 61,157 | \$ 61,422 | \$ 61,557 | \$ 30,881 | \$ 29,073 | \$ 27,251 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 30,881 | 29,073 | 27,251 |
| Total Reserves & Internal Designations | | | | 30,881 | 29,073 | 27,251 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Funds are included for annual public art initiatives including the annual Art Encounters project and a one-time public art project at Philip S. Miller Park that will utilize accumulated fund balance

2019

- Funds are included for annual public art initiatives including the annual Art Encounters project and public art projects in Downtown Castle Rock

2020

- Funds are included for annual public art initiatives including the annual Art Encounters project and public art projects in Downtown Castle Rock

2018-2020 Balanced Financial Plan

Police Forfeiture Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|-------------------|-------------------|----------------------------|-------------|-------------|--------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 24,253 | \$ 521 | \$ 521 | \$ 667 | \$ 791 | \$ 917 |
| Revenues | | | | | | |
| Intergovernmental | \$ - | \$ 5,000 | \$ - | \$ - | \$ - | \$ - |
| Investment Earnings | 96 | 8 | 146 | 124 | 126 | 130 |
| Total Revenues | \$ 96 | \$ 5,008 | \$ 146 | \$ 124 | \$ 126 | \$ 130 |
| Expenditures | | | | | | |
| Supplies | \$ 23,828 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenditures | \$ 23,828 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Contribution to or (Use of) Fund Balance | (23,732) | 5,008 | 146 | 124 | 126 | 130 |
| Ending Funds Available | \$ 521 | \$ 5,529 | \$ 667 | \$ 791 | \$ 917 | \$ 1,047 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 791 | 917 | 1,047 |
| Total Reserves & Internal Designations | | | | 791 | 917 | 1,047 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- The Police Forfeiture Fund is a Special Revenue Fund that accounts for funds received and expended as the result of State or Federal cooperative efforts. Expenditures occur only if revenues are received. Due to the unpredictable nature of revenue, no expenditures are requested in 2018

2019

- No significant changes are included at this time

2020

- No significant changes are included at this time

2018-2020 Balanced Financial Plan

DDA TIF Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 963,810 | \$ 1,655,964 | \$ 1,655,964 | \$ 753,223 | \$ 324,255 | \$ 317,289 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Property | \$ 8,375 | \$ 50,000 | \$ 50,000 | \$ 160,000 | \$ 180,000 | \$ 180,000 |
| Sales | 1,242,670 | 1,291,016 | 1,224,497 | 1,307,389 | 1,423,097 | 1,542,275 |
| Investment Earnings | - | 206 | 206 | 3,471 | 2,067 | 2,765 |
| Transfers In | 450,000 | 900,000 | 900,000 | - | - | - |
| Other Revenue | 2,500,000 | 9,000 | 9,000 | 9,000 | 9,000 | 78,695 |
| Total Revenues | \$ 4,201,045 | \$ 2,250,222 | \$ 2,183,703 | \$ 1,479,860 | \$ 1,614,164 | \$ 1,803,735 |
| Expenditures | | | | | | |
| Services & Other | \$ 30,775 | \$ 958,512 | \$ 1,217,026 | \$ 700,928 | \$ 808,928 | \$ 808,928 |
| Supplies | 2,250 | - | 2,500 | - | - | - |
| Capital | - | 1,828,395 | 1,073,216 | 433,494 | 273,676 | 546,988 |
| Debt & Financing | 30,340 | 299,537 | 256,357 | 235,286 | 229,481 | 223,947 |
| Interfund Loan | - | - | 537,345 | 539,120 | 309,045 | - |
| Transfers Out | 3,445,526 | - | - | - | - | - |
| Total Expenditures | \$ 3,508,891 | \$ 3,086,444 | \$ 3,086,444 | \$ 1,908,828 | \$ 1,621,130 | \$ 1,579,863 |
| Contribution to or (Use of) Fund Balance | 692,154 | (836,222) | (902,741) | (428,968) | (6,966) | 223,872 |
| Ending Funds Available | \$ 1,655,964 | \$ 819,742 | \$ 753,223 | \$ 324,255 | \$ 317,289 | \$ 541,161 |
| Reserves & Internal Designations | | | | | | |
| Debt Service Reserve | | | | 324,255 | 317,289 | 541,161 |
| Total Reserves & Internal Designations | | | | 324,255 | 317,289 | 541,161 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Capital expenditures are estimated for purposes of budget appropriation and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

2019

- Capital expenditures are estimated for purposes of budget appropriation and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

2020

- Capital expenditures are estimated for purposes of budget appropriation and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

2018-2020 Balanced Financial Plan

Special Events Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|-------------------|-------------------|----------------------------|------------------|-------------|-------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ - | \$ 117,978 | \$ 117,978 | \$ 28,420 | \$ - | \$ - |
| Revenues | | | | | | |
| Charges for Service | \$ 113,240 | \$ 370,875 | \$ 158,000 | \$ - | \$ - | \$ - |
| Investment Earnings | - | 1,707 | - | - | - | - |
| Transfers In | 200,000 | - | 73,500 | - | - | - |
| Other Revenue | 175 | - | - | - | - | - |
| Total Revenues | \$ 313,415 | \$ 372,582 | \$ 231,500 | \$ - | \$ - | \$ - |
| Expenditures | | | | | | |
| Personnel | \$ - | \$ 70,189 | \$ 86,928 | \$ - | \$ - | \$ - |
| Services & Other | 184,660 | 201,815 | 222,380 | - | - | - |
| Supplies | 10,777 | 65,300 | 11,750 | - | - | - |
| Transfers Out | - | - | - | 28,420 | - | - |
| Total Expenditures | \$ 195,437 | \$ 337,304 | \$ 321,058 | \$ 28,420 | \$ - | \$ - |
| Contribution to or (Use of) Fund Balance | 117,978 | 35,278 | (89,558) | (28,420) | - | - |
| Ending Funds Available | 117,978 | 153,256 | 28,420 | - | - | - |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | - | - | - |
| Total Reserves & Internal Designations | | | | - | - | - |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

201-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- The Special Events Fund functions are requested to be transitioned to the Philip S. Miller Trust Fund in 2018. Accordingly, a transfer out is included to reallocate remaining funds to the Philip S. Miller Trust Fund for ongoing support of the Special Events Division

2019

- Special Events Division activity will occur in the Philip S. Miller Trust Fund in 2019

2020

- Special Events Division activity will occur in the Philip S. Miller Trust Fund in 2020

2018-2020 Balanced Financial Plan Parks and Recreation Capital Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | | |
| Beginning Funds Available | \$ 1,379,146 | \$ 7,592,812 | \$ 7,592,812 | \$ 915,921 | \$ 1,245,408 | \$ 2,481,444 |
| Revenues | | | | | | |
| Investment Earnings | \$ 17,849 | \$ 9,351 | \$ 9,351 | \$ 3,536 | \$ 6,087 | \$ 10,076 |
| Impact Fees | 2,938,505 | 2,379,800 | 2,383,065 | 3,941,813 | 2,742,262 | 2,221,300 |
| Contributions & Donations | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | - |
| Transfers In | 6,240,504 | 9,861 | 9,861 | - | - | - |
| Other Revenue | 29 | - | - | - | - | - |
| Total Revenues | \$ 9,216,887 | \$ 2,419,012 | \$ 2,422,277 | \$ 3,965,349 | \$ 2,768,349 | \$ 2,231,376 |
| Expenditures | | | | | | |
| Services & Other | \$ 16,814 | \$ - | \$ - | \$ 207,000 | \$ 109,750 | \$ 109,750 |
| Supplies | 4,435 | - | - | - | - | - |
| Debt & Financing | 711,963 | 709,963 | 709,963 | 707,862 | 712,063 | 710,813 |
| Interfund Loan | 742,000 | 731,500 | 731,500 | 721,000 | 710,500 | - |
| Transfers Out | - | 1,470,000 | 1,470,000 | - | - | - |
| Total Expenditures (Excluding One-Time) | \$ 1,475,212 | \$ 2,911,463 | \$ 2,911,463 | \$ 1,635,862 | \$ 1,532,313 | \$ 820,563 |
| Net Change Excluding One-Time Capital | \$ 7,741,675 | \$ (492,451) | \$ (489,186) | \$ 2,329,487 | \$ 1,236,036 | \$ 1,410,813 |
| 5 Year CIP (One-Time Expenditures) | 1,528,009 | 6,187,705 | 6,187,705 | 2,000,000 | - | 200,000 |
| Contribution to or (Use of) Fund Balance | 6,213,666 | (6,680,156) | (6,676,891) | 329,487 | 1,236,036 | 1,210,813 |
| Ending Funds Available | \$ 7,592,812 | \$ 912,656 | \$ 915,921 | \$ 1,245,408 | \$ 2,481,444 | \$ 3,692,257 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 1,245,408 | 2,481,444 | 3,692,257 |
| Total Reserves & Internal Designations | | | | 1,245,408 | 2,481,444 | 3,692,257 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Impact fees are projected using 700 new single family and 634 multi family units
- Capital funding is requested for the construction of a new neighborhood park
- Includes repayment of loan for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park
- Includes repayment of interfund loan to the General Fund for the Construction of the Philip S. Miller Park Amenities

2019

- Impact fees are projected using 600 new single family and 210 multi family units
- Includes repayment of loan for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park
- Includes repayment of interfund loan to the General Fund for the Construction of the Philip S. Miller Park Amenities

2020

- Impact fees are projected using 600 new single family and 0 multi family units
- Capital funding is requested for the design of a new neighborhood park
- Includes repayment of loan for the construction of the Miller Activity Complex at the Philip S. Miller Regional Park

2018-2020 Balanced Financial Plan

Facilities Capital Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|-------------------|-------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 1,244,324 | \$ 1,557,159 | \$ 1,557,159 | \$ 155,745 | \$ 632,942 | \$ 957,104 |
| Revenues | | | | | | |
| Investment Earnings | \$ 6,311 | \$ 5,382 | \$ 5,382 | \$ 2,647 | \$ 5,333 | \$ 7,344 |
| Impact Fees | 390,984 | 321,142 | 312,115 | 499,724 | 342,201 | 293,249 |
| Transfers In | - | 2,611,455 | 2,611,455 | - | - | - |
| Interfund Loan Revenue | 7,246 | 26,809 | 26,809 | 26,808 | 26,809 | 26,809 |
| Total Revenues | \$ 404,541 | \$ 2,964,788 | \$ 2,955,761 | \$ 529,179 | \$ 374,343 | \$ 327,402 |
| Expenditures | | | | | | |
| Services & Other | \$ 91,706 | \$ 106,887 | \$ 106,887 | \$ - | \$ - | \$ - |
| Interfund Loan | - | - | - | 51,982 | 50,181 | 50,181 |
| Transfers Out | - | 497,378 | 497,378 | - | - | - |
| Total Expenditures (Excluding One-Time) | \$ 91,706 | \$ 604,265 | \$ 604,265 | \$ 51,982 | \$ 50,181 | \$ 50,181 |
| Net Change Excluding One-Time Capital | 312,835 | 2,360,523 | 2,351,496 | 477,197 | 324,162 | 277,221 |
| 5 Year CIP (One-Time Expenditures) | - | 3,752,910 | 3,752,910 | - | - | - |
| Contribution to or (Use of) Fund Balance | 312,835 | (1,392,387) | (1,401,414) | 477,197 | 324,162 | 277,221 |
| Ending Funds Available | \$ 1,557,159 | \$ 164,772 | \$ 155,745 | \$ 632,942 | \$ 957,104 | \$ 1,234,325 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 632,942 | 957,104 | 1,234,325 |
| Total Reserves & Internal Designations | | | | 632,942 | 957,104 | 1,234,325 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Impact fees are projected using 700 new single family and 634 multi family units
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel

2019

- Impact fees are projected using 600 new single family and 210 multi family units
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel

2020

- Impact fees are projected using 600 new single family and 0 multi family units
- Includes interfund loan revenue from the Police Capital Fund for repayment of a loan for the Police Station basement remodel

2018-2020 Balanced Financial Plan

Fire Capital Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|--------------------|----------------------------|-------------------|-------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 2,919,725 | \$ 3,348,931 | \$ 3,348,931 | \$ 294,786 | \$ 249,005 | \$ 422,545 |
| Revenues | | | | | | |
| Investment Earnings | \$ 13,971 | \$ 12,237 | \$ 14,806 | \$ 2,032 | \$ 2,502 | \$ 3,824 |
| Impact Fees | 682,469 | 553,282 | 529,504 | 1,032,734 | 720,876 | 676,902 |
| Transfers In | - | 3,000,000 | 3,000,000 | - | - | - |
| Total Revenues | \$ 696,440 | \$ 3,565,519 | \$ 3,544,310 | \$ 1,034,766 | \$ 723,378 | \$ 680,726 |
| Expenditures | | | | | | |
| Services & Other | \$ 56,080 | \$ 60,175 | \$ 60,175 | \$ 12,000 | \$ - | \$ - |
| Supplies | - | - | - | 289,282 | - | - |
| Capital | - | - | - | - | - | - |
| Interfund Loan | - | - | - | 429,265 | 425,665 | 425,666 |
| Transfers Out | 55,793 | 1,501,981 | 1,501,981 | - | 49,173 | 50,648 |
| Total Expenditures (Excluding One-Time) | \$ 111,873 | \$ 1,562,156 | \$ 1,562,156 | \$ 730,547 | \$ 474,838 | \$ 476,314 |
| Net Change Excluding One-Time Capital | 584,567 | 2,003,363 | 1,982,154 | 304,219 | 248,540 | 204,412 |
| 5 Year CIP (One-Time Expenditures) | \$ 155,361 | \$ 5,036,299 | \$ 5,036,299 | \$ 350,000 | \$ 75,000 | \$ 20,000 |
| Contribution to or (Use of) Fund Balance | 429,206 | (3,032,936) | (3,054,145) | (45,781) | 173,540 | 184,412 |
| Ending Funds Available | \$ 3,348,931 | \$ 315,995 | \$ 294,786 | \$ 249,005 | \$ 422,545 | \$ 606,957 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 249,005 | 422,545 | 606,957 |
| Total Reserves & Internal Designations | | | | 249,005 | 422,545 | 606,957 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Impact fees are projected using 700 new single family, 634 multi-family units, and 397,300 square feet of commercial development
- Apparatus equipment, furnishings, radios, fitness and office equipment associated with the new Crystal Valley Fire Station are included in 2018 as proposed. Requested expenditures include the planned utilization of existing fund balance to accommodate one-time expenditures for the Crystal Valley Fire Station
- Interfund loan payments to the General Fund are requested related to the construction of the new Crystal Valley Fire Station anticipated to open in the summer of 2018 and the purchase of a Public Safety Training Facility approved in 2017

2019

- Impact fees are projected using 600 new single family, 210 multi-family units, and 165,000 square feet of commercial development
- Continuation of interfund loan payments to the General Fund are included
- A vehicle purchase is planned related to the requested addition of one Fire Inspector position in 2019

2020

- Impact fees are projected using 600 new single family and 550,000 square feet of commercial development
- Continuation of interfund loan payments to the General Fund are included
- A vehicle purchase is planned related to the requested addition of one Fire Inspector position in 2020

2018-2020 Balanced Financial Plan

Police Capital Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|-------------------|-------------------|----------------------------|-------------------|---------------------|-------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 211,786 | \$ 118,491 | \$ 118,491 | \$ 216,956 | \$ 388,760 | \$ 231,979 |
| Revenues | | | | | | |
| Investment Earnings | \$ 1,302 | \$ 616 | \$ 1,332 | \$ 4,441 | \$ 4,496 | \$ 3,492 |
| Impact Fees | 348,862 | 284,895 | 263,361 | 461,306 | 314,469 | 273,797 |
| Other Revenue | 18 | - | - | - | - | - |
| Total Revenues | \$ 350,182 | \$ 285,511 | \$ 264,693 | \$ 465,747 | \$ 318,965 | \$ 277,289 |
| Expenditures | | | | | | |
| Services & Other | \$ 22,572 | \$ 20,895 | \$ 20,895 | \$ - | \$ - | \$ - |
| Interfund Loan | 67,420 | 86,983 | 86,983 | 190,943 | 187,346 | 187,346 |
| Transfers Out | 157,685 | 58,350 | 58,350 | 103,000 | 288,400 | 62,593 |
| Total Expenditures (Excluding One-Time) | \$ 247,677 | \$ 166,228 | \$ 166,228 | \$ 293,943 | \$ 475,746 | \$ 249,939 |
| Net Change Excluding One-Time Capital | \$ 102,505 | \$ 119,283 | \$ 98,465 | \$ 171,804 | \$ (156,781) | \$ 27,350 |
| 5 Year CIP (One-Time Expenditures) | 195,800 | - | - | - | - | - |
| Contribution to or (Use of) Fund Balance | (93,295) | 119,283 | 98,465 | 171,804 | (156,781) | 27,350 |
| Ending Funds Available | \$ 118,491 | \$ 237,774 | \$ 216,956 | \$ 388,760 | \$ 231,979 | \$ 259,329 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 388,760 | 231,979 | 259,329 |
| Total Reserves & Internal Designations | | | | 388,760 | 231,979 | 259,329 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Impact fees are projected using 700 new single family, 634 multi-family units, and 397,300 square feet of commercial development
- Interfund loan payments to the General Fund increase related to the purchase of a Public Safety Training Facility approved in 2017
- Vehicle purchases associated with new positions are requested

2019

- Impact fees are projected using 600 new single family, 210 multi-family units, and 165,000 square feet of commercial development
- Interfund loan payments and vehicle purchases associated with new positions are requested.
- Requested expenditures included the planned utilization of existing fund balance to accommodate one-time capital expenditures associated with vehicle purchases

2020

- Impact fees are projected using 600 new single family and 550,000 square feet of commercial development
- Interfund loan payments and vehicle purchases associated with new positions are requested

2018-2020 Balanced Financial Plan

Transportation Capital Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | | |
| Beginning Funds Available | \$14,784,596 | \$ 5,021,489 | \$ 5,021,489 | \$ 3,306,874 | \$ 1,449,375 | \$ 2,745,904 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Use | \$ 1,912,655 | \$ 1,672,548 | \$ 2,122,876 | \$ 2,253,544 | \$ 1,708,273 | \$ 1,508,597 |
| Intergovernmental | - | 269,000 | 269,000 | 1,447,000 | - | - |
| Investment Earnings | 116,460 | 22,377 | 22,377 | 82,362 | 70,019 | 116,044 |
| Impact Fees | 3,246,878 | 3,052,349 | 2,937,990 | 6,712,613 | 4,729,150 | 4,460,065 |
| Contributions & Donations | 578,344 | 577,333 | 827,333 | 2,459,333 | - | - |
| Transfers In | 1,143,555 | 423,517 | 423,517 | 200,000 | - | - |
| Other Revenue | 114 | - | - | - | - | - |
| Total Revenues | \$ 6,998,006 | \$ 6,017,124 | \$ 6,603,093 | \$13,154,852 | \$ 6,507,442 | \$ 6,084,706 |
| Expenditures | | | | | | |
| Personnel | \$ 115,938 | \$ - | \$ 49,423 | \$ - | \$ - | \$ - |
| Services & Other | 35,040 | - | - | - | - | - |
| Supplies | 7,594 | - | - | - | - | - |
| Debt & Financing | 872,088 | 1,353,150 | 1,353,450 | 1,350,838 | 1,352,163 | 1,352,063 |
| Interfund Loan | 1,052,500 | 2,537,500 | 2,537,500 | - | - | - |
| Transfers Out | - | 176,968 | 176,968 | - | - | - |
| Total Expenditures (Excluding One-Time) | \$ 2,083,160 | \$ 4,067,618 | \$ 4,117,341 | \$ 1,350,838 | \$ 1,352,163 | \$ 1,352,063 |
| Net Change Excluding One-Time Capital | 4,914,846 | 1,949,506 | 2,485,752 | 11,804,014 | 5,155,279 | 4,732,643 |
| 5 Year CIP (One-Time Expenditures) | 14,677,953 | 5,818,494 | 4,200,367 | 13,661,513 | 3,858,750 | 3,225,000 |
| Contribution to or (Use of) Fund Balance | (9,763,107) | (3,868,988) | (1,714,615) | (1,857,499) | 1,296,529 | 1,507,643 |
| Ending Funds Available | \$ 5,021,489 | \$ 1,152,501 | \$ 3,306,874 | \$ 1,449,375 | \$ 2,745,904 | \$ 4,253,547 |
| Reserves & Internal Designations* | | | | | | |
| Committed for Fund Purpose | | | | 199,375 | 745,904 | 1,503,547 |
| Capital Reserve | | | | 1,250,000 | 2,000,000 | 2,750,000 |
| Total Reserves & Internal Designations | | | | 1,449,375 | 2,745,904 | 4,253,547 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

 Click [here](#) to view projected increases and Townwide assumptions

 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Five Year CIP requested projects include \$3.9 million for construction of the Service Center expansion, \$4.2 million for construction of improvements to Founders Parkway and Allen Way, \$3.4 million for construction of improvements at Founders Parkway and Crowfoot Valley Road and \$1.1 million for construction of a roundabout at Plum Creek Parkway and Wolfensberger Road
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included in 2018

2019

- Five Year CIP requested projects include \$1 million for construction of a roundabout at Plum Creek Parkway and Gilbert Street, \$2.4 million for a partial widening of Plum Creek Parkway east of Gilbert Street and \$393,750 for design of widening Plum Creek Parkway west of I-25
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included in 2019

2020

- Five Year CIP requested projects include \$2.4 million for widening Plum Creek Parkway west of I-25 and \$537,500 for design of widening 5th Street
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included in 2020

* Capital Reserve Includes accumulation of funds for the North Meadows Drive Widening (\$250,000/year) and Crystal Valley Interchange (\$500,000/year)

2018-2020 Balanced Financial Plan General Long Term Planning Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | | |
| Beginning Funds Available | \$ 1,907,442 | \$ 1,598,425 | \$ 1,598,425 | \$ 706,067 | \$ 1,552,259 | \$ 2,276,128 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Use | \$ 1,489,282 | \$ 1,302,029 | \$ 1,647,809 | \$ 1,749,235 | \$ 1,325,987 | \$ 1,170,996 |
| Investment Earnings | 10,772 | 3,810 | 4,388 | 9,801 | 14,542 | 13,846 |
| Transfers In | - | - | - | 308,700 | 308,700 | 308,700 |
| Other Revenue | 560 | - | - | - | - | - |
| Total Revenues | \$ 1,500,614 | \$ 1,305,839 | \$ 1,652,197 | \$ 2,067,736 | \$ 1,649,229 | \$ 1,493,542 |
| Expenditures | | | | | | |
| Services & Other | \$ 610,606 | \$ 520,000 | \$ 530,085 | \$ 721,825 | \$ 573,500 | \$ 346,325 |
| Supplies | 265,008 | 113,100 | 113,100 | 339,719 | 135,860 | 149,203 |
| Capital | 52,685 | - | - | - | - | - |
| Transfers Out | 500,000 | 1,141,455 | 1,141,455 | - | - | - |
| Total Expenditures (Excluding One-Time) | \$ 1,428,299 | \$ 1,774,555 | \$ 1,784,640 | \$ 1,061,544 | \$ 709,360 | \$ 495,528 |
| Net Change Excluding One-Time Capital | 72,315 | (468,716) | (132,443) | 1,006,192 | 939,869 | 998,014 |
| 5 Year CIP (One-Time Expenditures) | 381,332 | 770,000 | 759,915 | 160,000 | 216,000 | 1,221,100 |
| Contribution to or (Use of) Fund Balance | (309,017) | (1,238,716) | (892,358) | 846,192 | 723,869 | (223,086) |
| Ending Funds Available | \$ 1,598,425 | \$ 359,709 | \$ 706,067 | \$ 1,552,259 | \$ 2,276,128 | \$ 2,053,042 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 1,552,259 | 2,276,128 | 2,053,042 |
| Total Reserves & Internal Designations | | | | 1,552,259 | 2,276,128 | 2,053,042 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Use Tax revenue is projected using 700 new single family and 634 multi family units
- Requested expenditures include increases for repair and maintenance-buildings for Station 154, equipment for the phone system, and operating supplies
- Capital funding is requested for synthetic turf replacement, and Non-capital funding for parking lot improvements and concrete site improvements

2019

- Use Tax revenue is projected using 600 new single family and 210 multi family units
- Capital funding is requested for synthetic turf replacement, and non-capital funding for parking lot improvements and concrete site improvements

2020

- Use Tax revenue is projected using 600 new single family and 0 multi family units
- Capital funding is requested for synthetic turf replacement, and Non-capital funding for parking lot improvements and concrete site improvements
- Includes a transfer in from the General Fund Fire for the planned purchase of SCBA equipment replacement

2018-2020 Balanced Financial Plan

Water Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | | |
| Beginning Funds Available | \$19,762,952 | \$24,504,642 | \$24,504,642 | \$12,435,771 | \$12,371,744 | \$15,097,356 |
| Revenues | | | | | | |
| Intergovernmental | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 125,000 | \$ 150,000 | \$ 150,000 |
| Charges for Service | 13,679,726 | 14,114,336 | 13,573,490 | 14,160,843 | 14,709,759 | 15,177,205 |
| Fines & Forfeitures | 365,883 | 379,500 | 367,356 | 369,700 | 371,700 | 373,700 |
| Investment Earnings | 87,241 | 105,885 | 100,205 | 119,635 | 112,075 | 112,075 |
| System Development Fees | 2,411,793 | 2,825,581 | 2,676,359 | 2,746,300 | 2,798,800 | 3,047,400 |
| Contributions & Donations | 30,415 | - | 30,000 | 30,000 | 30,000 | 30,000 |
| Transfers In | 12,536 | - | - | - | - | - |
| Interfund Loan Revenue | 1,072,750 | 2,557,750 | 2,557,750 | 695,250 | 685,125 | - |
| Other Revenue | 214,151 | 72,550 | 189,989 | 193,160 | 194,671 | 196,228 |
| Total Revenues | \$17,974,495 | \$20,155,602 | \$19,595,149 | \$18,439,888 | \$19,052,130 | \$19,086,608 |
| Expenditures | | | | | | |
| Personnel | \$ 2,788,765 | \$ 2,944,848 | \$ 2,998,074 | \$ 3,167,902 | \$ 3,350,560 | \$ 3,643,737 |
| Services & Other | 4,617,189 | 5,233,441 | 4,623,199 | 5,302,611 | 5,554,428 | 5,884,293 |
| Supplies | 1,099,898 | 1,220,833 | 1,228,922 | 1,321,297 | 1,294,976 | 1,291,884 |
| Capital | 310,560 | 626,742 | 195,701 | 226,482 | 281,532 | 811,602 |
| Debt & Financing | 1,733,271 | 1,740,767 | 1,740,767 | 1,746,879 | 1,752,251 | 1,734,394 |
| Transfers Out | 1,346,970 | 1,728,809 | 1,714,089 | 1,870,744 | 1,818,771 | 1,950,432 |
| Total Expenditures (Excluding One-Time) | \$11,896,653 | \$13,495,440 | \$12,500,752 | \$13,635,915 | \$14,052,518 | \$15,316,342 |
| Net Change Excluding One-Time Capital | 6,077,842 | 6,660,162 | 7,094,397 | 4,803,973 | 4,999,612 | 3,770,266 |
| 5 Year CIP (One-Time Expenditures) | 1,336,152 | 18,386,618 | 19,163,268 | 4,868,000 | 2,274,000 | 7,653,973 |
| Contribution to or (Use of) Fund Balance | 4,741,690 | (11,726,456) | (12,068,871) | (64,027) | 2,725,612 | (3,883,707) |
| Ending Funds Available | \$24,504,642 | \$12,778,186 | \$12,435,771 | \$12,371,744 | \$15,097,356 | \$11,213,649 |
| Reserves & Internal Designations | | | | | | |
| Operating Designations | | | | 1,631,968 | 1,699,994 | 1,803,319 |
| Catastrophic Events Reserve | | | | 5,346,135 | 5,533,250 | 5,726,913 |
| Revenue Stabilization Reserve | | | | 1,590,000 | 1,685,400 | 1,786,524 |
| Capital Reserve | | | | 2,803,641 | 5,178,712 | 896,893 |
| Committed for Fund Purpose | | | | 1,000,000 | 1,000,000 | 1,000,000 |
| Total Reserves & Internal Designations | | | | 12,371,744 | 15,097,356 | 11,213,649 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Significant capital project requests include \$3 million for new water supply wells, \$953,000 for waterline rehabilitation, \$460,000 for pumping and distribution system upgrades and \$460,000 for water storage tank projects

2019

- Significant capital project requests include \$1 million for new water supply wells, \$850,000 for pumping and distribution system upgrades and \$624,000 for waterline rehabilitation work

2020

- Significant capital project requests include \$3 million for new water supply wells, \$3.5 million for water storage tank projects, \$938,000 for waterline rehabilitation, \$480,000 for infrastructure improvements in the Craig and Gould neighborhood

2018-2020 Balanced Financial Plan

Water Resources Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | | |
| Beginning Funds Available | \$91,940,477 | \$88,185,948 | \$88,185,948 | \$40,391,157 | \$ 8,896,791 | \$21,030,024 |
| Revenues | | | | | | |
| Charges for Service | \$ 7,949,233 | \$ 8,676,054 | \$ 8,090,465 | \$ 8,701,060 | \$ 9,329,384 | \$ 9,986,690 |
| Fines & Forfeitures | 57,337 | 51,500 | 5,832 | 6,000 | 6,000 | 6,000 |
| Investment Earnings | 464,188 | 235,257 | 523,586 | 523,586 | 523,586 | 523,586 |
| System Development Fees | 13,516,309 | 15,401,681 | 15,595,933 | 16,289,876 | 16,746,086 | 17,214,845 |
| Transfers In | 1,150,869 | 1,528,166 | 1,509,699 | 1,484,575 | 1,572,576 | 1,702,744 |
| Debt & Financing Revenue | 60,304,272 | - | - | - | - | - |
| Other Revenue | 131,350 | 129,240 | 131,412 | 130,202 | 4,397,952 | 1,202 |
| Total Revenues | \$83,573,558 | \$26,021,898 | \$25,856,927 | \$27,135,299 | \$32,575,584 | \$29,435,067 |
| Expenditures | | | | | | |
| Personnel | \$ 1,590,362 | \$ 1,892,788 | \$ 1,776,544 | \$ 2,180,587 | \$ 2,319,127 | \$ 2,486,381 |
| Services & Other | 1,374,489 | 3,223,875 | 3,154,038 | 5,490,035 | 6,180,327 | 6,584,873 |
| Supplies | 311,869 | 326,722 | 345,161 | 357,116 | 360,375 | 365,175 |
| Capital | 2,232 | 36,405 | 30,705 | 36,521 | 36,639 | 36,749 |
| Debt & Financing | 69,311,961 | 4,269,928 | 4,270,041 | 4,265,747 | 4,288,247 | 4,315,247 |
| Transfers Out | 4,583 | 4,707 | 4,704 | 4,951 | 4,951 | 4,951 |
| Total Expenditures (Excluding One-Time) | \$72,595,496 | \$ 9,754,425 | \$ 9,581,193 | \$12,334,957 | \$13,189,666 | \$13,793,376 |
| Net Change Excluding One-Time Capital | 10,978,062 | 16,267,473 | 16,275,734 | 14,800,342 | 19,385,918 | 15,641,691 |
| 5 Year CIP (One-Time Expenditures) | 14,732,591 | 71,242,545 | 64,070,525 | 46,294,708 | 7,252,685 | 8,947,902 |
| Contribution to or (Use of) Fund Balance | (3,754,529) | (54,975,072) | (47,794,791) | (31,494,366) | 12,133,233 | 6,693,789 |
| Ending Funds Available | \$88,185,948 | \$33,210,876 | \$40,391,157 | \$ 8,896,791 | \$21,030,024 | \$27,723,813 |
| Reserves & Internal Designations | | | | | | |
| Operating Designations | | | | 1,337,956 | 1,476,638 | 1,572,738 |
| Catastrophic Events Reserve | | | | 2,429,715 | 2,514,755 | 2,602,771 |
| Capital Reserve | | | | 4,629,120 | 16,538,631 | 23,048,304 |
| Committed for Fund Purpose | | | | 500,000 | 500,000 | 500,000 |
| Total Reserves & Internal Designations | | | | 8,896,791 | 21,030,024 | 27,723,813 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Significant capital project requests include \$18.6 million for the Plum Creek diversion and well fields, \$17.6 million for capacity expansion at Plum Creek Water Purification Facility, \$5.5 million for future pipelines and pump stations, \$3 million for the Alternative Source of Supply project and \$899,805 for Chatfield Reallocation

2019

- Significant capital project requests include \$3.6 million for the WISE project, \$2.6 million for the Alternative Source of Supply project and \$906,018 for Chatfield Reallocation

2020

- Significant capital project requests include \$4 million for the WISE project, \$2.6 million for the Alternative Source of Supply project, \$1.6 million for Chatfield Reallocation and \$500,000 for Aquifer Storage and Recovery Pilot Program

2018-2020 Balanced Financial Plan

Stormwater Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 6,027,252 | \$ 7,091,072 | \$ 7,091,072 | \$ 5,303,942 | \$ 4,867,947 | \$ 2,480,057 |
| Revenues | | | | | | |
| Intergovernmental | \$ - | \$ - | \$ 175,664 | \$ - | \$ - | \$ - |
| Charges for Service | 2,979,210 | 3,948,295 | 3,087,287 | 3,273,942 | 3,491,294 | 3,681,853 |
| Fines & Forfeitures | 127 | 1,500 | 92 | 150 | 150 | 150 |
| Investment Earnings | 27,850 | 20,615 | 29,759 | 29,759 | 29,759 | 29,759 |
| System Development Fees | 1,229,835 | 1,206,115 | 1,206,115 | 1,554,700 | 1,598,100 | 1,760,250 |
| Contributions & Donations | 257,415 | 2,315 | 2,315 | 2,315 | 2,315 | 2,315 |
| Transfers In | 12,500 | - | - | - | - | - |
| Other Revenue | 27,430 | 3,569 | 3,879 | 3,946 | 4,083 | 4,224 |
| Total Revenues | \$ 4,534,367 | \$ 5,182,409 | \$ 4,505,111 | \$ 4,864,812 | \$ 5,125,701 | \$ 5,478,551 |
| Expenditures | | | | | | |
| Personnel | \$ 1,435,431 | \$ 1,483,474 | \$ 1,517,215 | \$ 1,649,029 | \$ 1,726,203 | \$ 1,826,554 |
| Services & Other | 943,643 | 680,643 | 609,894 | 649,235 | 665,945 | 683,250 |
| Supplies | 101,013 | 91,250 | 88,434 | 82,664 | 83,683 | 83,224 |
| Capital | 42,686 | 966,817 | 39,317 | - | - | 74,557 |
| Interfund Loan | 20,250 | 20,250 | 20,250 | 695,250 | 685,125 | - |
| Transfers Out | 96,260 | 98,510 | 98,508 | 252,894 | 111,361 | 111,729 |
| Total Expenditures (Excluding One-Time) | \$ 2,639,283 | \$ 3,340,944 | \$ 2,373,618 | \$ 3,329,072 | \$ 3,272,317 | \$ 2,779,314 |
| Net Change Excluding One-Time Capital | 1,895,084 | 1,841,465 | 2,131,493 | 1,535,740 | 1,853,384 | 2,699,237 |
| 5 Year CIP (One-Time Expenditures) | 831,264 | 3,106,504 | 3,918,623 | 1,971,735 | 4,241,274 | 2,219,798 |
| Contribution to or (Use of) Fund Balance | 1,063,820 | (1,265,039) | (1,787,130) | (435,995) | (2,387,890) | 479,439 |
| Ending Funds Available | \$ 7,091,072 | \$ 5,826,033 | \$ 5,303,942 | \$ 4,867,947 | \$ 2,480,057 | \$ 2,959,496 |
| Reserves & Internal Designations | | | | | | |
| Operating Designations | | | | 396,821 | 412,639 | 432,171 |
| Capital Reserve | | | | 3,971,126 | 1,567,418 | 2,027,325 |
| Committed for Fund Purpose | | | | 500,000 | 500,000 | 500,000 |
| Total Reserves & Internal Designations | | | | 4,867,947 | 2,480,057 | 2,959,496 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Significant capital project requests include \$1.2 million for various stream stabilization projects and \$456,000 for Young American storm sewer improvements

2019

- Significant capital project requests include \$3.8 million for various stream stabilization projects, including \$1.8 million for Industrial Tributary stabilization and \$1 million for East Plum Creek stabilization

2020

- Significant capital project requests include \$728,289 for various stream stabilization projects and \$1 million for infrastructure improvements in the Craig and Gould neighborhood

2018-2020 Balanced Financial Plan

Wastewater Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$20,022,468 | \$24,005,548 | \$24,005,548 | \$23,415,782 | \$ 9,272,776 | \$ 4,188,216 |
| Revenues | | | | | | |
| Charges for Service | \$ 9,558,130 | \$10,335,752 | \$ 9,565,062 | \$ 9,956,973 | \$10,350,912 | \$10,705,812 |
| Fines & Forfeitures | 98 | 1,500 | 116 | 100 | 100 | 100 |
| Investment Earnings | 85,562 | 81,747 | 82,246 | 82,246 | 82,246 | 82,246 |
| System Development Fees | 2,318,021 | 3,000,361 | 2,406,595 | 2,473,795 | 2,543,095 | 2,801,195 |
| Contributions & Donations | 29,510 | 29,510 | 29,510 | 29,510 | 29,510 | 29,510 |
| Debt & Financing Revenue | - | - | - | - | 9,300,000 | - |
| Other Revenue | 130,383 | 136,240 | 131,257 | 132,240 | 132,240 | 132,240 |
| Total Revenues | \$12,121,704 | \$13,585,110 | \$12,214,786 | \$12,674,864 | \$22,438,103 | \$13,751,103 |
| Expenditures | | | | | | |
| Personnel | \$ 1,268,196 | \$ 1,370,608 | \$ 1,306,229 | \$ 1,408,473 | \$ 1,473,503 | \$ 1,561,196 |
| Services & Other | 5,741,739 | 3,591,783 | 6,000,737 | 6,223,135 | 6,471,429 | 6,728,380 |
| Supplies | 249,833 | 294,446 | 318,694 | 316,018 | 318,963 | 333,406 |
| Capital | 74,849 | 76,750 | 56,850 | 94,750 | 79,750 | 79,750 |
| Debt & Financing | 331,746 | 333,258 | 333,258 | 333,546 | 1,043,737 | 1,038,119 |
| Transfers Out | 66,494 | 67,001 | 66,996 | 213,910 | 72,243 | 72,644 |
| Total Expenditures (Excluding One-Time) | \$ 7,732,857 | \$ 5,733,846 | \$ 8,082,764 | \$ 8,589,832 | \$ 9,459,625 | \$ 9,813,495 |
| Net Change Excluding One-Time Capital | 4,388,847 | 7,851,264 | 4,132,022 | 4,085,032 | 12,978,478 | 3,937,608 |
| 5 Year CIP (One-Time Expenditures) | 405,767 | 7,364,264 | 4,721,788 | 18,228,038 | 18,063,038 | 1,547,869 |
| Contribution to or (Use of) Fund Balance | 3,983,080 | 487,000 | (589,766) | (14,143,006) | (5,084,560) | 2,389,739 |
| Ending Funds Available | \$24,005,548 | \$24,492,548 | \$23,415,782 | \$ 9,272,776 | \$ 4,188,216 | \$ 6,577,955 |
| Reserves & Internal Designations | | | | | | |
| Operating Designations | | | | 1,324,604 | 1,377,316 | 1,437,164 |
| Catastrophic Events Reserve | | | | 1,647,022 | 1,784,709 | 1,895,931 |
| Capital Reserve | | | | 5,301,150 | 26,191 | 2,244,860 |
| Committed for Fund Purpose | | | | 1,000,000 | 1,000,000 | 1,000,000 |
| Total Reserves & Internal Designations | | | | 9,272,776 | 4,188,216 | 6,577,955 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

 Click [here](#) to view projected increases and Townwide assumptions

 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Significant capital project requests include \$19.6 million for capacity expansion and treatment for the PCWRA, \$740,000 for sewer line improvements and \$242,000 for lift station upgrades

2019

- Significant capital project requests include \$19.7 million for capacity expansion and treatment for the PCWRA, \$350,000 for sewer line rehabilitation and \$217,000 for lift station upgrades
- Estimated revenue for the expansion of PCWRA is included and will be supplemented from revenue bonds, interfund loans or state revolving fund loans through PCWRA, subject to further financial analysis and Council direction

2020

- Significant capital project requests include \$3.4 million for capacity expansion and treatment for the PCWRA, \$350,000 for sewer line rehabilitation and \$217,000 for lift station upgrades

2018-2020 Balanced Financial Plan

Golf Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 2,109,534 | \$ 1,723,566 | \$ 1,723,566 | \$ 1,363,381 | \$ 1,454,066 | \$ 1,453,971 |
| Revenues | | | | | | |
| Charges for Service | \$ 2,968,942 | \$ 3,000,152 | \$ 3,000,152 | \$ 3,096,956 | \$ 3,186,962 | \$ 3,279,665 |
| Investment Earnings | 11,661 | 3,274 | 4,865 | 10,765 | 10,989 | 10,823 |
| Transfers In | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Debt & Financing Revenue | 300,148 | - | - | - | 334,135 | - |
| Other Revenue | 2,904 | - | - | - | - | - |
| Total Revenues | \$ 3,363,655 | \$ 3,083,426 | \$ 3,085,017 | \$ 3,187,721 | \$ 3,612,086 | \$ 3,370,488 |
| Expenditures | | | | | | |
| Personnel | \$ 1,198,920 | \$ 1,273,192 | \$ 1,277,577 | \$ 1,298,991 | \$ 1,357,382 | \$ 1,419,179 |
| Services & Other | 586,321 | 611,587 | 578,513 | 589,452 | 704,639 | 747,416 |
| Supplies | 548,785 | 543,800 | 541,170 | 544,743 | 553,382 | 562,213 |
| Debt & Financing | 624,104 | 654,238 | 654,238 | 653,799 | 652,592 | 655,492 |
| Interfund Loan | 7,512 | 7,512 | 7,512 | 7,512 | 7,512 | 7,512 |
| Transfers Out | 2,688 | 2,742 | 2,742 | 2,539 | 2,539 | 2,539 |
| Total Expenditures (Excluding One-Time) | \$ 2,968,330 | \$ 3,093,071 | \$ 3,061,752 | \$ 3,097,036 | \$ 3,278,046 | \$ 3,394,351 |
| Net Change Excluding One-Time Capital | \$ 395,325 | \$ (9,645) | \$ 23,265 | \$ 90,685 | \$ 334,040 | \$ (23,863) |
| 5 Year CIP (One-Time Expenditures) | 781,293 | 383,450 | 383,450 | - | 334,135 | - |
| Contribution to or (Use of) Fund Balance | (385,968) | (393,095) | (360,185) | 90,685 | (95) | (23,863) |
| Ending Funds Available | \$ 1,723,566 | \$ 1,330,471 | \$ 1,363,381 | \$ 1,454,066 | \$ 1,453,971 | \$ 1,430,108 |
| Reserves & Internal Designations | | | | | | |
| Revenue Stabilization Reserve | | | | 200,000 | 200,000 | 200,000 |
| Capital Reserve | | | | 145,061 | 145,061 | 145,061 |
| Debt Service Reserve | | | | 500,815 | 500,815 | 500,815 |
| Total Reserves & Internal Designations | | | | 845,876 | 845,876 | 845,876 |
| Unobligated Reserves | | | | \$ 608,190 | \$ 608,095 | \$ 584,232 |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Town wide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requested revenues reflect an increase based on a 3% increase in average rounds played per year, this is based on current trends in the golf industry and the projected population growth in Castle Rock.
- Requested expenditures include an increase for cleaning supplies
- Additional increase in personnel for the minimum wage increase is requested

2019

- Requested revenues reflect an increase based on a 3% increase in average rounds played per year, this is based on current trends in the golf industry and the projected population growth in Castle Rock.
- Requested expenditures include an increase for cleaning supplies, and \$90k for Red Hawk Club House parking lot maintenance
- Replacement of the current golf cart fleet is requested for an estimated total of \$334,
- Additional increase in personnel for the minimum wage increase is requested

2020

- Requested revenues reflect an increase based on a 3% increase in average rounds played per year, this is based on current trends in the golf industry and the projected population growth in Castle Rock.
- Requested expenditures include an increase for cleaning supplies, and \$106k for Red Hawk Club House parking lot and maintenance shop

2018-2020 Balanced Financial Plan Development Services Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 Forecast | 2020 Forecast |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | | |
| Beginning Funds Available | \$ 6,673,813 | \$ 7,401,480 | \$ 7,401,480 | \$ 2,544,715 | \$ 2,908,658 | \$ 3,172,909 |
| Revenues | | | | | | |
| Licenses & Permits | \$ 4,313,602 | \$ 5,092,205 | \$ 5,120,205 | \$ 5,114,341 | \$ 5,028,814 | \$ 4,851,370 |
| Charges for Service | 1,977,463 | 1,495,493 | 1,519,183 | 1,545,000 | 1,305,000 | 1,500,000 |
| Investment Earnings | 34,859 | 27,050 | 32,386 | 19,466 | 19,847 | 17,957 |
| Other Revenue | 1,025 | - | - | - | - | - |
| Total Revenues | \$ 6,326,949 | \$ 6,614,748 | \$ 6,671,774 | \$ 6,678,807 | \$ 6,353,661 | \$ 6,369,327 |
| Expenditures | | | | | | |
| Personnel | \$ 3,791,867 | \$ 4,561,547 | \$ 4,562,631 | \$ 5,051,873 | \$ 5,024,055 | \$ 5,264,712 |
| Services & Other | 1,379,123 | 1,417,453 | 1,428,187 | 1,069,901 | 903,722 | 939,156 |
| Supplies | 61,206 | 594,818 | 603,141 | 81,812 | 81,115 | 81,528 |
| Transfers Out | 86,021 | 144,625 | 115,726 | 111,278 | 80,518 | 80,518 |
| Total Expenditures (Excluding One-Time) | \$ 5,318,217 | \$ 6,718,443 | \$ 6,709,685 | \$ 6,314,864 | \$ 6,089,410 | \$ 6,365,914 |
| Net Change Excluding One-Time Capital | \$ 1,008,732 | \$ (103,695) | \$ (37,911) | \$ 363,943 | \$ 264,251 | \$ 3,413 |
| 5 Year CIP (One-Time Expenditures) | 281,065 | 4,818,854 | 4,818,854 | - | - | - |
| Contribution to or (Use of) Fund Balance | 727,667 | (4,922,549) | (4,856,765) | 363,943 | 264,251 | 3,413 |
| Ending Funds Available | \$ 7,401,480 | \$ 2,478,931 | \$ 2,544,715 | \$ 2,908,658 | \$ 3,172,909 | \$ 3,176,322 |
| Reserves & Internal Designations | | | | | | |
| Revenue Stabilization Reserve | | | | 1,550,898 | 2,002,964 | 2,618,915 |
| Total Reserves & Internal Designations | | | | 1,550,898 | 1,287,946 | 2,618,915 |
| Unobligated Reserves | | | | \$ 1,357,760 | \$ 1,884,963 | \$ 557,407 |

* Net Revenues/Expenditures will be monitored and if estimated development does not materialize in outgoing years then expenditures will be reduced

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requests include funding for a fee study related to the Development Services Admin. Fee, a reduction to contract labor, and the addition of GPS to inspector vehicles
- Personnel requests include the reclassification of an existing Permit Tech to an Account Tech position and allocation to hire a Building Inspector position in the event that development activity requires additional personnel
- Facility rental amounts have been removed beginning in 2018 in anticipation of Development Services relocation to the Town Hall addition

2019

- Additional reduction of contract labor is planned for 2019 due to planned development activity
- Based on projected development activity personnel costs are expected to reduce in 2019

2020

- No significant changes are included at this time
- Due to timing of new development activity combined with inspection activity from existing development, which can last 12 - 18 months from the time of permit, the fund is anticipating an operating deficit in 2020. Updated projections will be included in future budget planning as more information is known about anticipated development in future years

2018-2020 Balanced Financial Plan

Community Center Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 1,493,791 | \$ 911,250 | \$ 911,250 | \$ 1,591,676 | \$ 2,609,583 | \$ 3,664,602 |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Use | \$ 321,151 | \$ 280,496 | \$ 364,088 | \$ 386,499 | \$ 292,981 | \$ 258,735 |
| Sales | 2,109,398 | 2,276,204 | 2,325,215 | 2,469,173 | 2,600,280 | 2,733,258 |
| Motor Vehicle | 360,830 | 384,939 | 393,774 | 417,400 | 441,401 | 465,678 |
| Intergovernmental | 10,000 | - | - | - | - | - |
| Charges for Service | 3,805,861 | 4,073,530 | 4,083,945 | 4,208,095 | 4,334,338 | 4,463,365 |
| Investment Earnings | 4,865 | 10,419 | 10,419 | 22,131 | 33,985 | 42,504 |
| Interfund Loan Revenue | 424,000 | 418,000 | 418,000 | 412,000 | 406,000 | - |
| Other Revenue | 36,213 | 46,200 | 46,200 | 47,587 | 49,015 | 50,486 |
| Total Revenues | \$ 7,072,318 | \$ 7,489,788 | \$ 7,641,641 | \$ 7,962,885 | \$ 8,158,000 | \$ 8,014,026 |
| Expenditures | | | | | | |
| Personnel | \$ 3,477,093 | \$ 3,796,840 | \$ 3,743,229 | \$ 3,838,839 | \$ 3,968,781 | \$ 4,119,311 |
| Services & Other | 2,190,208 | 2,222,310 | 2,200,167 | 2,197,413 | 2,268,609 | 2,569,907 |
| Supplies | 594,095 | 507,387 | 509,571 | 524,865 | 496,730 | 501,910 |
| Capital | 11,525 | - | - | - | - | - |
| Debt & Financing | 61,504 | - | - | - | - | - |
| Transfers Out | 98,167 | 153,248 | 153,248 | 98,861 | 98,861 | 98,861 |
| Total Expenditures | \$ 6,432,592 | \$ 6,679,785 | \$ 6,606,215 | \$ 6,659,978 | \$ 6,832,981 | \$ 7,289,989 |
| Net Change Excluding One-Time Capital | \$ 639,726 | \$ 810,003 | \$ 1,035,426 | \$ 1,302,907 | \$ 1,325,019 | \$ 724,037 |
| 5 Year CIP (One-Time Expenditures) | 1,222,267 | 355,000 | 355,000 | 285,000 | 270,000 | 250,000 |
| Contribution to or (Use of) Fund Balance | (582,541) | 455,003 | 680,426 | 1,017,907 | 1,055,019 | 474,037 |
| Ending Funds Available | \$ 911,250 | \$ 1,366,253 | \$ 1,591,676 | \$ 2,609,583 | \$ 3,664,602 | \$ 4,138,639 |
| Reserves & Internal Designations | | | | | | |
| Capital Reserve | | | | 449,476 | 471,950 | 495,548 |
| Revenue Stabilization Reserve | | | | 98,192 | 100,040 | 103,730 |
| Total Reserves & Internal Designations | | | | 547,668 | 571,990 | 599,278 |
| Unobligated Reserves | | | | \$ 2,061,915 | \$ 3,092,612 | \$ 3,539,361 |

2018-2020 Notes and Assumptions

 Click [here](#) to view projected increases and Town wide assumptions

 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Revenue includes loan repayment from the Parks & Recreation Capital Fund
- Requested expenditures include salary and benefits for an new Aquatics Specialist, increase in salary and benefits to reclassify a POST Partners Volunteer Coordinator to a Customer Relations Supervisor, contract labor due to the Taekwondo program shifting to a contracted program, and in part-time and contract labor for cultural arts division due to increased programming
- Capital increase of \$160k for Butterfield Pool Boiler, MAC Boarding System: North Field

2019

- Revenue includes repayment of a loan from the Parks & Recreation Capital Fund that will be completed in 2019
- Capital increase of \$270k for cardio equipment replacement

2020

- Capital increase of \$250k to replace the Rec Center HVAC System (Innovent)

2018-2020 Balanced Financial Plan

Employee Benefits Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 2,930,393 | \$ 2,592,611 | \$ 2,592,611 | \$ 1,765,176 | \$ 2,031,446 | \$ 2,489,619 |
| Revenues | | | | | | |
| Charges for Service | \$ 5,524,200 | \$ 6,576,035 | \$ 5,548,578 | \$ 7,116,504 | \$ 7,880,452 | \$ 8,666,532 |
| Investment Earnings | 18,325 | 20,600 | 21,674 | 14,786 | 11,711 | 12,554 |
| Contributions & Donations | 1,249,980 | 1,359,113 | 1,324,505 | 1,465,865 | 1,537,843 | 1,613,420 |
| Other Revenue | 47 | - | - | - | - | - |
| Total Revenues | \$ 6,792,552 | \$ 7,955,748 | \$ 6,894,757 | \$ 8,597,155 | \$ 9,430,006 | \$10,292,506 |
| Expenditures | | | | | | |
| Personnel | \$ 56,949 | \$ 59,147 | \$ 57,960 | \$ 62,104 | \$ 64,949 | \$ 68,010 |
| Services & Other | 7,071,180 | 7,950,401 | 7,662,232 | 8,266,781 | 8,904,884 | 9,593,285 |
| Supplies | 2,205 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Total Expenditures | \$ 7,130,334 | \$ 8,011,548 | \$ 7,722,192 | \$ 8,330,885 | \$ 8,971,833 | \$ 9,663,295 |
| Net Revenues/Expenditures | (337,782) | (55,800) | (827,435) | 266,270 | 458,173 | 629,211 |
| Ending Funds Available | \$ 2,592,611 | \$ 2,536,811 | \$ 1,765,176 | \$ 2,031,446 | \$ 2,489,619 | \$ 3,118,830 |
| Reserves & Internal Designations | | | | | | |
| Claims Reserve | | | | 1,482,862 | 1,601,116 | 1,728,816 |
| Health Care Cost Reserve | | | | 274,292 | 444,252 | 695,007 |
| Total Reserves & Internal Designations | | | | 1,757,154 | 2,045,368 | 2,423,823 |
| Unobligated Reserves | | | | \$ 274,292 | \$ 444,252 | \$ 695,007 |

2018-2020 Notes and Assumptions

 Click [here](#) to view projected increases and Townwide assumptions

 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage
- New requested positions are included in estimates for healthcare plan costs

2019

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage
- New requested positions are included in estimates for healthcare plan costs

2020

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage
- New requested positions are included in estimates for healthcare plan costs

2018-2020 Balanced Financial Plan

Fleet Services Fund

| Category | 2016 | 2017 | 2017 Year- End Estimate | 2018 Budget | 2019 | 2020 |
|---|---------------------|---------------------|----------------------------|---------------------|---------------------|---------------------|
| | Audited Actual | Amended Budget | | | Forecast | Forecast |
| Beginning Funds Available | \$ 2,572,357 | \$ 2,740,562 | \$ 2,740,562 | \$ 1,971,788 | \$ 2,062,520 | \$ 2,676,282 |
| Revenues | | | | | | |
| Charges for Service | \$ 3,294,703 | \$ 3,398,784 | \$ 3,398,784 | \$ 3,895,331 | \$ 4,025,373 | \$ 4,143,536 |
| Investment Earnings | 7,901 | 2,731 | 3,762 | 6,404 | 7,479 | 8,733 |
| Transfers In | 239,480 | 2,028,550 | 2,028,550 | 635,700 | 337,573 | 113,241 |
| Other Revenue | 224,338 | 239,257 | 239,257 | 206,219 | 160,968 | 183,067 |
| Total Revenues | \$ 3,766,422 | \$ 5,669,322 | \$ 5,670,353 | \$ 4,743,654 | \$ 4,531,393 | \$ 4,448,577 |
| Expenditures | | | | | | |
| Personnel | \$ 494,491 | \$ 517,115 | \$ 523,913 | \$ 630,507 | \$ 749,399 | \$ 876,252 |
| Services & Other | 163,900 | 161,302 | 164,938 | 185,674 | 192,229 | 199,049 |
| Supplies | 364,077 | 275,717 | 275,752 | 301,008 | 306,657 | 312,714 |
| Capital | - | - | - | - | - | - |
| Transfers Out | 11,367 | 11,149 | 11,149 | 13,119 | 13,119 | 13,291 |
| Total Expenditures (Excluding One-Time) | \$ 1,033,835 | \$ 965,283 | \$ 975,752 | \$ 1,130,308 | \$ 1,261,404 | \$ 1,401,306 |
| Net Change Excluding One-Time Capital | 2,732,587 | 4,704,039 | 4,694,601 | 3,613,346 | 3,269,989 | 3,047,271 |
| 5 Year CIP (One-Time Expenditures) | 2,564,382 | 5,613,375 | 5,463,375 | 3,522,614 | 2,656,227 | 2,781,810 |
| Contribution to or (Use of) Fund Balance | 168,205 | (909,336) | (768,774) | 90,732 | 613,762 | 265,461 |
| Ending Funds Available | \$ 2,740,562 | \$ 1,831,226 | \$ 1,971,788 | \$ 2,062,520 | \$ 2,676,282 | \$ 2,941,743 |
| Reserves & Internal Designations | | | | | | |
| Committed for Fund Purpose | | | | 2,062,520 | 2,676,282 | 2,941,743 |
| Total Reserves & Internal Designations | | | | 2,062,520 | 2,676,282 | 2,941,743 |
| Unobligated Reserves | | | | \$ - | \$ - | \$ - |

2018-2020 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2018

- Personnel includes a requested additional Fleet Technician position
- Capital costs include a requested \$3,522,614 for 29 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

2019

- Personnel includes a requested additional Fleet Support Technician position
- Capital costs include a requested \$2,656,227 for 47 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

2020

- Personnel includes a requested additional Fleet Technician position
- Capital costs include a requested \$2,833,977 for 38 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

FUND AND DEPARTMENT STRUCTURE OVERVIEW

| Departments | Department has a division within: | Additional identified funds under Department purview: |
|---|--|---|
| Town Council | General Fund | Philip S. Miller Trust Fund, Public Art Fund |
| Town Manager | General Fund | Economic Development Fund |
| Town Attorney | General Fund | |
| Town Clerk | General Fund | |
| Municipal Court, Responsibility of the Town Clerk | General Fund | |
| Deputy Town Manager's Office | General Fund | General Long Term Planning Fund |
| Human Resources, Responsibility of the Deputy Town Manager's Office | General Fund | Employee Benefits Fund |
| Facilities, Responsibility of the Deputy Town Manager's Office | General Fund | Municipal Facilities Capital Fund |
| Division of Innovation & Technology, Responsibility of the Deputy Town Manager's Office | General Fund | |
| Finance | General Fund | Downtown Development TIF Fund |
| Police | General Fund | Police Capital Fund, Police Forfeiture Fund |
| Fire and Rescue | General Fund | Fire Capital Fund |
| Development Services | General Fund | Development Services Enterprise Fund |
| Parks and Recreation | General Fund | Conservation Trust Fund, Parks & Recreation Capital Fund, Golf Fund, Community Center Fund, Special Events Fund |
| Public Works | | Transportation Fund, Transportation Capital Projects Fund, Fleet Fund |
| Utilities | | Water Fund, Water Resources Fund, Stormwater Fund, Wastewater Fund |

DEBT & LEASE SCHEDULES

Debt issuance and leases have been utilized by the Town to provide the necessary funding for capital projects. Per the Town Charter, the Town may, by ordinance and without any election, borrow and issue the following securities to evidence such borrowing: short-term securities; revenue bonds and other like securities; local improvement district bonds and other like securities; and any other lawfully recognized securities. Debt and Lease schedules for the Town of Castle Rock are detailed in the following pages.

Summary of Town Debt

| | Principal Balance | Interest | Total Obligation |
|--|--------------------------|----------------------|-------------------------|
| Transportation Action Plan (TAP) Revenue Bonds - Series 2016 | \$ 7,405,000 | \$ 2,016,826 | \$ 9,421,826 |
| Transportation Action Plan (TAP) Revenue Bonds - Series 2013 | 19,515,000 | 11,122,421 | 30,637,421 |
| Festival Park Term Loan - 2016 | 2,375,000 | 785,531 | 3,160,531 |
| Parks & Recreation Certificates of Participation - Series 2013 | 7,865,000 | 3,462,630 | 11,327,630 |
| Water & Wastewater Revenue Refunding Bonds- Series 2012 | 5,536,600 | 788,044 | 6,324,644 |
| Water and Sewer Revenue Bonds - Series 2016 | 46,010,000 | 20,120,900 | 66,130,900 |
| Water & Wastewater Revenue Refunding Bonds- Series 2012 | 1,748,400 | 248,856 | 1,997,256 |
| Wastewater Revenue Bonds - Series 2019 | 9,300,000 | 4,915,775 | 14,215,775 |
| Golf Fund Revenue and Refunding Bonds - Series 2015 | 4,285,000 | 702,702 | 4,987,702 |
| Golf Course Cart Lease - 2015 | 88,563 | 673 | 89,236 |
| Golf Course Equipment Lease - 2016 | 199,963 | 9,699 | 209,662 |
| | \$ 104,328,527 | \$ 44,174,056 | \$ 148,502,583 |

Transportation Fund

Transportation Action Plan (TAP) Revenue Bonds - Series 2016

Purpose: Finance portions of the Southeast and Southwest Arterial Connection Roads

| Year | Principal | Interest | Total Annual Payment |
|-------------|---------------------|---------------------|-----------------------------|
| 2018 | \$ 100,000 | \$ 295,700 | \$ 395,700 |
| 2019 | 595,000 | 285,775 | 880,775 |
| 2020 | 635,000 | 267,325 | 902,325 |
| 2021 | 665,000 | 244,500 | 909,500 |
| 2022 | 690,000 | 217,400 | 907,400 |
| 2023 | 710,000 | 193,838 | 903,838 |
| 2024 | 730,000 | 174,038 | 904,038 |
| 2025 | 760,000 | 145,000 | 905,000 |
| 2026 | 800,000 | 106,000 | 906,000 |
| 2027 | 835,000 | 65,125 | 900,125 |
| 2028 | 885,000 | 22,125 | 907,125 |
| | \$ 7,405,000 | \$ 2,016,826 | \$ 9,421,826 |

DEBT & LEASE SCHEDULES

Downtown Development Authority TIF Fund

Festival Park Term Loan - 2016

Purpose: Finance portion of the Festival Park renovation project

| Year | Principal | Interest | Total Annual Payment |
|------|---------------------|-------------------|----------------------|
| 2018 | \$ 125,000 | \$ 110,286 | \$ 235,286 |
| 2019 | 125,000 | 104,481 | 229,481 |
| 2020 | 125,000 | 98,947 | 223,947 |
| 2021 | 125,000 | 92,872 | 217,872 |
| 2022 | 125,000 | 87,067 | 212,067 |
| 2023 | 125,000 | 81,263 | 206,263 |
| 2024 | 125,000 | 75,665 | 200,665 |
| 2025 | 125,000 | 69,654 | 194,654 |
| 2026 | 1,375,000 | 65,296 | 1,440,296 |
| | <u>\$ 2,375,000</u> | <u>\$ 785,531</u> | <u>\$ 3,160,531</u> |

Transportation Capital Projects Fund

Transportation Action Plan (TAP) Revenue Bonds - Series 2013

Purpose: Finance portion of the North Meadows Extension project

| Year | Principal | Interest | Total Annual Payment |
|------|----------------------|----------------------|----------------------|
| 2018 | \$ 490,000 | \$ 860,838 | \$ 1,350,838 |
| 2019 | 500,000 | 852,163 | 1,352,163 |
| 2020 | 510,000 | 842,063 | 1,352,063 |
| 2021 | 515,000 | 831,169 | 1,346,169 |
| 2022 | 525,000 | 818,813 | 1,343,813 |
| 2023 | 550,000 | 801,250 | 1,351,250 |
| 2024 | 570,000 | 778,850 | 1,348,850 |
| 2025 | 595,000 | 755,550 | 1,350,550 |
| 2026 | 620,000 | 731,250 | 1,351,250 |
| 2027 | 645,000 | 705,950 | 1,350,950 |
| 2028 | 670,000 | 679,650 | 1,349,650 |
| 2029 | 1,630,000 | 625,500 | 2,255,500 |
| 2030 | 1,715,000 | 541,875 | 2,256,875 |
| 2031 | 1,800,000 | 454,000 | 2,254,000 |
| 2032 | 1,895,000 | 361,625 | 2,256,625 |
| 2033 | 1,990,000 | 264,500 | 2,254,500 |
| 2034 | 2,095,000 | 162,375 | 2,257,375 |
| 2035 | 2,200,000 | 55,000 | 2,255,000 |
| | <u>\$ 19,515,000</u> | <u>\$ 11,122,421</u> | <u>\$ 30,637,421</u> |

DEBT & LEASE SCHEDULES

Parks and Recreation Capital Fund

Parks & Recreation Certificates of Participation - Series 2013

Purpose: Construction of the Miller Activity Complex at the Philip S. Miller Regional Park

| Year | Principal | Interest | Total Annual Payment |
|------|---------------------|---------------------|----------------------|
| 2018 | \$ 360,000 | \$ 345,863 | \$ 705,863 |
| 2019 | 375,000 | 335,063 | 710,063 |
| 2020 | 385,000 | 323,813 | 708,813 |
| 2021 | 400,000 | 308,413 | 708,413 |
| 2022 | 415,000 | 294,413 | 709,413 |
| 2023 | 430,000 | 277,813 | 707,813 |
| 2024 | 450,000 | 260,613 | 710,613 |
| 2025 | 465,000 | 242,613 | 707,613 |
| 2026 | 485,000 | 222,850 | 707,850 |
| 2027 | 505,000 | 201,025 | 706,025 |
| 2028 | 530,000 | 177,038 | 707,038 |
| 2029 | 555,000 | 151,863 | 706,863 |
| 2030 | 585,000 | 125,500 | 710,500 |
| 2031 | 610,000 | 96,250 | 706,250 |
| 2032 | 640,000 | 65,750 | 705,750 |
| 2033 | 675,000 | 33,750 | 708,750 |
| | <u>\$ 7,865,000</u> | <u>\$ 3,462,630</u> | <u>\$ 11,327,630</u> |

Water Fund

Water & Wastewater Revenue Refunding Bonds- Series 2012

Purpose: Refunding of the Water and Sewer System Enterprise Revenue Bonds, Series 2003 and Series 2004. The 2003 and 2004 Bonds were issued to finance improvements to the Water and Sewer systems including the construction of the Ray Waterman Regional Water Treatment Center, development of three additional wells and the Craig and Gould sewer infrastructure improvement project

| Year | Principal | Interest | Total Annual Payment |
|------|---------------------|-------------------|----------------------|
| 2018 | \$ 866,400 | \$ 189,829 | \$ 1,056,229 |
| 2019 | 889,200 | 172,501 | 1,061,701 |
| 2020 | 896,800 | 152,494 | 1,049,294 |
| 2021 | 931,000 | 125,590 | 1,056,590 |
| 2022 | 953,800 | 97,660 | 1,051,460 |
| 2023 | 999,400 | 49,970 | 1,049,370 |
| | <u>\$ 5,536,600</u> | <u>\$ 788,044</u> | <u>\$ 6,324,644</u> |

DEBT & LEASE SCHEDULES

Water Resources Fund

Water and Sewer Revenue Bonds - Series 2016

Purpose: Acquisition of a raw water storage easement in the Reuter-Hess Reservoir and the acquisition, construction and installation of certain other water supply, storage, transmission and treatment facilities, including the Plum Creek Water Purification Facility

| Year | Principal | Interest | Total Annual Payment |
|------|----------------------|----------------------|----------------------|
| 2018 | \$ 1,750,000 | \$ 1,929,475 | \$ 3,679,475 |
| 2019 | 1,825,000 | 1,876,975 | 3,701,975 |
| 2020 | 1,925,000 | 1,803,975 | 3,728,975 |
| 2021 | 2,015,000 | 1,726,975 | 3,741,975 |
| 2022 | 2,070,000 | 1,696,750 | 3,766,750 |
| 2023 | 2,180,000 | 1,613,950 | 3,793,950 |
| 2024 | 2,315,000 | 1,504,950 | 3,819,950 |
| 2025 | 2,460,000 | 1,389,200 | 3,849,200 |
| 2026 | 2,605,000 | 1,266,200 | 3,871,200 |
| 2027 | 2,740,000 | 1,162,000 | 3,902,000 |
| 2028 | 2,915,000 | 1,025,000 | 3,940,000 |
| 2029 | 3,085,000 | 879,250 | 3,964,250 |
| 2030 | 3,275,000 | 725,000 | 4,000,000 |
| 2031 | 3,445,000 | 594,000 | 4,039,000 |
| 2032 | 3,620,000 | 456,200 | 4,076,200 |
| 2033 | 3,795,000 | 311,400 | 4,106,400 |
| 2034 | 3,990,000 | 159,600 | 4,149,600 |
| | <u>\$ 46,010,000</u> | <u>\$ 20,120,900</u> | <u>\$ 66,130,900</u> |

DEBT & LEASE SCHEDULES

Wastewater Fund

Water & Wastewater Revenue Refunding Bonds- Series 2012

Purpose: Refunding of the Water and Sewer System Enterprise Revenue Bonds, Series 2003 and Series 2004. The 2003 and 2004 Bonds were issued to finance improvements to the Water and Sewer systems including the construction of the Ray Waterman Regional Water Treatment Center, development of three additional wells and the Craig and Gould sewer infrastructure improvement project

| Year | Principal | Interest | Total Annual Payment |
|------|--------------|------------|----------------------|
| 2018 | \$ 273,600 | \$ 59,946 | \$ 333,546 |
| 2019 | 280,800 | 54,474 | 335,274 |
| 2020 | 283,200 | 48,156 | 331,356 |
| 2021 | 294,000 | 39,660 | 333,660 |
| 2022 | 301,200 | 30,840 | 332,040 |
| 2023 | 315,600 | 15,780 | 331,380 |
| | \$ 1,748,400 | \$ 248,856 | \$ 1,997,256 |

Wastewater Revenue Bonds - Series 2019

Purpose: This debt schedule is included for planning purposes only as no debt has been issued as of development of the 2018 Budget. The expansion of the Plum Creek Water Reclamation Authority (PCWRA) will require additional funding, potentially in the form of Wastewater revenue bonds to partially fund the expansion. This schedule is included to illustrate a possible funding and repayment scenario

| Year | Principal | Interest | Total Annual Payment |
|------|--------------|--------------|----------------------|
| 2019 | \$ 335,000 | \$ 373,463 | \$ 708,463 |
| 2020 | 340,000 | 366,763 | 706,763 |
| 2021 | 350,000 | 359,963 | 709,963 |
| 2022 | 355,000 | 352,963 | 707,963 |
| 2023 | 360,000 | 345,863 | 705,863 |
| 2024 | 375,000 | 335,063 | 710,063 |
| 2025 | 385,000 | 323,813 | 708,813 |
| 2026 | 400,000 | 308,413 | 708,413 |
| 2027 | 415,000 | 294,413 | 709,413 |
| 2028 | 430,000 | 277,813 | 707,813 |
| 2029 | 450,000 | 260,613 | 710,613 |
| 2030 | 465,000 | 242,613 | 707,613 |
| 2031 | 485,000 | 222,850 | 707,850 |
| 2032 | 505,000 | 201,025 | 706,025 |
| 2033 | 530,000 | 177,038 | 707,038 |
| 2034 | 555,000 | 151,863 | 706,863 |
| 2035 | 585,000 | 125,500 | 710,500 |
| 2036 | 610,000 | 96,250 | 706,250 |
| 2037 | 640,000 | 65,750 | 705,750 |
| 2038 | 730,000 | 33,750 | 763,750 |
| | \$ 9,300,000 | \$ 4,915,775 | \$ 14,215,775 |

DEBT & LEASE SCHEDULES
Golf Course Fund
Golf Fund Revenue and Refunding Bonds - Series 2015

Purpose: Golf Course Revenue Bonds were issued in 2005 in order to restructure original debt and refunded in 2015 with an additional \$800,000 in proceeds for the purpose of funding improvements to Red Hawk Ridge Golf Course such as adding concrete cart paths, addition of on-course restrooms, bunker renovations, and club house and driving range improvements

| Year | Principal | Interest | Total Annual Payment |
|------|---------------------|-------------------|----------------------|
| 2018 | \$ 375,000 | \$ 122,551 | \$ 497,551 |
| 2019 | 385,000 | 111,826 | 496,826 |
| 2020 | 400,000 | 100,815 | 500,815 |
| 2021 | 410,000 | 89,375 | 499,375 |
| 2022 | 420,000 | 77,649 | 497,649 |
| 2023 | 435,000 | 65,637 | 500,637 |
| 2024 | 445,000 | 53,196 | 498,196 |
| 2025 | 460,000 | 40,469 | 500,469 |
| 2026 | 470,000 | 27,313 | 497,313 |
| 2027 | 485,000 | 13,871 | 498,871 |
| | <u>\$ 4,285,000</u> | <u>\$ 702,702</u> | <u>\$ 4,987,702</u> |

Golf Course Cart Lease - 2015

Purpose: Lease for the golf cart fleet used at Red Hawk Ridge Golf Course that began in 2015

| Year | Principal | Interest | Total Annual Payment |
|------|------------------|---------------|----------------------|
| 2018 | \$ 88,563 | \$ 673 | \$ 89,236 |
| | <u>\$ 88,563</u> | <u>\$ 673</u> | <u>\$ 89,236</u> |

Golf Course Equipment Lease - 2016

Purpose: Lease for golf course maintenance equipment used at Red Hawk Ridge Golf Course that began in 2016

| Year | Principal | Interest | Total Annual Payment |
|------|-------------------|-----------------|----------------------|
| 2018 | \$ 59,557 | \$ 4,954 | \$ 64,511 |
| 2019 | 61,287 | 3,224 | 64,511 |
| 2020 | 63,068 | 1,444 | 64,511 |
| 2021 | 16,051 | 77 | 16,128 |
| | <u>\$ 199,963</u> | <u>\$ 9,699</u> | <u>\$ 209,662</u> |

INTERFUND LOAN SCHEDULES

Interfund loans are utilized by the Town of Castle Rock to fund approved projects by Town Council. These are internal loans made between funds, which are charged interest at the Colotrust Prime Rate at the time of the loan. Details of each Interfund Loan are shown below including the funds involved, purpose and specific terms of the loan. This has been an advantageous method of funding projects internally without external debt issuance.

General Fund

Purpose: Interfund loan from the General Fund to the Police Capital Fund for the construction of the Police Station that was opened in 2000.

Loan from: General Fund **Loan to:** Police Capital Fund
Loan Amount: \$ 1,287,703 **Interest Rate:** 1.50%
Loan Date: January 1, 2004 **Term (Years):** 30

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|-------------------|-------------------|----------------------|-------------------|
| 2018 | \$ 47,419 | \$ 12,755 | \$ 60,174 | \$ 802,911 |
| 2019 | 48,130 | 12,044 | 60,174 | 754,781 |
| 2020 | 48,852 | 11,322 | 60,174 | 705,929 |
| 2021 | 49,585 | 10,589 | 60,174 | 656,344 |
| 2022 | 50,328 | 9,845 | 60,173 | 606,016 |
| 2023 | 51,083 | 9,090 | 60,173 | 554,933 |
| 2024 | 51,850 | 8,324 | 60,174 | 503,083 |
| 2025 | 52,627 | 7,546 | 60,173 | 450,456 |
| 2026 | 53,417 | 6,757 | 60,174 | 397,039 |
| 2027 | 54,218 | 5,956 | 60,174 | 342,821 |
| 2028 | 55,031 | 5,142 | 60,173 | 287,790 |
| 2029 | 55,857 | 4,317 | 60,174 | 231,933 |
| 2030 | 56,695 | 3,479 | 60,174 | 175,238 |
| 2031 | 57,545 | 2,629 | 60,174 | 117,693 |
| 2032 | 58,408 | 1,765 | 60,173 | 59,285 |
| 2033 | 59,285 | 889 | 60,174 | - |
| | \$ 850,330 | \$ 112,449 | \$ 962,779 | |

General Fund

Purpose: Interfund loan from the General Fund to the Fire Capital Fund for the construction of the Crystal Valley Fire Station (Station 152) that is anticipated to begin operations in 2018.

Loan from: General Fund **Loan to:** Fire Capital Fund
Loan Amount: \$ 3,000,000 **Interest Rate:** 1.50%
Loan Date: July 1, 2017 **Term (Years):** 10

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|---------------------|-------------------|----------------------|-------------------|
| 2018 | \$ 280,303 | \$ 45,000 | \$ 325,303 | \$ 2,719,697 |
| 2019 | 284,507 | 40,795 | 325,302 | 2,435,190 |
| 2020 | 288,775 | 36,528 | 325,303 | 2,146,415 |
| 2021 | 293,106 | 32,196 | 325,302 | 1,853,309 |
| 2022 | 297,503 | 27,800 | 325,303 | 1,555,806 |
| 2023 | 301,965 | 23,337 | 325,302 | 1,253,841 |
| 2024 | 306,495 | 18,808 | 325,303 | 947,346 |
| 2025 | 311,092 | 14,210 | 325,302 | 636,254 |
| 2026 | 315,759 | 9,544 | 325,303 | 320,495 |
| 2027 | 320,495 | 4,807 | 325,302 | - |
| | \$ 3,000,000 | \$ 253,025 | \$ 3,253,025 | |

INTERFUND LOAN SCHEDULES

General Fund

Purpose: Interfund loan from the General Fund to the Parks and Recreation Capital Fund for the construction of the Philip S. Miller Park amenities including the amphitheater, mill house, and core plaza area with splash pad.

| | | | |
|---------------------|-------------------|-----------------------|--------------------------|
| Loan from: | General Fund | Loan to: | Parks & Rec Capital Fund |
| Loan Amount: | \$ 1,500,000 | Interest Rate: | 1.50% |
| Loan Date: | February 18, 2015 | Term (Years): | 5 |

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|------------|-----------|----------------------|-------------------|
| 2018 | \$ 300,000 | \$ 9,000 | \$ 309,000 | \$ 300,000 |
| 2019 | 300,000 | 4,500 | 304,500 | - |
| | \$ 600,000 | \$ 13,500 | \$ 613,500 | |

General Fund

Purpose: Funding loaned to the Golf Course Fund from the General Fund in order to meet debt reserve obligations of the Series 2015 Bonds.

| | | | |
|---------------------|------------------|-----------------------|------------------|
| Loan from: | General Fund | Loan to: | Golf Course Fund |
| Loan Amount: | \$ 500,815 | Interest Rate: | 1.50% |
| Loan Date: | October 12, 2015 | Term (Years): | 12 |

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|------------|-----------|----------------------|-------------------|
| 2018 | \$ - | \$ 7,512 | \$ 7,512 | \$ 500,815 |
| 2019 | - | 7,512 | 7,512 | 500,815 |
| 2020 | - | 7,512 | 7,512 | 500,815 |
| 2021 | - | 7,512 | 7,512 | 500,815 |
| 2022 | - | 7,512 | 7,512 | 500,815 |
| 2023 | - | 7,512 | 7,512 | 500,815 |
| 2024 | - | 7,512 | 7,512 | 500,815 |
| 2025 | - | 7,512 | 7,512 | 500,815 |
| 2026 | - | 7,512 | 7,512 | 500,815 |
| 2027 | 500,815 | 7,512 | 508,327 | - |
| | \$ 500,815 | \$ 75,120 | \$ 575,935 | |

General Fund

Purpose: Interfund loan to repay the Parks and Recreation Capital Fund from the DDA TIF Fund related to the renovation of Festival Park that is anticipated to be complete by the end of 2017.

| | | | |
|---------------------|------------------|-----------------------|--------------------------|
| Loan from: | General Fund | Loan to: | Parks & Rec Capital Fund |
| Loan Amount: | \$ 450,000 | Interest Rate: | 1.50% |
| Loan Date: | November 1, 2016 | Term (Years): | 2 |

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|------------|----------|----------------------|-------------------|
| 2018 | \$ 226,675 | \$ 3,400 | \$ 230,075 | \$ - |
| | \$ 226,675 | \$ 3,400 | \$ 230,075 | |

INTERFUND LOAN SCHEDULES

General Fund

Purpose: Interfund loan from the General Fund related to the 2017 purchase and construction of the Public Safety Training Facility. Funding for this project was provided by the General Fund, Municipal Facilities Capital Fund, Fire Capital Fund, and Police Capital Fund.

| | | | |
|---------------------|--------------|-----------------------|--------------|
| Loan from: | General Fund | Loan to: | Capital Fund |
| Loan Amount: | \$ 240,000 | Interest Rate: | 1.50% |
| Loan Date: | July 1, 2017 | Term (Years): | 5 |

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|-------------------|------------------|----------------------|-------------------|
| 2018 | \$ 46,582 | \$ 5,400 | \$ 51,982 | \$ 193,418 |
| 2019 | 47,280 | 2,901 | 50,181 | 146,138 |
| 2020 | 47,989 | 2,192 | 50,181 | 98,149 |
| 2021 | 48,709 | 1,472 | 50,181 | 49,440 |
| 2022 | 49,440 | 742 | 50,182 | - |
| | <u>\$ 240,000</u> | <u>\$ 12,707</u> | <u>\$ 252,707</u> | |

General Fund

Purpose: Interfund loan from the General Fund related to the 2017 purchase and construction of the Public Safety Training Facility. Funding for this project was provided by the General Fund, Municipal Facilities Capital Fund, Fire Capital Fund, and Police Capital Fund.

| | | | |
|---------------------|--------------|-----------------------|-------------------|
| Loan from: | General Fund | Loan to: | Fire Capital Fund |
| Loan Amount: | \$ 480,000 | Interest Rate: | 1.50% |
| Loan Date: | July 1, 2017 | Term (Years): | 5 |

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|-------------------|------------------|----------------------|-------------------|
| 2018 | \$ 93,163 | \$ 10,800 | \$ 103,963 | \$ 386,837 |
| 2019 | 94,560 | 5,803 | 100,363 | 292,277 |
| 2020 | 95,979 | 4,384 | 100,363 | 196,298 |
| 2021 | 97,418 | 2,944 | 100,362 | 98,880 |
| 2022 | 98,880 | 1,483 | 100,363 | - |
| | <u>\$ 480,000</u> | <u>\$ 25,414</u> | <u>\$ 505,414</u> | |

General Fund

Purpose: Interfund loan from the General Fund related to the 2017 purchase and construction of the Public Safety Training Facility. Funding for this project was provided by the General Fund, Municipal Facilities Capital Fund, Fire Capital Fund, and Police Capital Fund.

| | | | |
|---------------------|--------------|-----------------------|---------------------|
| Loan from: | General Fund | Loan to: | Police Capital Fund |
| Loan Amount: | \$ 480,000 | Interest Rate: | 1.50% |
| Loan Date: | July 1, 2017 | Term (Years): | 5 |

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|-------------------|------------------|----------------------|-------------------|
| 2018 | \$ 93,163 | \$ 10,800 | \$ 103,963 | \$ 386,837 |
| 2019 | 94,560 | 5,803 | 100,363 | 292,277 |
| 2020 | 95,979 | 4,384 | 100,363 | 196,298 |
| 2021 | 97,418 | 2,944 | 100,362 | 98,880 |
| 2022 | 98,880 | 1,483 | 100,363 | - |
| | <u>\$ 480,000</u> | <u>\$ 25,414</u> | <u>\$ 505,414</u> | |

INTERFUND LOAN SCHEDULES

Economic Development Fund

Purpose: Funding from the DDA TIF Fund to fulfill a loan to The Move, LLC development in downtown Castle Rock that was issued in 2017.

Loan from: Economic Development Fund **Loan to:** DDA TIF Fund
Loan Amount: \$ 900,000 **Interest Rate:** 1.50%
Loan Date: February 7, 2017 **Term (Years):** 3

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|-------------------|------------------|----------------------|-------------------|
| 2018 | \$ 299,978 | \$ 9,067 | \$ 309,045 | \$ 304,477 |
| 2019 | 304,477 | 4,567 | 309,044 | - |
| | <u>\$ 604,455</u> | <u>\$ 13,634</u> | <u>\$ 618,089</u> | |

Municipal Facilities Capital Fund

Purpose: Interfund loan from the Municipal Facilities Capital Fund to the Police Capital Fund related to the 2015 Police Station Basement Remodel project which added additional office and meeting space to meet needs of the growing Police Department.

Loan from: Municipal Facilities Capital Fund **Loan to:** Police Capital Fund
Loan Amount: \$ 270,000 **Interest Rate:** 1.50%
Loan Date: March 18, 2015 **Term (Years):** 13

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|-------------------|------------------|----------------------|-------------------|
| 2018 | \$ 23,100 | \$ 3,708 | \$ 26,808 | \$ 224,141 |
| 2019 | 23,447 | 3,362 | 26,809 | 200,694 |
| 2020 | 23,799 | 3,010 | 26,809 | 176,895 |
| 2021 | 24,156 | 2,653 | 26,809 | 152,739 |
| 2022 | 24,518 | 2,291 | 26,809 | 128,221 |
| 2023 | 24,886 | 1,923 | 26,809 | 103,335 |
| 2024 | 25,259 | 1,550 | 26,809 | 78,076 |
| 2025 | 25,638 | 1,171 | 26,809 | 52,438 |
| 2026 | 26,023 | 787 | 26,810 | 26,415 |
| 2027 | 26,415 | 396 | 26,811 | - |
| | <u>\$ 247,241</u> | <u>\$ 20,851</u> | <u>\$ 268,092</u> | |

Water Fund

Purpose: Interfund Loan from the Water Fund to the Stormwater Fund to accommodate stabilization work of Tributary B near North Meadows Drive/Castle Rock Parkway. This work was performed in conjunction with construction of the North Meadows Drive Extension/Castle Rock Parkway.

Loan from: Water Fund **Loan to:** Stormwater Fund
Loan Amount: \$ 1,350,000 **Interest Rate:** 1.50%
Loan Date: January 1, 2014 **Term (Years):** 5

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|---------------------|------------------|----------------------|-------------------|
| 2018 | \$ 675,000 | \$ 20,250 | \$ 695,250 | \$ 675,000 |
| 2019 | 675,000 | 10,125 | 685,125 | - |
| | <u>\$ 1,350,000</u> | <u>\$ 30,375</u> | <u>\$ 1,380,375</u> | |

INTERFUND LOAN SCHEDULES

Community Center Fund

Purpose: Interfund loan from the General Fund to the Parks and Recreation Capital Fund for the construction of the Philip S. Miller Park amenities including the amphitheater, mill house, and core plaza area with splash pad.

| | | | |
|---------------------|-----------------------|-----------------------|--------------------------|
| Loan from: | Community Center Fund | Loan to: | Parks & Rec Capital Fund |
| Loan Amount: | \$ 2,000,000 | Interest Rate: | 1.50% |
| Loan Date: | February 18, 2015 | Term (Years): | 5 |

| Year | Principal | Interest | Total Annual Payment | Principal Balance |
|------|------------|-----------|----------------------|-------------------|
| 2018 | \$ 400,000 | \$ 12,000 | \$ 412,000 | \$ 400,000 |
| 2019 | 400,000 | 6,000 | 406,000 | - |
| | \$ 800,000 | \$ 18,000 | \$ 818,000 | |

DEVELOPMENT PROJECTS DEFERRED REVENUES BY FUND

The Development Projects Deferred Revenues are funds that have been received by the Town of Castle Rock or available from various contributors for future projects. Examples of these future projects include, but are not limited to: traffic signals, school zone beacons, side walks, parks, open space, water and waste water improvements. These revenues are included in Town bank accounts, however they are not reflected in the fund balance of the financial section of the budget document until the project they are reserved for occurs. Net activity identified below includes anticipated revenues and expenditures in a given year as identified by Town departments in which these agreements are managed.

| General Fund: | | | | |
|----------------------|----------------------|---------------------|-------------------|---|
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | Purpose |
| Balance | Activity | Activity | Balance | |
| \$ 140,000 | \$ - | \$ - | \$ 140,000 | Funds were received from Standard Pacific of Colorado in 2004 for park development in Metzler Ranch Filing 7. |
| 43,560 | - | - | 43,560 | Funds were received from Plum Creek Investment Group in 2015 for land acquisition in the Burt at Castle Rock development. |
| 210,830 | - | - | 210,830 | Funds were received from Sir Thomas in 2015 for cash in lieu for land acquisition in the Hazen Moore development. |
| 55,037 | - | - | 55,037 | Funds were received from Rivers Development in 2016 related to land acquisition in the Wolfensberger development. |
| 181,732 | (135,000) | - | 46,732 | Funds were received from Auburn Ventures in 2016 related to land acquisition in the Auburn Ridge development. |
| 281,162 | - | - | 281,162 | Funds were received from Plum Creek Associates LLC related to land acquisition in the Plum Creek Ridge Development. |
| \$ 912,321 | \$ (135,000) | \$ - | \$ 777,321 | |

| Transportation Fund: | | | | |
|-----------------------------|----------------------|---------------------|------------------|--|
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | Purpose |
| Balance | Activity | Activity | Balance | |
| \$ 30,000 | \$ - | \$ - | \$ 30,000 | Funds were received from Castle Highlands for traffic signal(s) at Wolfensberger/Auburn Road/Red Hawk Drive. |
| 75,000 | - | - | 75,000 | Funds were received from Castle Rock Development Co. for a traffic signal at Meadows Boulevard / Morning View. |
| 14,750 | - | - | 14,750 | Funds were received from Plum Creek Fairway for a traffic signal at Plum Creek Boulevard and Emerald / Lake Gulch. |
| 25,250 | - | - | 25,250 | Funds were received from KB Homes for F1 P12 Castlewood Ranch for traffic signals. |
| 25,250 | - | - | 25,250 | Funds were received from Castlewood Ranch for traffic signals at Enderud and Mikelson / Ridge Road. |
| 6,237 | - | - | 6,237 | Funds were received from Augusta Pointe for their portion of the interchange at Douglas Lane / Crystal Valley / Interstate 25. |
| 170,000 | - | - | 170,000 | Funds were received from Castle Rock Development Co. for three traffic signals original balance \$320,000. \$150,000 was recognized in 2012 for a signal at Meadows and Coachline. |
| 218,173 | - | - | 218,173 | Funds were received from Castle Rock Development Co. for Meadows schools in the amounts: \$185k signal, \$50k flashing school zone beacons. In 2009 \$16,827 was recognized for three Beacons at Clear Sky Elementary. |

| DEVELOPMENT PROJECTS DEFERRED REVENUES BY FUND (Continued) | | | | |
|---|----------------------|---------------------|------------------|---|
| Transportation Fund (continued): | | | | |
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | Purpose |
| Balance | Activity | Activity | Balance | |
| \$ 185,000 | \$ - | \$ - | \$ 185,000 | Funds were received from Castle Rock Development Co. for traffic signals (reference Meadows Filing No. 18). |
| 80,550 | - | - | 80,550 | Funds received from Evangelical Christian Credit Union, Open Bible Church of the Rock, for a traffic signal at Meadows Boulevard / Cherokee Drive. |
| 85,000 | - | - | 85,000 | Funds were received from Castle Rock Development Co. for traffic signals (reference Meadows Filing No 20). |
| 180,000 | - | - | 180,000 | Funds were received from Castle Rock Star Development Co. LLC for traffic signals at Crystal Valley Parkway (reference Heckendorf Ranch Filing No 2). |
| 100,000 | - | - | 100,000 | Funds were received from M.D.C Land Corp. for two flashing beacons. To be refunded if there is no school or partial refund if less funds are required. |
| 19,078 | - | - | 19,078 | Funds were received in the amount of \$86,027 from Dev-Vic Ltd. (Lowes) for Meadows Parkway Development: \$28,494, State Highway 85 Sidewalk: \$19,078, and a traffic signal at Factory Shops / New Memphis: \$38,456.00 which was constructed in 2008. |
| 26,562 | - | - | 26,562 | Funds were received from Dev-Vic Ltd. (Lowes) for a State Highway 85 sidewalk. |
| 61,770 | - | - | 61,770 | Funds were received from Fidelity National Title Insurance for a State Highway 85 sidewalk. |
| 23,462 | - | - | 23,462 | Funds received from Metro Mix, LLC for the Town to design /construct full section of Topeka Way. |
| 206,334 | - | - | 206,334 | Funds received from Charles M. Lillis for cash-in-lieu of Liggett Road improvements through the subdivision improvements agreement Marine Filing 1 with Castle Rock Investments, LLC. |
| 68,786 | - | - | 68,786 | Funds received from Epiphany Lutheran Church for cash-in-lieu of construction: \$57,816, deposit for structural overlay to assist in additional traffic on Wolfensberger: \$6,970 , and two traffic lights: \$4,000. |
| 9,125 | - | - | 9,125 | Plum Creek Community pro rata share of the Douglas Lane Interchange based on existing use of the Property. |
| 185,000 | (185,000) | - | - | Fund from Castle Rock Development for the contribution of one remaining traffic signal as required by the phasing plan in the Development Agreement. |
| 16,773 | - | - | 16,773 | Funds received from Hix Snedeker Companies as cash-in-lieu for landscaping and irrigational improvements. |
| 114,236 | - | - | 114,236 | Funds received from Tangier LLC for improvements on Liggett |
| 2,424 | - | - | 2,424 | Funds received from Eugene Noble for sidewalk improvements. |
| 48,059 | - | - | 48,059 | Alexander Place roadway improvements from Montana Vista Offices LLC. |
| 104,297 | - | - | 104,297 | Funds were received from Land Title Guarantee Co. for improvements on Plum Creek Parkway between I-25 and Wolfensberger. |
| 61,040 | - | - | 61,040 | Funds were received from Plum Creek Investment Group for intersection control and the Crystal Valley interchange. |

DEVELOPMENT PROJECTS DEFERRED REVENUES BY FUND (Continued)

| Transportation Fund (continued): | | | | |
|---|----------------------|---------------------|---------------------|---|
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | Purpose |
| Balance | Activity | Activity | Balance | |
| 10,800 | - | - | 10,800 | Funds were received from Sir Thomas LLC for intersection control in Hazen Moore. |
| 106,002 | - | - | 106,002 | Funds were received from SLV Castle Oaks for street lights, sidewalks and grading along Rocky View Drive in Terrain Filing No. |
| 7,790 | - | - | 7,790 | Funds were received from Rivers Development for traffic control improvements at Wolfensberger and Red Hawk Drive. |
| 900 | - | - | 900 | Funds were received from the Colorado Asphalt Pavement Association as a stipend toward staff training. |
| - | 20,749 | - | 20,749 | Funds were received from Plum Creek Associates LLC related to intersection control improvements at Plum Creek Pkwy. and Emerald Dr. |
| - | 6,951 | - | 6,951 | Funds were received from Hier & Company Inc. for warehouse construction related to a share of the Crystal Valley Interchange. |
| - | 2,292 | - | 2,292 | Funds were received from Hier & Company Inc. for iMotion related to a share of the Crystal Valley Interchange. |
| \$ 2,267,648 | \$ (155,008) | \$ - | \$ 2,112,640 | |

| Public Art Fund: | | | | |
|-------------------------|----------------------|---------------------|------------------|--|
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | Purpose |
| Balance | Activity | Activity | Balance | |
| \$ 40,000 | \$ - | \$ - | \$ 40,000 | Funds were received from the Plum Creek Investment Group related to public art within the Burt at Castle Rock development. |
| \$ 40,000 | \$ - | \$ - | \$ 40,000 | |

| Water Fund: | | | | |
|--------------------|----------------------|---------------------|-------------------|--|
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | Purpose |
| Balance | Activity | Activity | Balance | |
| \$ 110,794 | \$ - | \$ - | \$ 110,794 | Funds received from the Villages at Castle Rock Metro District No. 7 for the developing, restoring, rehabilitating, improving or repairing any Water Facilities utilized, in whole or in part, to provide water or irrigation services to the Woodlands (the "Capital |
| 97,633 | - | - | 97,633 | Adjustments and overpayments on customers accounts as of year end. Ongoing reconciliation of accounts is occurring and pursued according to Town policy with regard to collection. |
| 163,102 | - | - | 163,102 | Funds received from M.D.C. Land Corp where the subdivider shall pre-purchase the water system component of the SDF over a period of years as outlined in section 11 of the agreement. The revenue will be recognized as building permits are issued in the sub-division. |
| \$ 371,529 | \$ - | \$ - | \$ 371,529 | |

DEVELOPMENT PROJECTS DEFERRED REVENUES BY FUND (Continued)

| Stormwater Fund: | | | | |
|-------------------------|----------------------|---------------------|------------------|---|
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | |
| Balance | Activity | Activity | Balance | Purpose |
| \$ 25,465 | \$ (2,315) | \$ (2,315) | \$ 20,835 | Funds received from Castle Canyon for drainageway |
| \$ 25,465 | \$ (2,315) | \$ (2,315) | \$ 20,835 | |

| Wastewater Fund: | | | | |
|-------------------------|----------------------|---------------------|------------------|--|
| 12/31/16 | 2017 | 2018 | 2018 | |
| Audited | Estimated Net | Budgeted Net | Estimated | |
| Balance | Activity | Activity | Balance | Purpose |
| 850 | - | - | 850 | Funds received from the Epiphany Evangelical Lutheran Church for sanitary sewer upgrades. |
| 3,422 | - | - | 3,422 | Funds were received from Covenant at Castle Rock for Malibu Street sewer upgrades. |
| 54,770 | (6,086) | (6,068) | 42,616 | Funds received from Castle Rock Development Co. for a 20 year operation and maintenance costs prepayment of \$121,712 to be recognized as revenue on an annual basis over the 20 years. |
| 138,452 | (15,384) | (15,384) | 107,684 | Funds received from Castle Rock Development Co. for a 20 year operation and maintenance costs prepayment of \$307,671 to be recognized as revenue on an annual basis over the 20 years. |
| 299,616 | (99,646) | (99,646) | 100,324 | Woodlands Interceptor Upgrades. Town shall collect \$940 per single-family equivalent at the issuance of each building permit. Owner shall pay the remaining balance no later than March 31, 2018. |
| 44,867 | (4,079) | (4,079) | 36,709 | Funds received from Castle Oaks Lift Station for a 20 year operation and maintenance costs prepayment of \$81,578 to be recognized as revenue on an annual basis over the 20 years. |
| 39,623 | (3,962) | (3,962) | 31,699 | Funds received from Castlewood Ranch Filing 1&2 for a 20 year operation and maintenance costs prepayment of \$79,244 to be recognized as revenue on an annual basis over the 20 years. |
| \$ 581,600 | \$ (129,156) | \$ (129,139) | \$ 323,305 | |

THIS PAGE IS A PLACE HOLDER FOR THE ORDINANCE
ADOPTING THE 2018 BUDGET

THIS PAGE IS A PLACE HOLDER FOR THE CERTIFICATION
OF MILL LEVY

FINANCIAL POLICIES AND PROCEDURES

The Financial Polices for the Town of Castle Rock, as summarized below, in coordination with all other polices within the Town Charter provide a structure for quality government in the Town of Castle Rock for now and in the future. Provisions in the Town Charter include a mandatory public hearing on the proposed budget and on the proposed five-year capital plan each year, an annual independent audit, limitations on annual property tax revenue increases, a mandatory election to approve increases in sales and use tax rates and limits on the incurring of general obligation debt.

GENERAL BUDGET POLICIES

- A public hearing on the proposed budget shall be held by the Town Council on any date at least fifteen days prior to the final day established by law for certification of the ensuing year's tax levy to the county
- Copies of the budget and the capital program as adopted shall be made available to the public for inspection and acquisition
- If during the fiscal year, the Town Manager certifies that there are available for appropriation revenues in excess of those estimated in the budget, the Council may by ordinance make supplemental appropriations for the year up to the amount of such excess
- If at any time during the fiscal year, it appears that revenues will be insufficient to meet the appropriated amount for the year the Town Manager shall report to Council without delay, indicating estimated deficit, action taken, and recommendations as to other steps to be taken. The Council shall take further action, as it deems necessary to prevent or minimize the deficit
- Town Council may by ordinance make emergency appropriations to meet the needs from a public emergency, which in the Council's judgment may affect life, health, property, or the public peace

OPERATING BUDGET POLICIES

- The Town Manager will submit to Town Council the proposed budget document for the ensuing fiscal year, including an accompanying budget message
- In organizing the proposed budget, the Town Manager shall classify expenditures by fund, organization unit, program, purpose or activity and object
- The total of proposed expenditures and provision for contingencies shall not exceed the total of estimated revenue
- Every appropriation, except for capital expenditures, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered

CAPITAL BUDGET POLICIES

- The proposed capital program shall include a list of all capital improvements, which are proposed to begin over the next five years, or through 2022 for the 2018 budget
- The proposed capital program shall be listed in order of recommended priority with information given as to the necessity for the improvement
- The proposed capital program shall include the estimated annual cost of operating and maintaining the facilities to be constructed or acquired, and the proposed method of financing such costs
- The proposed capital program shall include cost estimates, method of financing and recommended schedules for each such improvement
- Appropriations for capital expenditures shall continue from fiscal year to fiscal year until the purpose for which it has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three years pass without any disbursement from or encumbrance of the appropriation

FINANCIAL POLICIES AND PROCEDURES

MUNICIPAL BORROWING POLICIES

- The Town may by ordinance and without any election borrow and issue the following securities to evidence such borrowing: Short-term securities; Revenue bonds and other like securities; Local improvement district bonds and other like securities; and any other lawfully recognized securities
- All securities issued shall be sold at public or private sale to the best advantage of the Town, at, above, or below par

TAXATION POLICIES

- Council may by ordinance levy and collect taxes for municipal purposes
- If the state statutes which place an annual limit on general ad valorem property tax revenue increases, and which would apply to the Town are amended to provide for a lower percentage limit than the five and one-half percent limit provided for in the Town charter, the lower percentage limit shall apply
- No increase in the Town's sales or use tax rate, or extension of the period for which a temporary rate increase is effective shall take effect until approved at a regular or special election by a majority of the registered electors voting; the increase to sales tax from 3.6% to 4.0% which increased January 1, 2011, was approved by voters in 1995

ACCOUNTING AND AUDITING POLICIES

- The Council shall provide for an independent annual audit of all Town accounts and may provide for more frequent audits, as it deems necessary
- The Council shall ensure that audits of the Town's accounts are performed by a certified public accountant or firm of such accountants who have no personal interest in the fiscal affairs of the Town government, or of any Councilmember, or of any other officer of the Town
- The Council may designate an accountant or firm annually or for a period not exceeding three years, provided that the designation for any particular fiscal year shall be made no later than thirty days after the beginning of such fiscal year

RESERVES POLICIES

The purpose of this policy is to provide general guidance on reserve levels within all funds of the Town of Castle Rock. The approach for Town Reserves as approved by Town Council includes:

- Comply with all legal reserve requirements
- Provide adequate funds to meet obligations related to debt requirements and contract purposes
- Reserve adequate funds for future major asset/infrastructure repair and replacement and new asset/infrastructure acquisition needs as demonstrated in five year capital planning and beyond for some specific funds
- Reserve funds with the intent of stabilizing revenues which are highly volatile in the event that regular planned revenues do not materialize to the degree anticipated for regular operational needs
- Reserve funds for operations as may be needed in the event of an emergency
- Reserve funds for the potential economic development opportunities which may arise
- Reserve funds for insurance claims and general health insurance increases in the Town employee health plan as the Town is self-funded
- Reserve funds which are identified as committed for the specific purpose and intent of the individual fund to preserve the restriction in use relative to the fund

This reserve policy was passed, approved and adopted by Town Council on April 5, 2016 with Resolution No. 2016-036.

FINANCIAL POLICIES AND PROCEDURES

GENERAL ADMINISTRATION POLICIES

- The Town Manager shall require each department, office and agency to submit work programs for the ensuing fiscal year showing the requested allotment of its appropriation by at least quarterly periods throughout the year
- The Town Manager may revise allotments to departments, offices and agencies during the year if it is deemed desirable and necessary to accord with any supplemental, emergency, reduced or transferred appropriations made
- No payment shall be made or obligation incurred against any allotment or appropriation except in accordance with appropriations duly made unless the Town Manager first certifies that there is a sufficient balance available

FINANCIAL PROCEDURES

A financial plan that estimates revenue and expenditure activity in the Town as impacted by regional and national economies is necessary to support the Council and community in decisions they make regarding Town services. This planning must recognize the effects of economic cycles on the demand for services and the Town's revenues. Financial planning should be designed to ensure the delivery of needed services as defined by policy and the 2030 Vision Plan. Many of the items contained in this document are procedures or policies the Town currently follows. It is important to note that these may change over time as the Town of Castle Rock continues to grow.

The financial planning and subsequent budgeting for all funds shall be based on the following procedures:

- Budget revenues and expenditures conservatively
- Actively seek to enhance tax base
- Seek to avoid mid-year budget reduction scenarios
- Maintain adequate reserves
- Interfund loans should not be made for operating cost purposes
- Meet fundamental capital improvement commitments and obligations based upon adopted Five-Year CIP (Capital Improvement Program) plans
- Focus operational funding on sustaining adequate service levels
- Continue to adequately invest in the organization and employees
- Maintain ability/flexibility to pursue opportunities consistent with major Town goals, vision and priorities; it is important not to mortgage long-term goals and sustainability to meet current needs
- Include asset management on long-range plans – The five-year plan will include capital projects, equipment and associated maintenance and operating costs based on the approved projects; major renovation or maintenance projects will be identified on long-range plans

The Town recognizes that it is a major force in a complex regional economic system. The Town should have the capacity to evaluate and anticipate changes in both regional and national economic systems in order to engage in strategic financial and management planning. The purpose of these plans will be to allow the Council and citizens to evaluate the impact of the financial needs of these programs on the local economy and to coordinate funding needs among funds.

- Department responsibilities – Department Directors and the Finance Department will share responsibility for the preparation of five-year financial plans for operations and capital needs; the Town Manager will review and approve detailed worksheets used to generate the long-range plans; the Finance Department will assist in developing appropriate systems to monitor and update the long-range plans
- Regular status reports – Staff will continually update financial plans when any significant change is anticipated on a regular basis

FINANCIAL POLICIES AND PROCEDURES

- Rate structure – Plans must disclose revenue assumptions including rate structures and consumption. The plans will include annual rate increases based on previously approved rate increases and expected or planned rate increases, which will be disclosed
- Staffing – Plans will identify staffing levels including justification for any changes and related costs or savings
- Expenditures – Plans will include expenditures based on the service levels, policies and workload indicators (population, SFEs, etc.) as appropriate for each fund/department/division
- Include reserves – Plans will include reserves for operations, debt service coverage, asset replacement, capital projects, or other required or as established in the Reserve Policy and/or as required by bond issues or other agreements

BUDGET PROCEDURES

The staff is responsible for preparing, monitoring and reporting on the Town's annual budget. This function is fulfilled in compliance with the Home Rule Charter, Article IX, Budget Control and Finance and direction of the Town Manager and Town Council.

The annual budget will be administered based on the following procedures:

- The Fiscal Year – The fiscal year of the Town is the calendar year, January 1st through December 31st. The Town may adopt budgets for a budget term of one or more fiscal years
- Present a balanced budget to the Council – The Town will pay for all current operating expenditures with current revenues; the Town will avoid budgetary procedures that balance current operating expenditures at the expense of meeting future years' expenses, such as postponing maintenance and other expenditures, accruing future years' revenues, or rolling over short-term debt; exceptions to this policy would be planned equipment purchases, operating maintenance and capital projects based on accumulated funding over the years (on a pay-as-you-go basis)
- Increase efficiency in all Town operations – The Town staff will identify programs to increase efficiency in order to provide for "long-term cost savings" to the Town; this may include the use of technology, revised organizational structures or other tools, which may be identified
- Promote investment in our future – The Town staff, wherever possible will take a long-term view of our investments (people and resources) and emphasize "quality" operations, which encourage productivity for today and the future
- Share resources and services throughout the Town and outside the Town – The Town staff will explore ways to share staff, training resources and equipment and supplies in order to more effectively utilize our current resources
- Identify funding for new service levels – Proposals to add new services or increase existing services will be presented with revenue alternatives to fund or subsidize the new service levels; this includes initial costs and ongoing operations
- Facility Replacement Plan – The budget will provide adequate maintenance of capital plant and equipment and for their orderly replacement
- Employee Programs – The Town recognizes that employees are the most valuable asset of the organization and commits to fund this resource appropriately including adequate funding for all retirement systems, benefit packages and employee incentive programs including training
- Management fees – The budget will include transfers for overhead and other expenditures / services in a Fund that benefits other Town funds; where possible, all costs should be charged directly to the cost center incurring the expense

BUDGET PREPARATION

Each year the Staff will prepare the annual budget following these procedures:

- Council direction as goals – During the preparation of the budget, Council is scheduled to meet with Department heads at Council study sessions to approve policy, and to identify goals; it is the responsibility of the Staff to prepare an annual

FINANCIAL POLICIES AND PROCEDURES

budget to implement policy and accomplish the goals identified; staff will identify the impact to the budget, including alternatives when the Council approves new service levels

- Budget schedule – The staff will present Preliminary Budget and CIP in August; the goal is approval of the Budget Ordinance at the first regular Council meeting in September (First Reading), Second Reading of Ordinance at the second regular Council meeting in September, which meets the requirements of the Town Charter
- Town Manager review – The Town Manager will review the details of each proposed budget for efficiency and compliance with Council direction
- Budget presentation – The annual budget document should be prepared based on guidelines identified by the Government Finance Officers Association (GFOA); traditionally this begins with an introduction to the budget followed by more detailed information presented by fund and department; the budget introduction includes a budget message and a highlights section identifying the major issues addressed by the Town and how the budget is adopted to address those issues; expenditures shall be presented by personnel, supplies and services, management fees, vehicle replacement, capital outlay, capital projects, debt service, transfers and other
- Citizen participation – The budget process will provide for participation of the public and ensure opportunities for public hearings and citizen participation
- Public hearings – Open public hearings will be held at regularly scheduled Town Council meetings and work sessions to provide citizens additional opportunities for input regarding the proposed budget
- State, Charter and other requirements – The Town will adopt the budget in accordance to State, Home Rule Charter and other requirements and certify the mill levy to the County by the required date
- Non-profit appropriations – As per Municipal Code, Chapter 3.20, non-profit appropriations shall be funded by monies from the Philip S. Miller Fund, and will be determined annually by the Town Council
- Comprehensive Master Plan – The Financial Plan (Budget), the Master Plan, and the 2030 Vision Plan are considered the three key tools to provide a vision of the future and a method of accomplishing those goals; staff will plan and budget according to the guidelines and goals set forth in these documents

BUDGET MANAGEMENT

Council approval of the annual budget is based on establishing limits. Authority for departments to work within the limits approved by the Council is essential for efficient management of the Town. Departments will not exceed the approved budget without the prior approval of the Town Manager and Town Council. The budget will be managed based on the following procedures:

- Approval requirements by amount:

| Amount | Approval Required |
|----------------------|---|
| \$0 - \$24,999 | Department Director |
| \$25,000 - \$249,999 | Department Director Finance Director Town Manager |
| Over \$250,000 | Department Director Finance Director Town Manager Town Council |

- Purchasing and accounting system – The Town will maintain a system for monitoring the budget during the fiscal year; adequate tools must be available to assist staff in managing the budget; the budget system will provide for budget approval before any expenditure is committed by Town staff; this system shall also provide reports and inquiry systems, which will be used by the staff to prepare Council reports.

FINANCIAL POLICIES AND PROCEDURES

- Council Reports – Staff will prepare and submit financial reports quarterly
- Amending the approved budget – As governed by the Town Charter, Sections 9-10 Supplemental Appropriations, Section 9-12 Reduction of Appropriations and Section 9-13 Transfer of Appropriations, the budget may be amended by Ordinance; staff may submit requests to amend the approved budget during the year; departments may be asked to provide information to the Town Council during regular Council meetings; the Finance Department will prepare appropriation Ordinances officially amending the budget; departments may expend funds after Town Council approval and before adoption of the appropriation ordinance
 - Transfers of existing budget between departments; the Manager may approve transfer of budget between departments within a fund
 - Council must approve transfers between funds
- Budget savings – During the budget year, some expenditure savings can be realized by departments; Council encourages these efforts and as an incentive may approve policies relating to savings

INTERGOVERNMENTAL BUDGETS

Other governments could influence some service costs of the Town, either because of duplication of services or service mandates imposed by State and Federal governments. Due to Amendment 1 revenue restrictions, the Town encourages other agencies to pay for services directly; shared projects will be funded by each agency paying for the services.

- Grants – All grants will be reviewed for long-term impacts to the Town
- Outside involvement – The Town may oppose County, State or Federal actions that mandate expenditures that the Council considers unnecessary; the Town will pursue intergovernmental funding to support the incremental costs of those mandates
- Intergovernmental agreements – The Town will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services; when the Town cannot transfer responsibility for service delivery, it will consider intergovernmental agreements and contracts for service delivery

COLORADO CONSTITUTION, ARTICLE X, REVENUE SECTION 20, ARTICLE X, SECTION 10-7-TOWN

On November 3, 1992, the Citizens of the State of Colorado approved Amendment X, also known as the Taxpayers Bill of Rights (TABOR). This legislation was intended to change how governments operate. The major impact of this legislation is to restrict revenues collected by the Town. 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.

BALLOT ISSUES AND REBATES

The following is a history of Town of Castle Rock TABOR ballot items:

| <u>Date</u> | <u>Description</u> | <u>Votes</u> |
|-------------|---|----------------------------|
| 1994 | Exempt Revenues as follows: 1994 - \$2 million 1995 - \$2.3 million 1996 - \$3 million 1997 - \$5.5 million | Y/N 866/495 |
| 1994 | Exempt .75% sales and use tax to be used for streets, trails, bridges, sidewalks, etc. | 607/549 |

FINANCIAL POLICIES AND PROCEDURES

| | | |
|------|--|----------------------------|
| 1996 | Complete De-brucing | 272/453 |
| 2000 | TABOR exemption for excess revenue already collected | 750/1,028 |
| 2003 | 1. Increase debt & mill levy for new recreation center 2. Authorization to retain certain revenue | 840/1,350 878/1,348 |
| 2004 | 1. Authority to issue \$30 million in bonds for transportation purposes 2. Exempt Building Use Tax and Transportation Impact fees | 4,388/1,427 3,632/2,105 |
| 2005 | Exempt revenues from TABOR limits 2004-2008 | 4,649/3,105 |
| 2016 | Allow Town to retain 2015 TABOR Surplus of \$714,580 for Police, Fire, and Transportation uses | 22,210/9,687 |

TABOR SURPLUS REBATES

| <u>Date</u> | <u>Amount</u> | <u>Refund Method</u> |
|--------------|-----------------------|---|
| 1999 | \$ 455,099.04 | Utility bill credit |
| 2000 | 7,467,311.36 | \$1,400 to each household, pro-rated |
| 2001 | 1,264,037.00 | Utility bill credit |
| 2002-2014 | - | N/A |
| 2015 | - | Voters approved the Town to retain the 2015 TABOR surplus of \$714,580 for Police, Fire, and Transportation use |
| Total | \$9,901,027.40 | |

TABOR

The Town will be in compliance with the remaining requirements of Amendment X specifically including election, debt and reserve requirements. Considering the reasons behind the original approval of the TABOR Amendment (lack of trust in government), the Town shall take an active role in citizen participation, communication and relationship building with our citizens in order to maintain and increase our level of trust and accountability. The Town shall participate in regional and statewide organizations because the actions shall influence statewide legislation, which may impact Castle Rock. As directed by Council, Town staff shall try to manage the TABOR issue to the extent possible through alternative methods of doing business, and to conduct continuing public education on TABOR issues.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING PROCEDURES

The Town will maintain a system of financial monitoring, control and reporting for all operations, funds, and agencies in order to provide effective means of ensuring that overall Town goals and objectives will be met and to instill confidence in the Town’s partners and investors that the Town is well managed and fiscally sound.

FINANCIAL POLICIES AND PROCEDURES

The Accounting, Auditing and Financial Reporting systems for the Town will be based on the following:

- GAAP – The Town will maintain its accounting records and report on its financial condition and results of operations in accordance with the State and Federal law and regulations, and Generally Accepted Accounting Principles (GAAP)
- Independent audit – An independent firm of certified public accountants will annually perform a financial and compliance audit of the Town’s financial statements; their opinions will be contained in the Town’s Comprehensive Annual Financial Report (CAFR), and the Report on Compliance with the Single Audit Act of 1984 (if required based on federal funding levels)
- Internal auditing – To complete a full range of audit services, the Town’s Finance Department will supervise performance audits that review cash management, revenues, expenditures, purchasing, and other areas that impact the Town budget
- Accounting internal controls – The Town will maintain an internal control structure consisting of three elements:
 - Control environment – Consisting of an “overall attitude and awareness of actions” as they influence the Town; management and staff shall consider all the financial implications of decisions, both current and long-term
 - Accounting system – An effective accounting system will result in the 1) Identification and recording of all valid transactions; 2) Description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes. 3) Recording of the transaction in the correct time period; 4) Proper presentation of all transactions and related disclosures in the financial statements
 - Control procedures – Consists of 1) Proper authorization of transactions and activities, 2) Adequate segregation of duties, 3) Adequate documents and records, 4) Adequate safeguards regarding access and use of assets and records, and 5) Independent checks on performance

ACCOUNTING STRUCTURE

All Town funds and operations must work to achieve the Town’s mission and goals.

- Number of funds – The Town will minimize the number of Funds, Departments, Divisions and account codes. The funds will be categorized by standard GAAP functional classifications. The development of new Funds, Departments, Divisions, and accounts will be approved by the Town Manager and Finance Director.
- Statement of purpose – Each fund in the Town will have a Statement of Purpose which consists of:
 - Intent – Purpose(s) of the fund
 - Revenue restrictions – Source(s) of revenues to the fund and descriptions of restriction
 - Contingency – Size and use of contingency, if any. Contingency levels shall be based on the uncertainties associated with the purposes of the fund or project
 - Reserves – Size and purpose of required reserves. Required reserves will be based on operating, debt, capital replacement needs and prudent management requirements
- Funding Subsidy – Funds that receive a Fund subsidy in addition to fees and charges or dedicated revenues will include a rationale for the subsidy and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.

FINANCIAL REPORTING

Financial reports will provide direction and guidance in several areas:

- Budgetary comparisons – Comparing actual financial results with the legally adopted budget
- Financial condition and results of operations – Assessing the changes in fund balances, available funds and net assets as a result of operations
- Compliance – Assist in determining compliance with finance-related laws, rules and regulations
- Efficiency and effectiveness – Assist in evaluating management and staff in efficiency and effectiveness

FINANCIAL POLICIES AND PROCEDURES

- Manager reports – Finance will prepare monthly reports identifying the difference between actual and budget for revenues and expenditures, in addition to reporting to the Manager on monthly revenue streams

CHECK CONTROLS

The Town will follow these criteria related to check controls and the signing of checks:

- Payment discounts – The Town will take advantage of payment discounts to reduce expenditures when the rate offered is less than the rate of investment income the Town is earning on cash
- Invoice control – Invoices shall be mailed directly to the Finance Department and, when applicable, the vendor will reference an approved purchase order number
- Check preparation – No check will be prepared for approval without an authorized purchase order, if required, compliance with the procurement code and adequate budget unless specifically identified in these procedures
- Check requirements – In most cases, the Staff will be required to complete the following steps to obtain a check:
 - Budget – Adequate budget must exist before staff considers a purchase
 - Requisition – For items over \$25,000 staff will complete a “requisition” which identifies the vendor, amount, description of purchase, use of items as it relates to the budget (account coding), and budget available; Department Directors approve requisitions based on efficiency, appropriateness, and general financial and management practices, with final approval from the Finance Director
 - Purchase orders – Approved requisitions become purchase orders and only at this time can an order be placed with a “vendor”
 - Contracts – Major purchases may require following the procurement code, which may include Council approval
- Check register – The Accounting Manager reviews and approves the check register
- Distribution of checks – Checks will be mailed following approval, unless other direction is received

REVENUE PROCEDURES

The Town should consider its discretionary revenues as a group rather than in isolation. Both individual revenues and the total package should be viewed in the context of broader Town goals. The Town will be sensitive to the balance between the need for services and the Town’s ability to raise fees, charges and taxes to support Town services. As much as is possible and feasible, Town services that provide private benefit should be paid by fees and charges in order to provide maximum flexibility in use of general taxes to meet the cost of broader public services.

Revenues and rates in the annual budget and the long-range plans will be based on the following procedures:

- Specific use of services – charges for services that benefit specific users should recover full costs, including all direct costs, indirect costs, depreciation on capital plant and equipment, and General Fund overhead; departments that impose fees or service charges should prepare and periodically update cost-of-service studies for each such service; competing Town policies may dictate a subsidy of a portion of the costs of such services
- Diversify revenue – The Town should strive to diversify its revenues in order to maintain needed services during periods of declining economic activity
- Additional resources – The Town will observe the following priorities in obtaining additional resources
 - Use existing resources efficiently – The Town will use as efficiently as possible the resources that it already collects
 - Collect existing revenues – The Town will collect as efficiently as possible the resources to which it is already entitled; the Town will minimize receivables and follow an aggressive policy of collecting receivables for services that must be billed

FINANCIAL POLICIES AND PROCEDURES

- Revenues are consistent with Town goals – The Town will seek new resources consistent with the Town’s goals
- Consider total revenue mix – The Town will review revenue-raising proposals in light of its total revenue mix in order to encourage economic stability and keep the Town competitive
 - Town revenues impact – As part of the annual financial forecast or budget process, major revenue generating proposals will contain an evaluation of the impact on the community
 - Review total community in review – The evaluation should be based on prior year circumstances and include all local taxation and fees (including those of overlapping jurisdictions); not merely the specific service fee or tax proposal
 - Review every five years – At a minimum, it is recommended an evaluation shall be concluded at least once every five years
- Use proven methods – The Town will estimate its annual revenues by an objective, analytical process
- Enterprise funds recover costs – The Town will set fees, user charges and other revenues for each enterprise fund (Water, Water Resources, Stormwater, Wastewater, Golf, Development Services) at a level that supports the total direct and indirect cost of the activity; indirect costs include the cost of annual replacement needs due to depreciation of capital assets; costs related to growth will be paid for by the growth
- Legal requirements – The Town will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds and other restricted revenues

OPERATING PROCEDURES

When the other financial procedures fail to address a specific issue, general operating procedures will be reviewed for direction. In some cases these procedures repeat what has already been stated to emphasize the importance and value of that issue. The Town must contain its operating expenditures within current revenues, establish and adequately fund reserves; regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review Town services for appropriateness and effectiveness.

The Town should follow these operating procedures:

- Current operating revenues to pay for current expenditures – Current revenues will exceed current expenditures. Each Town fund budget must identify ongoing resources that at least match expected ongoing resources that at least match expected ongoing annual requirements; one-time cash transfers and ending balances in excess of reserves may be applied to reserves or to fund one-time expenditures; they should not be used to fund on-going programs; budget documents and the year-end Comprehensive Annual Financial Report (CAFR) will provide Council with the increase or decrease to available funds
- Do not restrict revenues – The Town should not normally earmark discretionary revenues for specific purposes; this will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements
- Reserve procedure – The purpose of this is to provide general guidance on reserve levels within all funds of the Town
 - Comply with all legal reserve requirements
 - Provide adequate funds to meet obligations related to debt requirements and contract purposes
 - Reserve adequate funds for future major asset/infrastructure repair and replacement and new asset/infrastructure acquisition needs as demonstrated in five year capital planning and beyond for some specific funds
 - Reserve funds with the intent of stabilizing revenues which are highly volatile in the event that regular planned revenues do not materialize to the degree anticipated for regular operational needs
 - Reserve funds for operations as may be needed in the event of an emergency
 - Reserve funds for the potential economic development opportunities which may arise

FINANCIAL POLICIES AND PROCEDURES

- Reserve funds for insurance claims and general health insurance increases in the Town employee health plan as the Town is self-funded
- Reserve funds which are identified as committed for the specific purpose and intent of the individual fund to preserve the restriction in use relative to the fund
- Financial controls – Staff will maintain a system of financial monitoring and control; major components of this system include:
 - Fiscal Impact Analysis – Staff will perform a fiscal impact analysis of each significant administrative or legislative action of the Town or affiliated agencies; where appropriate, the analysis will include the impact on the current budget
 - Financial Accounting System and Periodic Status Reports - Staff will prepare financial status reports on the revenues and expenditures to date and estimated year-end balance
 - Budget Controls – The Finance Department will maintain a system of budgetary controls; these controls will assist department Directors in identifying actual to budget variances
- Recover cost of providing services – Town operations will be run on a basis devoted to increase efficiency of service delivery or recover the cost of providing the service by a user fee or charge
- Cash reserves – The Town will maintain cash reserves in order to avoid borrowing for general operating purposes
- Inventories – The Town will maintain accurate inventories of capital assets, their condition, life span and cost
- Cash management systems – The Staff will develop, maintain and constantly seek to improve cash management systems, which ensure the accurate and timely accounting, investment, and security of all cash assets; all cash received by the Town departments will be deposited daily
- Competition and the service provided – The Town must review programs periodically in order to reduce needless competition with other public and private providers and to insure the most cost-effective and efficient provision of services; the Town will encourage competition with privatization by comparing the cost to provide services
- Budget Preparation – Department Directors will prepare and/or review all budget proposals for expenses in their departments according to the instructions provided by the Finance Department
- Internal loans – Loans made between funds will be charged interest at the Colotrust Prime Rate at the time of the loan
- Privatization – Whenever possible the Town may solicit bids from private businesses to provide services
- Procurement – No order shall be placed by any Town employee, contractor or representative that in any way encumbers or obligates the Town unless that purchase is within the individual’s authorization level and, if applicable, until after that person has received an approved purchase order

The following procedures will provide guidelines for all procurement:

- Local preference – When all other factors are the same the Town encourages staff to purchase locally on items up to \$25,000; factors may include quality of product, quality of service, delivery, maintenance, and other issues that may be relevant
- Recycle – The Town encourages recycling and environmental concerns; when all other factors are the same provided the cost is within 10% of other bids on items up to \$25,000
- Purchase order approvals – Requests for purchase orders will be approved by Staff, Department Directors, the Finance Director, Town Manager, or Town Council, based on the amount
- Bids and contracts – The Town recognizes the need to use outside sources for providing Professional Services (consultants), for constructing Capital Projects (vendors & contractors) and for providing services for day-to-day operations and maintenance; the Town requires staff to solicit bids for any purchase of goods or services over \$25k; selection of vendors, contractors or consultants may be based on past experience with the Town, knowledge of the Town and region, philosophy of the nature of the job, availability of time, quality of product, quality of service and material, maintenance, warranties, price, and such other criteria as deemed appropriate

FINANCIAL POLICIES AND PROCEDURES

for particular public project; once a vendor has been chosen, the Town Council may approve the contract by resolution.

- Exceptions – Minor purchases may be made through petty cash or Town credit cards for items approved in the budget; the cost of processing purchase orders, invoices and checks for payments make it practical that small purchases be exceptions to the procurement code
- Emergencies – In the event of natural disasters, accidents or other emergencies where the health, safety or welfare of the community is at risk the procurement requirements may be waived by the Manager; staff will notify the Council of any emergency immediately identifying the emergency and any purchase that may be required
- Computer purchases – All Townwide computer related purchases must be approved by the Chief Technology Officer with final approval from the Finance Director or Town Manager

CAPITAL PLANNING AND BUDGET PROCEDURES (CAPITAL BUDGET, MUNICIPAL CODE ARTICLE 9, SECTION 9-5)

The Five-Year Capital Improvement Plan has a significant impact on the image of the Town. The following procedures are designed to guarantee that current and future projects are maintained at a quality level and that capital projects do not restrict the Town's ability to provide basic services. The Town must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with these projects. In addition to amenity improvements, the Town must make the capital investment needed to support and enhance the delivery of basic services. Capital expenditures include buildings, land, major equipment and other items that are of significant value and have a life greater than five years.

The planning, funding and maintenance of all capital projects shall be based on the following procedures.

- Bond rating – The Town will make every effort to maintain a strong bond rating that is consistent with other Town goals
- Five-Year Capital Improvement Program – Each department with capital expenditures will develop and maintain a Five-Year Capital Improvement Program; this will include sources of funding and maintenance and operating costs
- Details of plan – The Town will prepare, adopt and update annually a Town Five-Year Capital Improvement Program that identifies department needs for capital replacement and additions; the capital improvement program lists all anticipated capital expenditures, total estimated cost, the year in which it will be started, the amount expected to be expended in each year, and the proposed method of financing these expenditures
- Current Capital budget – As part of the budget process, the Town will adopt a budget that may include the first year of the 5-year Capital Improvement Program
- Include future maintenance – As part of the annual Capital Improvement Program, the Town may identify and include full costs of future maintenance and replacement costs, startup costs and ongoing operating costs including personnel of new capital facilities and equipment prior to funding as part of the annual Capital Improvement Program
- Identify project funding – The Town staff will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval; this will include capital construction as well as ongoing maintenance and other costs
- Asset Management Plan (AMP) – The Town will develop an Asset Management Plan that protects capital investment and minimizes future maintenance and replacement costs; the Town will maintain accurate information on the condition, life span use and replacement cost of their capital assets to assist in long-term planning; the Asset Management Plan will also indicate future major repairs and their costs, utility costs, and other operating costs
- Planned funding – The budget will provide sufficient funding for adequate maintenance and scheduled replacement and enhancement of capital plan and equipment; whenever the Asset Management Plan identifies a significant discrepancy between the need to maintain/modernize Town infrastructure or facilities and the funds available for such improvements, Town staff will prepare and present to Council a strategy for meeting such needs

FINANCIAL POLICIES AND PROCEDURES

- Renovation and Rehabilitation – Although the annual operating budget should provide for adequate maintenance of capital plant and equipment, it is possible that even if this maintenance is provided eventually a major expenditure will be required; it is appropriate to consider these types of major expenditures when developing the capital improvement program
- Capital priority – In general, the following guidelines will be used to identify capital priorities: safety, complete existing projects, maintenance of existing capital facilities, extensions of existing systems and new projects; maintenance should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary; State, Federal and local mandates or new service demands may require acquisition of new facilities or new construction even when maintenance needs are not fully met; unique opportunities may arise which should be considered as a priority particularly if there is community support for acquisition; maintenance of facilities should take priority over operating programs if deferring maintenance will result in greater costs to restore or replace neglected facilities
- Alternative funding – Assessment district financing is appropriate for those areas of the Town that are retroactively installing physical plant features which are normally required by subdivision standards at the time of development or which have been funded by another assessment district.; such physical plan features include curb, gutters, sidewalks, streetlights and sewers; assessment districts are also appropriate in cases where these types of physical plant features are being upgraded for the benefit of property owners in the area; unless otherwise directed by Council, assessment districts will include all costs associated with the project, including overhead and indirect costs, including but not limited to financing, and administrative costs; the Town will take actions to ensure that financial risk to the Town is minimized
- Equipment replacement – Each department will estimate its equipment replacement (items over \$5,000 with a life greater than one year) and maintenance needs for the next five years and will update this projection each year; from this projection, a maintenance and replacement schedule will be developed and followed
- Cash for equipment – Equipment replacement should be financed on a pay-as-you-go basis; equipment should be replaced on a useful life basis considering optimum trade-in value and maintenance costs
- Fixed Assets – Fixed assets accounted for in the Comprehensive Annual Financial Report (CAFR) will use a base line of \$5,000 with a life greater than one year; the classification of Fixed Assets in the CAFR may be different than how the Town tracks capital and equipment internally; for example, the Town may track the location of each computer, but not track the computer as a capital asset

INVESTMENT POLICY (RESOLUTION 2005-02, ADOPTED JANUARY 11, 2005)

The Town of Castle Rock was incorporated as a municipal corporation in 1881 and remained a statutory Town under the constitution and laws of the State of Colorado until September 22, 1987 when a home rule charter (the “Charter”) was adopted. The Town is the County seat of Douglas County and is located along Interstate 25, 15 miles south of the Denver metropolitan area and 40 miles north of Colorado Springs.

The Charter established a Council-Manager form of government. The governing body of the Town is a seven-member Town Council (the “Council”). The Council has all the legislative powers and all other powers of the Town not otherwise conferred by Charter. All departments of the Town are under the supervision and control of the Town Manager, except the Town Attorney. The Town Manager serves as the Chief Administrative Officer of the Town.

The purpose of this Investment Policy is to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the funds of the Town of Castle Rock. The following Investment Policy addresses the methods, procedures and practices, which must be exercised to ensure effective and judicious fiscal and investment management of the Town’s funds.

FINANCIAL POLICIES AND PROCEDURES

This Investment Policy was adopted by the Town Council on January 11, 2005 by Resolution 2005-02 and replaces any previous investment policy or investment guidelines of the Town. The current Investment Policy is in the process of being updated and is planned to be presented to the Town Council by the end of 2017.

SCOPE

The provisions of this Investment Policy shall apply to the investment management of all financial assets and funds under the control of the Town. All excess cash, except for cash in certain restricted and special accounts, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance. Investment earnings shall be distributed to the individual funds on a monthly basis.

INVESTMENT OBJECTIVES

The Town's principal investment objectives are:

- Preservation and protection of capital
- Maintenance of sufficient liquidity to meet anticipated disbursements and cash flows
- Diversification to avoid incurring unreasonable risks regarding securities owned
- Attainment of a market rate of return equal to or higher than the performance measure (a benchmark) established by the criteria set forth in Section XIV of this policy
- Conformance with all Federal regulations, State of Colorado Statutes, and Town Ordinances including this policy

DELEGATION OF AUTHORITY

In accordance with Ordinance No. 97-27, the responsibility for conducting investment transactions resides with the Treasurer (Director of Finance who may also be referred to as Finance Director). Other members of the Town's finance staff may be appointed to assist the Finance Director in the cash management, treasury or investment functions and the Finance Director will submit those staff member's names and job titles in writing to the Town Manager for approval. Those authorized to transact securities business for the Town are listed, by job title, in Annex 1 of the policy. The Town Council, through the Town's external auditors, will periodically review the compliance of the cash, treasury and investment management practices with this Investment Policy.

The Finance Director shall establish written administrative procedures for the operation of the Town's investment program consistent with this policy. Such procedures shall be designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees of the Town.

The Finance Director may engage the support services of outside professionals, so long as it can be demonstrated that these services produce a net financial advantage and necessary financial protection of the Town's resources.

PRUDENCE

The standard of prudence to be used for managing the Town's assets is the "prudent investor" rule applicable to a fiduciary, which states that a prudent investor "shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation, but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of their capital." (CRS 15-1-304, Standard for Investments.)

The Town's Finance Director and other authorized persons acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that the

FINANCIAL POLICIES AND PROCEDURES

deviations from expectations are reported in a timely fashion to the Town Manger and appropriate action is taken to control adverse developments. The Finance Director will be responsible for ensuring that sufficient liquidity exists to maintain the Town's operations in the event of adverse market conditions or claims.

ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall not engage in personal business activity that could conflict with proper execution of the investment program, or that could impair or create the appearance of an impairment of their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Town Manager any material financial interest in financial institutions that conduct business with the Town, and they shall subordinate their personal investment transactions to those of the Town particularly with regard to the timing of purchases and sales.

ELIGIBLE INVESTMENTS AND TRANSACTIONS

All investments will be made in accordance with the Colorado Revised Statutes (CRS) as follows: CRS 11-10.5-101, et seq. Public Deposit Protection Act; CRS 11-47-101, et seq. Savings and Loan Association Public Deposit Protection Act; CRS 24-75-601, et seq. Funds-Legal Investments for Governmental Units; CRS 24-75-603, et seq. Depositories; and CRS 24-75-701 and 702, et seq. Local Governments – Local Government Pooling. Any revisions or extensions of these sections of the CRS will be assumed to be part of this Policy immediately upon being enacted.

The Town Council has further restricted the investment of Town funds to the following types of securities and transactions:

- Treasury Obligations: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips with a final maturity not exceeding five years from the date of purchase
- Federal Agency Securities: Debentures and mortgage-backed securities with a stated final maturity not exceeding five years from the date of purchase issued by the Government National Mortgage Association
- Federal Instrumentality Securities: Debentures, discount notes, callable, step-up, and stripped principal or coupons with a final maturity not exceeding five years from the date of purchase issued by the following only: Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB), Federal Home Loan Banks (FHLB) Federal Home Loan Mortgage Corporation (FHLMC), and Student Loan Marketing Association (SLMA); to be approved, either Moody's or Standard and Poor's must rate Federal Instrumentality Securities AAA
- Prime Commercial Paper: Issued on U.S. companies and denominated in U.S. currency with a maturity not exceeding 270 days from the date of purchase, which is rated at least A-1 by Standard and Poor's, P-1 by Moody's, or F-1 by Fitch at the time of purchase by each service, which rates the commercial paper; if the commercial paper issuer has senior debt outstanding, the senior debt must be rated, at least A by Standard and Poor's, A2 by Moody's, and A by Fitch, by each service that publishes a rating on the issuer; (Senior debt is defined as the most senior secured or unsecured debt of the issuer with an original maturity exceeding one year); the aggregate amount of securities purchased from any one Commercial Paper issuer shall not exceed 5% of the Town's portfolio
- Eligible Bankers Acceptances: With maturity not exceeding 180 days from the date of purchase, issued by a state or national bank, which has combined capital and surplus of at least \$250 million, whose deposits are insured by the FDIC, and whose senior long-term debt is rated at least A by Standard and Poor's, A2 by Moody's or A by Fitch at the time of purchase by each service that publishes a rating on the bank; the aggregate amount of securities purchased from any one Bankers Acceptance issuer shall not exceed 5% of the Town's portfolio.
- Repurchase Agreements: With a termination date of 180 days or less collateralized by U.S. Treasury securities listed in item 1 above with maturity not exceeding 10 years; for the purpose of this section, the term collateral shall mean purchased securities under the terms of the PSA Bond Market Trade Association Master Repurchase Agreement as modified by the Town's Master Repurchase Agreement Annex; the purchased securities shall have a minimum market value including

FINANCIAL POLICIES AND PROCEDURES

accrued interest of 102 percent of the dollar value of the transaction; collateral shall be held in the Town's third-party custodial bank as safekeeping agent, and the market value of the collateral securities shall be marked to the market daily.

- Repurchase Agreements shall be entered into only with dealers who have executed a Master Repurchase Agreement with the Town and who are recognized as Primary Dealers with the Federal Reserve Bank of New York. Repurchase Agreement counterparties shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of A or the equivalent by each service that rates the firm.
- Flexible Repurchase Agreements: With a final maturity of one year or less collateralized by U.S. Treasury securities listed in item 1 above with a maturity not exceeding 10 years; for the purpose of this section the term collateral shall mean purchased securities under the terms of a Town approved Flexible Repurchase Agreement; the purchased securities shall have a minimum market value including accrued interest of 102 percent of the dollar value of the transaction; collateral shall be held in the Town's third-party custodial bank as safekeeping agent, and the market value of the collateral securities shall be marked to the market daily; flexible repurchase agreements may be renewed for additional one-year periods. These agreements are deemed by both parties to be purchases and sales of securities and are not loans.

In addition, all such flexible repurchase agreements shall meet the following criteria:

- Be determined as legal and valid for both parties
 - Shall have a fixed rate during the entire life of the agreement
 - The dollar amounts and periods of time when the Town may draw funds out of the repurchase agreement shall be agreed upon in writing by both parties and shall be part of the written repurchase agreement exercised by the Town and the approved counterparty
 - The Town has the option of varying the dollar amount and the timing of the draw down by an agreed upon percentage of the anticipated draw down and a specified number of days. The Town and the counterparty to the agreement will specify the details of the allowable variance when the agreement is structured; in addition, the Town may draw down in excess of the variance up to the remaining balance in the agreement for a bona fide, unanticipated cash need
- Local Government Investment Pools: Authorized under CRS 24-75-701, and 702 which: are "no-load" (i.e., no commission fees shall be charged on purchases or sales of shares); have an objective of maintaining a constant net asset value of \$1.00 per share; limit assets of the fund to those authorized by State Statute; have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Law Regulation 2a-7; and have a rating of AAAM by Standard and Poor's or Aaa by Moody's or AAA/V1+ by Fitch
 - Time Certificates of Deposit or Savings Accounts: With maturity not exceeding one year in any state or national bank, or state or federal savings and loan association located in Colorado, which is a member of the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation. Certificates of Deposit that exceed the FDIC insurance limits shall be collateralized in accordance with the Colorado Public Deposit Protection Act or the Savings and Loan Public Deposit Protection Act
 - Money Market Funds: Registered under the Investment Company Act of 1940 which: are "no-load" (i.e. no commission fee shall be charged on purchases or sales of shares); have a constant daily net asset value per share (usually \$1.00); have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2a-7; and are rated either AAAM by Standard and Poor's or Aaa by Moody's or AAA/V1+ by Fitch. The aggregate amount of funds invested in money market funds shall not exceed 25% of the Town's portfolio; in addition, the Town's investment shall not exceed 5% of the outstanding shares of any one money market fund
 - Corporate Bonds: Issued by a corporation or bank with a final maturity not exceeding three years from the date of purchase, rated at least AA by Standard and Poor's, Aa2 by Moody's, or AA by Fitch at the time of purchase by each service that rates the debt. Authorized corporate bonds shall be U.S. dollar denominated, and limited to corporations organized and operated within the United States with a net worth in excess of \$250 million; the aggregate amount of corporate bonds

FINANCIAL POLICIES AND PROCEDURES

shall not exceed 10% of the Town's portfolio, with no more than 5% of the portfolio held in any one issuer or its affiliates or subsidiaries

- **Municipal Bonds:** For bond reserves only; general obligation or revenue obligation debt with a final maturity not exceeding five years issued by any state of the United States or any political subdivision, institution, department, agency, instrumentality, or authority of any state; eligible municipal bonds must be insured and must be rated at least AA by Standard and Poor's, Aa by Moody's or AA by Fitch at the time of purchase by each service that rates the entity; the aggregate amount invested in municipal bonds shall not exceed 5% of the Town's portfolio

It is the intent of the Town of Castle Rock that the foregoing list of authorized securities be strictly interpreted. Any deviation from the list must be pre-approved by the Town Council in writing.

INVESTMENT DIVERSIFICATION

It is the intent of the Town to diversify the investments within the portfolio to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. The asset allocation in the portfolio should, however, be flexible depending upon the outlook of the economy, the securities market, and the Town's anticipated cash flow needs. A minimum of 50% of the investable assets of the Town will be maintained in those securities listed in Eligible Investments and Transactions.

INVESTMENT MATURITY AND LIQUIDITY

To the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities. Investments shall be limited to maturities not exceeding five years from the date of purchase unless approved in writing by the Town Council for special circumstances (e.g. the reinvestment of bond reserves). In addition, the weighted average maturity of the total portfolio shall not exceed two years. The Town shall maintain at least 10% of its total investment portfolio in instruments maturing in 120 days or less.

In the case of callable securities, the first call date shall be used as the maturity date for investment purposes in this section if, in the opinion of the Finance Director, there is little doubt that the security will be called prior to maturity. If, in the opinion of the Finance Director, the callable security will go to maturity, then that date will be used as the final maturity. In all cases for accounting purposes, however, the final maturity date of the callable securities shall be used as the maturity of the security in order to disclose the maximum maturity liability in the Town's financial reports.

COMPETITIVE TRANSACTIONS

Each investment transaction shall be competitively transacted with broker/dealers who have been authorized by the Town. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded. If the Town is offered a security for which there is no other readily available competitive offering, then the Finance Director will document quotations for comparable or alternative securities.

When purchasing original issue instrumentality securities, no competitive offerings will be required as all dealers in the selling group offer those securities at the same original price.

SELECTION OF BROKER/DEALERS AND FINANCIAL INSTITUTIONS

The Finance Director shall maintain a list of authorized broker/dealers and financial institutions that are approved for investment purposes, and it shall be the policy of the Town to purchase securities only from those authorized institutions and firms.

To be eligible, a firm must meet at least one of the following criteria:

FINANCIAL POLICIES AND PROCEDURES

- Be recognized as a primary dealer by the Federal Reserve Bank of New York
- Report voluntarily to the Federal Reserve Bank of New York
- Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule), or
- Be an FDIC member and meet criteria in Section XII

Broker/dealers and other financial institutions will be selected by the Finance Director on the basis of their expertise in public cash management and their ability to provide service to the Town's account. Each broker/dealer, bank, or savings and loan that has been authorized by the Finance Director shall be required to submit and annually update a Town approved Broker/Dealer Information Request form. The Finance Director shall maintain a file of the most recent Broker/Dealer Information form submitted by each firm approved for investment purposes. Broker/dealers shall also attest in writing that they have received a copy of this Investment Policy. A list of approved broker/dealers is included in Annex III of this policy.

The Town may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in the Section, "Eligible Investments and Transactions" of this Investment Policy.

SELECTION OF BANKS AND SAVINGS AND LOANS AS DEPOSITORIES AND PROVIDERS OF GENERAL BANKING SERVICES

The Finance Director shall maintain a list of authorized banks and savings and loans that are approved to provide depository and other banking services for the Town. To be eligible for authorization, a bank or savings and loan must be a member of the FDIC and qualify as a depository of public funds in Colorado as defined in CRS 24-75-603, and provide the Town with certification of such qualification. Banks or savings and loans that, in the judgment of the Finance Director, no longer offer adequate safety to the Town, will be removed from the list. The list will be updated annually to insure current compliance.

A list of approved banks is included in Annex IV. A credit analysis will be performed at least annually on all approved banks and savings and loans.

SAFEKEEPING AND CUSTODY

The Finance Director shall approve one or more financial institutions to provide safekeeping and custodial services for the Town. A Town approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that institution's safekeeping services. To be eligible for designation as the Town's safekeeping and custodian bank, a financial institution shall qualify as a depository of public funds in Colorado as defined in C.R.S. 24-75-603.

Custodian banks will be selected on the basis of their ability to provide service to the Town's account and the competitive pricing of their safekeeping related services.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities shall be perfected in the name of the Town, and sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities, except Certificates of Deposit, Local Government Investment Pools and Money Market Funds, purchased by the Town will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by a Town approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

All Fed wireable book entry securities owned by the Town shall be evidenced by a safekeeping receipt or a customer confirmation issued to the Town by the custodian stating that the securities are held in the Federal Reserve System either in a Customer Account or in a Trust Account that will name the Town as "customer".

FINANCIAL POLICIES AND PROCEDURES

All DTC eligible securities shall be held in the custodian bank's Depository Trust Company (DTC) participant account and the custodian bank shall issue a safekeeping receipt evidencing that the securities are held for the Town as "customer."

All non-book entry (physical delivery) securities shall be held by the custodian bank's correspondent bank and the custodian bank shall issue a safekeeping receipt to the Town evidencing that the correspondent bank holds the securities for the Town.

The Town's custodian will be required to furnish the Town with monthly reports of holdings of custodied securities as well as a report of monthly safekeeping activity.

PERFORMANCE BENCHMARKS

The Town's investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The Town of Castle Rock shall use a dynamic benchmark rate of return for the Town's investment portfolio that corresponds to the yield for the U.S. Treasury security that most closely corresponds to the portfolio's weighted average effective maturity. In no case shall the benchmark yield be less than the monthly average yield of the Colorado Local Government Liquid Asset Trust (COLOTRUST) measured on an annualized basis. All fees involved with managing the portfolio should be included in the computation of the portfolio's rate of return.

REPORTING

The Finance Director should prepare a monthly investment report listing the investments held by the Town and the market value of those investments. The report shall include a summary of investment earnings and performance results during the period. A record shall be maintained by the Town of all bids and offerings for security transactions in order to ensure that the Town receives competitive pricing.

Reports prepared by outside advisors shall be sent to the Town's Finance Director on a monthly basis.

INVESTMENT POLICY REVISIONS

This Investment Policy shall be reviewed periodically by the Finance Director and may be amended by the Town Council as conditions warrant. The Finance Director as necessary may update the data contained in the Annexes to this Policy, provided the changes in no way affect the substance or intent of this policy.

DEBT MANAGEMENT

The Town of Castle Rock recognizes the primary purpose of capital facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community is based upon the policy outlined below. This policy is designed as a guideline for the development of new debt issues for the Town. Any issue that exceeds these limits must be noted to Council when the debt program is defined.

AUTHORIZATION FOR MUNICIPAL BORROWING

The Town Charter authorizes the borrowing of money and the issuance of the following securities to evidence indebtedness:

- Short-term securities
- General obligation bonds and other like securities
- Revenue bonds and other like securities
- Local improvement district bonds and other like securities
- Any other lawfully recognized security

FINANCIAL POLICIES AND PROCEDURES

The Charter and State Constitution determine which securities may be issued only after a vote of the electors of the Town and approved by a majority of those voting on the issue.

CONDITIONS FOR USING DEBT

Debt financing of capital improvements and equipment will be done only when the following conditions exist:

- When non-continuous projects (those not requiring continuous annual appropriations) are desired
- When it can be determined that future users will receive a benefit from the improvement
- When it is necessary to provide basic services to residents and taxpayers (for example, purchase of water rights)
- When the rights of bond buyers and subsequent investors are protected through full disclosure
- When the total tax burden on the residents of the community has been taken into consideration
- When the term of the debt is no longer than (80% of) the economic useful life of the project; or
- When, for self-supporting debt, scheduled maturities do not exceed projected revenue streams
- When, for self-supporting and Tax Increment supported debt, the Town obtains secured guarantees or assurance of ability to pay, to the extent possible
- When the Town has obtained all assurances of project viability and guarantees of completion prior to the issuance of debt

Additionally the Town may:

- Actively pursue all programs, which provide alternative sources of funding for capital maintenance and improvement projects
- Strive to use a pay-as-you-go method of financing for all capital projects under \$500,000
- Plan for capital projects and set aside reserves in anticipation of these projects where feasible
- NOT issue debt to finance operating costs
- Minimize interest costs by following debt sales practices which emphasize:
 - Full and complete public disclosure of financial condition and operating results
 - Issuance of debt only at times of favorable market conditions, when possible
- Maintain contact with major bond purchasing and rating groups for the purpose of providing detailed financial information and responses to inquiries as to financial and operational policies of the Town
- Strive to identify the portion of capital projects to be funded by debt that will serve new growth; this portion of the project and/or any related debt should be paid for with funds dedicated for growth purposes, such as impact or development fees and building use taxes

The Towns Finance Director shall be responsible for ensuring that this policy is properly administered. In addition, if revisions are required, the Finance Director shall identify the required revisions and forward them to the Town Manager, who shall submit them to Town Council for consideration.

DEBT INDICATORS AND DEBT LIMITS

While no absolute measure of debt burden exists, the Town recognizes that municipal bond rating agencies and financial analysts have established key debt indicators by which they evaluate the credit strength of issuers, debt per capita for example. Since debt issued by entities sharing the same geographic area, for example, the Douglas County School District, cannot be controlled by the Town, the indicators and limits used will be calculated using only direct debt issued by the Town itself. If new or different revenue sources emerge or old sources cease to exist the limits below should be adjusted to reflect those changes. For example, increased impact fees will increase the amount of funding available for debt service and capital.

FINANCIAL POLICIES AND PROCEDURES

DEBT LIMITS

As applied to the total amount of principal outstanding for all general obligation bonds of the Town of Castle Rock, including that of Enterprise Funds; the total amount of debt should not exceed 3% of the actual value of real property in the Town; (Townwide limit) this is the same as the limitations under State statute.

| <u>Debt Limit Calculation</u> | | |
|--|--------------|------------------|
| Estimated Actual Property Value (as stated in 2016 CAFR) | | \$ 7,220,343,810 |
| 3% of Property Valuation | | \$ 216,610,314 |
| <u>Amount of Debt Applicable to Debt Limit</u> | | |
| Gross Debt | | \$ 119,309,342 |
| Less: Sales Tax Revenue Bonds | (30,913,842) | |
| Parks Capital COP's | (8,220,000) | |
| Capital Leases | (752,726) | |
| Golf Course Revenue Bonds | (4,650,000) | |
| Water & Wastewater Revenue Bonds | (72,272,774) | |
| Notes Payable | (2,500,000) | |
| Total | | \$ (119,309,342) |
| Total Debt Applicable to Debt Limit | | \$ - * |
| Legal Debt Margin | | \$ 216,610,314 |

*Currently there are no general obligation bonds applicable to the debt limit

As applied to all governmental funds, the combined amount of capital outlay and debt service payments on an annual basis should not exceed 45% of total budgeted governmental fund expenditures (Governmental funds limit), and should not exceed 60% of enterprise fund expenditures (Enterprise funds limit); these are guidelines as the issuance of all debt must be determined on a case-by-case basis and evaluated by management and Town Council.

GENERAL GUIDELINES FOR TYPES OF DEBT TO BE USED

The following are some general guidelines for some types of debt use. The types of debt and the guidelines are not meant to be all-inclusive.

GENERAL OBLIGATION DEBT, TAX SUPPORTED

Utilize general obligation, tax supported borrowing to finance only those capital improvements and long term assets that have been determined to be essential to the maintenance or development of the Town.

On an annual basis, the Town's Five-Year Capital Improvement Program shall be analyzed, prioritized and designated as to essential characteristics through the Town's established Capital Improvement Program process. This process shall distinguish and separately prioritize tax-supported and self-supporting projects.

The Town shall use general obligation, tax supported bonding only after considering alternative funding sources, such as Federal and State grants and project revenues.

FINANCIAL POLICIES AND PROCEDURES

Issuance of this type of debt requires a TABOR election. Example of General Obligation Debt: G. O. Bonds issued to build Town Hall (The Town has no G. O. Debt at this time.)

REVENUE-SUPPORTED DEBT

The Town shall utilize revenue-supported borrowing whether solely revenue backed or issued as general obligations with non-sales tax revenue pledges, to finance public improvements which can be shown to be self-liquidating or fully supported by dedicated revenue sources, and needed for infrastructure and economic development of the Town.

Revenue supported bonds shall be used to limit potential dependence on taxes for those projects with available revenue sources, whether self-generated or dedicated from other sources.

Adequate financial feasibility studies shall be performed for each project to provide assurances as to the self-liquidating nature of the project or adequacy of dedicated revenue sources. Assurances will be obtained that persons primarily benefiting from the project will provide the maximum financial support allowable.

For self-liquidating enterprise-type projects, general obligation bonds may be issued in order to obtain the lowest possible interest rates. Example of Revenue Supported Debt - Revenue Bonds issued for:

The State issued bonds for the construction of the Denver-Boulder Turnpike. The statute created a special bond fund for the payment of the bonds, which contained the tolls derived from the operation of the turnpike. In addition, pursuant to a constitutional amendment, certain amounts from the state highway funds were earmarked for highway purposes. The court held that since all of the proceeds from the excise tax were designated for construction and maintenance of highways, the excise taxes never became general revenue subject to appropriation by the legislature.

If The Town of Castle Rock were to issue bonds for the construction of a new Recreation Center, these would be payable solely from the revenues of the center.

Denver issued bonds for improvements to the baseball stadium, which were payable from the net revenues of the operation of the stadium. No general funds or taxes were pledged. The court held that these obligations were valid revenue bonds.

SPECIAL ASSESSMENT BONDS

The Town shall utilize Special Assessment Bonds to construct improvements in connection with a special improvement district. An example of Special Assessment Bonds is bonds that are issued to construct street lighting in a neighborhood special assessment district.

LEASE/PURCHASE AGREEMENTS

The Town shall use lease/purchase borrowing to purchase or construct capital assets where the costs associated with bonds exceeds the costs of lease/purchase and/or when funds are needed relatively quickly and/or when Council has determined that this is not a debt item that requires a vote of the citizens. This is an option when major equipment purchases cannot be paid for with cash or when equipment or a project requires financing due to unavailability of pay-as-you-go funds.

CERTIFICATES OF PARTICIPATION

The Town shall utilize Certificates of Participation when it has been determined that the project and costs do not fit into other types of financing options. For example, the Town requires a new Town Hall, Police or Fire Station and the Council have determined that the project is essential in nature and does not desire to put an issue on the ballot. The time and costs associated with this option should be closely analyzed and compared to other options.

FINANCIAL POLICIES AND PROCEDURES

TAX INCREMENT SUPPORTED DEBT

The Town shall utilize tax increment supported borrowing only when projects can be shown to be self-liquidating from tax increments arising in sufficient amounts or when secured guarantees are provided for potential shortfalls, and with appropriate timing to avoid the use of general tax revenues and where maximum allowable guarantees are obtained.

Secured guarantees shall be obtained prior to issuance to fully protect the Town from loss incurred between the date of the sale of the debt and the date of completion of the project.

Secured guarantees should be required, to the extent possible; to fully protect the Town from long-term negative cash flows arising from any event or change of circumstances.

Assessment valuation agreements should be required prior to issuance of the debt.

The Town shall closely monitor the absolute amounts and year-to-year trends of key financial ratios, including:

- Total debt per dollar of assessed property value
- Total debt per dollar of market value
- Ratio of Tax Supported debt service to discretionary revenues
- Ratio of dedicated revenues to debt service for Revenue-Supported bonds
- Ratio of Tax supported debt service to total revenues

INTERFUND BORROWING

Borrowing between funds is also an option for capital projects funding. Interfund borrowing will save the costs and staff time of issuing bonds or other debt. Interfund borrowing may be done when the following conditions are met:

- When the loaning fund has the capacity to loan such amounts; and,
- When future anticipated revenues in the borrowing fund are deemed adequate to service all debt of the fund.

An interest rate may be charged to the borrowing fund with the rate based on the latest interest rates for municipal bond issues of like type for the same or approximate number of years, or, based upon the latest C-Safe or Colotrust rates. This will ensure that the fund making the loan receives any interest it may have otherwise received.

BOND RATING INFORMATION FOR THE TOWN OF CASTLE ROCK

The credit position for Castle Rock is very strong, and its Aa2 rating is slightly above the US city median of Aa3. The rating reflects a very healthy financial position, a considerable tax base, and an affluent socioeconomic profile. It also incorporates a negligible pension liability and a manageable debt burden.