



Excellence · Dedication · Service

Town of Castle Rock

2016 PRELIMINARY OPERATING AND CAPITAL IMPROVEMENT BUDGET

CRgov.com/2016Budget



This proposed 2016 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.

**Proposed 2016 Operating and
Capital Improvement Budget for
The Town of Castle Rock
Douglas County, Colorado**

**Fiscal Year
January 1, 2016 – December 31, 2016**

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

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TABLE OF CONTENTS

INTRODUCTION

GFOA Award5
 Reader’s Guide6
 List of Officials/District Map.....7
 Organization Chart.....10
 Vision, Mission and Values11
 Accomplishments and Recognitions14
 Town Initiatives17
 General Information22
 Demographics and Economics25
 Budget Preparation Calendar.....32
 Appropriations by Fund34

BUDGET MESSAGE

Budget Message.....35

FINANCIAL SECTION

Fund Structure Overview42
 TABOR Update52
 FTE Summary53
 Townwide Fund Summary54
 General Fund.....56
 Town Council.....59
 Philip S. Miller Trust Fund63
 Public Art Fund64
 Town Manager’s Office65
 Economic Development Fund68
 Deputy Town Manager’s Office.....69
 General Long Term Planning Fund.....73
 Community Relations Division.....74
 Human Resources Division.....78
 Employee Benefits Fund.....82
 Division of Innovation and Technology83
 Facilities Division88
 Municipal Facilities Capital Fund92
 Town Attorney’s Office.....93
 Town Clerk’s Office.....95
 Municipal Court Division98
 Finance Department.....101
 Downtown Development Authority TIF Fund106
 Police Department.....107
 Police Capital Fund.....112
 Police Forfeiture Fund.....113
 Fire & Rescue Department114
 Fire Capital Fund.....118
 Development Services Department.....119
 Development Services Fund124
 Public Works Department.....125
 Transportation Fund.....131

Transportation Capital Projects Fund.....132
 Fleet Services Fund.....133
 Parks and Recreation Department134
 Conservation Trust Fund.....140
 Parks & Recreation Capital Fund.....141
 Golf Fund.....142
 Community Center Fund.....143
 Utilities Department144
 Water Fund.....152
 Water Resources Fund153
 Stormwater Fund.....154
 Wastewater Fund.....155

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM (CIP)

Introduction Letter.....157
 Funding Source and Fund Summary158
 General Fund.....160
 General Long Term Planning Fund.....171
 Transportation Fund.....189
 Transportation Capital Projects Fund.....202
 Conservation Trust Fund.....210
 Parks & Recreation Capital Fund213
 Fire Capital Fund.....218
 Water Fund.....224
 Water Resources Fund.....235
 Stormwater Fund.....245
 Wastewater Fund255
 Development Services Fund.....262
 Community Center Fund264
 Fleet Fund273
 Golf Fund286

GLOSSARY AND ABBREVIATIONS

Glossary of Terms290
 Abbreviations and Acronyms.....293

APPENDIX

I. Three Year Balanced Financial Plan.....296
 II. Fund Department Structure.....331
 III. Debt & Lease Schedules.....333
 IV. Interfund Loan Schedules339
 V. Deferred Revenues343
 VI. Ordinance Adopting 2016 Budget.....348
 VII. Certification of Mill Levy350
 VIII. Resolution Approving 2016 CIP.....352
 IX. Financial Policies and Procedures.....354

Table of Contents

Introduction Section

GFOA Award	5
Reader's Guide.....	6
List of Officials	7
Organization Chart	10
Vision, Mission and Values	11
Accomplishments and Recognitions.....	14
Town Initiatives.....	17
General Information.....	22
Demographics and Economics.....	25
Budget Preparation Calendar	32
Appropriations by Fund.....	34
Budget Message	35



GOVERNMENT FINANCE OFFICERS ASSOCIATION


*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Castle Rock
Colorado**

For the Fiscal Year Beginning

January 1, 2015



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **Town of Castle Rock, Colorado** for its annual budget for the fiscal year beginning **January 1, 2015**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and are submitting it to GFOA to determine its eligibility for another award.

GUIDE TO THE 2016 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 2016 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:

- 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 2016 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 2016-2018 Three Year Balanced Financial Plan for each Town fund to demonstrate the anticipated sustainability of 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
- Ordinance to adopt the Budget and Ordinance to certify mill levy for the Town of Castle Rock
- Resolution approving the 2016 Capital Improvement Program
- Financial policies and procedures



LIST OF OFFICIALS

Since 1987, Castle Rock has had a Council / Manager form of government. Council members are elected every other April and serve four-year terms. Council then selects the Mayor and Mayor Pro Tem. 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

<p>Dave Corliss Bob Slentz Lou Gresh Fritz Sprague Trish Muller Sally Misare Art Morales Jack Cauley Bill Detweiler Jeff Brauer Bob Goebel Mark Marlowe</p>	<p>Town Manager Town Attorney Municipal Court Judge Deputy Town Manager Finance Director Town Clerk Fire Chief Police Chief Development Services Director Parks and Recreation Director (Interim) Public Works Director Utilities Director</p>
--	---

Boards and Commissions

<p>Board of Adjustment Board of Building Appeals Election Commission Historic Preservation Board Liquor Licensing Authority Design Review Board Downtown Development Authority</p>	<p>Parks & Recreation Commission Planning Commission Public Art Commission Public Safety Commission Public Works Commission Utilities Commission Urban Renewal Authority</p>
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Castle Rock as viewed from East Plum Creek trail

LIST OF OFFICIALS – 2015-2016 TOWN COUNCIL



Paul Donahue
Mayor
District 1

Council liaison to:

- Metro Mayors Caucus
- Castle Rock Economic Development Council (voting member)
- Partnership of Douglas County Governments
- Fire Pension Board
- Castle Rock Chamber of Commerce
- Audit Committee
- Public Works Commission



Mark Heath
District 2

Council liaison to:

- Parks and Recreation Commission
- Public Safety Commission
- Centennial Airport Noise Roundtable
- Water Resources Commission
- Castle Rock Economic Partnership
- Community Leadership Group
- Downtown Merchants Assoc.
- Douglas Land Use Intergovernmental Agreement Review Board



Jennifer Green
Mayor Pro Tem
District 3

Council liaison to:

- Parks and Recreation Commission
- Audit Committee
- Adventist Wellness Committee
- Douglas Land Use Intergovernmental Agreement Review Board (alternate)
- Veterans Memorial Working Group



Chip Wilson
District 4

Council liaison to:

- Planning Commission
- Utilities Commission
- Liquor Licensing Authority



Renee Valentine
District 5

Council liaison to:

- Castle Rock Economic Development Council (alternate)
- Downtown Development Authority (voting member)
- Design Review Board
- Community Leadership Group
- Douglas County Youth Initiative
- Downtown Merchants Assoc.



George Teal
District 6

Council liaison to:

- Public Safety Commission
- Historic Preservation Board
- Partnership of Douglas County Governments
- Cherry Creek Basin Water Quality Authority
- Denver Regional Council of Governments (DRCOG)
- Veterans Memorial Working Group

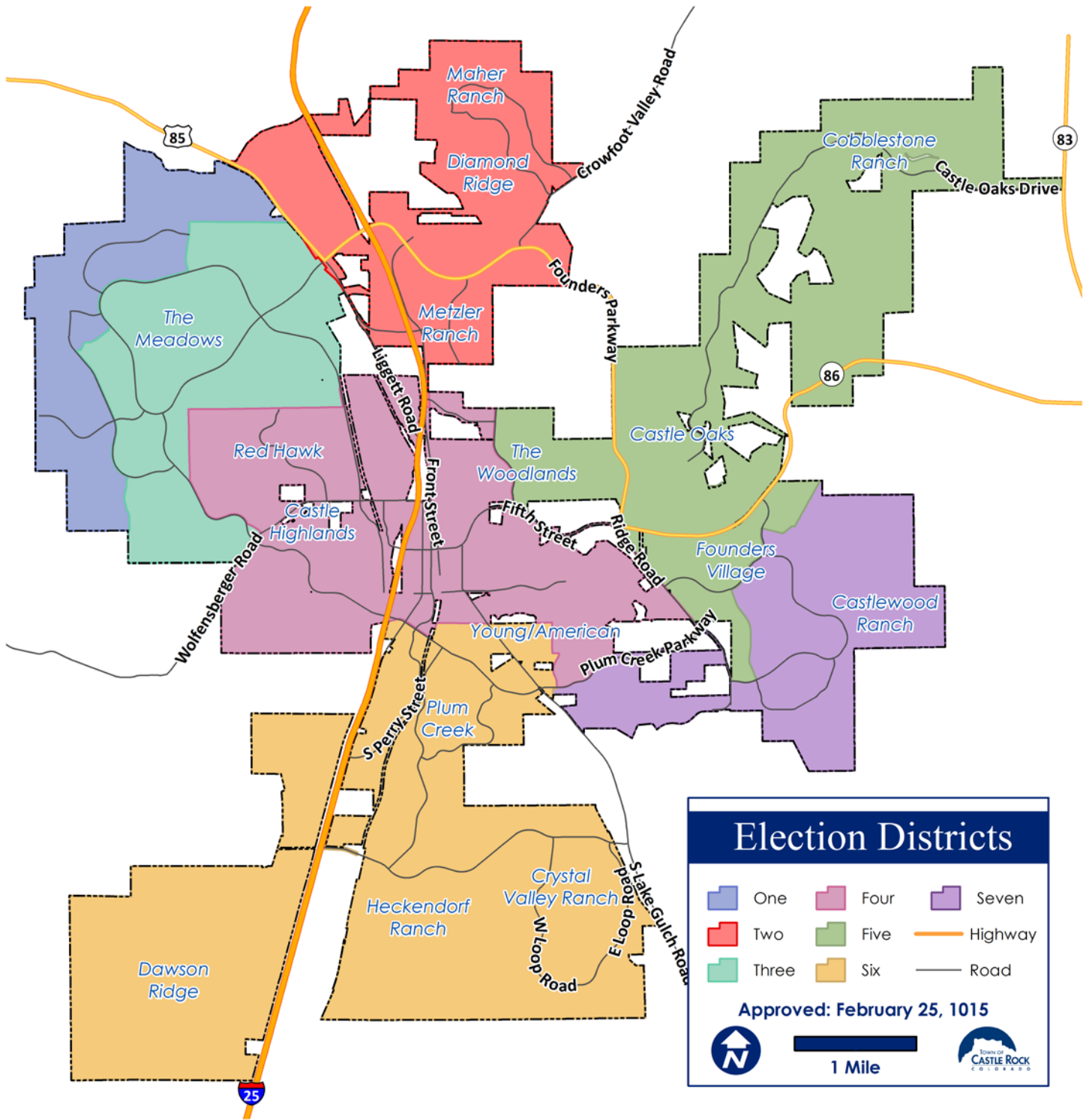


Brett Ford
District 7

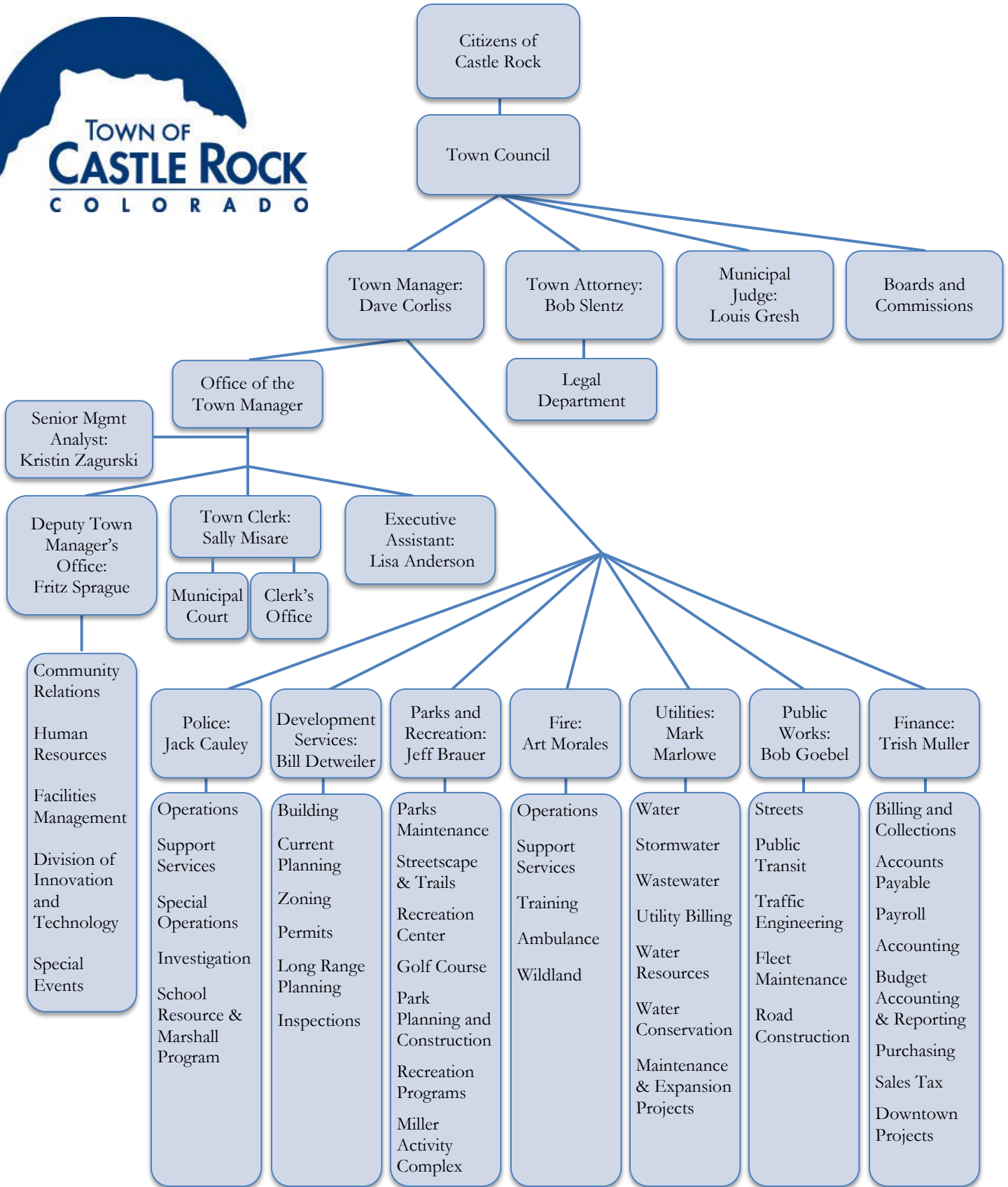
Council liaison to:

- Castle Rock Economic Partnership (alternate)
- Water Resources Commission

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

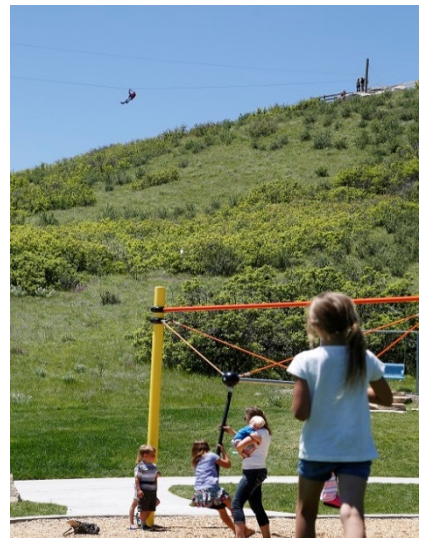
MISSION

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

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

Vision 2020 and Vision 2030

The Vision 2020 has served as the Town's goal of what the community wants to become in the future. While the Vision 2020 has served the Town well over the past 14 years, much has changed in Castle Rock since 1999. In 2015, two teams were created, including a Town Team and a Community Team. These teams included Town staff, residents, business owners, and other community participants who helped guide the process of updating the Town's Vision 2020 document for the year 2030 and beyond. With the help of the Development Services Department and an independent planning consultant, the two teams held open houses, community meetings and created an online survey. The purpose of the meetings and the survey were to develop an extensive public participation program to gain broad input on the Town's future. Upon completion of the input processes above, both teams, the Development Services Department, and independent consultants synthesized all the information gathered and created the update to the "Our Legacy, Our Future: Vision 2020 document." The Vision 2030 Statement shown below continues to declare Castle Rock's common goals, guide Town decisions, unite the community with a common purpose, and motivate residents and leaders to meet the vision's goals. Click [here](#) to see more on the draft of the 2030 Vision Statement.

2030 Vision Statement

The Town of Castle Rock is a world-class community that embraces its small town character. The Town will continue to grow and prosper through the implementation of the Town Cornerstones, which includes a healthy and growing economy, preservation of community character through a distinct town identity, providing high quality community services, and responsible growth and development. The Town will:

- Be physically freestanding, maintaining open spaces with mountain and prairie views;
- Preserve and enhance history and heritage through a vibrant downtown that enriches the Castle Rock's sense of community;
- Diversify the local economy through job creation and economic development;
- Encourage business and industry development efforts along the Interstate-25 corridor;
- 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 managing 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; and,
- Continue to serve as the County seat and the center for governmental services.



TOWN CORNERSTONES

Each of the four cornerstones plays a critical role in the community’s success and resiliency over time. The four cornerstones reflect Castle Rock’s key areas of focus and serve as the organizing framework for the Comprehensive Master Plan. To effectively support the community’s vision, principles and policies beneath each of the four cornerstones should be held in balance - to the maximum extent feasible - as part of day-to-day decision making. Below is a draft of the Town Cornerstones updated with the Vision 2030 as of August 2015.

A Distinct Town Identity Responsible Growth & Development

Castle Rock is a unique and welcoming community distinguished by its small town feel, diverse and easily accessible recreational options, scenic backdrop and natural environment, and family-friendly events and activities.

Principles to support a distinct town identity include:

- A highly accessible and well-distributed system of parks, recreation facilities, open space, and trails
- A community that values its history, arts, and culture
- A community recognized for and enhanced by its natural environment and scenic vistas
- Responsible stewardship of our natural resources
- A tradition of local community events and cultural and entertainment opportunities

Castle Rock will be responsibly planned to accommodate the needs of existing and future residents while preserving and protecting the Town’s small town character, distinct identity, independent spirit, easy access to nearby destinations within the region, and quality of life.

Principles to support responsible growth and development include:

- Orderly, cost-effective, equitable and fiscally responsible growth
- Active participation in local and regional discussions surrounding growth and development
- Annexation of areas with the potential to accommodate growth in a fiscally and environmentally sound manner
- A balanced mix of land uses to meet the short and long-term needs of the community
- Cohesive neighborhoods and mixed-use centers that offer a variety of lifestyle options for Castle Rock residents
- Infill development that is sensitive to the scale and character of the surrounding context
- An integrated multimodal transportation system that allows for the safe and efficient movement of people and goods
- Reduced risk to life and property from natural and manmade hazards

High Quality Community Services A Healthy & Growing Economy

Infrastructure and essential community services will be provided in an efficient manner to support the public interest and well-being of all Castle Rock residents and businesses.

Principles to support high quality community services include:

- Adequate community facilities and levels of service
- A renewable water supply to serve the long-term needs of the community
- A safe community
- Expanded access to health and human services
- Efficient operation and maintenance of Town facilities
- Castle Rock as the County seat and the center for governmental services

Castle Rock will be a self-sufficient community that is home to a variety of businesses and industries, offers a broad range of employment opportunities for residents, and maintains a healthy tax base.

Principles to support a healthy and growing economy include:

- Diversification of the local economy through job creation and economic development
- An emphasis on business and industry development efforts along the Interstate-25 corridor
- A vibrant downtown that enriches the Castle Rock’s sense of community
- Lifelong learning opportunities that meet the changing needs of Castle Rock’s residents and business community
- Strong partnerships and collaboration locally and within the region
- Enhanced tourism and local awareness of what Castle Rock has to offer
- A position of fiscal and economic health

AWARDS, RECOGNITIONS AND ACCOMPLISHMENTS

- The **Town of Castle Rock** was named one of the safest communities in Colorado by a consumer research firm, Value Penguin, based on collected FBI crime statistics
- **Castle Rock Water, Utilities**, was deemed the best tasting in a Colorado taste test. Nine utilities entered the contest at the American Water Works Association's annual conference
- The **Finance Department** received the **Distinguished Budget Presentation Award** for the **2015 Annual Budget** submitted to the **Government Finance Officers Association of the United States**, for the 7th consecutive year
- The **Finance Department** received a **Certificate of Achievement for Excellence in financial reporting for 2013** from the **Government Finance Officers Association of the United States** for the **2013 Comprehensive Annual Financial Report**, for the 24th consecutive year

- The **Fleet Division** was named one of **the top 100 fleets in North America published in American City and County Magazine**. **Castle Rock ranked 52** based on productivity, use of technology, collaboration, creativity, turn-around time, staff development, and wise use of resources



Fleet Award Recipients (left) Mike McKehry, Chad Bednar, Paul Colell and Eric Dena

- **Sue Morgan, Human Resources**, was appointed by the Governor to serve as a Trustee on the Board of Directors for the Colorado Fire and Police Pension Association (FPPA)
- **Catherine Jorgensen, Deputy Town Manager's Office, Becky Hernandez and Erin Novotny, Police Department** graduated from the **Leadership Douglas County Program**
- **Lisa Anderson, Town Manager's Office**, graduated from the Colorado Municipal Clerk Institute & Academy at Regis University and obtained her Colorado Municipal Clerk designation from the International Institute of Municipal Clerks
- **Amy Hart-Dayton, Division of Innovation & Technology**, completed the URISA Leadership Academy
- **John Kilman, Division of Innovation & Technology**, graduated from Regis University with a Bachelor of Science degree in Business Technology Management
- **George Theil, Division of Innovation & Technology**, attended training and received certification for CommVault Core Fundamentals and Implementation and Maintenance
- **George Theil and Joe Smith, Division of Innovation & Technology**, both received their certification in VMWare VSphere
- **Joe Smith, Division of Innovation & Technology**, attended training and received certification in Netapp cDOT Storage Administration
- **Jeff Brauer, Interim Director of Parks and Recreation** earned both his **Certified Park and Recreation Professional and Certified Park and Recreation Executive certifications**. The certification program is administered through the **National Parks and Recreation Association** and is designed to demonstrate a working knowledge of planning, human resources, finance, operations and programming in the field of Parks and Recreation
- The **Parks and Recreation Department** received **Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation**, which recognizes park and recreation agencies for excellence in operation and service and provides assurance to the public that the agency meets national standards of best practice

AWARDS, RECOGNITIONS AND ACCOMPLISHMENTS (Continued)

- The Parks & Recreation Department received the **Starburst Award from the Colorado Lottery for the Philip S. Miller Park Adventure Playground and Trail System**. This is the Town's third Starburst Award (Quarry Mesa and the East Plum Creek Trail projects were awarded in the past). Starburst Awards recognize excellence in the use of Lottery funds for community and conservation projects. Winners are chosen based on the creativity of the project, economic and social impact on the community, and whether the project achieved its goal
- Town Arborists **Lyndsay Miller and Brian Roundy** were re-certified by **International Society of Arboriculture** for the next three years
- Parks Maintenance Division employees **Lyndsey Miller, Kent Lansville, Kyle Sowder, Brian Roundy, Spike Jones, Sean Owen, and Rowan Springfield** received their **flagger certifications**
- Parks Maintenance Division employees **Sean Owen and Ian Hamilton** acquired their **Class A CDL License**
- Aquatics Specialist **Ken DeKowzan** earned his **National Swimming Pool Foundation Instructor certification** which allows him to teach **Certified Pool Operator (CPO)** classes as well as a variety of other courses



Philip S. Miller Adventure Playground and Trail System was recognized with the Starburst Award from the Colorado Lottery

- The **Castle Rock lifeguard staff** competed in this year's Colorado Parks and Recreation Association (**CPRA**) **State Lifeguard Games** showcasing their professional skills and **placed 6th out of more than 30 teams**
- Numerous members of Parks & Recreation earned **Certified Pool Operator (CPO)** and **Lifeguard Instructors (LGIs)**. **Certified Pool Operators** include: **Curtis Wilkosz, Luke Henry, Tori Bredehoeft, Brent Hargrave, David Pettingill, Jay Mitchell**. **Lifeguard Instructors** include: **David Pettingill, Michael Roy, Alex Roberts, Megan Wise, Alex Gartner, Jacob Hillner, Curtis Wilkosz, Aaron Kayen**
- **Police Department, Seth Morrissey, Allen Hanners, and Todd Brown** completed the Advanced CPTED course and received the National Institute of Crime Prevention's (Crime Prevention through Environmental Design) CPTED Professional Designation (CPD)
- **Fire Department, Lieutenant Jason Butts** graduated from the **Executive Fire Officer Program (EFOP)** at the National Fire Academy
- **Fire Department, Lieutenants Oren Bersagel-Briese and Scott Eckels** were recognized by the **National Fallen Firefighters Foundation** for their efforts in organizing **9-11 Memorial Stair Climbs** across the country
- **Fire Department, Battalion Chief Rich Martin** was **elected Chair** by the members of the **State Emergency Medical and Trauma Advisory Council (SEMTAC)**, which is a **Governor appointed** council
- **Fire Department, Fire Chief Art Morales** was appointed to the **Colorado Heart Trust Board of Directors**
- **Fire Department, Deputy Chief Norris Croom** was elected to serve a two-year term as the **International Director** for the EMS Section of **International Association of Fire Chiefs (IAFC)**
- **Fire Department, Deputy Chief Norris Croom** was certified as an **All Hazards Division/Group Supervisor** by the **State of Colorado Division of Fire Prevention and Control**

AWARDS, RECOGNITIONS AND ACCOMPLISHMENTS (Continued)

- **Josiah Flamm, Development Services** received International Code Council (ICC) Certification in Residential Plumbing Inspection and ICC Certification as a Residential Combination Building Inspector
- **Lenore Bennett, Development Services** was accepted as a member of the Colorado Association of Code Enforcement Officials, received an ICC Certification in Residential Plans Examiner and an ICC Certification as an ICC/ACCE Property Maintenance and Housing Inspector
- **Jay Monroe, Public Works**, received his “Road Scholar” certification. In the Roads Scholar Program outline, nine courses are required to complete the program. One would need to take the four core curriculum classes and any five electives. The five electives can be completed by attending any minimum 8–hour class or workshop that Colorado Local Technical Assistance Program (LTAP) offers



- **Dan Sailer, Public Works**, was appointed to the American Public Works Association (APWA) Small Cities/Rural Communities Committee. This is a volunteer opportunity that Dan will undertake in addition to his normal responsibilities. APWA came to Dan requesting his participation, and he is one of six national representatives on this Committee
- **Mike Medina and Randy Worthington, Public Works**, received their International Municipal Signal Association (IMSA) Work Zone Safety Certification
- **Megan Lobban and Don Wisely, Public Works**, received their American Traffic Safety Services Association (ATSSA) Traffic Control Technician Certification
- **Brian Tennent, Public Works**, passed his Professional Engineer exam and now is a licensed P.E.
- **Stephen Marvin and Vernon Layne, Public Works**, further developed their supervisory skills by attending “Ethical- Do You Know What This Means?” This class was sponsored by Colorado LTAP under the Supervisory Skills & Development Program
- **The Fleet Services Division, Public Works**, was awarded the National Institute for Automotive Service Excellence (ASE) Blue Seal Certified Shop
- **Chad Bednar, Public Works**, received his G1 Auto Maintenance & Light Repair, and his A1 Steering & Suspension certifications from the National Institute for Automotive Service Excellence (ASE)
- **Michael (Mac) McKelvy, Public Works**, received his certified Diesel Emissions inspector from the State of Colorado
- **Chris Selheim, Public Works**, received his certified Brake Inspector certification from Drive Train Industries
- **Paul Colell, Public Works**, was featured as one of the elite local Fleet Managers at the Government Fleet Expo in Denver

TOWN INITIATIVES

Project Green

Vision: To Identify, develop, promote and implement environmentally and fiscally sustainable programs and opportunities.

Reducing consumption of resources has positive impacts on the local environment. In 2008, the Town Council inspired staff to volunteer their time to build a more sustainable Castle Rock to benefit Town residents and our unique and beautiful region. Town staff created an environmental sustainability program called Project Green. The broadly focused program includes energy and water conservation, solid-waste recycling and other areas to help sustain the natural environment and be responsible stewards of the Town's resources.



Bike to work Day, hosted by the Green Team

Castle Rock Town initiatives

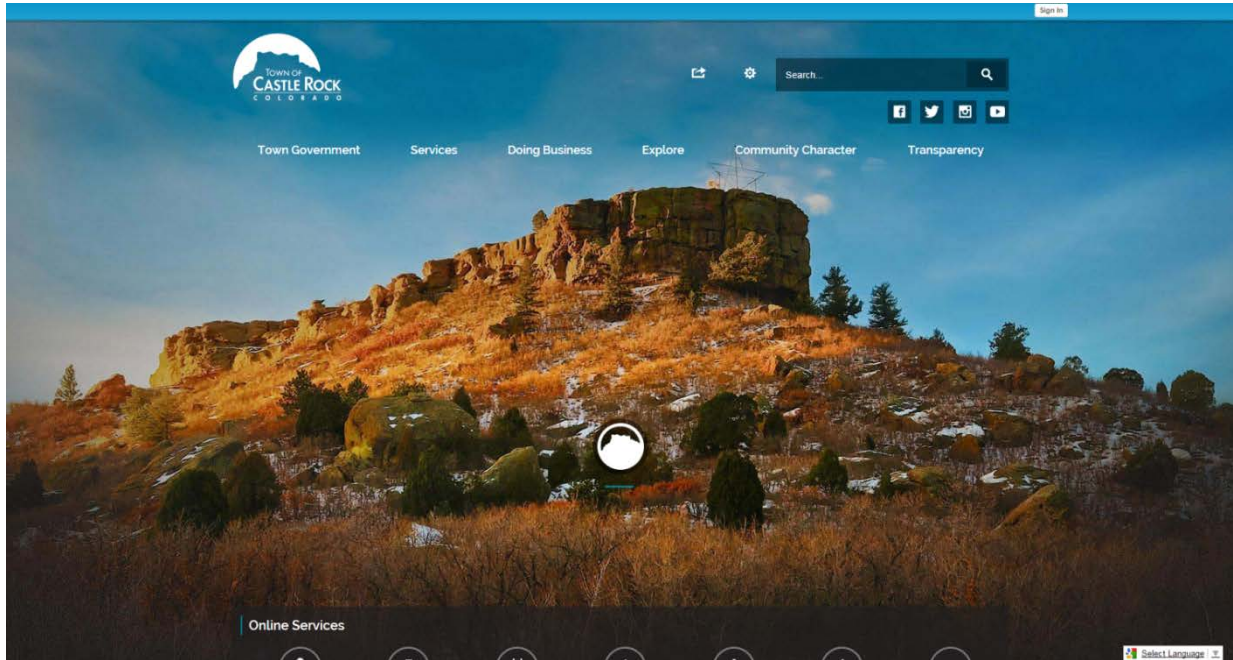
- The Recreation Guide and other Town publications are printed with soy-based inks on recycled paper.
- The Police Department recycles its bullet casings and bulletproof vests.
- Firefighter bunker gear is kept as a spare rather than being replaced every three years.
- The Parks Department collects branches and leaves during cleanups and reuses them to stabilize slopes and prevent water runoff.
- The Town implemented a “Turn it off, Add it Up” program to remind employees to turn off the lights of rooms they are not using to reduce electricity use in the buildings. The Town also implemented energy saving standards for heating and air-conditioning in Town Facilities. During the heating and cooling seasons, thermostats are adjusted to reduce energy consumption round the clock.
- Town staff recycle paper, glass, aluminum, batteries, cardboard, cell phones, plastic, printer and copier toner cartridges and tires.
- In an effort to reduce the effects of chemical fertilizers on the local water resources, golf courses and parks around Town use organic fertilizer and compost to nurture lawns and landscapes.



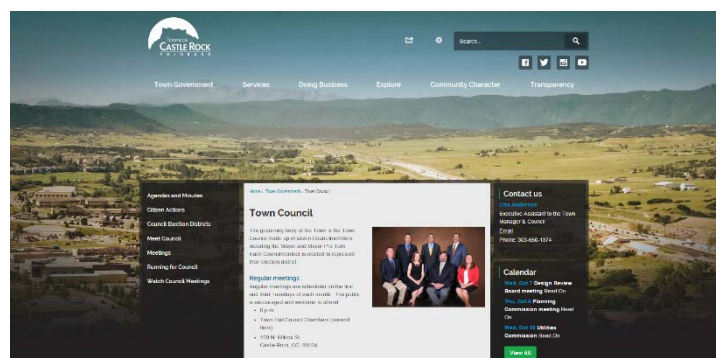
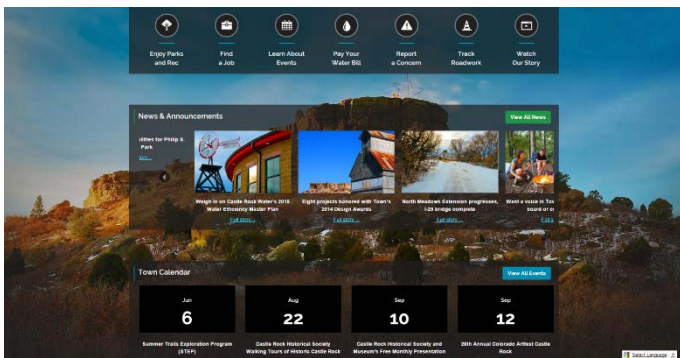
TOWN INITIATIVES

Website

During 2015, the Community Relations Division spearheaded a redesign of the Town’s website. Redesign efforts included updated graphics, improved functionality, revised navigation and updated content. The redesign of the website was a collaborative effort, requiring efforts by employees from all Town departments. Please visit CRgov.com for more information.



The redesigned website includes revised navigation that provides resources to Town Government, Town Departments, a variety of community resources and transparency information

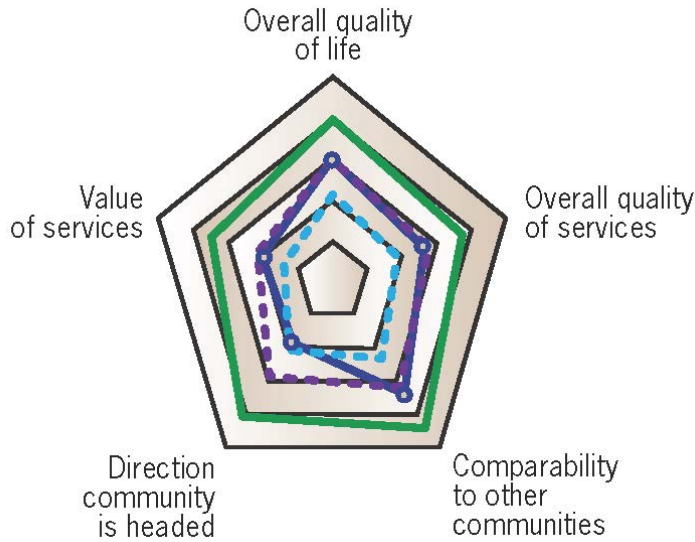


Access to community news, announcements and Town events were a top priority. As a result, these items are easy to locate and navigate to. Additional changes to navigation were based on analysis of the most used options and pages on the previous website.

TOWN INITIATIVES

2015 Community Survey

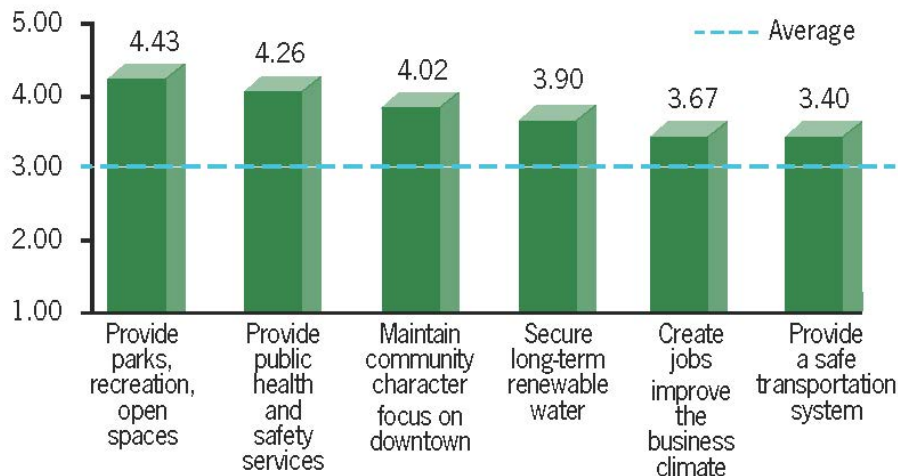
In April 2015, the Town contracted with Northwest Research Group to perform a statistically valid survey of the Castle Rock community. A majority of residents surveyed continue to feel that Castle Rock is consistently a great place to live, with a high regard for the levels of service the Town provides.



Overall, the survey revealed that residents love living in Castle Rock, and that the quality of life here is exceedingly high. The Town overall received a very strong 4-star rating, barely missing a 4.5-star rating, in Northwest’s 5-star rating system. As the corresponding chart illustrates, the Town outperformed other 4-star communities on four out of the five measures that make up this ranking, but underperformed 4-star communities regarding the direction the Town is heading.

- Castle Rock
- - - Other 4-star communities
- - - 4.5-star communities
- 5-star communities

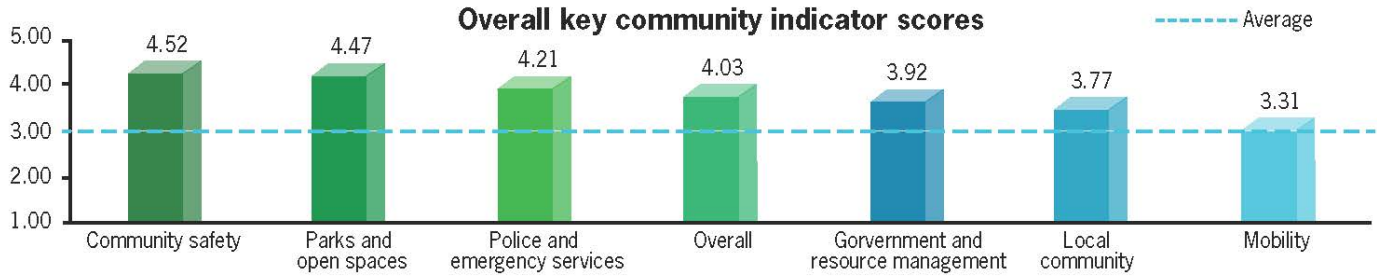
Residents were read each of the Town’s six strategic priorities and asked to indicate if they felt the priority will lead the Town in the right direction. As the chart indicates, residents believe all six priorities are on the right path and leading the Town in the right direction.



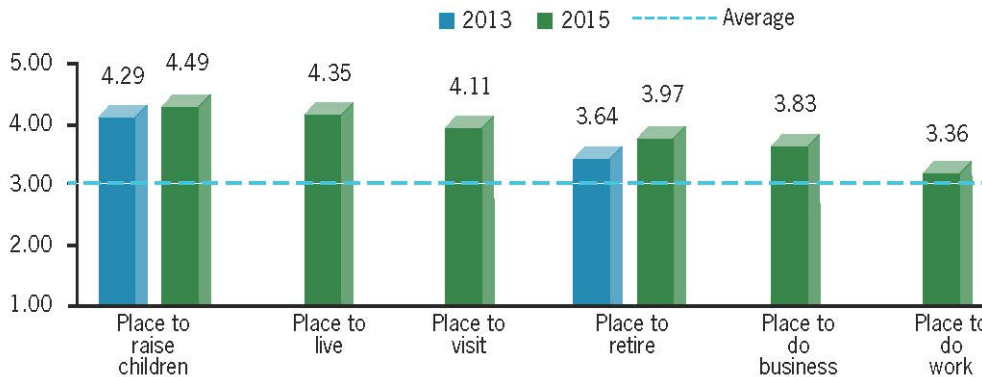
TOWN INITIATIVES

2015 Community Survey

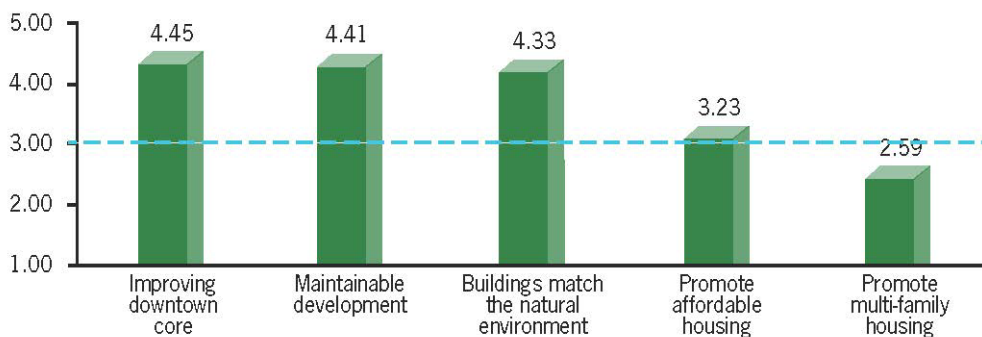
Nine out of ten residents said the quality of Town services exceeds their expectations. Responses to 33 questions regarding the quality of various services were analyzed and grouped into six dimensions. Overall performance within each dimension is highlighted on the chart below.



Residents are very likely to recommend Castle Rock as a place to live and raise children, but are less likely to recommend it as a place to work or do business, as illustrated by chart below.



Residents view traffic and growth as the most important issues facing the Town. When asked what areas the Town should focus on as the population expands, residents believed that items related to maintaining the Town’s infrastructure were most important, as illustrated by the chart below.



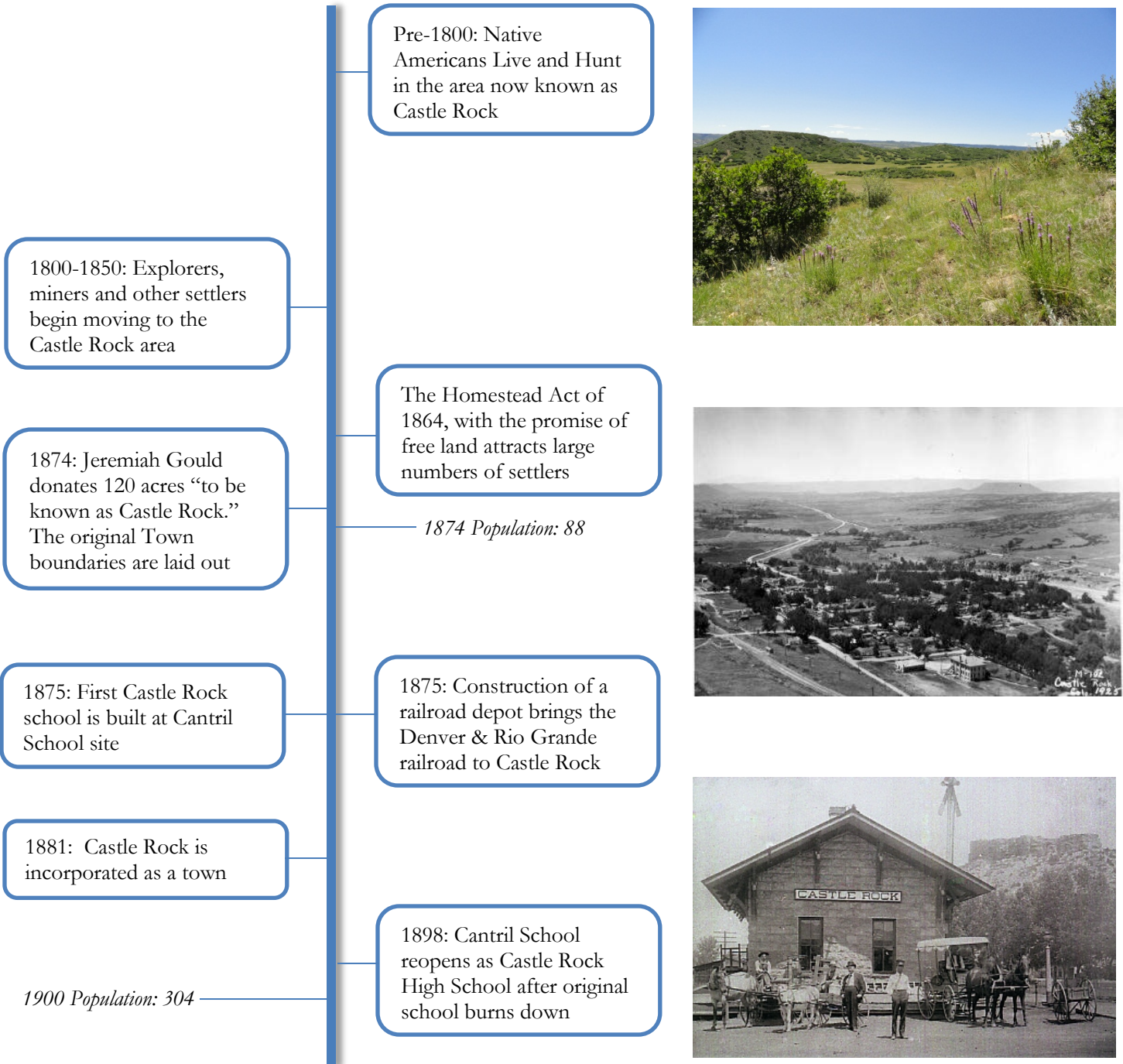


Excellence · Dedication · Service

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HISTORY AND GENERAL 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.



Pre-1800: Native Americans Live and Hunt in the area now known as Castle Rock

1800-1850: Explorers, miners and other settlers begin moving to the Castle Rock area

1874: Jeremiah Gould donates 120 acres "to be known as Castle Rock." The original Town boundaries are laid out

1874 Population: 88

1875: Construction of a railroad depot brings the Denver & Rio Grande railroad to Castle Rock

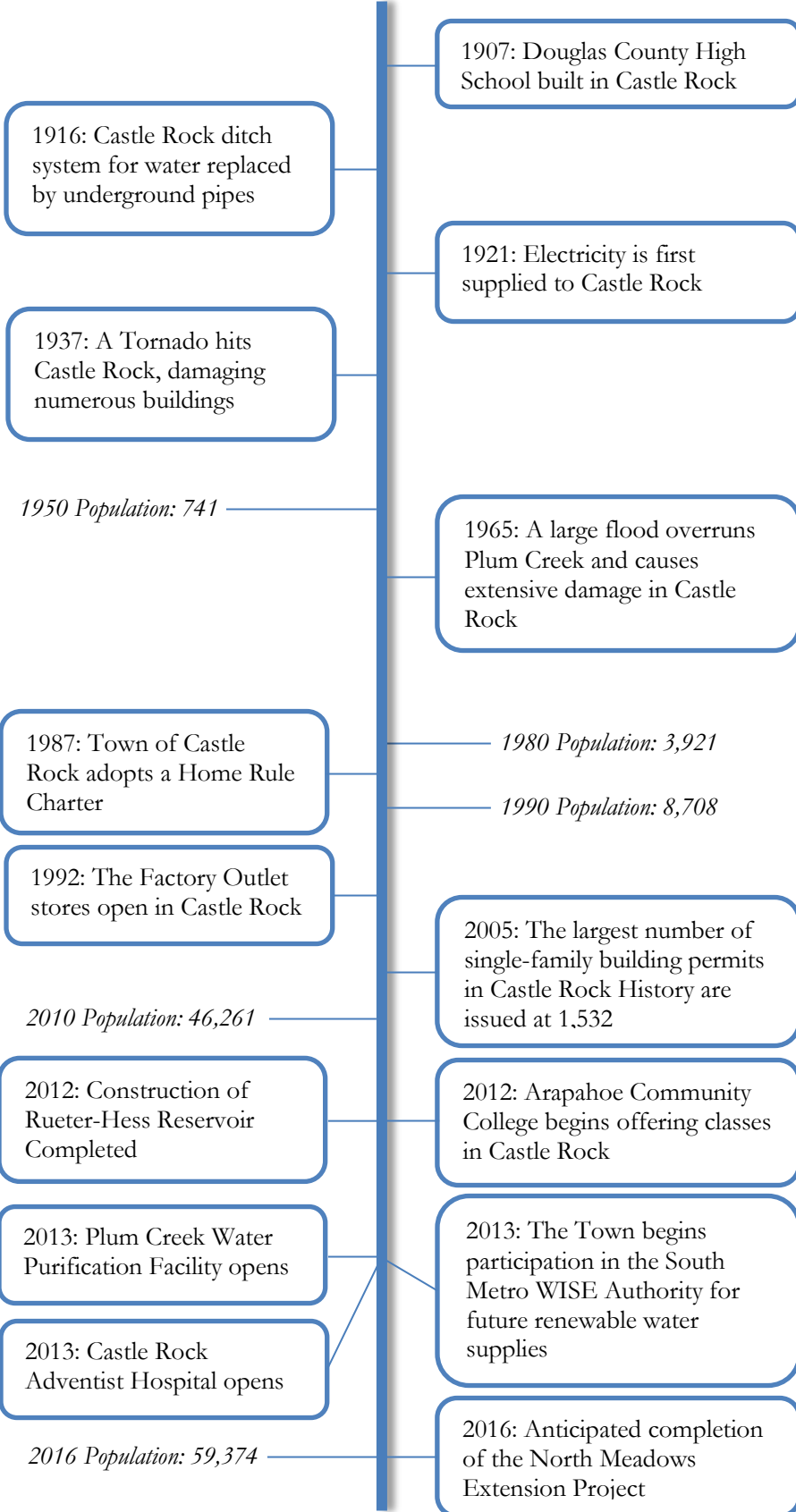
1875: First Castle Rock school is built at Cantril School site

1881: Castle Rock is incorporated as a town

1898: Cantril School reopens as Castle Rock High School after original school burns down

1900 Population: 304

HISTORY AND GENERAL INFORMATION



TOWN SERVICES

The Town of Castle Rock maintains high levels of service in regard to a wide variety of public services, including:

- *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*
- *5,475 Acres of Open Space (Public & Private Combined)*
- *73 Miles of Trails*
- *351 Acres of Developed Parks*



DEMOGRAPHICS & ECONOMICS

DEMOGRAPHICS

The Town of Castle Rock is unique among other communities along the Front Range in both history and natural setting. Castle Rock is an affluent and growing community. Residents love the small town charm, wide open spaces, fresh clean air and outstanding education system the Town provides. It is home to approximately 56,800 people as of July 2015. Founded in 1874, the namesake rock provided the landmark location for the Town. Castle Rock was incorporated in 1881, after having been selected the Douglas County seat 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 July 2015: 56,800
- 95.9 percent of residents have a high school diploma
- 45 percent of the residents age 25 and older have a Bachelor’s degree or higher
- Money Magazine listed Castle Rock 4th in the “Best Places to Live” annual ranking in 2014, highlighting downtown as the “heart of the city, lined with locally owned restaurants and specialty stores.”
- Castle Rock ranked as fifth best town for young families by consumer advocacy website, NerdWallet in 2013
- Median age: 33.8 years
- Median household income: \$78,608
- Median cost of a single-family home: \$265,988
- The Town’s population grew by an estimated 2,500 residents in 2014 alone and more than 30,000 residents since the year 2000
- The Town covers approximately 33 square miles, 19.5 miles of which are classified as urbanized area



Location of Castle Rock, Colorado

DEMOGRAPHICS & ECONOMICS (Continued)



(2015 - 2016 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 April. 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 April 2010, the voters approved a Charter Amendment that provides for four year Council terms beginning with the April 2012 election. Council members elected in 2011 will serve a three year term as part of the approved transition plan. As a result of the change to four year Council terms, beginning in 2012, elections will now be held only every other year, and therefore the Mayor (who is selected by the Council after each regular election) will serve a two year term. 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 59th largest in the nation. With more than 67,000 students, 7,000 employees, and 80 schools, DCSD has grown faster than any other Colorado School District since 1989.

Douglas County is one of the most educated counties nationwide. 97% of residents have a high school diploma, 36% have a bachelor’s degree, and 17% have a post-graduate degree.

Transitional Colorado Assessment Program (TCAP) results in DCSD from 2014 were consistently positive, showing slight increases in some content areas. From 2013 to 2014, the percentage of students who were considered proficient in Douglas County remained strong at 71%. Statewide, 62% of students were considered proficient.ⁱⁱ



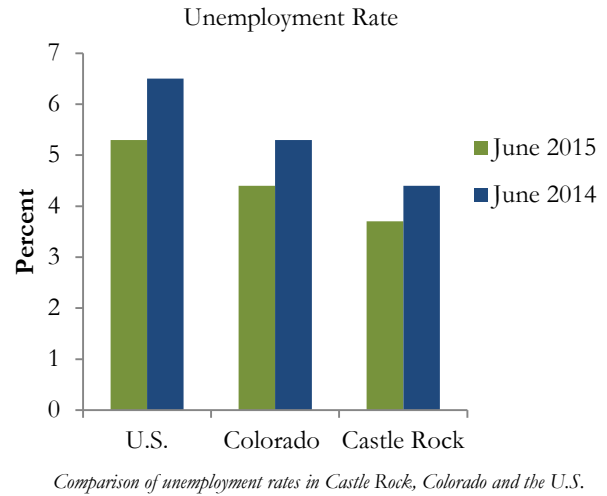
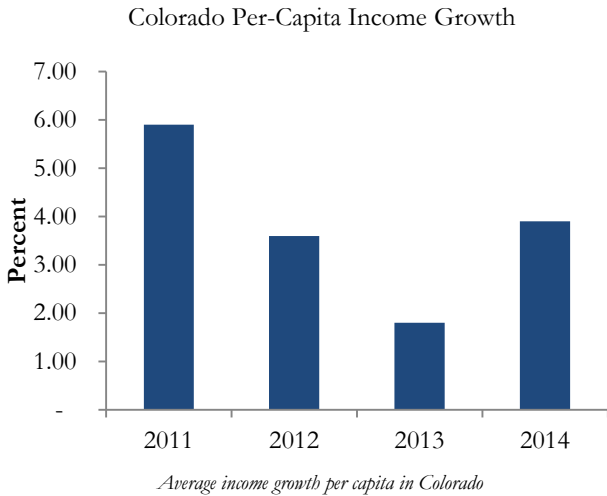
A Douglas County Schools Classroom

DEMOGRAPHICS & ECONOMICS (Continued)

UNEMPLOYMENT INFORMATIONⁱⁱⁱ

Post-recession job growth continues both in Colorado and nationwide. The unemployment rate in Colorado as of April 2015 was 4.2%, as compared to 5.5% percent nationwide. The unemployment rate in Castle Rock continues to outpace state and nationwide numbers. As of April 2015 the unemployment rate was approximately 2.2% lower than the national average at 3.2%, with Castle Rock following closely at 3.7%.

The labor market continues to show improvement nationwide. Employers added 268,000 jobs in April 2015, compared to the monthly average of 251,000. This is on par with job growth in Douglas County with the number of jobs located in the county continuing to rise.



ECONOMICS^{iv}

State of Colorado

General Fund revenue for the state of Colorado exceeded expectations for the 2014-2015 fiscal year by 1.8 percent, ending at a strong 9.3 percent. Revenue growth is expected to moderate to 4.5 percent in the 2015-2016 fiscal year. Moderated growth is due in large part to slowing of the oil and gas industry in Colorado, with continually lower oil prices and advances in technology that reduce the number of necessary oil wells. However, continued growth in Colorado’s economy can be attributed to expansion of small businesses and an extremely strong housing market. In addition, State collection of a new 10 percent sales tax on recreational marijuana sales is bolstering Colorado General Fund Revenue with a projected \$38.2 million in additional tax collections in the 2014-2015 fiscal year.

Housing

Overall economic growth has fueled an extremely strong housing market in Colorado in 2014 and 2015. Colorado leads the nation in home price appreciation between March 2014 and March 2015, with prices rising an average of 9.2 percent, compared to 5.9 percent nationwide. The large jump in prices is primarily due to low market inventory, low interest rates and stronger consumer confidence. As of April 2015, the number of homes for sale in Colorado had decreased by 28 percent over the previous 12 month period. Projections for 2016 suggest that the market may cool a bit, with inventory increasing and reduced home price growth as a result.

Small Business

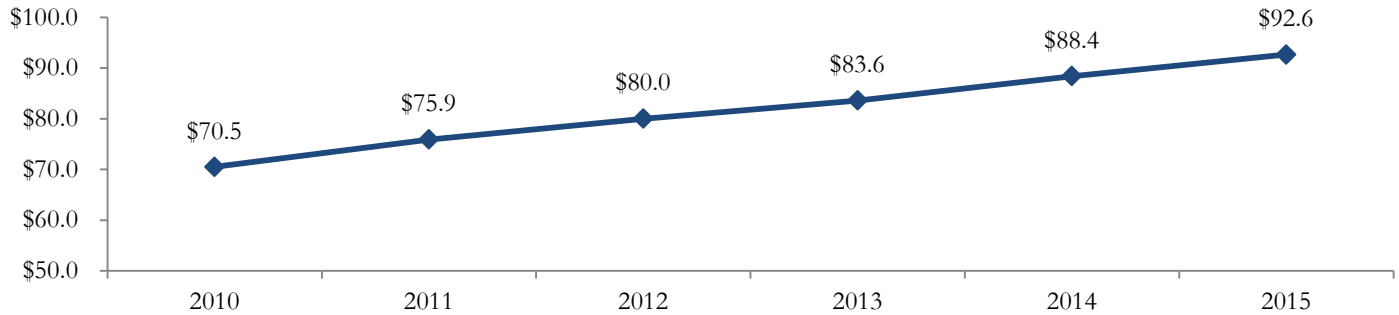
While some of Colorado’s large industries such as oil and gas have slowed during 2015, small businesses have continued to grow. According to the U.S. Census Bureau, Colorado is one of the top ten states in the nation with the highest concentration of small businesses. In addition to overall economic growth, small business growth is contributing to reductions in the unemployment rate. According to the business services company Intuit, Colorado ranks 13th nationwide in small business employment gains for the month of May 2015.

DEMOGRAPHICS & ECONOMICS (Continued)

Consumer Spending

Retail trade spending growth in 2015 will moderate to 4.8 percent, compared to the strong growth of 2014 at 6 percent. However, Colorado’s growth rate is significantly higher compared to the rest of the county. Nationwide retail trade growth is projected to be nearly half that of Colorado at 2.8 percent. In addition, the consumer price index in Colorado will increase by 2.2 percent in 2015, down from 2.8 percent in 2014. The slower increase in prices can largely be attributed to significantly lower gas prices. Typically, smaller increases in prices can fuel increased consumer spending.

Colorado Retail Trade Spending (In Billions)



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

Domestic Trade

Colorado’s export economy showed significant gains during the first four months of 2015, growing by 5.4 percent or \$140 million. Colorado’s gains contrast nationwide exports which have shrunk in the past 12 months due to the steadily increasing value of the U.S. Dollar. The majority of Colorado’s export gains are attributable to domestic trade goods such as industrial and electric machinery. Internationally consumable products such as mineral exports have shown significant decreases, in keeping with nationwide trends.

Douglas County^v

Douglas County ranks second on a list of the “10 Best Counties in America” by Movoto Real Estate. This ranking is based on numerous positive rankings including unemployment rate, median income, median home price and other economic factors.

Population

The estimated population of Douglas County as of January 1, 2015 is 308,000. This represents a 1.8 percent increase over the prior year estimate. Douglas County has consistently shown to be one of the fastest growing counties in Colorado and the nation. Between 2010 and 2014 Douglas County’s population grew by approximately 21,000 people or 7 percent.

Jobs

The number of jobs located in Douglas County grew by 4% percent in 2014, bringing the total number of jobs to 107,528. Retail trade and government are consistently the largest employer groups, followed by professional and technical services and accommodation and food service positions. The number of established businesses in the county also increased in 2014 by 3 percent, for a total of 10,308.

Housing

The median sale price for a house sold in Douglas County was \$350,000 in the third quarter of 2014. This represents a 3 percent increase over the prior 12 month period. This combined with a 43 percent decrease in foreclosure filings continues to suggest the overall recovery of the housing market. In addition, the number of building permits issued for new single family homes in 2014 increased 25 percent.



The Meadows development

DEMOGRAPHICS & ECONOMICS (Continued)

Castle Rock

Town-wide Growth



Site of the Future Promenade at Castle Rock

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 to gain momentum post-recession, 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 and Crystal Valley Ranch, Castle Oaks and Liberty Village, with a large number of single family homes completed or currently under construction. Town-wide development includes significant single family growth, but also 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 broke ground on a 166 acre multi-use development in 2015. The development will include nearly 1 million square feet of retail space and 320 apartment homes. Multiple retail and restaurant offerings will open in late 2015, into 2016. Other commercial developments include improvements at the Outlets at Castle Rock and The Move in Downtown Castle Rock.



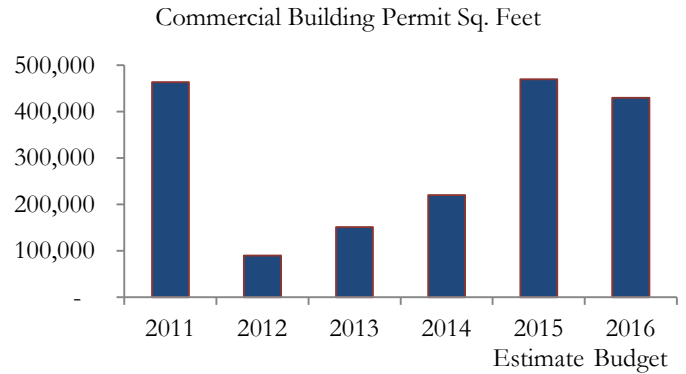
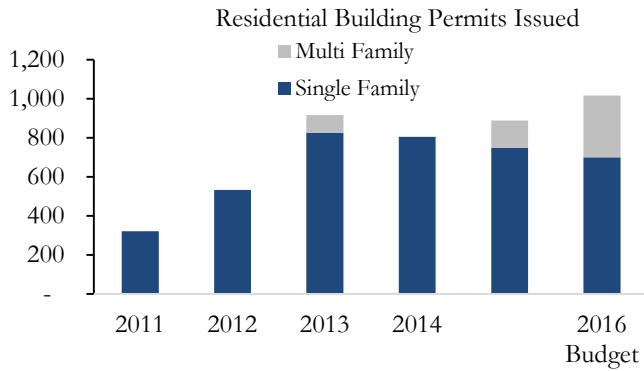
The Move project in Downtown Castle Rock

New Development

Building activity has been consistently strong over the past three years with 805 single family permits issued in 2014 and an additional 750 projected in 2015. The Meadows, Liberty Village/Cobblestone Ranch and Red Hawk continue to be the geographical areas with the most new residential construction. Commercial development has also gained momentum with a projected 33 percent increase in square footage of new commercial development in 2015 compared to 2014. In 2016 commercial square footage is projected to increase 147 percent from 2015 year end estimates, due in large part to the new Promenade at Castle Rock.

	Single Family Residential		Multi-Family Residential		Commercial	
	<i>Permits Issued</i>	<i>Value of Permits</i>	<i>Permits Issued</i>	<i>Value of Permits</i>	<i>Square feet of permits</i>	<i>Value of Permits</i>
2011	321	\$70,840,901	-	\$0	463,654	\$4,649,995
2012	533	\$122,687,840	-	\$0	89,614	\$10,036,936
2013	827	\$205,176,742	90	\$7,160,807	151,637	\$12,637,596
2014	805	\$191,917,696	-	\$0	220,239	\$9,078,939
2015 Estimate	750	\$173,450,250	150	\$24,185,305	470,000	\$28,693,500
2016 Budget	700	\$161,886,900	316	\$54,982,420	430,000	\$26,801,460

DEMOGRAPHICS & ECONOMICS (Continued)



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 be adding new businesses during the 4th quarter of 2015, in to 2016. Business growth in Castle Rock continues to be strong with 566 new business licenses issued in 2014 and 399 issued as of July 2015. A number of notable businesses opened their doors in 2015, including:

- Castle Rock Zip Line Tours opened for business at the new Philip S. Miller Park, providing patrons with the opportunity to travel over one and a half miles of zip lines at up to 50 miles per hour.
- The Donut House opened in downtown Castle Rock, adding additional variety to a multitude of restaurant offerings.
- Smashburger is expected to open a new location in December 2015 as part of the Promenade at Castle Rock development.

Sales Tax

As of the end of 2014, sales tax revenue in the Town of Castle Rock rose 6.9% from 2013 to \$35,457,107. As of the end of June 2015, sales tax revenue continues to grow with a 6.5% increase YTD. The top sales tax remitters for the Town of Castle Rock in 2015 continue to include Food and General Merchandise, Apparel & Accessories, Hotels, Restaurants & Bars, Miscellaneous Retail, and Utilities. Food and General Merchandise alone accounted for 26.9% of all sales tax remittance for 2014. As of July 2015, Castle Rock has 3609 active and licensed accounts, a figure which grows each day.

Castle Rock Major Employers^{vi}

Other

- Brookside Inn
- Castle Rock Adventist Hospital
- Kolbe Striping
- T. Lowell Construction, Inc.
- VCA Douglas County Animal Hospital
- ACME Brick
- Aluwind
- Master Magnetics
- New World Millworks
- Sunset Stone

Government

- Douglas County Government
- Douglas County School District
- Douglas Public Library District
- Town of Castle Rock
- U.S. Postal Service

Retail

- Home Depot
- King Soopers
- Kohl’s
- Lowes
- Medved Autoplex
- Safeway
- Target
- The Outlets at Castle Rock
- Wal-Mart Super Center

Recreation

- Red Hawk Ridge Golf
- Plum Creek Golf & Country Club
- Castle Rock Recreation Center
- Miller Activity Complex

DEMOGRAPHICS & ECONOMICS (Continued)

Miscellaneous Statistics (as of July 2015)

Date of incorporation	1881
Home rule charter adopted	1987
Area-Square miles	33
Population (estimate)	56,800

Fire Protection

Number of stations	4
Number of paid firefighters	74
Number of volunteer firefighters	1

Police Protection

Number of stations	1
Number of commissioned officers	67
Number of reserved officers	0



Education-Douglas County School District

Number of students ⁱ	67,000
Number of charter schools (Castle Rock)	2
Number of elementary schools (Castle Rock)	11
Number of middle schools (Castle Rock)	2
Number of high schools (Castle Rock)	3



Parks, Open Space and Trails

Acres of open space	5,478
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 pools	4



Employees (excluding Police and Fire)

Full-time	257
Part-time	220

Sales Tax:

	<u>2015</u>
Castle Rock	4.0%
Douglas County	1.0%
State of Colorado	2.9%

Property Tax Mill Levies (2015 Collection Year)

Douglas County Government	1.8774%
Douglas County Government Disabilities	0.1000%
Douglas County School District	4.8727%
Town of Castle Rock	0.1703%
Douglas County Libraries	0.4032%
Cedar Hill Cemetery	0.0187%

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

ⁱⁱ www.cde.state.co.us/assessment

ⁱⁱⁱ *The Colorado Economic Outlook Economic and Fiscal Review, June 2015*

^{iv} *The Colorado Economic Outlook Economic and Fiscal Review, June 2015*

^v *Douglas County Demographic Summary 2015*

^{vi} www.credco.org/employers.htm

2016 BUDGET & THREE-YEAR BALANCED FINANCIAL PLAN PREPARATION CALENDAR

January 2015

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 9: Budget and Financial Planning Session
- January 28: First Quarter Budget Amendment #1 packet to Town Clerk
- January 30: A certified copy of the adopted budget must be filed with the Colorado Division of Local Governments per CRS 29-1-113

February 2015

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 3: First Quarter Budget Amendment #1 presentation to Town Council
- February 6: Budget Amendment and Year-end reporting calendar development
- February 9: First Quarter Budget Amendment #2 packet to Town Clerk
- February 17: First Quarter Budget Amendment #1 approved by Town Council; First Quarter Budget Amendment #2 presentation to Town Council
- February 20: First Quarter Budget Amendment #3 packet to Town Clerk

March 2015

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 3: First Quarter Budget Amendment #2 approved by Town Council; First Quarter Budget Amendment #3 presentation to Town Council
- March 17: First Quarter Budget Amendment #3 approved by Town Council
- March 18: Three Year Balanced Financial Plan and Five Year CIP packet to Town Clerk

April 2015

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 8: 2014 Year-end report packet to Town Clerk
- April 10: 2015 Budget Calendar planning
- April 22: First Quarter Financial Report packet to Town Clerk
- April 28: 2014 Year-end Financial Report presentation to Town Council; 2015-2017 Three Year Balanced Financial Plan and 2015-2019 Five Year CIP presentation to Town Council; Fund Balance update presentation to Town Council

May 2015

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 5: 2015 First Quarter Financial Report presentation to Town Council
- May 7: Budget process overview with Department Heads
- May 8 – 29: Preparation of initial 2016 – 2018 budget requests

June 2015

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				

- June 4 – 8: Payroll projections for 2016-2018 budget prepared
- June 5 – 19: Initial review of all 2016 – 2018 budget requests with departments
- June 5 – July 6: 2016-2020 Five Year CIP preparation
- June 15 – 19: Revenue forecasting for major revenue sources
- June 30: First draft of 2016 – 2018 budget numbers with all budget requests included

2016 BUDGET & THREE-YEAR BALANCED FINANCIAL PLAN PREPARATION CALENDAR

July 2015

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	

- July 6 – 22: Second review of 2016 – 2018 budget requests with departments
- July 13: Townwide expenditures (fleet, utility, phone, etc.) incorporated into 2016 – 2018 budget
- July 16: All new and vacant positions added to personnel projections
- July 20: Draft of 2016 – 2018 Balanced Financial Plan and draft of budget detail prepared

August 2015

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					

- August 11: Midyear Financial Report packet to Town Clerk
- August 19: Draft of all Five Year CIP completed
- August 26: Draft of all Fund Summaries and budget narratives completed

September 2015

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			

- September 1: Midyear Financial Report presentation to Town Council
- September 4: Goal date for finalization of 2016 – 2018 budget numbers
- September 15-October 23: Revision to the 2015 Year End Estimates for the Third Quarter Financial Review for Council
- September 23: Preliminary presentation of draft proposed 2016 Budget document to Town Manager, Deputy Town Manager, Finance Director

October 2015

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

- October 13: Mill Levy Ordinance and Ordinance for the first reading of the Proposed 2016 Budget to the Town Clerk
- October 20: Presentation of preliminary 2016 Budget to Town Council

November 2015

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					

- November 3: Public Hearing and First Reading of ordinances adopting the Proposed 2016 Budget and certifying the annual mill levy (first reading)
- November 10: 2015 Third Quarter Financial Review packet to Town Clerk

December 2015

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		

- December 1: Public Hearing and Adoption of the annual Mill Levy and the Proposed 2016 Budget, including 2016 – 2018 Balanced Financial Plan and 2016 – 2020 CIP (second reading); Third Quarter Financial Review presentation to Town Council
- December 15: Deadline for Certification of mill levy to County Commissioners per Colorado Revised Statute CRS 39-5-128(1)

2016 APPROPRIATIONS BY FUND

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

General Fund.....	\$41,166,144
Economic Development Fund	810,397
Transportation Fund	20,047,817
Conservation Trust Fund.....	870,500
Philip S. Miller Trust Fund.....	329,545
Public Art Fund.....	25,000
Police Forfeiture Fund	23,828
Downtown Development Authority TIF Fund	2,140,791
Parks & Recreation Capital Fund	1,628,963
Municipal Facilities Capital Fund	86,119
Fire Capital Fund	347,862
Police Capital Fund.....	304,214
Transportation Capital Fund.....	16,075,216
General Long Term Planning Fund.....	1,215,469
Water Fund	15,643,646
Water Resources Fund	45,202,181
Stormwater Fund	5,300,011
Wastewater Fund	9,705,664
Golf Fund	3,965,541
Community Center Fund.....	7,203,232
Development Services Fund	7,770,627
Employee Benefits Fund	7,628,231
<u>Fleet Services Fund.....</u>	<u>3,835,593</u>
Total.....	\$191,326,591



2016 BUDGET MESSAGE

October 20, 2015

Honorable Mayor and Town Council Members,

On behalf of Town staff, I am pleased to submit the Proposed 2016 Budget to Town Council and the community. The budget is planned to be introduced at the October 20, 2015, Town Council meeting; scheduled to be heard on first reading on November 3, 2015; and currently scheduled to be heard on second reading on December 2, 2015.

This Budget Message outlines the Town's overall financial condition; provides an overview of the Proposed 2016 Budget, including priorities, major initiatives and items requiring Council direction; includes information about the 2016-2018 Balanced Financial Plan and the 2016-2020 Capital Improvement Plan; and reviews future major issues. Drafts of all budget documents referenced will be available on the Town's website at CRgov.com/2016budget.

OVERALL TOWN FINANCIAL CONDITION

The Town's overall financial condition is good. Through effective Town Council leadership and direction and strong financial management and planning by the organization, the Town has maintained high-quality core services and is positioned to accomplish Council's core priorities:

- Provide outstanding public health and safety services
- Secure the community's long-term renewable water future
- Create primary jobs, expand the tax base and improve the business climate
- Provide a safe transportation system, minimizing traffic congestion
- Provide an outstanding parks, recreation, trails and open space system
- Maintain community character and identity, with particular focus on Downtown Castle Rock

The 2015 Community Survey results reinforce that the community supports these priorities and appreciates the high quality of services being provided. Additionally, various national publications and programs have recognized Castle Rock as one of the nation's premier communities and organizations. This has been accomplished without any tax increases or new taxes and in compliance with Town Council's conservative financial policies. In fact, the Town's proposed 2016 property tax mill levy rate is 1.473 mills – a 13.5 percent *decrease* from the 2015 rate.

While the Town's overall financial condition is good, thus far in 2015, it has also changed. Although sales tax is yielding higher revenues than 2014, year-to-date trends indicate this vital revenue source will likely end 2015 lower than budgeted. Accordingly, sales tax projections for the Proposed 2016 Budget are more conservative than in recent years, budgeted for 2016 at a 4 percent increase over 2015 year-end estimated figures. It is primarily due to these lower-than-anticipated sales tax revenues that the Town is not currently anticipating a surplus under Colorado's Taxpayer Bill of Rights (TABOR) for either 2015 or 2016.

The bottom line of this revenue reality is that the Town will be more financially constrained and will have less flexibility for major new initiatives/projects through 2016-2017, when some short-term borrowing related to major capital projects is repaid. Thus, the focus needs to remain on core priorities and service levels.

Development continues to be strong in Castle Rock. The proposed budget anticipates 700 new single-family permits and 316 multifamily permits in 2016. Continued development increases demand factors on Town services, requiring additional staffing and increases in other annual operating costs in order to maintain established levels of service. Continued strong development also provides additional resources to enhance quality of life within the community.

The chart below provides a look at increases in some key level-of-service drivers:

Key level-of-service driver	2010	2015	Percentage increase
Population	46,261	58,608	26.69%
Total utility accounts	13,500	18,762	38.98%
Total lane miles	531	613	15.44%
Developed park acres	265	351	32.45%
Police calls*	52,376	73,045	39.46%
Fire/EMS calls*	3,758	5,150	37.04%
Single family permits*	376	750	99.47%
Full-time employees**	348	416	19.54%

*Estimates and **filled full-time positions as of September 2015

PROPOSED 2016 BUDGET OVERVIEW

The total Town proposed budget for 2016 is \$191,326,591. This includes \$95,607,727 million for capital improvements, debt and transfers between funds and \$95,718,864 million for operations. The 2015 amended budget for operations was \$91 million, or 5 percent less than the Proposed 2016 Budget. The increase for 2016 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 2016 General Fund Budget provides for revenues estimated at \$41,423,651 and expenditures at \$41,166,144, a difference of \$257,507. It's important to note that included in these expenditures are a number of one-time capital items, which total \$1,019,114. When factoring out the capital, the total operating surplus is \$1,276,621. This means the General Fund can demonstrate the capacity to fund \$1 million of the \$2 million that will be needed in 2018 to operate the new Crystal Valley Fire Station, per the established ramp-up plan for that major new addition to the Town's fire/EMS service in that area of Town.

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 \$36.53 million and transportation projects totaling \$16.4 million, which are both detailed in a later section.

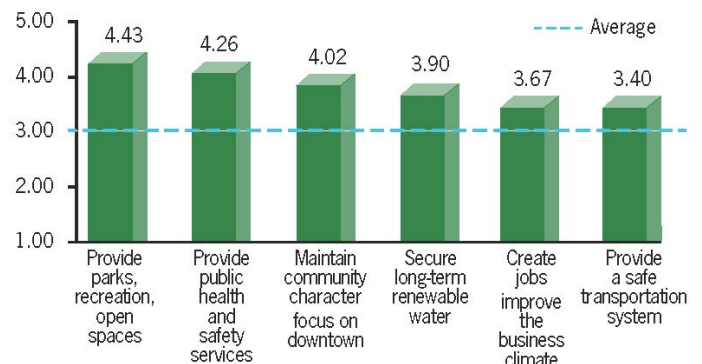
There are no tax increases or new taxes included in the Proposed 2016 Budget. The Town's proposed 2016 property tax mill levy rate is 1.473 mills, down from 1.703 in 2015. That means that Town property taxes on a \$300,000 home would go down to only about \$35 a year from the previous \$40. This is due to a provision in the Municipal Code that limits the Town's property tax revenue growth to 5.5 percent over the previous year. Assessed valuations are expected to increase by over 20 percent, so this revenue source is expected to bring about \$1,116,841 to the Town in 2016.

The only increase in the cost of Town services the average resident can expect in 2016 is a 76 cent per month utility bill related solely to funding long-term water projects.

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 2016 with an unobligated reserve of \$6.4 million after meeting these reserve requirements.

2016 BUDGET PRIORITIES

The Town's Strategic Plan identifies six key priorities, as outlined on the first page of this letter. Residents were asked in the 2015 Community Survey whether they believed each priority would lead the Town in the right or wrong direction. As the chart at right indicates, residents believe all six priorities are on the right path.



The Proposed 2016 Budget includes major items that would further these six priorities:

1) Provide outstanding public health and safety services

- Addition of four new patrol officers and one animal control officer, all starting at mid-year, \$498,000 (ongoing)
- Continuation of the Police and Fire communications radio replacement program, \$313,000 (continues until 2017)
- Building improvements focusing on Fire Stations 154 and 155, \$250,000
- Architectural design of the future Crystal Valley Fire Station, anticipated to open in 2018, \$246,000
- Addition of a training officer and an emergency vehicle technician in the Fire Department, \$230,000 (ongoing)
- Acquisition of body-worn camera units for all police officers, \$166,000, plus ongoing costs of \$97,000 annually
- Addition of a public safety technical coordinator to help manage Police and Fire-related technology applications, \$100,000 (ongoing)

2) Secure the community's long-term renewable water future

- Participation in a WISE partnership long-term water project to bring water to the south metro area, \$13.4 million
- Construction of a diversion structure on East Plum Creek so the Town can capture water rights to further its renewable water efforts, \$9.2 million
- Addition of advanced treatment technology at Plum Creek Water Purification Facility, \$7.2 million
- Progress toward bringing water from the north metro area to Castle Rock through the Alternative Source of Supply project, another long-term water project, \$4.5 million
- Water system improvements, including a filter upgrade at the Ray Waterman Water Treatment Plant, \$3.1 million
- Stormwater drainageway stabilization projects, \$2.8 million
- Addition of a GIS technician, a stormwater project manager, two maintenance technicians and a water quality technician, \$419,000 (ongoing)

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

Implementation of the DDA TIF fund began in 2015 and is carried through within the Proposed 2016 Budget. This preliminarily sets aside 100 percent of the DDA sales tax increment that has accumulated into a special fund for Downtown projects at Council's discretion. Other economic development-related items in the budget:

- Capacity to accomplish additional projects that help achieve the community's goals
- Loan for the Move, a Downtown technology office space project, \$900,000

The Development Services Enterprise program continues to adjust to market conditions by making budget and staffing adjustments to ensure core service levels are met.

4) Provide a safe transportation system, minimizing traffic congestion

- Completing the North Meadows Extension, \$9.48 million
- Annual Pavement Maintenance Program, \$6.97 million
- Improvements to Plum Creek intersections with Perry and Wilcox streets, \$3.05 million
- Initial design and planning for the future Interstate 25/Crystal Valley Parkway interchange, \$1.5 million
- Addition of two traffic signals: one on Highway 86 and Black Pine Drive, and another south of Fifth Street on Ridge Road, \$460,000

5) Provide an outstanding parks, recreation, trails and open space system

- Park improvements focusing on Butterfield Crossing and Metzler Ranch parks, \$741,000
- Golf course and clubhouse improvements, \$650,000 and addition of assistant food and beverage manager at Red Hawk Ridge, \$70,000 (ongoing)
- Costs to operate and maintain the amphitheater and millhouse at Philip S. Miller Park, \$54,400 (ongoing), as well as continued improvements at the park, \$175,000
- Restructuring of Parks Maintenance staff and provision for additional part-time support, \$56,000 (ongoing)

6) Maintain community character and identity, with particular focus on Downtown Castle Rock

In addition to the DDA TIF set-aside already mentioned above, the budget includes these major items focusing on community character and Downtown Castle Rock:

- Year three of enhanced Starlighting decorations program, \$250,000
- Funding for video production and community marketing efforts, \$90,000
- Addition of a special events specialist, \$84,000 (ongoing)

Various projects – investment in public facilities, buildings, streets and parks and trails, as well as funding for historic preservation – are included throughout the budget to ensure that updated Vision and Master Plan policies and goals are implemented for the built environment.

OTHER MAJOR INITIATIVES

In addition to accomplishing the priorities set forth above, the Proposed 2016 Budget includes a number of other significant items:

- Purchase of 40 vehicles and other equipment to provide continued safety and efficiency in Town operations, \$2.74 million
- Opportunities for Downtown office space for the Development Services Department, \$2.5 million
- Transition from contracted to in-house custodial service to ensure appropriate service levels, \$150,000
- Professional services to work on strategic priorities of the community, \$135,000
- Fleet-management software upgrade, \$110,000
- Security-related technology improvements, \$77,500

In 2016, staff will work with an independent consultant to complete a study of the Town's impact fee structure to ensure growth is paying for growth as called for by Council. This could lead to recommended impact fee increases. One such increase already included in the budget is a 10.5 percent increase in Utilities' system development fees for the Town's renewable water system as a result of the 2015 rates and fees study.

The Proposed 2016 Budget continues the Town's commitment to maintaining high-quality services and attracting and retaining the high-quality employees needed to do so. This includes funding for compensation and benefits competitive within the market. Employee compensation increases are planned at an average 3.75 percent performance-based compensation increase for general employees, with an average of 5 percent budgeted for sworn public safety personnel, in accordance with Council's public safety compensation initiative. The Town does not provide any cost of living adjustments; any increases in pay are solely performance-based. Additionally, after three years of relatively flat rates, the Town is anticipating an increase the employer contributions to health insurance premiums for 2016. This increase is budgeted at 8 percent, but the actual cost is anticipated to be lower based upon employees' benefit selections. The Town is switching health care administrators in order to help minimize cost increases.

ITEMS REQUIRING COUNCIL DIRECTION

There a few issues requiring specific Town Council consideration so they can be incorporated into the Proposed 2016 Budget or a future budget amendment, if so directed:

Festival Park

The Downtown Development Authority and Town staff have been working with a consultant on concepts for redesigning Festival Park to maximize its usefulness, enhance its views of Castle Rock and add restroom facilities to the park. The proposed work is estimated to cost about \$5 million and could be phased, with the initial phase ranging from \$1.95 million to \$3 million. Council direction is needed regarding whether to include funding for an initial phase, or the entire project, in the 2016 Budget or 2016-2018 Balanced Financial Plan.

Potential Loan for Snowflex Project at Philip S. Miller Park

P3 Advisors, the group working on the potential Snowflex project at Philip S. Miller Park, has requested economic development assistance in the form of a loan totaling almost \$3 million. Council will need to consider this request amid competing funding priorities in directing staff if and how to incorporate funding for this project.

2016 Contracts for Service Funding Requests

Council will determine 2016 contract funding levels. For budget purposes, staff has included the amounts each organization has requested, up to a 5 percent increase 2015 approved amounts. One exception is the DDA mill levy match, which has increased more than 5 percent due to the increase in valuations within that district.

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

Included with the Proposed 2016 Budget are drafts of the 2016-2018 Balanced Financial and 2016-2020 Capital Improvement plans. Some items of note within these plans:

- Continued progress toward bringing water from the north metro area to Castle Rock through the Alternative Source of Supply project, \$12.6 million in 2017 and \$4.4 million in 2018; and continued participation in the WISE partnership, \$1 million in 2018
- Pavement Maintenance Program costs of \$8.59 million in 2017 and \$8.26 million in 2018
- Construction and equipping of the Crystal Valley Fire Station, \$6.26 million in 2017, which will be partially accomplished through a loan from the General Fund that will significantly impact unobligated fund balance within that fund; and operations costs for the station beginning in 2018, \$2 million (ongoing)
- Purchase of 51 vehicles/equipment, \$4.35 million in 2017, and 36 vehicles/equipment, \$4.08 million in 2018
- Funding for the construction of the Town's next neighborhood park, \$2 million in 2018
- Reconstruction of Meadows Parkway, \$1.67 million in 2017; and traffic signal system improvements in 2017 (\$600,000) and 2018 (\$230,000)
- Two patrol officers (\$200,000, ongoing) and one special operations sergeant (\$184,000, ongoing) in 2017 and two patrol officers (\$202,000, ongoing), two dispatchers (\$174,000, ongoing) and one detective in 2018 (\$105,000, ongoing); and ongoing costs for body cameras, \$97,000 annually (ongoing)
- New technology-related positions in 2017 and 2018, \$108,000 each (ongoing)

FUTURE MAJOR ISSUES

Looking beyond 2016, there are some longer-term financial issues that should be mentioned and part of the Town and community's ongoing considerations and planning:

Future Surface Transportation Needs

In seeking to address community concerns regarding traffic congestion in the most recent community survey, several surface transportation projects will be completed over the next five years, including upgrades to our traffic signal system; improvements to Founders Parkway intersections and Plum Creek Parkway intersections Downtown; and the opening of Castle Rock Parkway/North Meadows Drive.

Although progress is being made to address these concerns, additional projects identified as a need by 2020 are unable to be constructed with current revenue sources available to the Transportation Capital Fund.

Needs Not Accounted for in the Proposed 2016 Budget

During the 2016 Budget process, there were more asks than dollars available, and prioritization had to occur to keep expenditures within available resources. The needs that were not able to be included in the budget still remain and should be considered for implementation as resources allow. These include staffing needs in general government areas and the need to establish an ongoing funding source for initiatives from the new Special Events Division.

Town Operation/Maintenance Space Needs

The Town has grown and will continue to grow to a point where consideration of additional facilities is necessary, as contemplated in the 2014 Townwide space study. Next-level priority needs not yet accounted for include additional space for Parks Maintenance personnel, who work at the Service Center, as well as for Facilities personnel, who work out of a former fire station in a residential area. Also on the needs list is a permanent public safety training facility, as the current rented space is not a permanent solution. Staff will continue using the space study as a guide in bringing proposed projects to Council for consideration. Funding constraints exist, particularly as it relates to the public safety training facility.

Additional Future Fire Stations

Current trends and forecasts suggest the possibility that additional fire station(s) may be needed within the next 10 years. The capital and annual operating costs for additional new stations are daunting longer-term challenges for the Town. We should anticipate within the next five years or so the need for a community discussion about fire and emergency medical service levels of service, costs and options.

Additional Town and Strategic Priorities

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

CONCLUSION

The Proposed 2016 Budget focuses on maintaining levels of service while accomplishing Town Council's core priorities. The schedule for Council and community consideration of the proposed budget includes a presentation on October 20, 2015; first reading on November 3 and second and final reading on December 1, at which time final Council consideration of the 2016-2020 Capital Improvement Plan/Program and 2016 property tax levy are also expected to occur.

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

Respectfully submitted,

David L. Corliss
Town Manager

Table of Contents

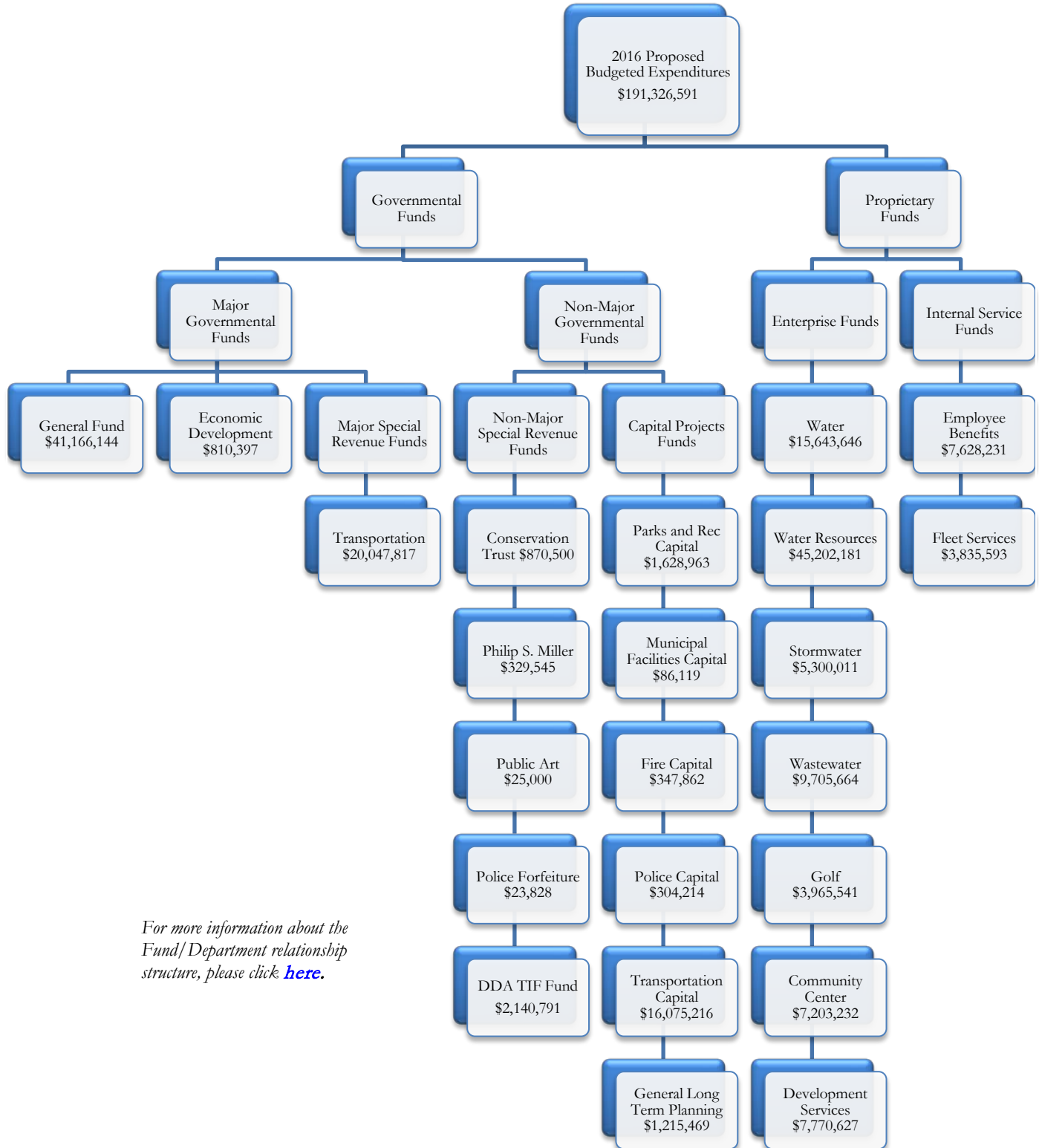
Financial Section

Fund Structure Overview.....	42
TABOR Update.....	52
FTE Summary.....	53
Townwide Fund Summary.....	54
General Fund.....	56
Town Council.....	59
Philip S. Miller Trust Fund.....	63
Public Art Fund.....	64
Town Manager’s Office.....	65
Economic Development Fund.....	68
Deputy Town Manager’s Office.....	69
General Long Term Planning Fund.....	73
Community Relations Division.....	74
Human Resources Division.....	78
Employee Benefits Fund.....	82
Division of Innovation and Technology.....	83
Facilities Division.....	88
Municipal Facilities Capital Fund.....	92
Town Attorney’s Office.....	93
Town Clerk’s Office.....	95
Municipal Court Division.....	98
Finance Department.....	101
Downtown Development Authority TIF Fund.....	106
Police Department.....	107
Police Capital Fund.....	112
Police Forfeiture Fund.....	113
Fire & Rescue Department.....	114
Fire Capital Fund.....	118
Development Services Department.....	119
Development Services Fund.....	124
Public Works Department.....	125
Transportation Fund.....	131
Transportation Capital Projects Fund.....	132
Fleet Services Fund.....	133
Parks and Recreation Department.....	134
Conservation Trust Fund.....	140
Parks & Recreation Capital Fund.....	141
Golf Fund.....	142
Community Center Fund.....	143
Utilities Department.....	144
Water Fund.....	152
Water Resources Fund.....	153
Stormwater Fund.....	154
Wastewater Fund.....	155

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 general government, police, fire, parks maintenance, 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 and Police Forfeiture fund. Such funds are used to account for the proceeds of specific revenue sources that are legally or otherwise restricted to expenditure 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 donations 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, and the local chamber of commerce. The Town Council manages this Trust 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.

Downtown Development Authority (DDA) Tax Increment Financing (TIF) Fund – The DDA TIF Fund is new in 2015 and was established as an option to issue Town debt on behalf of the Downtown Development Authority to be utilized on Council approved downtown projects.

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 Parks and Recreation Capital Fund is managed by the Parks and Recreation Department.

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.

FUND STRUCTURE OVERVIEW (Continued)

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 which is also the 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.

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 within the 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 the Utilities Department.

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. The Utilities Department 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 the Utilities Department.

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 the Utilities Department.

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.

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) at Philip S. Miller Park which opened in 2014. This fund also accounts for recreational and child care programs. The Community Center Fund is also 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 Town Manager.

FUND STRUCTURE OVERVIEW (Continued)

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 (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 on 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 2016

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 33% of total anticipated revenue for 2016 and include numerous sources. Items such as Water Utilities rates, Community Center and the new Miller Activity Complex use charges, Golf Course Green Fees and Inspection Services costs make up the nearly \$53.1 million projected in 2016. 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. There is one rate increase included in the 2016 budget which is specific to water utilities customers and would impact the typical residential monthly bill by approximately \$0.76. This proposed increase is consistent with financial planning presented over the last several years and is purposeful in that about three-quarters of the increase will support long-term capital needs related to future water supply through the long term renewable water plan.
- **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% 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 4% in 2016.
- **Impact Fees, System Development Fees and Water Resource 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 more than 14% of the revenue projected to be received in 2016 and are projected based upon the residential homes and commercial building projected for 2016. There are currently 700 single family homes and 316 multifamily homes projected to be built in 2016 and it is anticipated that approximately 430,000 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 4% of total Town projected revenue for 2016 and are projected based upon analysis of trending in the year the projection occurs and incorporating local economic factors or other general information regarding vehicle purchasing trends. In 2016, it is projected that revenue will increase by an estimated 6% over 2015.
- **Building Use Tax** is collected at the time a permit is issued and makes up about 4% of total Town revenue projected in 2016. 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 2016.
- **Transfers** from one fund to another account for 3% of the total revenue budget for 2016 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. An example of this is the transfer of \$1 million from the Transportation Fund to the Transportation Capital Fund for continuing resource support for the North Meadows Extension project. Each of these revenue items is evaluated and determined individually and no general assumptions are applied.

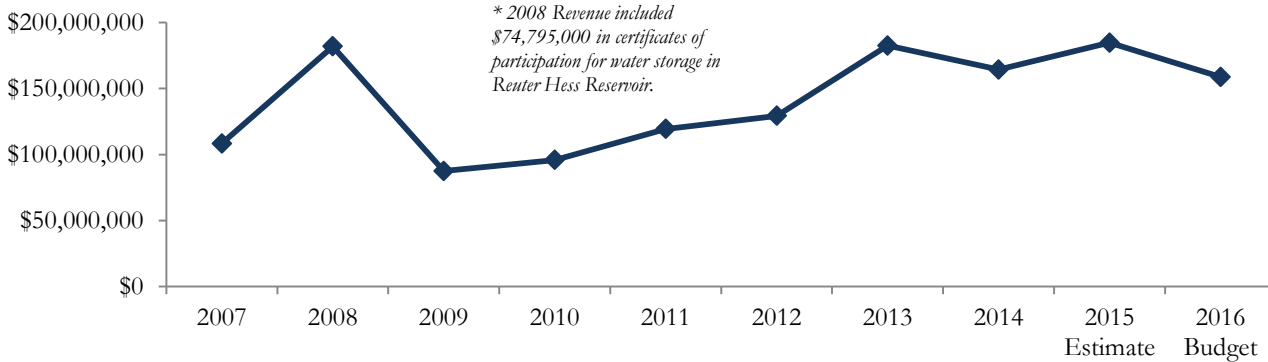
OVERVIEW OF REVENUES (Continued)

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% of total projected Town revenues for 2016** 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

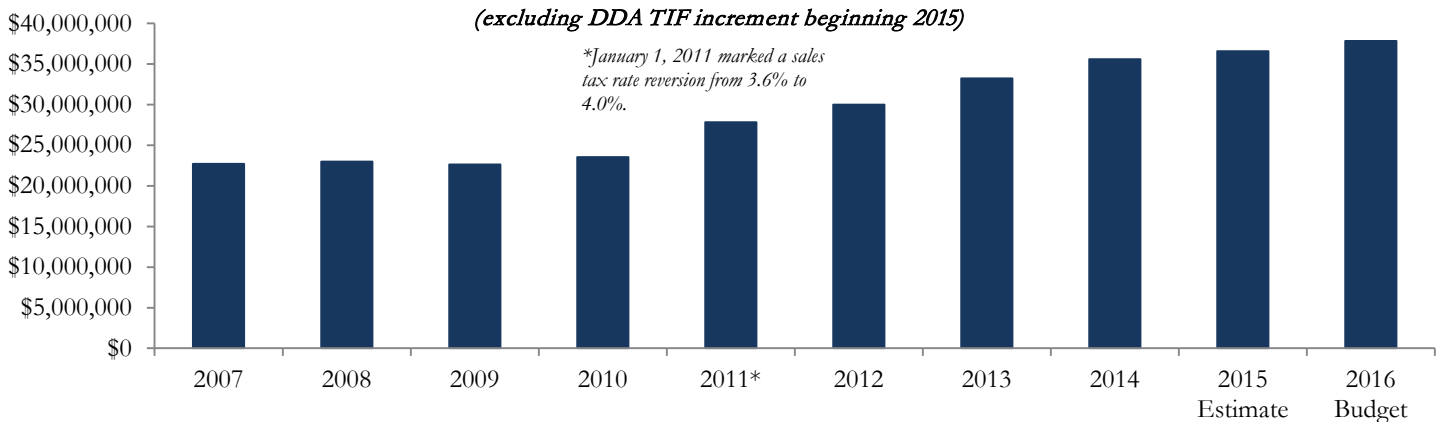


Sales Taxes - The Town levies a 4% tax for all local retail sales and also receives an additional 0.3% based on a “shareback” agreement with the County whereby the county shares back 0.3% of the sales and use tax it collects in the Town of Castle Rock. Castle Rock places this “shareback” revenue in the 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.

An item that impacts sales tax revenue differently, beginning in 2015, 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 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. 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>2016 Percent Allocation</u>	<u>Percent of Total Fund Revenue for 2016</u>
General	70.29%	64.00%
Transportation	24.46%	48.70%
Community Center	5.25%	28.46%

Sales Tax Revenue



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

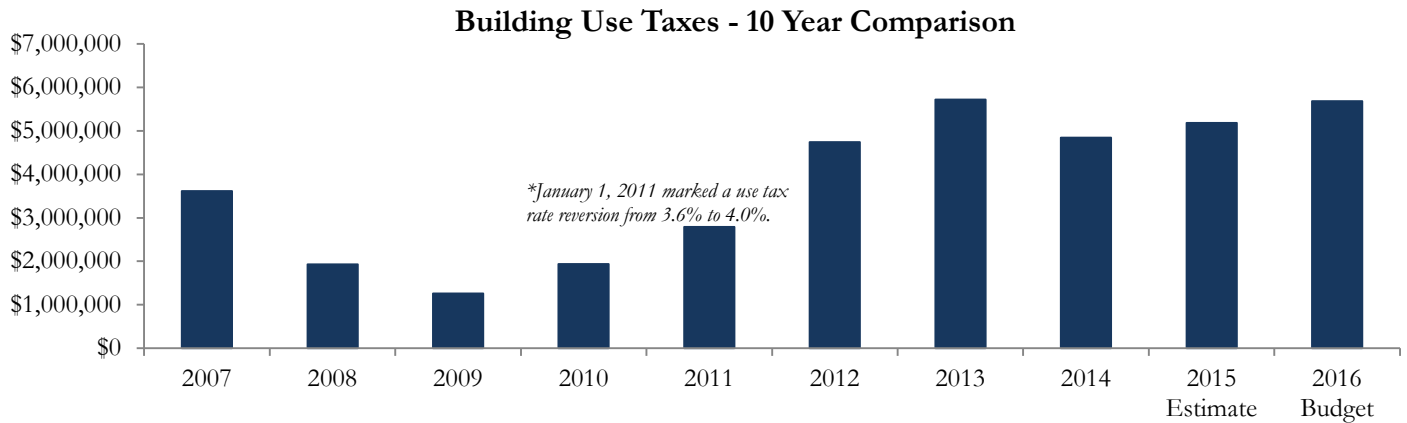
OVERVIEW OF REVENUES (Continued)

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 are allocated over specific funds as follows:

<u>Residential Building Use Tax Revenue by Fund</u>	<u>2016 Percent Allocation</u>	<u>Percent of Total Fund Revenue for 2016</u>
Transportation	36.29%	10.93%
Transportation Capital Projects	32.71%	17.26%
General Long Term Planning	25.39%	99.21%
Community Center	5.61%	3.73%

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 2016 are anticipated to be about 6% lower than the 2015 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 2016, including residential and commercial is projected to be about \$5,687,036, or about 4% of total budgeted revenues.**



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%.

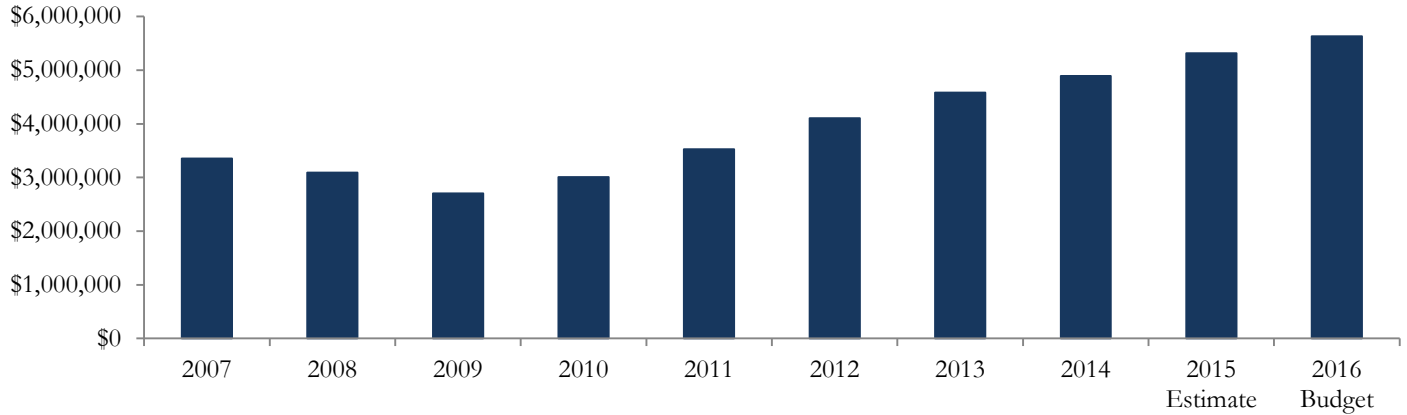
Motor Vehicle Taxes are allocated over specific funds as follows:

<u>Motor Vehicle Tax Revenue by Fund</u>	<u>2016 Percent Allocation</u>	<u>Percent of Total Fund Revenue for 2016</u>
General Fund	60.96%	7.52%
Transportation	33.06%	9.20%
Community Center	5.98%	4.71%

Year end estimates for 2015 indicate that total collections will likely be slightly over the revenue budget by about 4%, and revenues for 2016 are anticipated to be about 6% higher than the 2015 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 2016 is projected to be about \$5,633,498, or about 4% of total budgeted revenues.**

OVERVIEW OF REVENUES (Continued)

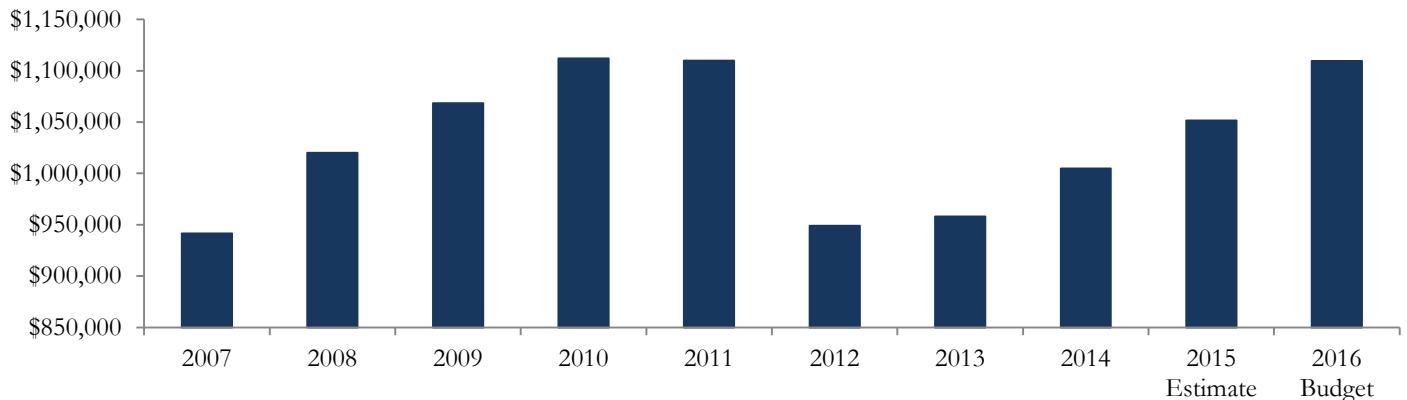
Motor Vehicle Taxes - 10 Year Comparison



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 2015 as indicated by revenue trending in 2015 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. 2016 receipts are for taxes levied for 2015. Property tax revenues are restricted to a 5.5% increase by the Town of Castle Rock Municipal Code. In 2004, the Town voters approved a five-year Taxpayers Bill of Rights (TABOR) timeout, exempting the Town from the TABOR limits through 2008. **Property taxes make up about 2.7% of the General Fund budgeted revenues for 2016 and less than 1% of total Town revenues.** Property taxes are projected based on the preliminary assessed valuation information received from the Douglas County Assessor’s Office. Property Tax revenue projected for 2016 is anticipated to increase slightly from 2015, about 5.5%. This includes the continued reduction in revenue related to the approved increased exemption of Business Personal Property Tax in 2015 from \$7,000 up to \$100,000.

Property Tax - 10 Year Comparison



OVERVIEW OF REVENUES (Continued)

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 with 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 approximately 0.2% of the General Fund budgeted revenue for 2016*** and are anticipated to increase slightly when compared to the amount estimated to be received by the end of 2015.

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 5.7% of the budgeted revenues of the General Fund for 2016*** 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 2015, this amount is anticipated to remain the same in 2016. ***PEG Fees make up less than 1% of General Fund revenue for 2016.***

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 8% of the total revenue for the Transportation Fund and are expected to be about 2% higher than the revenue estimated to be received in 2015. 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 2016 Road and Bridge Taxes are projected to make up about 7.1% of the total revenue in the Transportation Fund and are anticipated to increase by about 1% over 2015. This projected budget amount was determined based on actual revenue received in 2014 and current trending in 2015.

Development impact fees and system development fees, make up about 14% of all Town revenues for 2016 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 projection; budget amounts for 2015 were based upon an estimated single family housing forecast of 750 houses and 139 multi-family home units. Current year growth within 2015 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 2016 of 700; 2017 of 700 and 2018 of 700 new homes for each respective year. Multi-family homes are additionally incorporated as anticipated development increases; current projections incorporate 316 multi-family units in 2016, 100 in 2017, and 192 in 2018.

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



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 33% of total Town budgeted revenues for 2016.* 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 also 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. Some examples of more significant Transfers which are planned for 2016 include a transfer of \$1 million from the Transportation Fund to the Transportation Capital Fund in support of the North Meadows Extension Project. 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% of total Town revenue budgeted in 2016.**

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 2016; however it is prudent to include the budgeted revenue and expense after the award is confirmed.

OVERVIEW OF EXPENDITURES

Major Expenditure Assumptions for 2016

The 2016 Proposed 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 2016 are in the following categories:

- **Capital** projects are the largest planned expenditure category item in 2016 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 2016 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 \$36.7 million. The next largest initiative planned for 2016 includes \$9.5 million planned to complete the North Meadows Extension roadway project.

OVERVIEW OF EXPENDITURES (Continued)

- Personnel** related costs are also a significant portion of the total proposed expenditures; within the proposed 2016 budget, there are 20 additional benefitted positions requested. In terms of compensation, 3% increases are budgeted for personnel and are based upon annual performance reviews given to each employee. A 1% additional amount is included for equity issues and only supplied as market analyses are performed and any deficiency may need to be addressed. Increased health insurance costs necessitate the increase of Town health insurance contributions of up to 8%, this increase, while budgeted, is dependent upon employee benefit selection, and some selection levels could result in a cost decrease to both employer and employee.
- Service and Other** category costs are projected to increase about 10% over 2015 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 more significant increases within the 2015 budget include about 9% increase in property and casualty insurance costs, an anticipated 8% increase in electricity expense, as technology increases occur, costs for software maintenance and maintenance agreements are projected to increase by about 36%, or nearly \$220 thousand.

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 26% of the total 2016 Expenditure Budget.** The 2015 base 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 3% of the budget for 2016.**

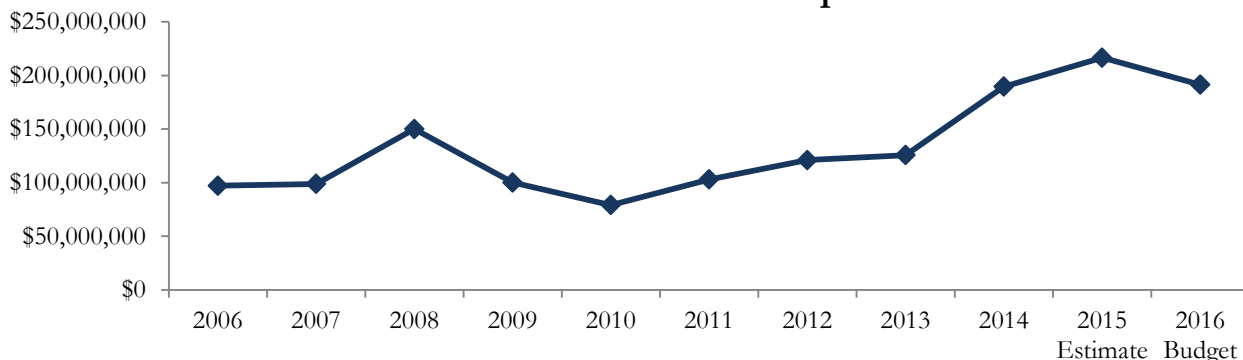
Service and Other - Includes all contracted purchased services such as janitorial, landscaping, trash and recycling, as well as rentals and software maintenance, bank fees, travel, training, etc. **Service and Other make up approximately 21% of the total budgeted expenses for 2016.**

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 40% of the total budget for 2016 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 6% of the total budget for 2016.**

Transfers Out - Costs attributed to the internal service fund user charges are included here. **Amounts budgeted for Transfers Out account for 4% of the total budget for 2016.** 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.

Total Town of Castle Rock Expenditures



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. 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
2002-2015	-	No surplus

At present, no TABOR surplus is projected for 2015; this forecasted outcome for 2015 is the result of the direction from Council received on two separate aspects of TABOR in 2014:

- On April 22, 2014 Council adopted proposed TABOR revenue methodology consistent with the State’s use of the “excess revenue cap” formula
- On June 17, 2014 Council directed staff to “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.”

As staff worked to evaluate alternative methods of doing business in 2014, an opportunity with the North Meadows Extension project existed. A previously planned a significant contribution towards the project planned to be received in part in 2014 and 2015 would have caused the Town to be in a TABOR surplus position in 2014. Instead, as directed by Council, staff worked with the contributing agency, Douglas County, and they coordinated the effort in requesting that the County pay the project construction contractor a portion of their \$10.5 million contribution directly. The outcome was successful, and results in no surplus for 2014.

In 2015, contributions for the North Meadows Extension continued to be managed as per Council direction. The Town’s TABOR position is estimated to be a deficit of \$948,236 at the end of 2015. However, final TABOR calculations will be completed in March 2016 once the Town’s financial audit is complete.

As development of the Proposed 2016 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 2016 year’s end financial outcome will drive the final determination of the calculation, it is currently projected that Town will likely result in a TABOR deficit for 2016, currently forecasted to be \$1,189,879.

The 2016-2018 Preliminary Three Year Balanced Plan information has guided the future forecast of TABOR calculations and the current revenue estimates for 2017 - 2018, subject to change, do not indicate TABOR excess revenues. Staff continues to monitor TABOR revenue projections throughout the year and will continue to provide Council with any updated status information which may occur.

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.)

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Budget	% Incr./ Decr. from 2015 Est.
<i>By Fund</i>					
General Fund	257.76	276.26	276.41	281.79	1.9%
Transportation Fund	35.45	36.45	36.45	36.45	0.0%
Transportation Capital Fund	1.00	1.00	1.00	1.00	0.0%
Water Fund	28.68	31.89	31.80	33.67	5.9%
Water Resources Fund	14.59	15.43	15.35	17.15	11.7%
Stormwater Fund	14.18	14.93	14.85	16.04	8.0%
Wastewater Fund	14.60	14.80	14.71	14.85	0.9%
Golf Fund	8.30	8.30	8.30	9.30	12.0%
Development Services Fund	37.45	37.45	37.45	45.57	21.7%
Community Center Fund	27.27	27.27	28.52	28.52	0.0%
Fleet Services Fund	6.00	6.00	6.00	6.00	0.0%
Employee Benefits Fund	0.75	0.75	0.75	0.75	0.0%
Total All Funds FTE's	446.03	470.53	471.58	491.08	4.1%
<i>By Department</i>					
Town Council	7.00	7.00	7.00	7.00	0.0%
Town Manager's Office	2.00	2.00	2.00	3.00	50.0%
Deputy Town Manager's Office	3.00	3.00	3.00	3.00	0.0%
Community Relations	3.00	4.00	4.00	4.00	0.0%
Human Resources	5.00	5.00	5.00	5.00	0.0%
Innovation & Technology	15.00	16.00	16.00	18.00	12.5%
Facilities	6.00	7.00	7.00	11.25	60.7%
Town Attorney's Office	3.00	3.50	3.50	3.75	7.1%
Town Clerk's Office	2.00	2.00	2.00	2.00	0.0%
Municipal Court	4.00	4.00	5.00	5.00	0.0%
Finance	17.10	18.10	18.50	18.50	0.0%
Police	87.38	90.38	90.38	95.38	5.5%
Fire & Rescue	77.50	78.50	78.50	80.50	2.5%
Development Services	41.45	49.45	49.45	49.45	0.0%
Parks & Recreation	58.10	60.10	60.10	60.10	0.0%
Public Works	42.45	43.45	43.45	43.45	0.0%
Utilities	72.05	77.05	76.70	81.70	6.5%
Total All Departments FTE's	446.03	470.53	471.58	491.08	4.1%

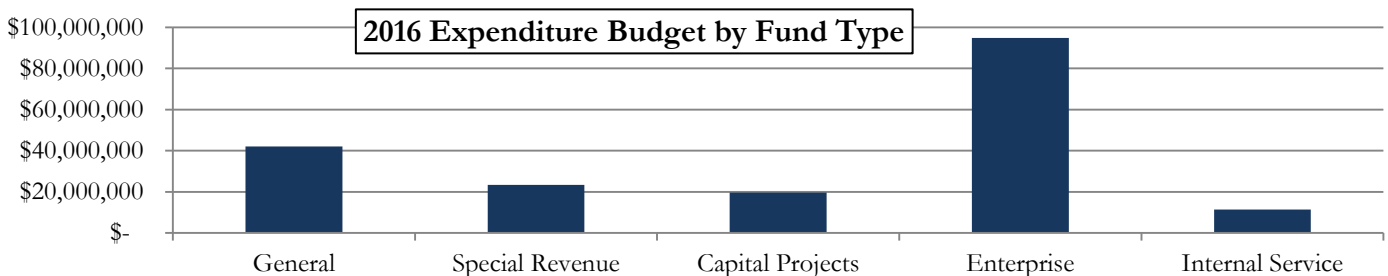
New Full Time Positions added in 2016 include:

- | | |
|--|--|
| <ul style="list-style-type: none"> 4 Patrol Officers (Police) Animal Control Officer (Police) Assistant Training Officer (Fire) Support Services/Emergency Vehicle Technician (Fire) Water Quality Technician (Utilities-Water and Water Resources) Maintenance Technician I (Utilities-Wastewater) Maintenance Technician II (Utilities-Water) Project Manager (Utilities-Stormwater) GIS Technician (Utilities-all 4 funds) | <ul style="list-style-type: none"> Asst. Food & Beverage Manager (Golf) Special Events Specialist (Deputy Town Manager's Office) Public Safety Technical Coordinator (DoIT) Day Custodial Lead (Facilities) Night Custodial Lead (Facilities) 3 30+ Custodial Staff (Facilities) |
|--|--|

TOWNWIDE FUNDS AVAILABLE PROJECTION SUMMARY

	2016 Estimated Beginning Fund Balance	2016 Revenues	2016 Expenditures	Designations & Reservations ^	Remaining Funds Available for Appropriation
GENERAL FUND	\$ 14,543,240	\$ 41,423,651	\$ 41,166,144	\$ 8,405,908	\$ 6,394,839
Economic Development Fund	1,995,220	596,699	810,397	1,781,522	-
Total General Funds	\$ 16,538,460	\$ 42,020,350	\$ 41,976,541	\$ 10,187,430	\$ 6,394,839
SPECIAL REVENUE FUNDS					
Transportation Fund	\$ 3,302,203	\$ 18,993,333	\$ 20,047,817	\$ 1,844,859	\$ 402,860
Conservation Trust Fund	229,970	1,024,459	870,500	383,929	-
Philip S. Miller Trust Fund	187,092	315,286	329,545	172,833	-
Public Art Fund	29,649	25,159	25,000	29,808	-
Police Forfeiture Fund	23,833	5,027	23,828	5,032	-
Downtown Development Authority TIF	187,742	2,140,791	2,140,791	187,742	-
Total Special Revenue Funds	\$ 3,960,489	\$ 22,504,055	\$ 23,437,481	\$ 2,624,203	\$ 402,860
CAPITAL PROJECT FUNDS					
Parks and Recreation Capital Fund	\$ 414,060	\$ 2,724,756	\$ 1,628,963	\$ 1,509,853	\$ -
Municipal Facilities Capital Fund	1,414,116	543,977	86,119	1,871,974	-
Fire Capital Fund	2,851,889	598,208	347,862	3,102,235	-
Police Capital Fund	53,073	321,909	304,214	70,768	-
Transportation Capital Project Fund	8,226,201	9,012,018	16,075,216	1,163,003	-
General Long Term Planning Fund	1,800,753	1,218,544	1,215,469	1,803,828	-
Total Capital Project Funds	\$ 14,760,092	\$ 14,419,412	\$ 19,657,843	\$ 9,521,661	\$ -
ENTERPRISE FUNDS					
Water Fund	\$ 16,623,884	\$ 16,567,518	\$ 15,643,646	\$ 16,654,456	\$ 893,300
Water Resources Fund	78,350,770	20,069,807	45,202,181	52,718,396	500,000
Stormwater Fund	4,975,031	4,539,341	5,300,011	3,714,361	500,000
Wastewater Fund	15,286,418	11,777,787	9,705,664	16,358,541	1,000,000
Golf Fund	2,021,731	3,254,852	3,965,541	871,665	439,377
Community Center Fund	708,778	6,975,409	7,203,232	459,724	21,231
Development Services Fund	6,600,540	5,270,627	7,770,627	4,100,540	-
Total Enterprise Funds	\$ 124,567,152	\$ 68,455,341	\$ 94,790,902	\$ 94,877,683	\$ 3,353,908
INTERNAL SERVICE FUNDS					
Employee Benefits Fund	\$ 2,873,186	\$ 7,647,494	\$ 7,628,231	\$ 2,239,376	\$ 653,073
Fleet Services Fund	1,845,222	3,740,509	3,835,593	1,750,138	-
Total Internal Service Funds	\$ 4,718,408	\$ 11,388,003	\$ 11,463,824	\$ 3,989,514	\$ 653,073
Total All Funds	\$ 164,544,601	\$ 158,787,161	\$ 191,326,591	\$ 121,200,491	\$ 10,804,680

^ 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 2015



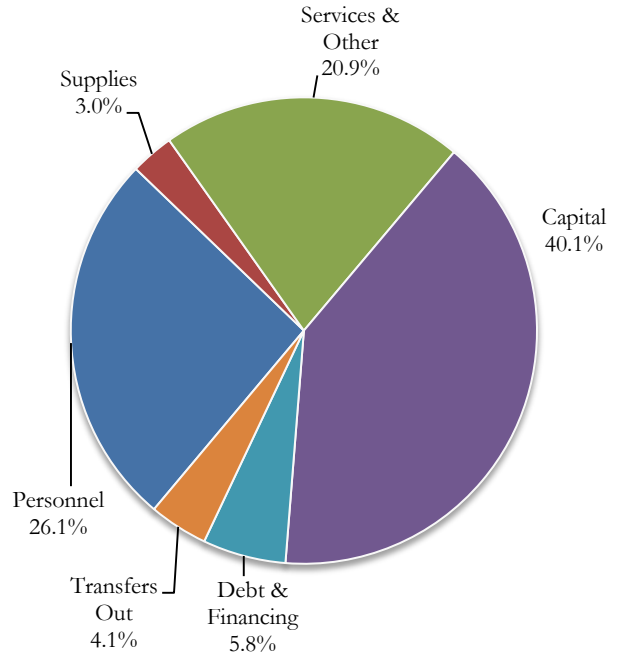
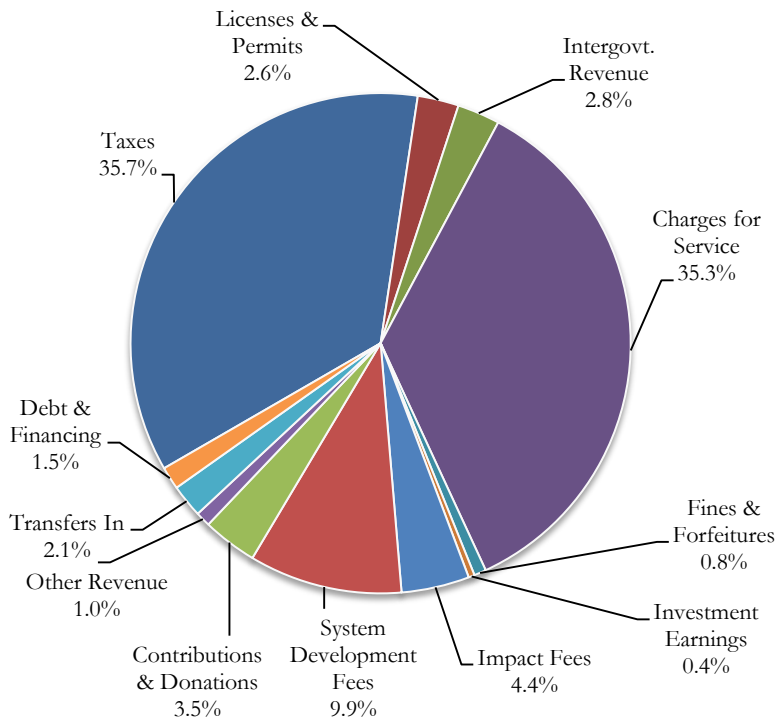
TOWNWIDE SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget
REVENUES				
Taxes	\$ 51,082,567	\$ 55,483,717	\$ 54,025,838	\$ 56,709,464
Licenses & Permits	3,422,615	3,914,732	4,078,250	4,227,342
Intergovernmental Revenue	4,903,214	5,262,049	5,218,762	4,371,628
Charges for Service	47,160,025	52,638,430	52,517,351	56,050,620
Fines & Forfeitures	953,126	995,150	1,222,643	1,240,362
Investment Earnings	965,752	673,481	776,800	623,503
Impact Fees	5,684,789	5,260,370	6,355,177	6,977,887
System Development Fees	14,950,273	14,020,495	16,622,119	15,728,735
Contributions & Donations	3,111,183	5,181,346	3,923,866	5,611,066
Other Revenue	1,054,138	1,443,595	1,758,201	1,523,293
Transfers In	29,579,993	13,851,833	12,779,624	3,393,574
Debt & Financing	1,471,398	25,440,137	25,983,085	2,329,687
Total Revenues	\$ 164,339,072	\$ 184,165,335	\$ 185,261,716	\$ 158,787,161

EXPENDITURES				
Personnel	\$ 39,923,313	\$ 45,633,376	\$ 44,976,828	\$ 49,893,061
Supplies	5,207,855	5,396,343	5,434,356	5,747,690
Services & Other	34,090,733	40,447,763	38,720,383	40,078,113
Capital	69,843,515	87,578,789	76,657,464	76,767,326
Debt & Financing	8,525,409	22,343,022	22,484,776	11,041,779
Transfers Out	31,866,323	29,530,289	28,384,665	7,798,622
Total Expenditures*	\$ 189,457,149	\$ 230,929,582	\$ 216,658,472	\$ 191,326,591

2016 Revenue Budget

2016 Expenditure Budget



*Difference between revenues and expenditures equates to the planned use of available fund balance for 2015 and 2016

General Fund Combined Revenue and Expense Summary

The General Fund 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	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 15,083,995	\$ 16,222,134	\$ 16,222,134	\$ 14,543,240	-10%
Revenues					
Taxes	29,360,739	31,585,342	30,351,260	31,475,251	4%
Franchise Fees	2,050,022	2,261,663	2,200,165	2,361,239	7%
Licenses & Permits	76,906	76,000	77,462	80,730	4%
Intergovernmental	421,725	299,887	299,887	311,758	4%
Charges for Service	1,959,740	2,046,517	2,023,359	2,174,750	7%
Management Fees	2,489,606	2,770,586	2,770,586	2,886,561	4%
Fines & Forfeitures	542,459	543,450	820,144	837,310	2%
Investment Earnings	95,563	60,924	60,924	74,555	22% (1)
Contributions & Donations	30,850	74,435	56,800	32,300	-43% (2)
Transfers In	259,977	1,343,087	1,160,605	500,000	-57% (3)
Interfund Loan Revenue	77,996	399,070	970,545	393,245	-59% (4)
Debt & Financing Revenue	938,402	-	-	-	0%
Other Revenue	335,707	321,466	298,567	295,952	-1%
Total Revenues	\$ 38,639,692	\$ 41,782,427	\$ 41,090,304	\$ 41,423,651	1%
Expenditures					
Personnel	23,962,346	27,264,917	26,680,220	29,294,263	10% (5)
Services & Other	7,664,587	7,647,010	7,287,871	7,484,635	3%
Supplies	1,602,073	1,784,432	1,715,547	1,884,323	10% (6)
Capital	2,742,664	3,004,436	3,140,026	913,899	-71% (7)
Debt & Financing	230,257	2,500	-	2,500	100%
Transfers Out	1,299,626	3,945,536	3,945,534	1,586,524	-60% (8)
Total Expenditures	\$ 37,501,553	\$ 43,648,831	\$ 42,769,198	\$ 41,166,144	-4%
Change in Funds Available	\$ 1,138,139	\$ (1,866,404)	\$ (1,678,894)	\$ 257,507	85% (9)
Ending Funds Available	\$ 16,222,134	\$ 14,355,730	\$ 14,543,240	\$ 14,800,747	2%

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Investment Earnings generally fluctuate with interest rates and fund balance
- (2) Contributions & Donations decrease due to a one time recognition of deferred revenue in 2015 that will not recur in 2016
- (3) Transfers In decrease due to one time transfers from the Transportation and Community Center Funds related to the DDA TIF Fund that occurred in 2015
- (4) Interfund loan revenue decreases due to a one time payment from the golf course fund that took place in 2015
- (5) Personnel increases include a total of 13 additional positions - 5 Police Department, 2 Fire Department, 1 DoIT, 5 Facilities (Custodial)
- (6) Supply costs increases include software purchase costs, Police operating supplies and computer hardware, and parks chemicals/fertilizer
- (7) Numerous capital projects occurred in 2015 that do not continue in 2016 including the Wolfensberger Pedestrian Bridge/Annual Trail Improvements, SCBA Air Compressors and others
- (8) Transfers out decrease due to a one time transfer to the Parks & Recreation Capital Fund for construction of amenities at Philip S. Miller Park that will not recur in 2016
- (9) The Change in Funds available increases primarily due to 2016 anticipated sales tax revenue growth and reductions in Capital and Transfers Out categories and building capacity for the future fire station

General Fund Combined Revenue and Expense Summary

Reserves & Internal Designations

Contractual Reserve	300,000	300,000	300,000
Operational Capacity Reserve	500,000	500,000	1,000,000
Revenue Stabilization Reserve	1,500,000	1,500,000	1,668,000
Catastrophic Events Reserve	1,000,000	1,000,000	1,000,000
Capital Reserve	1,765,000	1,765,000	1,765,000
Opportunity/Economic Dev. Reserve	1,000,000	1,000,000	1,000,000
TABOR Reserve	1,646,134	1,646,134	1,672,908
Total Reserves & Internal Designations	7,711,134	7,711,134	8,405,908
Unobligated Fund Balance	\$ 16,222,134	\$ 6,644,596	\$ 6,832,106
		\$ 6,394,839	

Reserve & Internal Designation Definitions:

Contractual Reserve: Funds reserved to fulfill contractual obligations

Operational Capacity Reserve: Accumulation of funds for operational costs associated with a new fire station anticipated to be in service in 2018

Revenue Stabilization Reserve: The purpose of this reserve is an effort to maintain general fund operations in the event of a decrease in revenue

Catastrophic Events Reserve: This maintains sufficient cash reserves to meet immediate expenditure needs related to a natural disaster

Capital Reserve: Funds reserved to address unexpected repair or failure of Town assets

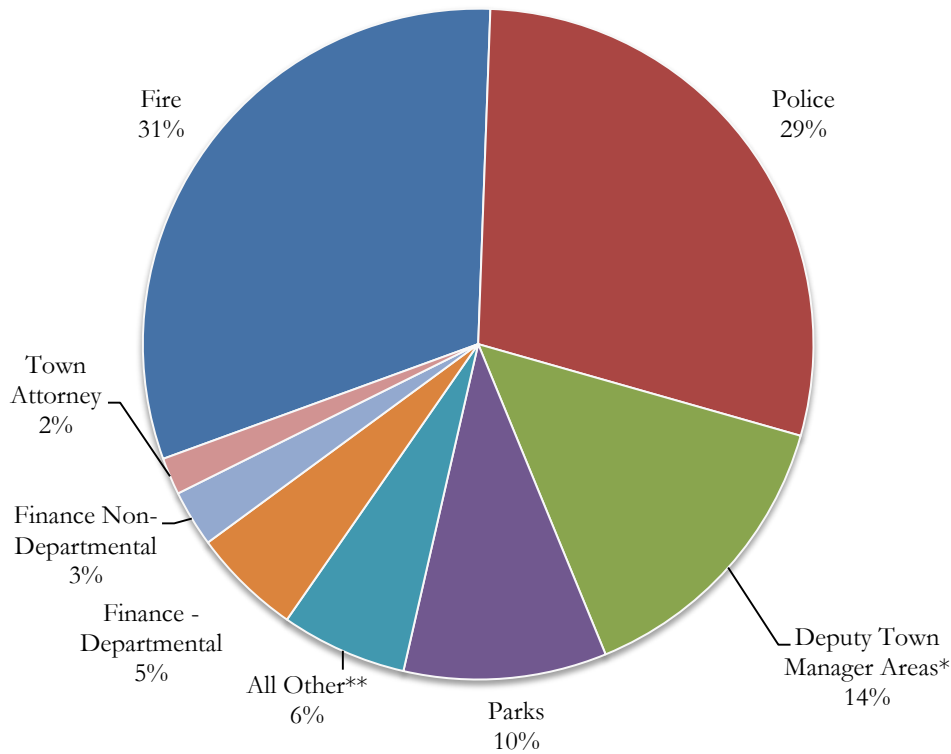
Opportunity/Economic Dev. Reserve: Available funds to provide flexibility for Town Council to act on various opportunities that may arise or to be used to replenish the Economic Development Fund

TABOR Reserve: Requirement of the Taxpayer Bill of Rights (TABOR) to maintain emergency reserves of at least 3% of fiscal year spending (excluding bonded debt service)

General Fund Expense Summary by Department

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget
Expenditures				
Town Council	\$ 609,200	\$ 678,919	\$ 677,435	\$ 716,209
Town Manager	340,598	364,582	358,766	491,238
Deputy Town Manager	353,907	521,186	495,475	285,559
Human Resources	737,621	686,198	741,785	700,580
Community Relations	425,047	643,903	640,667	686,923
DoIT	2,042,787	2,621,615	2,604,907	2,918,515
Facilities	1,102,791	1,194,792	1,064,678	1,331,945
Town Attorney	498,018	690,047	638,069	735,695
Town Clerk	349,019	317,882	301,233	379,282
Municipal Court	318,264	333,370	333,333	391,388
Finance - Departmental	1,949,570	2,014,220	1,981,969	2,167,162
Police	10,092,803	10,988,386	10,982,868	11,867,464
Fire	11,138,754	12,036,083	11,921,781	12,816,902
Development Services	492,288	578,582	553,429	524,718
Parks	4,742,721	5,077,388	4,712,979	4,028,545
Finance Non-Departmental	2,308,165	4,901,678	4,759,824	1,124,019
Total Expenditures	\$ 37,501,553	\$ 43,648,831	\$ 42,769,198	\$ 41,166,144

General Fund Expenditures by Department



* Deputy Town Manager Areas include the Deputy Town Manager's Office, Special Events, 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: 1.7%
- Town Manager: 1.3%
- Town Clerk: 1.2%

Town Council

CRgov.com/council

Town Council is the legislative body of Castle Rock 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, major land-use decisions and setting ballot questions. Town Council appoints the Town Manager, Town Attorney and Municipal Judge. Council members select the Mayor and the Mayor Pro Tem every two years. A regularly scheduled Town Council election will occur in 2016.

Town Council 2016 Budget Initiatives:

The Town Council division is funded through the General Fund and has a total 2016 budget of \$716,209, an increase of 6% over the 2015 year-end estimate. There are two functions that the Town Council budget serves. The first area is to support the operating costs for seven Council members including their wages, training, dues, supplies and other associated expenses totaling \$156,495. The second area includes funds, totaling \$559,714, that are allocated for service contracts that support economic development, affordable housing, at-risk youth programs and grants to non-profit organizations. The primary reason for the budget increase in this area is due to requested service contract increases for 2015. Six service contracts are budgeted in the Town Council division, including:

- Castle Rock Chamber of Commerce: \$104,706
- Castle Rock Economic Development Council: \$189,578
- Downtown Merchants Association: \$58,380
- Douglas County Housing Authority: \$36,750
- Douglas County Youth Program: \$20,790
- Downtown Development Authority: \$140,760

Town Council also oversees the Philip S. Miller Trust Fund and the Public Art Fund. The 2016 budget for the Philip S. Miller Trust Fund is \$329,545 and is designated to fund preservation and pursuit of a sense of community and small town character. The 2016 budget request represents a 31% increase from 2015 due to holiday lighting initiatives and funding for half of a Special Events Specialist position that is new for 2016. The Philip S. Miller Trust Fund includes service contract requests with the Castle Rock Historical Society (\$74,550) and the Castle Rock Senior Center (\$73,500). These amounts reflect a 5% increase as compared to the 2015 contract amounts.

The Public Art Fund has a 2016 budget of \$25,000 to fund the acquisition of art that is unique to Castle Rock that reflects the community. This represents a significant decrease from the 2015 year-end estimate due to a public art installation at the new Philip S. Miller Park that occurred in that year.



Public Art installation at Festival Park: *Fire Dances the Shadows*

Town Council

CRgov.com/council

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Town Objectives</i>	<i>2014 Outcomes Attained</i>	<i>2015 YTD Outcome</i>
<p>Ensure a town government accountable for its vision, mission and values</p>	<p>Establish policies and direction necessary to effectively implement the Strategic Plan</p>	<p>Ongoing</p>	<p>Ongoing</p>
	<p>Establish policies and direction necessary to effectively implement established Town Council priorities including:</p> <ul style="list-style-type: none"> • Securing the community’s long-term water future • Accomplishing the North Meadows extension project • Providing for outstanding community public health and safety • Accomplishing the Philip S. Miller Park project • Creating primary employment and expanding the tax base through effective public/private development efforts • Maintain community character and identity, with particular focus on Downtown Castle Rock 	<ul style="list-style-type: none"> • Continued progress in accomplishing long term renewable water program has occurred including progress with the Chatfield Reallocation project and cooperation in the Dominion Water agreement • Progress continues on the contract for the North Meadows Extension including approved construction contract phasing approach in 2014 • Continued prioritization of Public Safety levels of service to the community • Progress continues on the Philip S. Miller Park and Miller Activity Complex opening this year and consideration for future amenities • Continued focus on expansion of the tax base as work progresses on the Promenade project and ongoing agreements with private organizations are considered as appropriate for the Town of Castle Rock 	<ul style="list-style-type: none"> • Continued progress with the Town’s long term renewable water program includes commencement of construction for WISE water infrastructure and design of a surface water diversion on East Plum Creek • North Meadows Extension construction continues in 2015 with anticipated completion in June 2016 • Continued prioritization of Public Safety levels of service to the community • Additional amenities at Philip S. Miller Park are under construction and include a Core Plaza, Mill house and Amphitheater • Continued focus on expansion of the tax base as work progresses on the Promenade project and ongoing agreements with private organizations are considered as appropriate for the Town of Castle Rock • Continue to coordinate, improve and increase events, and amenities, to enhance our community character and identity.

Town Council

CRgov.com/council

Town Council Consolidated Financial Information

Paul Donahue, Mayor – 100 North Wilcox Street, Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 609,200	\$ 678,919	\$ 677,435	\$ 716,209	6%
Philip S. Miller Trust Fund	357,495	251,705	251,705	329,545	31%
Public Art Fund	12,092	75,000	74,584	25,000	-66%
TOTAL	\$ 978,788	\$ 1,005,624	\$ 1,003,724	\$ 1,070,754	7%

Expenditures by Fund and Function

General Fund

Personnel	\$ 67,249	\$ 67,284	\$ 65,975	\$ 67,511	2%
Supplies	1,165	3,150	3,150	3,182	1%
Services & Other	540,787	608,485	608,310	645,516	6%
TOTAL FUND	\$ 609,200	\$ 678,919	\$ 677,435	\$ 716,209	6%

Philip S. Miller Trust Fund

Personnel	\$ -	\$ -	\$ -	\$ 41,995	100%
Services & Other	230,000	251,705	251,705	287,550	14%
Transfers Out	127,495	-	-	-	0%
TOTAL FUND	\$ 357,495	\$ 251,705	\$ 251,705	\$ 329,545	31%

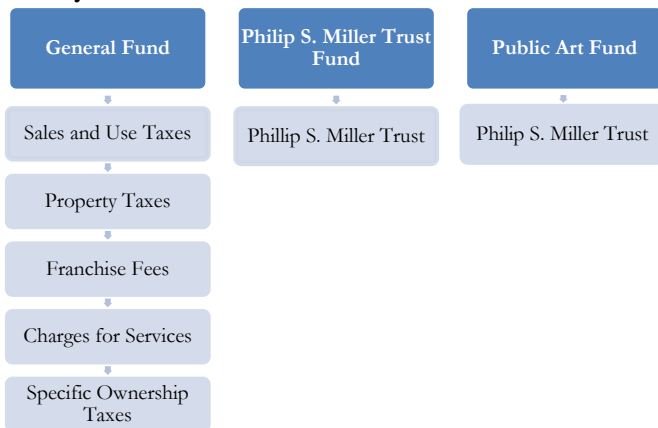
Public Art Fund

Supplies	\$ -	\$ -	\$ 646	\$ -	-100%
Services & Other	12,092	75,000	73,938	25,000	-66%
TOTAL FUND	\$ 12,092	\$ 75,000	\$ 74,584	\$ 25,000	-66%

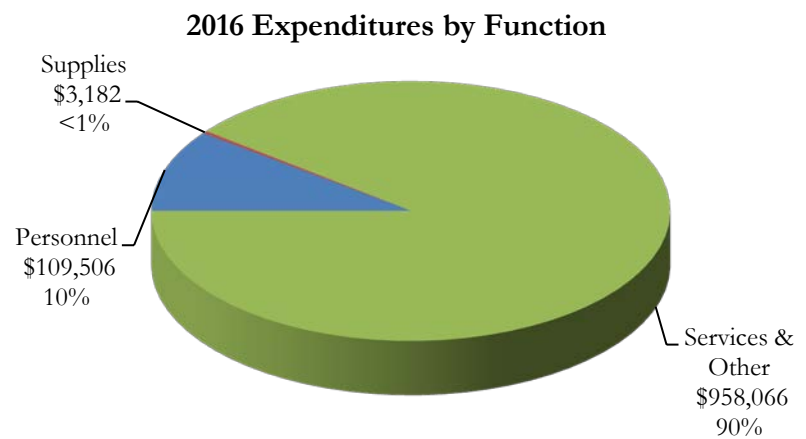
Employees - FTE

Town Council	7.00	7.00	7.00	7.00	0%
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Money comes from...



Money goes to...



Town Council

CRgov.com/council

Future Strategic Planning:

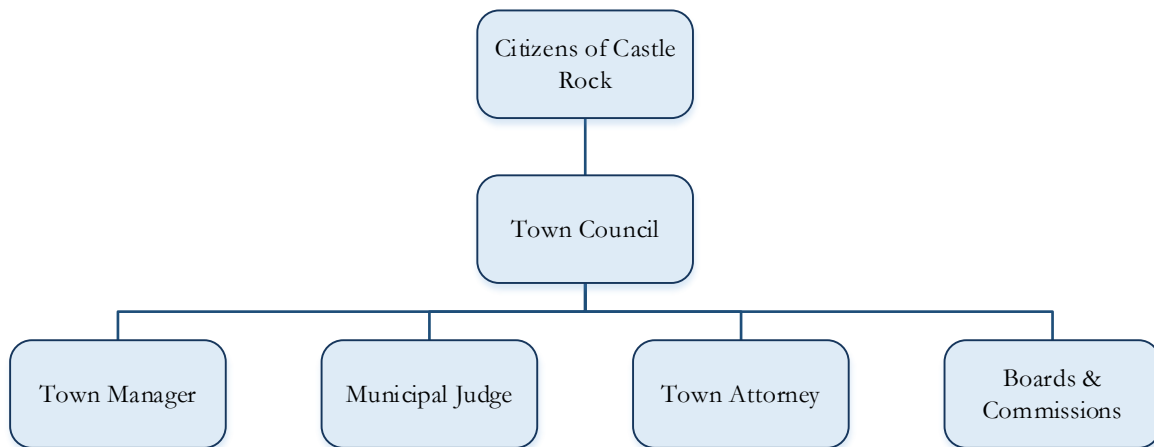
No significant changes are included in future planning at this time for Town Council, Philip S. Miller Trust Fund or the Public Art Fund. A 5% increase is included for all Service Agreements for future years, but actual increases will be budgeted as approved by Town Council.

10 Things to Know About the Town Council:

1. There are 7 Council Districts in Castle Rock.
2. Redistricting occurred in 2015 to keep the number of voters in each district within 15 percent of each other. Per Town Charter, districts will be reevaluated again in 2021.
3. Town Councilmembers are elected to 4 Year Terms.
4. Town Council elections are held every two years, with the next election to occur in 2016.
5. Town Council appoints the Town Manager, Town Attorney and the Municipal Judge.
6. The Mayor and Mayor Pro-Tem are elected every two years by Town Council.
7. Town Councilmembers also serve as liaisons to 13 Town Boards and Commissions, 7 Castle Rock organizations, 8 Douglas County organizations, and 10 Regional organizations.
8. The Philip S. Miller Trust Fund is from a bequest by Mr. and Mrs. Miller in which the Town receives a portion of the interest generated annually by the trust fund.
9. The Public Art Fund receives a portion of the interest from the Philip S. Miller Fund each year to purchase public art so that no taxpayer funds are used.
10. Town Council currently funds 8 service contract agreements with local entities including the Douglas County Housing Authority, Downtown Merchants Association, Douglas County Youth Program, Castle Rock Economic Development Council, Downtown Development Authority, the Chamber of Commerce, Castle Rock Senior Center and the Castle Rock Historical Society (Museum).

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 Council members, elected in four-year terms by the districts they reside in. The Mayor and Mayor Pro Tem are elected every two years by the Council members.



Philip S. Miller Trust Fund Summary by Category

The Philip S. Miller Trust 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 . The Town Council manages this fund.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 164,183	\$ 124,099	\$ 124,099	\$ 187,092	51%
Revenues					
Investment Earnings	234	726	166	1,145	>500% (1)
Contributions & Donations	283,000	283,000	285,000	285,000	0%
Other Revenue	34,177	30,000	29,532	29,141	-1%
Total Revenues	\$ 317,411	\$ 313,726	\$ 314,698	\$ 315,286	0%
Expenditures					
Personnel	-	-	-	41,995	100% (2)
Services & Other	230,000	251,705	251,705	287,550	14% (3)
Transfers Out	127,495	-	-	-	0%
Total Expenditures	\$ 357,495	\$ 251,705	\$ 251,705	\$ 329,545	31%
Change in Funds Available	\$ (40,084)	\$ 62,021	\$ 62,993	\$ (14,259)	-123% (4)
Ending Fund Balance	\$ 124,099	\$ 186,120	\$ 187,092	\$ 172,833	-8%
Reserves & Internal Designations					
Committed for Fund Purpose		186,120	187,092	172,833	
Total Reserves & Internal Designations		\$ 186,120	\$ 187,092	\$ 172,833	
Unobligated Fund Balance	\$ 124,099	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

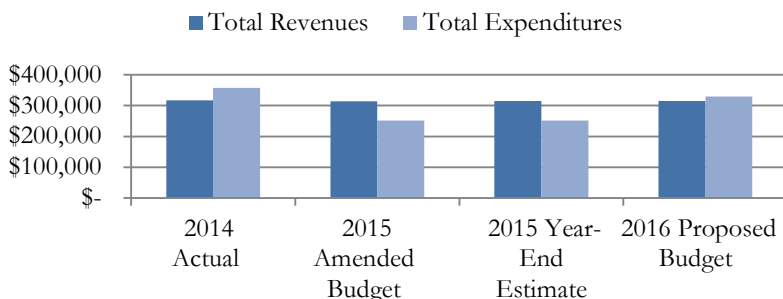
For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Investment earnings generally fluctuate with interest rates and fund balance
- (2) Personnel costs include the addition of a Special Events Specialist position requested in 2016. Half of the funding for the position is included in the Philip S. Miller Trust Fund and the other half is funded in the Community Center Fund. This fund will support the position in the short term as start up funding related to the community character. However, as the special events area becomes established within the Town, funding will shift to other sources which are yet to be determined
- (3) Services & Other expenditures increase due to the addition of ongoing holiday lighting costs and projected increases in Service Contract Agreements
- (4) Funds available decreases due to the addition of funding for personnel costs and for holiday lighting

Philip S. Miller Trust Fund
Revenue & Expenditure Comparison by Year



Expenditures out of the Philip S. Miller Trust Fund vary depending on projects directed by the Town Council that align with Philip S. Miller's intended legacy, to promote community within the Town of Castle Rock. Revenues have increased slightly since 2014 and are expected to remain flat.

Service contracts included in this fund for 2016 include \$74,550 for the Castle Rock Historical Society and \$73,500 for the Castle Rock Senior Center.

Public Art Fund Summary by Category

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

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 66,023	\$ 79,099	\$ 79,099	\$ 29,649	-63%
Revenues					
Investment Earnings	167	310	134	159	19% (1)
Contributions & Donations	25,000	25,000	25,000	25,000	0%
Other Revenue	1	-	-	-	0%
Total Revenues	\$ 25,168	\$ 25,310	\$ 25,134	\$ 25,159	0%
Expenditures					
Services & Other	12,092	75,000	73,938	25,000	-66% (2)
Supplies	-	-	646	-	-100%
Total Expenditures	\$ 12,092	\$ 75,000	\$ 74,584	\$ 25,000	-66%
Change in Funds Available	\$ 13,076	\$ (49,690)	\$ (49,450)	\$ 159	100% (3)
Ending Fund Balance	\$ 79,099	\$ 29,409	\$ 29,649	\$ 29,808	1%
Reserves & Internal Designations					
Committed for Fund Purpose		29,409	29,649	29,808	
Total Reserves & Internal Designations		\$ 29,409	\$ 29,649	\$ 29,808	
Unobligated Fund Balance	\$ 79,099	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

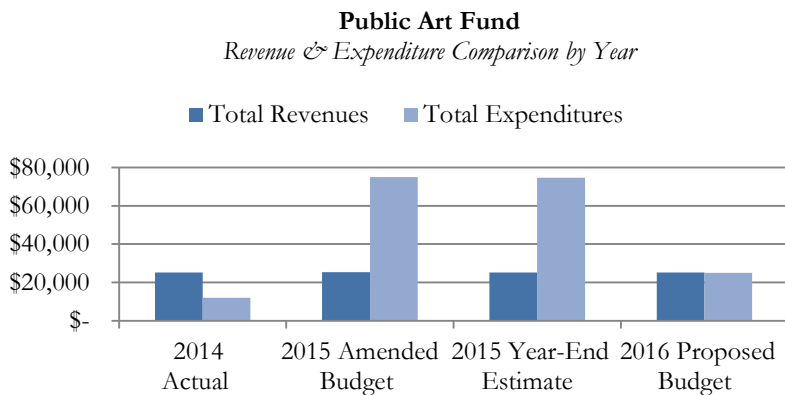
Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Investment earnings generally fluctuate with interest rates and fund balance
- (2) A large art installation at Philip S. Miller Park took place in 2015. Due to having no major public art initiatives planned in 2016, the Services & Other category decreases compared with the 2015 Year-End Estimate
- (3) The change in funds available varies from the 2015 Year-End Estimate due to the one-time nature of the public art installation at Philip S. Miller Park that occurred in 2015 that will not recur in 2016



Artwork for Philip S. Miller Park - Provided by the Public Art Fund

Town Manager's Office

CRgov.com/townmanager

Castle Rock is a full-service municipality, with 489 employees and a \$190.9 million budget for 2016. The Town operates under a 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.

Town Manager's Office 2016 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, Sr. Management Analyst and Executive Assistant. The 2016 budget request total is \$491,238 which represents a 37% increase from the 2015 year-end estimate. This increase is primarily due to moving the salary and associated costs for a Sr. Management Analyst position from the Deputy Town Manager's Office to the Town Manager's Office in 2016. Expenditures in the supplies category are expected to be lower than the 2015 Estimate due to increased costs incurred in 2015 in relation to the Town Manager position transition. Dave Corliss joined the Town in June 2015 as the Town Manager due to a vacancy created when the previous Town Manager, Mark Stevens, retired after 14 years of service.

The Town Manager's Office also oversees the Economic Development Fund. This fund receives Commercial Building Use Tax that is used for Economic Development incentives to attract and retain businesses and promote job growth in the Town. The Town Council agreed to maintain a balance of at least \$2M to enable the Town to provide funding for various projects. The 2016 budget request is \$810,397, representing a 40% decrease from the 2015 estimate. Funds are budgeted to include payments for current economic development obligation 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>2015 YTD Outcome</i>
Ensure a town government accountable for its vision, mission and values.	Effectively follow through on all directives of the Town Council 100% of the time within times agreed upon with the Town Council	On Track
	Effectively lead a values based organization	On Track
	Effectively lead toward achieving the Community Vision through excellence, dedication and service	On Track
	Administer the Town's service contract program and oversee the Town's franchise agreements with utility companies	Accomplished
	Lead the biennial community survey process	Completed in 2015, next survey in 2017
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation.	Effectively respond to all citizen inquiries 100% of the time with an initial acknowledgement or response within 24 hours and a full response within 72 hours	On Track
	Effectively implement the Annual Major Works Projects Work Program within established time frames and project scope expectations 95% of the time	On Track
	Effectively implement Council direction on core priorities including North Meadows Extension, Long Term Renewable Water, Outstanding Public Safety, Economic Development to create jobs and expand the tax base, and Philip S. Miller Park	On Track
	Oversee internal government functions, supervise nine department heads and interface with Municipal Judge and Town Attorney	On Track
	Monitor legislative activity and engage issues as deemed necessary	On Track

Town Manager's Office

CRgov.com/townmanager

Town Manager's Office Consolidated Financial Information

Dave Corliss, Town Manager – 100 North Wilcox Street, Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 340,598	\$ 364,582	\$ 358,766	\$ 491,238	37%
Economic Development Fund	3,304,423	2,155,286	1,353,016	810,397	-40%
TOTAL	\$ 3,645,021	\$ 2,519,868	\$ 1,711,782	\$ 1,301,635	-24%

Expenditures by Fund and Function

General Fund

Personnel	\$ 333,347	\$ 352,655	\$ 339,782	\$ 462,937	36%
Supplies	2,406	1,936	10,662	3,952	-63%
Services & Other	4,845	9,991	8,322	24,349	193%
TOTAL FUND	\$ 340,598	\$ 364,582	\$ 358,766	\$ 491,238	37%

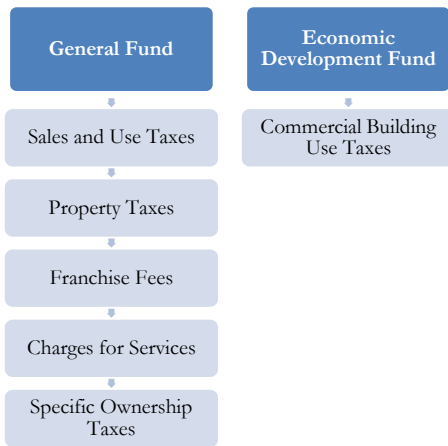
Economic Development Fund

Services & Other	\$ 3,304,423	\$ 2,155,286	\$ 1,353,016	\$ 810,397	-40%
TOTAL FUND	\$ 3,304,423	\$ 2,155,286	\$ 1,353,016	\$ 810,397	-40%

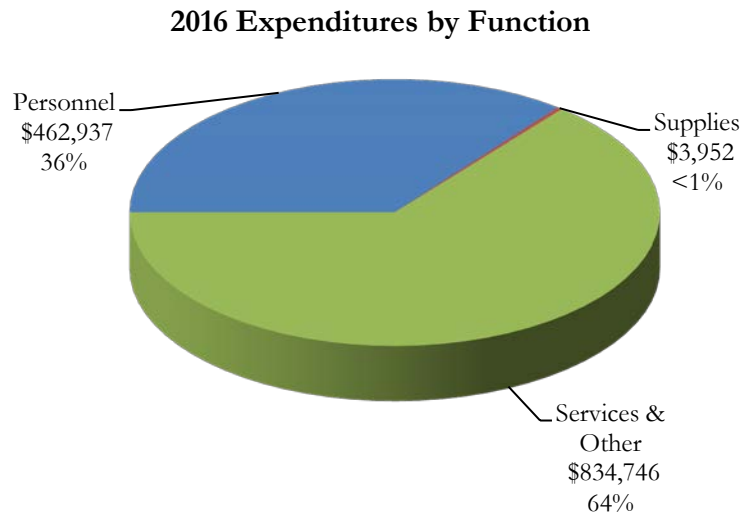
Employees - FTE

Town Manager's Office	4.00	2.00	2.00	3.00	50%
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Money comes from...



Money goes to...



Future Strategic Planning:

There are no significant changes included for the Town Manager's Office through the 2018 planning period. The Economic Development Fund supports ongoing payment of existing Economic Development incentive agreements through 2018. Additionally for 2017-2018, the Economic Development Fund has reserved 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

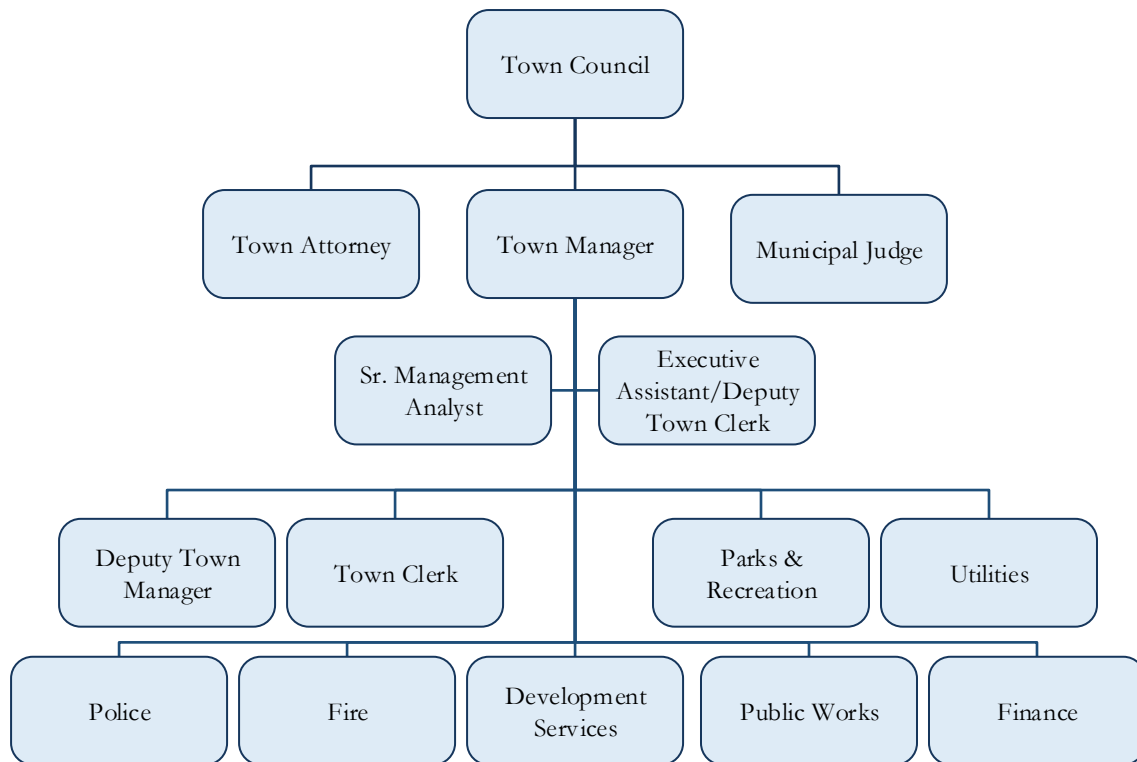
CRgov.com/townmanager

10 Things to Know About the Town Manager's Office:

1. Dave Corliss, Town Manager, began serving the Town of Castle Rock in July 2015 after working in various positions with the City of Lawrence, Kansas for 24 years.
2. The Town Manager is appointed by and serves at the pleasure of the Town Council.
3. The Town Manager is responsible for carrying out the policies and ordinances approved by Town Council; and, oversees the Town's operations.
4. The Executive Assistant to the Town Manager and Town Council also serves as the Deputy Town Clerk.
5. The Town Manager is required by Town Charter to reside within Castle Rock.
6. There are 9 department heads that report directly to the Town Manager. The Town Manager appoints the department heads who must be ratified by the Town Council.
7. All Town employees except the Town Attorney and the Municipal Judge are employed and perform under the overall authority of the Town Manager.
8. The Senior Management Analyst heads up the Town's employee wellness efforts, including working with a committee of employees representing all departments to plan and host monthly events aimed at improving employees' well-being.
9. The Economic Development Fund was created in 2011 with \$5M initial seed money from the General Fund Reserves and is replenished with Commercial Building Use Tax revenues.
10. The Town Manager and the CEO of the Castle Rock Economic Development Council can approve economic development assistance agreements up to \$100,000; and Council must approve anything greater than \$100,000.

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 citizens.



Economic Development Fund Summary by Category

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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 5,648,954	\$ 2,695,860	\$ 2,695,860	\$ 1,995,220	-26%
Revenues					
Taxes	315,802	623,870	623,870	586,029	-6% (1)
Investment Earnings	35,464	7,965	20,471	10,670	-48% (2)
Other Revenue	63	-	8,035	-	-100% (3)
Total Revenues	\$ 351,329	\$ 631,835	\$ 652,376	\$ 596,699	-9%
Expenditures					
Services & Other	3,304,423	2,155,286	1,353,016	810,397	-40% (4)
Total Expenditures	\$ 3,304,423	\$ 2,155,286	\$ 1,353,016	\$ 810,397	-40%
Change in Funds Available	\$ (2,953,094)	\$ (1,523,451)	\$ (700,640)	\$ (213,698)	-69% (5)
Ending Fund Balance	\$ 2,695,860	\$ 1,172,409	\$ 1,995,220	\$ 1,781,522	-11%
Reserves & Internal Designations					
Committed for Fund Purpose		1,172,409	1,995,220	1,781,522	
Total Reserves & Internal Designations		\$ 1,172,409	\$ 1,995,220	\$ 1,781,522	
Unobligated Fund Balance	\$ 2,695,860	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Commercial Building Use Tax is received only in the Economic Development Fund. This revenue is projected to decrease in 2016 primarily due to anticipated in commercial development
- (2) Investment earnings generally fluctuate with interest rates and fund balance
- (3) Other revenue is expected to decrease due to a one-time reimbursement in 2015 not anticipated in 2016
- (4) Services & Other expenditures are budgeted to accommodate obligations for existing economic development agreements. The 2016 budget will meet current obligations and allow for future agreements as they may arise
- (5) The change in funds available is primarily related to a reduced amount of economic development agreement payments that are anticipated in 2016

Major Goals for 2016 include the following:

- Bridging financial gaps to facilitate primary job creation projects
- Bridging financial gaps to facilitate tax base expansion projects
- Meeting ongoing established economic incentive obligations with various primary job creation incentive agreements
- Providing financial assistance to the Castle Rock Urban Renewal Authority as needed

To accomplish these goals, budgeted expenditures are allocated as follows:

Economic Development Assistance	\$345,000
Higher Education	\$16,429
Loan to Castle Rock Urban Renewal Authority	\$50,000

Deputy Town Manager’s Office

The Deputy Town Manager’s Office (DTMO) provides organizational leadership, linking employee performance to the organization’s strategic direction. The team works to resolve community concerns and oversees and supports the following divisions: Community Relations, Facilities, Human Resources, Innovation and Technology and Special Events. The DTMO has oversight of the Employee Benefits, General Long Term Planning, Municipal Facilities Capital and Public Art funds. Although the DTMO coordinates the Public Art Fund due to providing staff support for the Public Art Commission, Town Council maintains oversight of the fund. 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.

Deputy Town Manager’s Office 2016 Budget Initiatives:

The Deputy Town Manager’s Office (DTMO) budget is included as part of the General Fund and has a budget request of \$285,559 for 2016. This represents a decrease of 42% from the 2015 year-end estimate. The primary reasons for this decrease are the transition of personnel and operating costs for the Sr. Management Analyst from the DTMO to the Town Manager’s Office; and, the reduction of funding related to the biennial community survey that was completed in 2015. Due to the community survey occurring every other year, no costs are necessary in 2016 for this initiative, but will be included in the Town Manager’s Office in 2017. Additionally, an initiative to grow special events in Castle Rock began in 2015. With improved special events, the goal is to draw more people to Castle Rock to further support local businesses and showcase all that the Town has to offer. This initiative will continue in 2016 with the goal of standardizing event procedures, improving the current level of service for events and developing a signature event series for the Town. A Special Events Specialist position is funded for 2016 between the Community Center and Philip S. Miller Trust Funds to support this initiative; and, additional special events funding may be appropriated in the future with Council approval.

The General Long Term Planning fund has a 2016 budget request of \$1,215,469 to fund numerous facilities, parks and IT related projects including parking lot improvements, concrete repair at Town parks, various building improvements, server and other device replacement, computer replacement program, Microsoft licensing, and battery backup replacement for Town systems. More information can be found in the General Long Term Planning Fund Five Year CIP by clicking [here](#). The 2016 budget request reflects an increase of 4% from the 2015 year-end estimate. This 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:

<i>Long-Term Organization Vision</i>	<i>Department Objectives</i>	<i>2014 Outcome Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goal</i>
Ensure a town government accountable for its vision, mission, and values	Effectively follow through on assigned Council-requested initiatives 100% of the time within the timeframe agreed upon with Council	Accomplished	Accomplished	100%
	Administer the Town’s service contract program and oversee the Town’s franchise agreements with utility companies	Accomplished	Accomplished	Moved to Town Manager’s Office in 2016
	Lead the biennial community survey process	Work on the 2015 community survey began in late 2014	Accomplished	The Community Survey will be included in the Town Manager’s budget in 2017

Deputy Town Manager’s Office

CRgov.com

Performance Objectives and Measurable Outcomes (continued):

<i>Long-Term Organization Vision</i>	<i>Department Objectives</i>	<i>2014 Outcome Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goal</i>
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation.	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	Accomplished	Accomplished	100%
	Oversee internal government functions, including the Healthy Living Team employee wellness program	Hosted an average of 108 employees at monthly wellness events	Accomplished	Moved to Town Manager’s Office in 2016
	Oversee the Town’s LED sign program, including monthly reporting	Ran 477 slides on the Town Hall LED sign	Accomplished	Report monthly regarding program activity
Achieve the financial capability necessary to accomplish the Vision.	Collaborate with the Finance Department on the annual budget and three-year financial planning processes	Accomplished	Accomplished	Complete project in required timeframe
	Represent the Town on intergovernmental and regional issues; monitor legislative activity, engaging issues as deemed necessary; and, oversee issues related to local public participation campaigns	Accomplished	Accomplished	Monitoring legislative activity moved to Town Manager’s Office in 2016



Town Hall LED Sign

Deputy Town Manager's Office

CRgov.com

General Fund Deputy Town Manager's Office – Consolidated Financial Information Fritz Sprague, Deputy Town Manager – 100 N. Wilcox St., Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 353,907	\$ 521,186	\$ 495,475	\$ 285,559	-42%
General Long Term Planning Fund	1,034,721	1,302,284	1,169,830	1,215,469	4%
TOTAL	\$ 1,388,627	\$ 1,823,470	\$ 1,665,305	\$ 1,501,028	-10%

Expenditures by Fund and Function

General Fund

Personnel	\$ 339,620	\$ 447,540	\$ 406,339	\$ 266,627	-34%
Supplies	446	16,850	20,837	1,272	-94%
Services & Other	13,841	56,796	68,299	17,660	-74%
TOTAL FUND	\$ 353,907	\$ 521,186	\$ 495,475	\$ 285,559	-42%

General Long Term Planning Fund

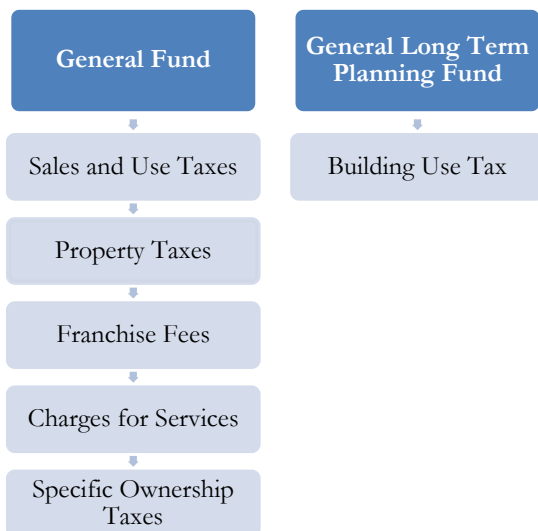
Supplies	\$ 115,180	\$ -	\$ -	\$ -	0%
Services & Other	75,940	-	-	-	0%
Capital	843,598	1,302,284	1,169,830	1,215,469	4%
TOTAL FUND	\$ 1,034,719	\$ 1,302,284	\$ 1,169,830	\$ 1,215,469	4%

Employees - FTE

Deputy Town Manager's Office	-	4.00	4.00	3.00	-25%
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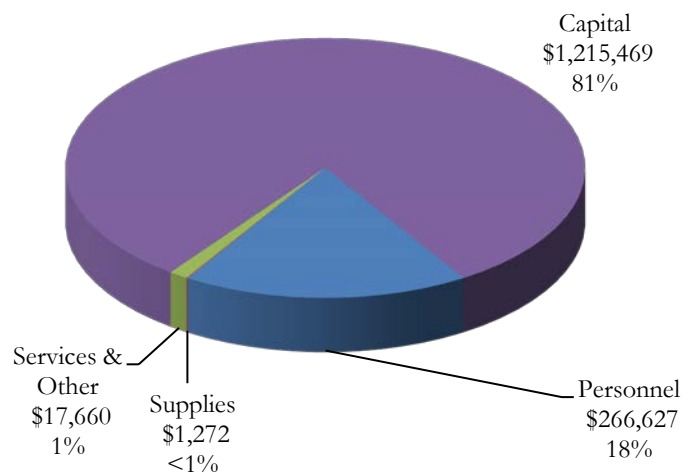
The diagram below on the left identifies general financial inputs that contribute to the Deputy Town Manager's Office in the General Fund, as well as to the General Long Term Planning Fund. Information related to other divisions is available in their respective sections. The chart to the right identifies where the money goes in terms of expenditure categories. [View](#) more detail as to the line item amounts budgeted.

Money comes from...



Money goes to...

2016 Expenditures by Function



Deputy Town Manager’s Office

CRgov.com

Future Strategic Planning:

There are no significant changes included in planning for the Deputy Town Manager’s Office in the General Fund. The General Long Term Planning Fund includes:

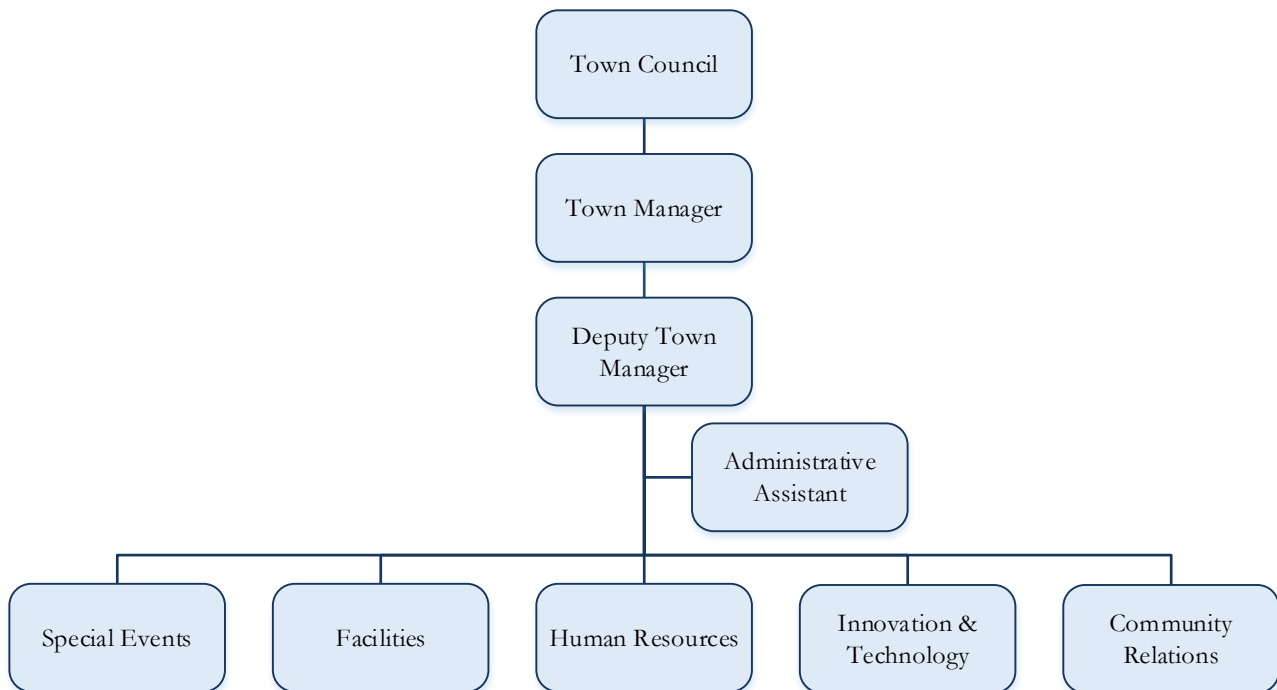
- \$1,221,927 for 2017 projects including artificial turf replacement at Town parks, a door security system upgrade and continuation of ongoing projects such as parking lot repair, building improvements and server/system replacements
- \$1,492,358 for 2018 projects including additional artificial turf replacement, security camera replacement and continuation of ongoing projects such as parking lot repair, building improvements and server/system replacements

10 Things to Know About the Deputy Town Manager’s Office:

1. The Deputy Town Manager serves as acting Town Manager when the Town Manager is unavailable.
2. DTMO staff members regularly interact with Town Council members, including working with Community Relations to keep Council and the community apprised of emerging incidents.
3. The DTMO leads customer service tracking and reporting for the organization.
4. The DTMO leads efforts related to strategy on Taxpayer Bill of Rights issues and other potential election-related matters.
5. The DTMO acts as the Town’s Americans with Disabilities Act coordinator
6. The DTMO coordinates the Town’s response to major community incidents.
7. DTMO staff works with a committee of employees representing all departments to plan and host monthly events aimed at improving employees’ well-being.
8. The Administrative Assistant for the office designs, programs and tracks all slides for the LED sign at Town Hall.
9. The DTMO leads up recruitment for any executive-level vacancies that occur within the organization.
10. The Deputy Town Manager oversees development and implementation of facility strategies Townwide.

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.



General Long Term Planning Fund Summary by Category

The General Long Term Planning Fund was set up in 2011 and was created to establish 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 within the Town Manager's Office.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 1,856,858	\$ 1,902,132	\$ 1,902,132	\$ 1,800,753	-5%
Revenues					
Taxes	1,071,362	1,080,070	1,063,183	1,208,939	14% (1)
Investment Earnings	7,804	7,167	5,268	9,605	82%
Other Revenue	828	-	-	-	0%
Total Revenues	\$ 1,079,994	\$ 1,087,237	\$ 1,068,451	\$ 1,218,544	14%
Expenditures					
Services & Other	75,941	-	-	-	0%
Supplies	115,180	-	-	-	0%
Capital	843,599	1,302,284	1,169,830	1,215,469	4%
Total Expenditures	\$ 1,034,720	\$ 1,302,284	\$ 1,169,830	\$ 1,215,469	4%
Change in Funds Available	\$ 45,274	\$ (215,047)	\$ (101,379)	\$ 3,075	103% (2)
Ending Fund Balance	\$ 1,902,132	\$ 1,687,085	\$ 1,800,753	\$ 1,803,828	0%
Reserves & Internal Designations					
Committed for Fund Purpose		1,687,085	1,800,753	1,803,828	
Total Reserves & Internal Designations		\$ 1,687,085	\$ 1,800,753	\$ 1,803,828	
Unobligated Fund Balance	\$ 1,902,132	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

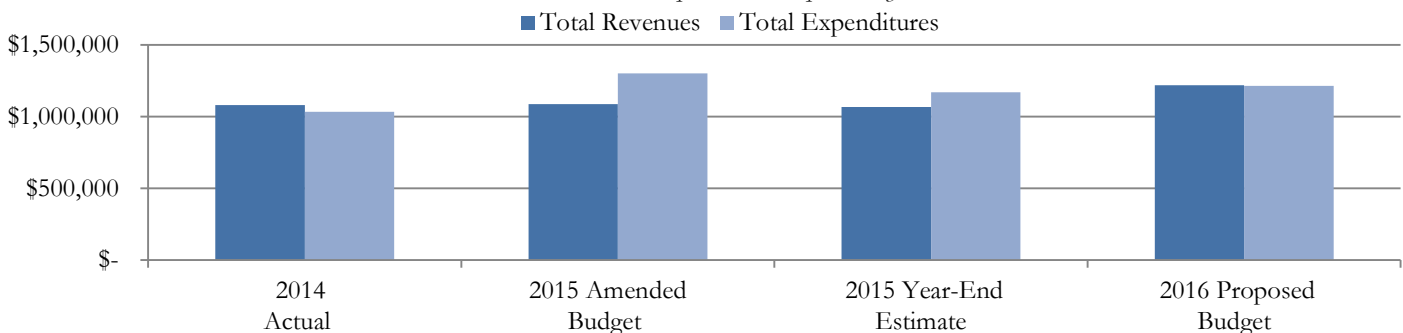
Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Use Tax revenues are projected to increase based on growth estimates of 700 single family and 316 multifamily homes projected in 2016

(2) The change in funds available increases primarily due to increased building use tax revenue anticipated in 2016

General Long Term Planning Fund
Revenue & Expenditure Comparison by Year



DTMO – Community Relations

CRgov.com/communityrelations

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

Community Relations Division 2016 Budget Initiatives:

The 2016 budget request includes a total of \$686,923 for the Community Relations Division, representing a 7% increase as compared to the 2015 year-end estimate. The primary reason for this increase is the addition of \$90,000 for a community marketing initiative that includes branding the identity for Castle Rock, creating a consistent look and feel and possibly contracting with outside sources for research and community engagement. In addition, updated communications platforms will be utilized surrounding new and up-to-date Townwide videos. The 18 different videos will be a combination of two types including long-life and short turn around videos. The long-life videos will be more generic and informative and will be from one to three minutes in length. The short turn around videos will generally be shorter, approximately 30 seconds to one minute, and more focused in nature. The intent will be to keep these videos up to date in order to show different aspects of Town life. In 2015, the Town website (CRgov.com) was redesigned to include updated graphics, improved functionality, revised navigation and updated content. To see more about the website redesign, click [here](#).

Other factors contributing to the increase in 2016 include an increase to web hosting fees required for the Town website (CRgov.com) and an increase to personnel costs related to expecting full annual salary and benefit expenditures for the four positions in this department. A position vacancy during the first part of 2015 resulted in personnel savings that are not anticipated to occur again in 2016.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Division Objectives</i>	<i>2014 Outcomes Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goals</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	29 plans developed/tracked	31 plans developed/tracked (as of July 2015)	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%	100% (55 incidents as of July 2015)	90%

DTMO – Community Relations

CRgov.com/communityrelations

Performance Objectives and Measurable Outcomes (continued):

<i>Long-Term Organization Vision</i>	<i>Division Objectives</i>	<i>2014 Outcomes Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goals</i>
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	98%	408 responses to social media questions and responses to local media inquiries, 100% within one business day (as of July 2015)	100%
	Meet internal deadlines for Town publications (Outlook/Recreation Guide, MAC guide, Town Talk, annual reports and special publications), 75 percent of the time	97% (Produced 31 publications and met all but one deadline)	100% (through July)	75%
Maintain a strong sense of community and small-town community character	Support a high quality of life by informing residents of community events and other matters of importance to the community each month using social media, the Town website, news releases, and Town publications	Accomplished	558 social media posts, external publication projects, news releases, media calls, public meetings and other special projects (as of July 2015)	As needed



DTMO – Community Relations

CRgov.com/communityrelations

Community Relations Division Consolidated Financial Information

Karen Carter, Community Relations Manager - 100 N. Wilcox St., Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 425,047	\$ 643,903	\$ 640,667	\$ 686,923	7%
TOTAL	\$ 425,047	\$ 643,903	\$ 640,667	\$ 686,923	7%

Expenditures by Fund and Function

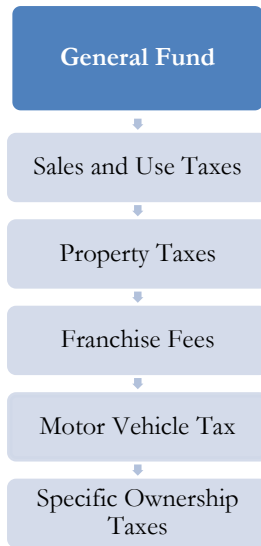
General Fund					
Personnel	\$ 245,429	\$ 346,866	\$ 328,545	\$ 362,532	10%
Supplies	14,923	18,923	14,900	13,557	-9%
Services & Other	164,695	207,114	226,222	310,834	37%
Capital	-	71,000	71,000	-	-100%
TOTAL FUND	\$ 425,047	\$ 643,903	\$ 640,667	\$ 686,923	7%

Employees - FTE

Community Relations	3.00	4.00	4.00	4.00	0%
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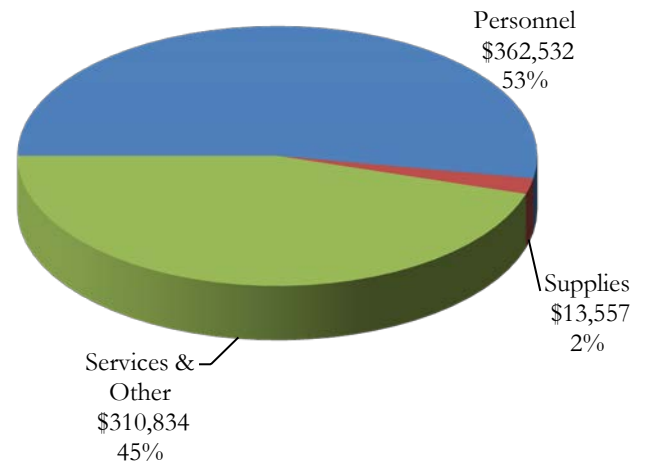
The Community Relations Division is within the General Fund. The diagram below on the left identifies general financial inputs which contribute to the functioning of this departmental unit. The chart to the right identifies where the money goes in terms of expenditure categories. For more detail as to the line item amounts budgeted, please click [here](#).

Money comes from...



Money goes to...

2016 Expenditures by Function



Future Strategic Planning:

The Community Relations Division is planning to upgrade the Mobile App for the Town in 2017 at an estimated cost of \$50,000. Improvements to the Town website (crgov.com) will continue in 2017 as well.

DTMO – Community Relations

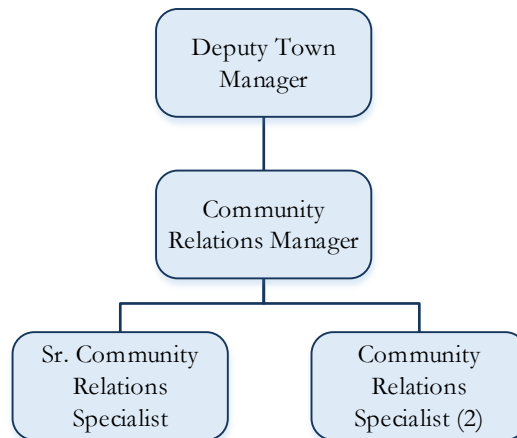
CRgov.com/communityrelations

10 Things to Know About the Community Relations Division:

1. Community Relations manages the Town’s website, which averages 45,000 to 54,000 unique visitors a month.
2. Staff is on call 24/7 to respond to emergencies in order to assist with media interactions. This occurred on 21 instances during 2014, a 75% increase over 2013.
3. The team engages the public in two-way conversations on social media platforms including Facebook and Twitter. In 2015, the team created a LinkedIn page for Town of Castle Rock; opened an Instagram account that will go live by end of year; revitalized and enhanced the YouTube channel for Castle Rock, and joined numerous Castle Rock Facebook groups to engage in conversations.
4. The team launched CRgovGO! our Town’s mobile app, and worked with community groups to partner and support CRGovGO! an entertainment and business mobile app.
5. The team writes and designs printed publications including Outlook magazine, Your Town Talk newsletter and the Recreation Guide and MAC guide. In 2015, the team combined the Rec and MAC Guide into one publication. Outlook Magazine will now be a separate publication, delivered separately to the community.
6. Community Relations plans, promotes and hosts several special events (94 in 2014) and community open houses each year, and posted more than 275 social media updates about local events in the area.
7. A key role of Community Relations is encouraging public participation and responding to resident concerns. The team has been nationally recognized for its work by the City-County Communications and Marketing Association, which has 700 members, every year straight since at least 2005.
8. In 2014, the team logged 1,465 total marketing and communication tools and programs. Staff issued 163 press releases in 2014.
9. The team produced three new campaign videos for “I am A Rock” and updated 12 new Town videos. These will be cross marketed on our website, numerous social media platforms and will rotate on Comcast Channel 22 and CenturyLink Channel 8.
10. In 2014, this division experienced an increase in media requests and interaction. Community Relations responded to about 305 media requests (a 31% increase over 2013) per year - that’s more than one request for every working day.

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/jobs

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. The Human Resources Division supports the Townwide process to determine what employees value and the direction of the employment culture. The Human Resources team strives to model behavior, builds 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 Human Resources department utilizes two separate funds. The General Fund department 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 2016 Budget Initiatives:

The 2016 General Fund budget for the Human Resources Division is \$700,580. This represents a decrease from the 2015 year-end estimate of 6%. The Town Manager position transitioned in 2015 as a result of the planned retirement of Mark Stevens in April 2015. As a result, Dave Corliss joined the Town of Castle Rock as the Town Manager in June 2015. The 2015 estimate was approved to exceed the budgeted amount by approximately \$56,000 primarily due to recruiting and transition costs related to the Town Manager change, additional Townwide training and an unplanned software upgrade required to maintain compliance with the Affordable Care Act. This division increased operating expenditure by a total of \$10,000 to more accurately fund training and supply line items. Additionally for 2016, a one-time increase of \$23,000 is added to the employee recognition program based on anticipated employee awards as a significant Town project is completed in 2016.

The Employee Benefits Fund has a budget of \$7,628,231 for 2016, an increase of 7% over the 2015 year-end estimate. This increase is directly related to the anticipated addition of 27 new full-time benefit eligible employees for 2016, an increase in healthcare premium costs and an anticipated growth in claim activity. Due to climbing healthcare costs, the Town underwent a request for proposals (RFP) process in 2015. As a result, the Town will change the healthcare insurance provider for employees effective January 1, 2016. Employee and employer contributions are anticipated to increase by 8% in 2016 to help offset the increased costs related to the Town's self-insured health plan. This fund continues to include a budget of \$100,000 for the employee Wellness Program that represents no change from 2015.



Annual Employee Picnic at Philip S. Miller Park

DTMO – Human Resources Division

CRgov.com/jobs

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Division Objectives</i>	<i>2014 Outcome</i>	<i>2015 YTD Outcome</i>	<i>2016 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 their 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 (through July) and reviewed an average of 26 evaluations per month	Human Resources provided this report every month through July and reviewed an average of 24 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 February, May, June and July Rock Talks 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 as a method of promoting employee development and performance	Human Resources organized and held eight Castle Rock University classes (through July)	Human Resources coordinated or facilitated eight Castle Rock University classes and introduced a new leadership series of six classes for Town employees.	Organize and hold at least six Castle Rock University classes

DTMO – Human Resources Division

CRgov.com/jobs

Human Resources Division – Consolidated Financial Information

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

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 737,621	\$ 686,198	\$ 741,785	\$ 700,580	-6%
Employee Benefits Fund	5,751,431	7,155,685	7,138,105	7,628,231	7%
TOTAL	\$ 6,489,053	\$ 7,841,883	\$ 7,879,890	\$ 8,328,811	6%

Expenditures by Fund and Function

General Fund

Personnel	\$ 423,625	\$ 435,613	\$ 435,268	\$ 452,869	4%
Supplies	4,226	3,952	7,505	4,727	-37%
Services & Other	251,681	246,633	290,212	242,984	-16%
Capital	58,089	-	8,800	-	-100%
TOTAL FUND	\$ 737,621	\$ 686,198	\$ 741,785	\$ 700,580	-6%

Employee Benefits Fund

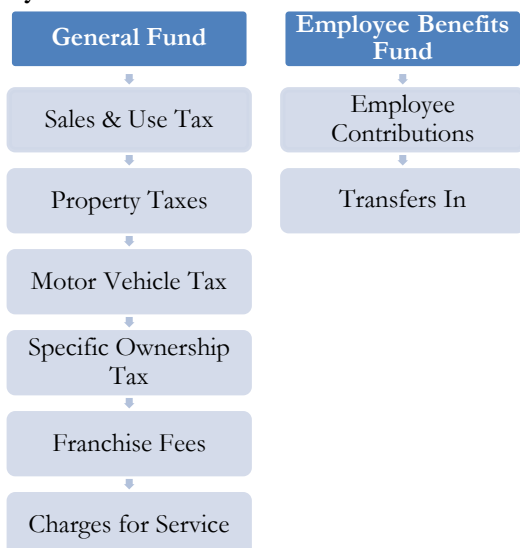
Personnel	\$ 58,518	\$ 60,726	\$ 54,454	\$ 56,641	4%
Supplies	3,048	2,500	1,450	2,500	72%
Services & Other	5,689,865	6,592,459	6,582,201	7,569,090	15%
Transfers Out	-	500,000	500,000	-	-100%
TOTAL FUND	\$ 5,751,431	\$ 7,155,685	\$ 7,138,105	\$ 7,628,231	7%

Employees - FTE

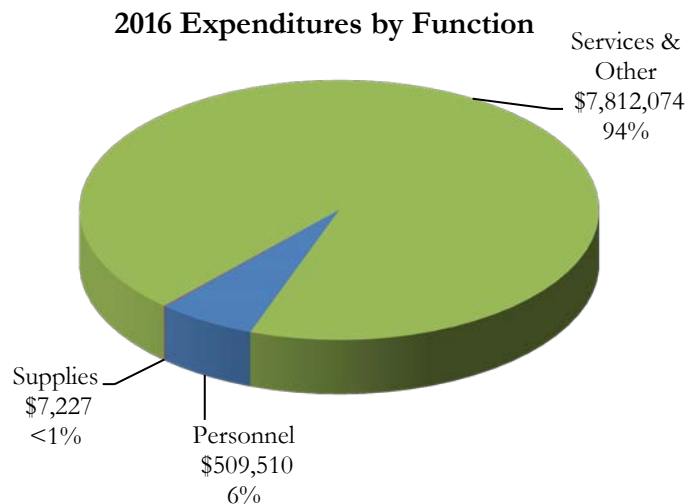
Human Resources	5.00	4.25	4.25	4.25	0%
Employee Benefits Fund	-	0.75	0.75	0.75	0%
Total Department FTE's	5.00	5.00	5.00	5.00	0%

The Human Resources Division is within the General Fund and oversees the Employee Benefits Fund. The diagram below on the left identifies general financial inputs which contribute to the functioning of this departmental unit. The chart on the right identifies where the money goes in terms of expenditure categories. For more detail as to the line item amounts budgeted, please click here.

Money comes from...



Money goes to...



DTMO – Human Resources Division

CRgov.com/jobs

Future Strategic Planning:

The Human Resources Division in the General Fund includes a request for an additional staff member in 2017. The additional Sr. Office Assistant position is requested to provide necessary support to the HR team due to growth in Town staff in recent years. No other significant changes are included for this division through the 2018 planning period.

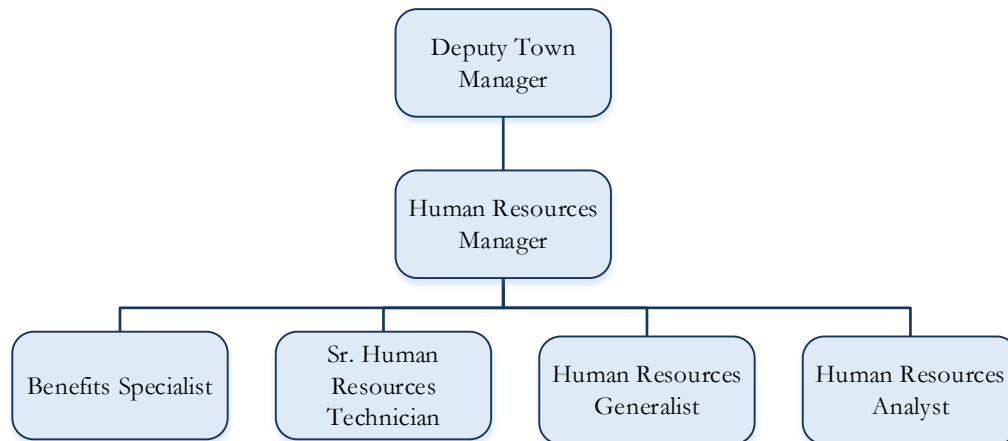
For 2017 – 2018, the Employee Benefits Fund includes an estimated 5% increase in employee contribution for medical, dental and vision benefits coverage. Actual costs will be determined during the annual budget process for each year.

10 Things to Know About the Human Resources Division:

1. Human Resources implemented the public safety compensation equity program as approved by Town Council.
2. Human Resources developed a leadership training program for Town employees.
3. The Human Resources Division played a key role in the recruitment process for the new Town Manager and Parks & Recreation Director.
4. Human Resources works with departments to develop accurate job descriptions, posts all vacancies for the Town and receives all applications and resumes.
5. The Human Resources Division is responsible for ensuring that employee policies and guidelines are in compliance with state and federal laws and follow sound employment practices that support the Town values.
6. The Human Resources Division conducts an annual salary and benefits survey to ensure market-competitive pay and benefits for employees.
7. By reviewing and tracking performance evaluations and pay actions, Human Resources ensures successful implementation of the Town’s performance management and pay-for-performance systems.
8. Human Resources manages the Town’s self-insured health plan and other benefits for eligible employees.
9. Members of Human Resources serve as liaisons on the management teams in our departments, to create partnerships across the organization.
10. Human Resources oversees Townwide training through the “Castle Rock University” program.

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.



Employee Benefits Fund Summary by Category

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 Deputy Town Manager's Office.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 3,388,318	\$ 3,196,852	\$ 3,196,852	\$ 2,873,186	-10%
Revenues					
Charges for Service	4,511,530	5,274,016	5,061,650	6,169,184	22% (1)
Investment Earnings	17,591	12,593	10,428	19,263	85%
Contributions & Donations	1,021,244	1,266,574	1,228,861	1,459,047	19% (2)
Interfund Loan Revenue	-	507,500	503,350	-	-100% (3)
Other Revenue	9,600	-	10,150	-	-100% (4)
Total Revenues	\$ 5,559,965	\$ 7,060,683	\$ 6,814,439	\$ 7,647,494	12%
Expenditures					
Personnel	58,518	60,726	54,454	56,641	4%
Services & Other	5,689,865	6,592,459	6,582,201	7,569,090	15% (1)
Supplies	3,048	2,500	1,450	2,500	72%
Transfers Out	-	500,000	500,000	-	-100% (3)
Total Expenditures	\$ 5,751,431	\$ 7,155,685	\$ 7,138,105	\$ 7,628,231	7%
Change in Funds Available	\$ (191,466)	\$ (95,002)	\$ (323,666)	\$ 19,263	106%
Ending Fund Balance	\$ 3,196,852	\$ 3,101,850	\$ 2,873,186	\$ 2,892,449	1%
Reserves & Internal Designations					
Claims Reserve		1,438,226	1,438,226	1,438,226	
Health Care Cost Reserve		801,150	801,150	801,150	
Total Reserves & Internal Designations		\$ 2,239,376	\$ 2,239,376	\$ 2,239,376	
Unobligated Fund Balance	\$ 3,196,852	\$ 862,474	\$ 633,810	\$ 653,073	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Charges for Service and the Services & Other category increase due to a projected 8% increase in healthcare costs and the addition of employees to the Town's benefit plan

(2) Contributions & Donations increase primarily due to a projected 8% increase in healthcare costs. This increase represents the employee contribution for healthcare costs. Additionally, the Town offered a premium holiday where employees did not pay their portion of healthcare costs in January 2015; this is not planned to occur in 2016

(3) The Employee Benefits Fund provided a short term interfund loan to the Parks & Recreation Capital Fund in 2015 for the construction of amenities at Philip S. Miller Park. This loan was issued and repaid in 2015; and will not recur in 2016

(4) The Town received a reimbursement from the State of Colorado in 2015 related to the Firefighters Heart and Circulatory Benefit Trust. This is not a guaranteed source of revenue and is not budgeted for 2016

DTMO – Division of Innovation and Technology

CRgov.com/it

DoIT partners with departments Townwide 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.

DoIT serves a critical role in Townwide operations and has established the following 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 2016 Budget Initiatives:

The Division of Innovation and Technology (DoIT) has a 2016 budget request in the General Fund of \$2,918,515, which represents a 12% increase over the 2015 year-end estimate. One of the primary reasons for this increase is the addition of a new full time position in this department. The new Technical Coordinator – Public Safety will manage public safety technology projects and daily operational support for the Fire and Police Departments. Multiple high profile projects will be managed by this position beginning in 2016 including Police department body-worn cameras, intersection surveillance cameras, New World Accident module implementation and a Learning Management system. Total costs for this position are estimated to be \$103,022 including salary, benefits and supplies. Other changes to the 2016 DoIT budget include:

- One time expenditures of \$16,000 for Aerial Imagery and Planimetrics data to ensure accurate GIS mapping for the Town of Castle Rock
- Additional software licensing for the system that manages helpdesk tickets, project and change management for \$12,970
- Increased Hardware Maintenance due to infrastructure growth totaling \$26,500
- Increased Software Maintenance due to increases in existing maintenance agreements of \$13,500
- Enhanced malware protection to provide an extra level of security to malicious attempts upon incoming email for \$17,010
- Smart Locks and Smart Racks totaling \$25,000 to provide Town servers with additional physical and logistical security necessary to meet PCI and HIPAA regulations
- Upgrade server management software with additional features including monitoring for PCI and HIPAA compliance, server loads, resource allocation across servers, application level auditing and performance monitoring for \$18,813
- IT Governance projects are less than in 2015 by \$59,500, but budgeted projects for 2016 include the addition of asset management software for Public Works and Parks & Recreation Departments, Security for Townwide wi-fi access points, a survey grade GPS device and upgrades to existing conference rooms

The DoIT team also administers several projects funded in the General Long Term Planning Fund within the Deputy Town Manager's Office that can be seen by clicking [here](#). Projects that qualify for General Long Term Planning are capital in nature and include technology equipment replacement programs aimed at proactively replacing equipment prior to end of life-cycle and/or end of vendor support resulting in loss of production and risk to public safety.

DTMO – Division of Innovation and Technology

CRgov.com/it

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objectives</i>	<i>2014 Outcome Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 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.	92%	97%	At least 88%
Provide outstanding community services including Police, Fire, emergency medical, parks, recreation, water and transportation	<p>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.</p> <ol style="list-style-type: none"> 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. <p>Technology Business Process Improvement Program: Increase productivity by aligning new technology processes.</p> <ol style="list-style-type: none"> Achieve a customer satisfaction rating (good or excellent) <p>Technology Strategy and Training Program: Educate customers about existing and future technology solutions available to meet business needs.</p> <ol style="list-style-type: none"> Achieve satisfaction rating on survey of DoIT's ability to manage the IT Governance process each year. Beginning in 2014, coordinate and hold six training classes per year for customers, performed either by internal personnel or a professional trainer. 	<p>Annexation: 100%, Zoning: 85%, Parcel: 53%</p> <p>88%</p> <p>90%</p> <p>15 classes held</p>	<p>Annexation: 100%, Zoning: 100%, Parcel: 100%</p> <p>95%</p> <p>97%</p> <p>32 classes held</p>	<p>At least 90%</p> <p>At least 88%</p> <p>85%</p> <p>30 classes</p>
Ensure a town government accountable for its vision, mission and values	<p>Technology Operations and Support Services Program: Minimize time employees can't work because of a technical problem.</p> <ol style="list-style-type: none"> Close all emergency priority tickets within one calendar day Close all urgent priority tickets within two calendar days Close all medium priority tickets within 10 calendar days Achieve a customer satisfaction rating (good or excellent) on all helpdesk services <p>Security and Recovery Services Program: Protect the assets our customers use to make decisions and provide service</p> <ol style="list-style-type: none"> 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. 	<p>100%</p> <p>97%</p> <p>95%</p> <p>88%</p> <p>100%</p>	<p>100%</p> <p>96%</p> <p>94%</p> <p>89%</p> <p>100%</p>	<p>80%</p> <p>85%</p> <p>90%</p> <p>88%</p> <p>99%</p>

DTMO – Division of Innovation and Technology

CRgov.com/it

Division of Innovation and Technology – Consolidated Financial Information

Jennifer Jaeger, Chief Technology Officer – 1161 S. Perry St., Suite 150, Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 2,042,788	\$ 2,621,615	\$ 2,604,907	\$ 2,918,515	12%
TOTAL	\$ 2,042,788	\$ 2,621,615	\$ 2,604,907	\$ 2,918,515	12%

Expenditures by Fund and Function

General Fund

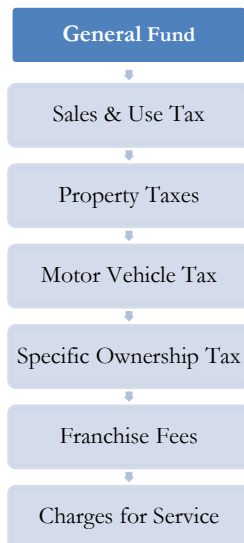
Personnel	\$ 1,227,411	\$ 1,467,650	\$ 1,474,574	\$ 1,712,467	16%
Supplies	210,462	139,147	124,147	177,289	43%
Services & Other	584,880	772,869	764,237	849,673	11%
Capital	16,784	238,000	238,000	175,000	-26%
Transfers Out	3,250	3,949	3,949	4,086	3%
TOTAL FUND	\$ 2,042,788	\$ 2,621,615	\$ 2,604,907	\$ 2,918,515	12%

Employees - FTE

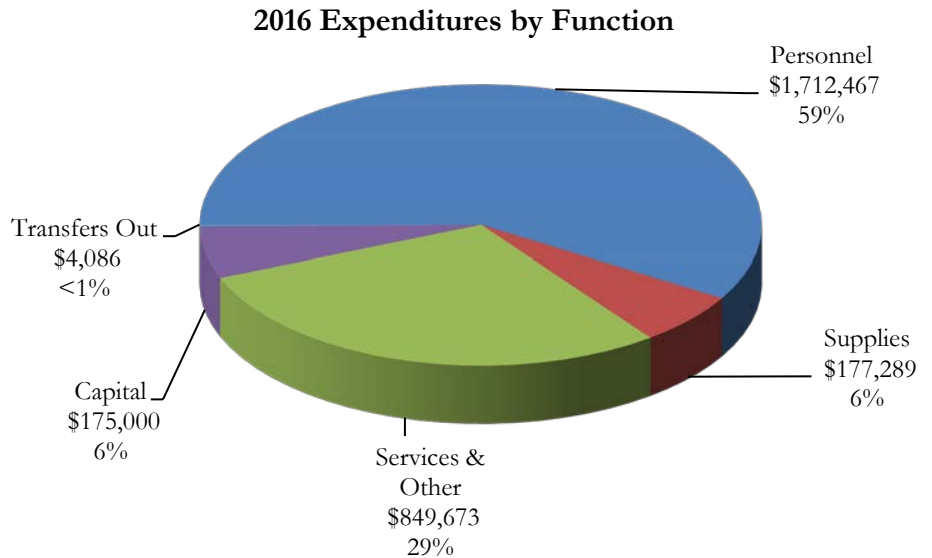
Innovation & Technology	16.00	17.00	17.00	18.00	6%
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The Division of Innovation and Technology is within the General Fund. The diagram below on the left identifies general financial inputs which contribute to the functioning of this departmental unit. The chart on the right identifies where the money goes in terms of expenditure categories. For more detail as to the line item amounts budgeted, please click [here](#).

Money comes from...



Money goes to...



DTMO – Division of Innovation and Technology

CRgov.com/it

Future Strategic Planning:

Future planning for the Division of Innovation and Technology includes accommodating the need for increased personnel to support growing town needs. These positions are not approved at this time, but are incorporated for planning purposes at this time.

- For 2017, a new Network Infrastructure Engineer is proposed to be added to support the growing infrastructure in the Town. This position will be responsible for managing phone systems, enterprise wi-fi networks, network infrastructure, firewall monitoring, network troubleshooting and additional projects as identified by DoIT. Estimated costs including salary, benefits and supplies total \$103,953 for this position.
- A new Security Engineer position will be requested in the 2018 budget at a total cost of \$104,929 including salary, benefits and supplies. This position will be primarily responsible to provide support related to technology security devices (surveillance cameras, panic buttons, access control systems) and the policies and best practices surrounding requests of DoIT to provide video exports, internal investigations, CAD records, open records and court mandated requests among others

10 Things to Know About the Division of Innovation and Technology:

1. DoIT conducts an annual customer survey to receive input and feedback of customers to establish new goals annually
2. DoIT is comprised of five internal areas, equally essential to meeting defined levels of service and commitments to customers (1) Technology Operations, (2) Network Infrastructure, (3) Security Services, (4) GIS, (5) Project Management
3. Evaluations of network and datacenter security, PCI/CJIS/HIPAA compliance, SCADA network assessment and overall security best practices for all employees to eliminate risk to Town data are completed on an annual basis
4. DoIT manages the live stream of Council meetings and the broadcast of meetings to local cable franchises
5. IT Governance is managed by DoIT to provide new technology or supporting technology for initiatives that benefit public safety, citizens, or Town-wide facing projects
6. The DoIT team possesses a total combined 250+ years of experience in Information Technology, GIS and Project Management
7. Nearly 4,000 helpdesk tickets were resolved over the past year while actively working on 50+ Town-wide technology projects
8. DoIT coordinates server and network outages to eliminate unscheduled downtime for continued business continuity, resulting in an average uptime in excess of 99.5%
9. DoIT manages risks and vulnerabilities to our systems very seriously, blocking over 20,000 viruses and over 210,000 spam messages annually from reaching employees
10. DoIT successfully backs up over 14 terabytes of data monthly, 100% of the time



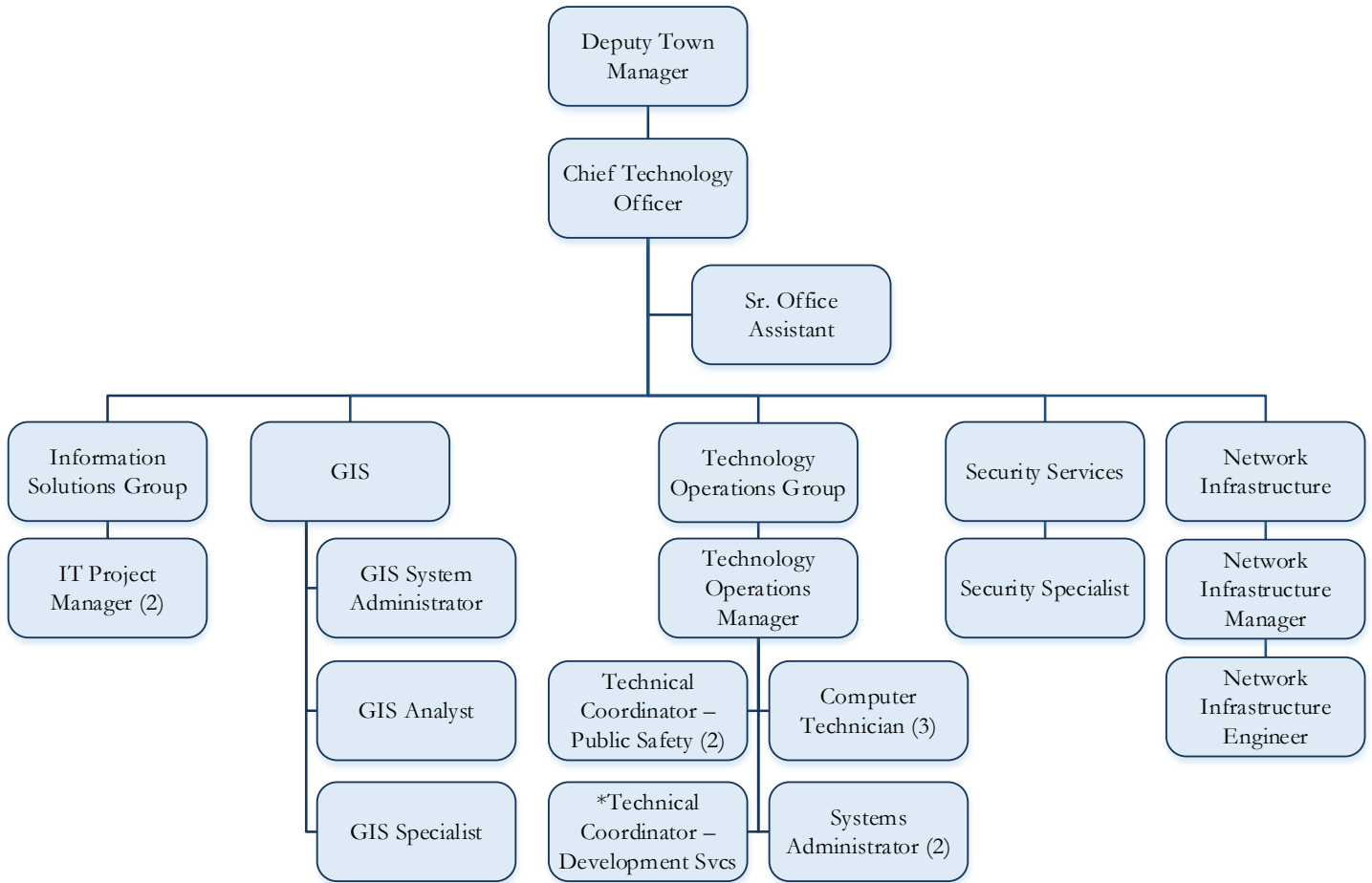
The DoIT Team

DTMO – Division of Innovation and Technology

CRgov.com/it

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.



*Position paid in the Development Services Fund

DTMO – Facilities Division

CRgov.com/facilitymaintenance

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. The Mission statement of the Facilities Division is:

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

Facilities Division 2016 Budget Initiatives:

The 2016 budget request for the General Fund Facilities Division is \$1,331,945. This is an increase of 25% over the 2015 year-end estimate. Two items make up the majority of the budget increase that is proposed in the 2016 budget:

- The budget request for personnel is \$199,113 more than the 2015 estimate due to the change to an in-house custodial service for the Town. The Town has historically utilized a contracted custodial service, but these services have been unable to meet the required level of service for Town facilities. In surveying benchmark jurisdictions, staff found that about half use staff custodians and the other half contract for the service. In order to successfully transition to an in-house service, additional staffing is part of the 2016 budget request. The request includes two full-time positions, three 30+ positions, several part-time positions and an increase for one current staff person. Generally, one full-time, 40-hour-per-week custodian can clean 20,000 square feet in eight hours. There are about 160,000 square feet to be cleaned in the Town's facilities, meaning we would need the equivalent of eight full-time cleaners, or 16,640 hours of cleaning per year. The staffing levels proposed include about 17,940 hours of cleaning, which is slightly higher than the industry standard to provide coverage for those taking time out of work and for any periods of position vacancies. Additionally, numerous unique cleaning environments such as locker room and play and fitness equipment take more time to clean than a more traditional commercial environment. Supply and capital costs associated with the effort are estimated to cause an increase in the Facilities Division of \$7,550. One month of custodial service with the current contracted provider, totaling up to \$25,000, is also included in the 2016 Budget to allow for a transition period to the new in-house custodial service. This amount is budgeted in the appropriate funds that are projected to receive service from the contracted service provider.
- The Facilities Division also requested an additional \$41,023 to fund a preventative maintenance contract for HVAC systems across the Town. By adding funding for preventative maintenance, the Town's HVAC systems should maintain adequate functionality and reduce the chance of system failures at Town facilities.

The 2016 requested budget for the Municipal Facilities Capital Fund is \$86,119. This amount is for the office space lease for the Division of Innovation and Technology and a portion of the lease for the Public Safety Training Facility. The Municipal Facilities Capital Fund accounts for growth related expansion needs of Town facilities. This includes items related to the construction, expansion and improvement of buildings. The majority of revenue in this fund comes from Municipal Facilities impact fees. The Municipal Facilities Capital Fund will also receive \$7,246 in 2016 from payments related to an interfund loan. This loan to the Police Capital Fund in 2015 was related to the renovation of the Police Department facility. For more information about the loan term, amount and payment schedule, please click [here](#).

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 2016 include paint, carpet and kitchen improvements at Fire Stations 154 and 155; HVAC repairs at Fire Station 151; and, renovations to the main floor of the Police Department.



The Facilities Division maintains several Town buildings including fire stations, the police station, recreation center, service center and utilities building

DTMO – Facilities Division

CRgov.com/facilitymaintenance

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department objectives</i>	<i>2014 Outcome</i>	<i>2015 YTD Outcome</i>	<i>2015 Goal</i>
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation	Complete all routine service requests within one working day, when possible, or schedule to be completed as soon as parts or labor are available.	99.4%	100%	100%
	Respond to after-hours emergency requests within 30 minutes 24 hours a day, 7 days a week	Responded to 27 emergencies, all within 30 minutes	Responded to 20 emergencies, all within 30 minutes (through July)	100%
	Deliver all room/event setup requests in the timeframe requested 100% of the time	New objective for 2015	Through July, delivered 41 setups, all on time	100%
	Complete preventive maintenance tasks at scheduled intervals 90% of the time	New objective for 2015	Through July, completed 745 preventive maintenance tasks	90%
Ensure a town government accountable for its vision, mission and values	Conduct an annual safety inspection on each Town facility and issue an inspection report within 30 days	50%	Through July, completed two inspections	100%

DTMO – Facilities Division

CRgov.com/facilitymaintenance

Facilities Division Consolidated Financial Information

Scott Smith, Facilities Administrator – 1469 Columbine Drive, Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 1,102,791	\$ 1,194,792	\$ 1,064,678	\$ 1,331,945	25%
Municipal Facilities Capital Fund	148,208	386,738	384,724	86,119	-78%
TOTAL	\$ 1,250,999	\$ 1,581,530	\$ 1,449,402	\$ 1,418,064	-2%

Expenditures by Fund and Function

General Fund

Personnel	\$ 483,576	\$ 558,010	\$ 505,096	\$ 704,214	39%
Supplies	78,583	80,784	77,423	81,826	6%
Services & Other	507,952	505,272	431,933	485,706	12%
Capital	9,315	500	-	15,000	100%
Transfers Out	23,365	50,226	50,226	45,199	-10%
TOTAL FUND	\$ 1,102,791	\$ 1,194,792	\$ 1,064,678	\$ 1,331,945	25%

Municipal Facilities Capital Fund

Services & Other	\$ 148,208	\$ 93,238	\$ 91,224	\$ 86,119	-6%
Transfers Out	-	293,500	293,500	-	-100%
TOTAL FUND	\$ 148,208	\$ 386,738	\$ 384,724	\$ 86,119	-78%

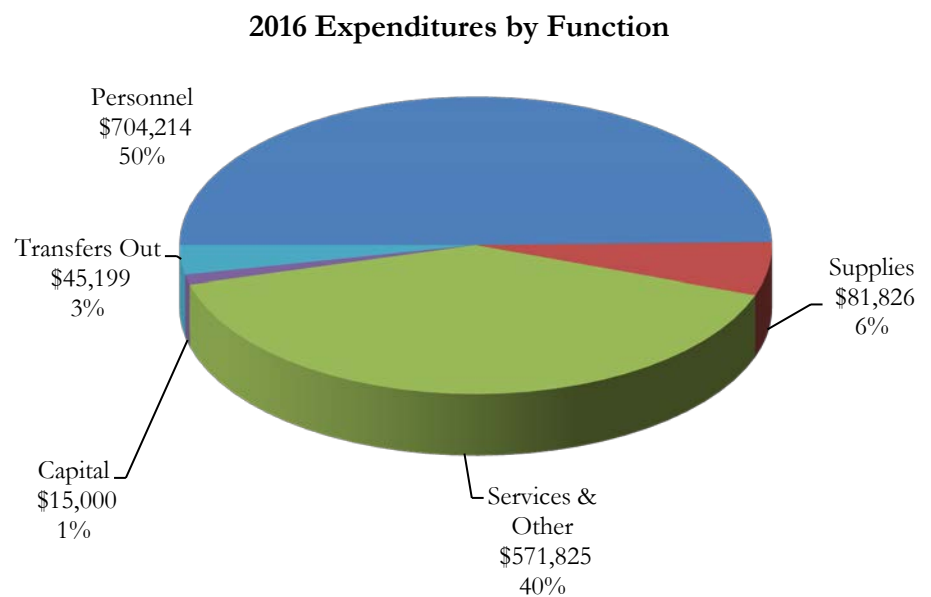
Employees - FTE

Facilities	6.00	7.00	7.00	11.25	61%
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Money comes from...



Money goes to...



DTMO – Facilities Division

CRgov.com/facilitymaintenance

Future Strategic Planning:

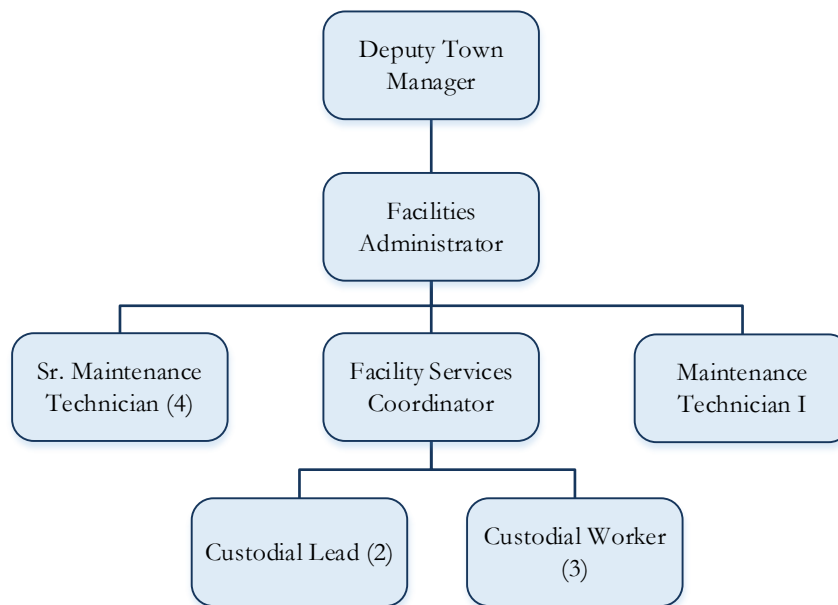
The planning period through 2018 includes continued initiated such as in-house custodial services and the preventative maintenance contract for HVAC systems at Town facilities.

10 Things to Know About the Facilities Division:

1. The Facilities Division maintains the Town’s 19 buildings and two outdoor pools, containing approximately 340,000 square feet of space.
2. The team provides 24-hour emergency response related to Town facility needs.
3. The Facility Services Coordinator oversees janitorial services for the Town.
4. A team of employees, including Facilities staff, conducts an annual safety inspection at each Town facility.
5. The Recreation Center closes for about a week each August so Facilities and Parks and Recreation staff can complete needed repairs and preventive maintenance projects.
6. Facilities completed 1,529 routine service requests in 2014 and is on track to complete about 100 more in 2015, an increase of about 6.5 percent.
7. The Facilities Administrator manages the work of contractors who help repair and maintain Town facilities.
8. The Facilities Division in 2015 designed an in-house janitorial service, which will be implemented in 2016 to improve levels of service to an acceptable level.
9. Facilities staff knows how to operate equipment and systems including HVAC systems, boilers, elevators, plumbing, lighting and a wide variety of tools.
10. The average age of most Town facilities is over 15 years old, with parts of the Recreation Center being over 30 years old.

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.



Municipal Facilities Capital Fund Summary by Category

The Municipal Facilities Capital Fund 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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 997,443	\$ 1,313,947	\$ 1,313,947	\$ 1,414,116	8%
Revenues					
Investment Earnings	5,751	5,092	3,647	9,929	172%
Impact Fees	444,330	395,510	481,246	526,802	9%
Transfers In	14,631	-	-	-	0%
Total Revenues	\$ 464,712	\$ 400,602	\$ 484,893	\$ 543,977	12%
Expenditures					
Services & Other	148,208	93,238	91,224	86,119	-6%
Transfers Out	-	293,500	293,500	-	-100% (1)
Total Expenditures	\$ 148,208	\$ 386,738	\$ 384,724	\$ 86,119	-78%
Change in Funds Available	\$ 316,504	\$ 13,864	\$ 100,169	\$ 457,858	357% (2)
Ending Fund Balance	\$ 1,313,947	\$ 1,327,811	\$ 1,414,116	\$ 1,871,974	32%
Reserves & Internal Designations					
Committed for Fund Purpose		1,327,811	1,414,116	1,871,974	
Total Reserves & Internal Designations		\$ 1,327,811	\$ 1,414,116	\$ 1,871,974	
Unobligated Fund Balance	\$ 1,313,947	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Due to the one time nature of 2015 transfers out, including an interfund loan to Police Capital and the purchase of a new vehicle in 2015, this line item decreases in 2016

(2) The change in funds available increases due to a projected increase in revenues and no transfers out planned for 2016

Town Attorney's Office

CRgov.com/legal

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.

Town Attorney's Office 2016 Budget Initiatives

The Town Attorney's Office is budgeted at \$735,695 for 2016 which represents a 15% increase over the 2015 year-end estimate. The increase is due to the reclassification of the Assistant Town Attorney to Deputy Town Attorney in 2016 and an increase in hours from 20 hours per week to 30 hours per week for the part-time Administrative Assistant. The Assistant Town Attorney position, hired in 2015, was a reinstatement from 2008 as the position was eliminated during the economic downturn. This position will ensure that adequate levels of service to departments be maintained. The part time Administrative Assistant assists with day to day administrative duties to allow the Legal Specialist to focus on demands related to the increase in development activities, contract review and drafting. Prosecutor time for Municipal Court is expected to increase in 2016 as the result of a 4th court session added mid-year in 2015 due to increased volume due to population growth, E-Ticketing program implementation and an additional traffic officer being hired. Overall outside legal service costs are expected to decrease as compared to the 2015 estimate due to the increased staffing levels in the Town Attorney's Office.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objectives</i>	<i>2014 Objective Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goal</i>
<p><i>Ensure a town government accountable for its vision, mission, and values.</i></p> <p><i>Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation.</i></p> <p><i>Achieve the financial capability necessary to accomplish the Vision.</i></p> <p><i>Protect and enhance our natural environment</i></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

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 498,018	\$ 690,047	\$ 638,069	\$ 735,695	15%
TOTAL	\$ 498,018	\$ 690,047	\$ 638,069	\$ 735,695	15%

Expenditures by Fund and Function

General Fund

Personnel	\$ 327,002	\$ 481,957	\$ 439,409	\$ 543,597	24%
Supplies	8,332	12,300	18,350	5,372	-71%
Services & Other	162,684	195,790	180,310	186,726	4%
TOTAL FUND	\$ 498,018	\$ 690,047	\$ 638,069	\$ 735,695	15%

Employees - FTE

Town Attorney's Office	2.00	3.50	3.50	3.75	7%
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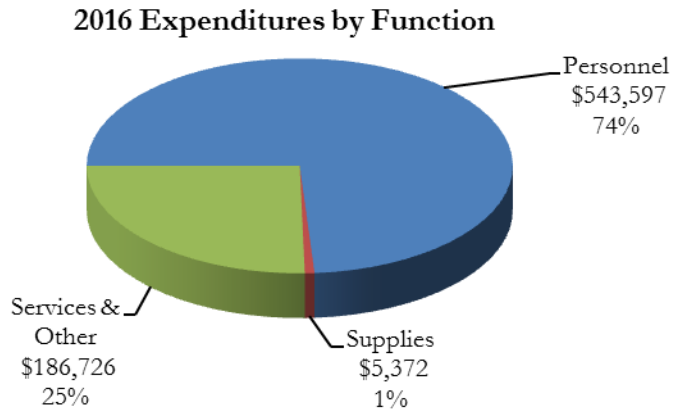
Town Attorney's Office

CRgov.com/legal

Money comes from...



Money goes to...



Future Strategic Planning:

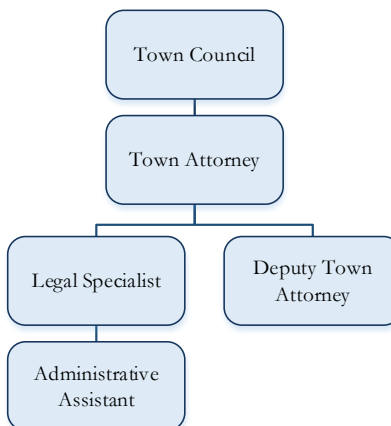
The planning period through 2018 includes the continuation of positions added in 2015.

10 Things to Know About the Town Attorney's Office:

1. The Town Attorney's Office reviews and approves all contracts related to Town activities
2. Coordination of all real estate acquisitions and closings are handled in the Town Attorney's Office
3. The largest internal clients for 2014 were Town Council, Development Services, Public Works and Utilities departments
4. The Town Attorney's Office staff are active participants in the team developing the Town's renewable water supply
5. Heidi Hugdahl, Assistant Town Attorney and Margaret Kroeckel, Office Assistant II joined the Legal Team in 2015
6. The Town Attorney's Office staff assists the Town Clerk with open records requests and election matters
7. All ordinances, including provisions in the municipal code are reviewed within this office
8. The Town Attorney's Office files and monitors all property and casualty insurance claims
9. General counsel to the Urban Renewal Authority is provided by the Town Attorney's Office
10. The Town Attorney's Office oversees municipal prosecution

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 and maintains official Town records.

Town Clerk's Office 2016 Budget Initiatives:

The Town Clerk Office's 2016 budget is \$379,282 and reflects nearly a 26% increase over the prior year-end estimate with changes in 2016 as follows: election expenses increase in 2016 due to Council elections being held in even years and increasing election costs as the estimated cost for the Town to contract with Douglas County for a special election is approximately \$60k. The cost of participating in a coordinated election is estimated at \$40k. This increase will only be used if needed, for example elections could include TABOR questions, Charter amendments or special elections.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objective</i>	<i>2014 Outcome Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goal</i>
<i>Ensure a town government accountable for its vision, mission, and values.</i>	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	85% Due to the nature of requests received and extensions	90%	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 coordinate Town's participation in Special Events on a monthly basis	85%	80%	90%
	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	95%	95%	95%
	Prepare Council minutes within one week after meeting and publish to the Town of Castle Rock website 24 hours after approval by Council	90%	90%	90%
	Update and maintain no knock list. Publish updates on the Town of Castle Rock website on a weekly basis	90%	85%	90%
	Process applications and issue licenses for solicitor registration within three business days after submittal	85%	90%	90%
	Update Municipal Code on Town's website quarterly	85%	90%	90%

Town Clerk's Office

CRgov.com/clerk

Town Clerk's Office Consolidated Financial Information

Sally Misare, Town Clerk – 100 N. Wilcox St., Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 349,019	\$ 317,882	\$ 301,233	\$ 379,282	26%
TOTAL	\$ 349,019	\$ 317,882	\$ 301,233	\$ 379,282	26%

Expenditures by Fund and Function

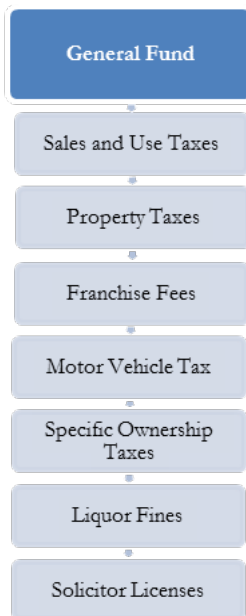
General Fund

Personnel	\$ 224,835	\$ 233,259	\$ 237,210	\$ 243,144	3%
Supplies	10,534	1,000	1,470	1,010	-31%
Services & Other	113,650	83,623	62,553	135,128	116%
TOTAL FUND	\$ 349,019	\$ 317,882	\$ 301,233	\$ 379,282	26%

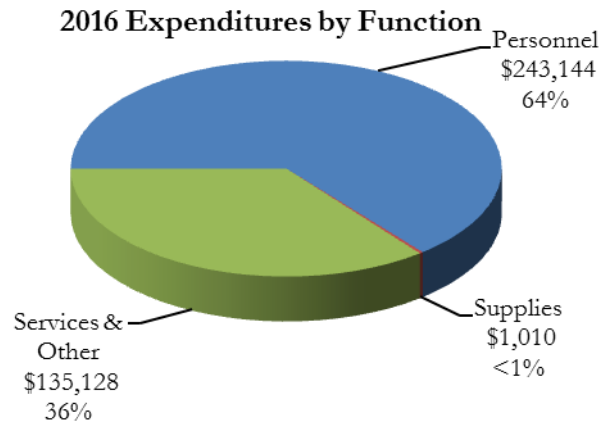
Employees - FTE

Town Clerk's Office	2.00	2.00	2.00	2.00	0%
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Town Clerk’s Office

CRgov.com/clerk

Future Strategic Planning:

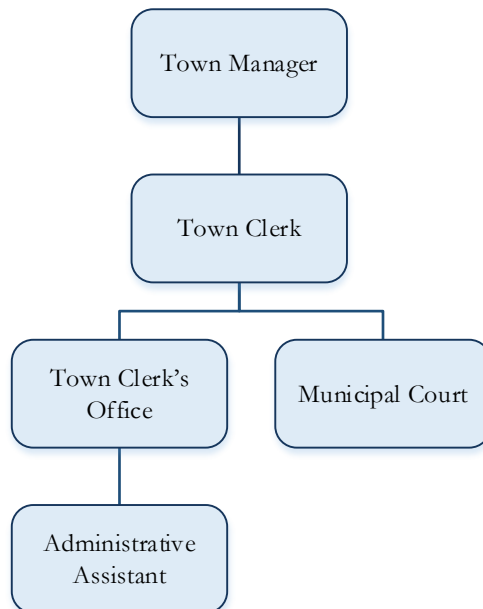
Future initiatives for the Town Clerk’s Office include election expenses as they increase in even years due to Council elections being held in even years. Otherwise, there are no significant changes incorporated into the 2016 – 2018 planning period for this area.

10 Things to Know About the Town Clerk’s Office:

1. This office reviews and issues liquor licenses to all bars and restaurants in the Town and for wide variety of special events
2. The Town Clerk serves as the official custodian of all official Town records and coordinates all requests for records under the Colorado Open Records Act
3. Solicitors selling items door to door are required to obtain a permit issued by the Town Clerk’s Office for a small fee to be appropriately registered with the Town. The Town’s No Knock list for residents is maintained within this office as well
4. Oversees the Municipal Court Division of the Town
5. The Town Clerk’s Office coordinates preparation of the Council packets and minutes for posting on the Town’s website
6. This office oversees codification of applicable ordinances into the Castle Rock Municipal Code, posted on the Town website
7. The Town Clerk’s Office conducts regular elections for Town Council members and special elections as needed
8. Serves as a point of contact for citizens requesting information about the Town and/or the Town Council
9. Town Clerk works on interdepartmental teams to coordinate special events taking place in Castle Rock including Starlighting
10. Coordination of annual recruitment of volunteers to serve on the Town’s 12 Citizen Boards and Commissions is overseen by the Town Clerk’s Office

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.

Municipal Court Division 2016 Budget Initiatives:

The Municipal Court Division's 2016 budget is \$391,388 and reflects a 17% increase over the prior year-end estimate. Changes in 2016 include additional judge time to accommodate an additional court session. This additional court session is a result of the growing population, the E-ticketing program implementation, and additional traffic officer being hired. Court needs will continue to be monitored to ensure levels of service are being met. The 2015 year-end estimate reflects the addition of a Court Technician at the end of the second quarter due to the increased volume experienced. The 2016 budget reflects a full year for this position and an associated Full Court software license. Salary and associated benefits are budgeted at \$65,693 in 2016 for this position.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objective</i>	<i>2014 Outcome Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goal</i>
<i>Ensure a town government accountable for its vision, mission, and values.</i>	Wait times at arraignment will be no more than 1.5 hours for traffic cases and general ordinance violations	96%	80%	80%
	All referrals to Teen Court defendants will be docketed and heard by the Judge within five weeks	94%	63% within 5 weeks and 82% within 6 weeks	80% within 6 weeks
	Teen Court defendants will complete their sentencing requirements within three months of the sentencing hearing	85%	88%	85%

Municipal Court Division's Consolidated Financial Information

Sally Misare, Town Clerk – 100 N. Wilcox St., Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 318,264	\$ 333,370	\$ 333,333	\$ 391,388	17%
TOTAL	\$ 318,264	\$ 333,370	\$ 333,333	\$ 391,388	17%

Expenditures by Fund and Function

General Fund

Personnel	\$ 248,621	\$ 285,432	\$ 286,679	\$ 337,181	18%
Supplies	13,767	10,641	15,586	16,176	4%
Services & Other	33,793	37,297	31,068	38,031	22%
Capital	22,082	-	-	-	0%
TOTAL FUND	\$ 318,264	\$ 333,370	\$ 333,333	\$ 391,388	17%

Employees - FTE

Municipal Court	4.00	4.00	5.00	5.00	0%
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Municipal Court Division

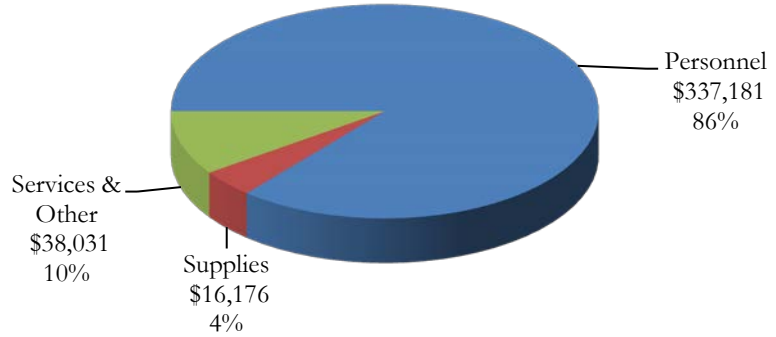
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2016 Expenditures by Function



Future Strategic Planning:

The planning period through 2018 includes the continuation of the added court date that began in 2015

10 Things to Know About the Municipal Court Division:

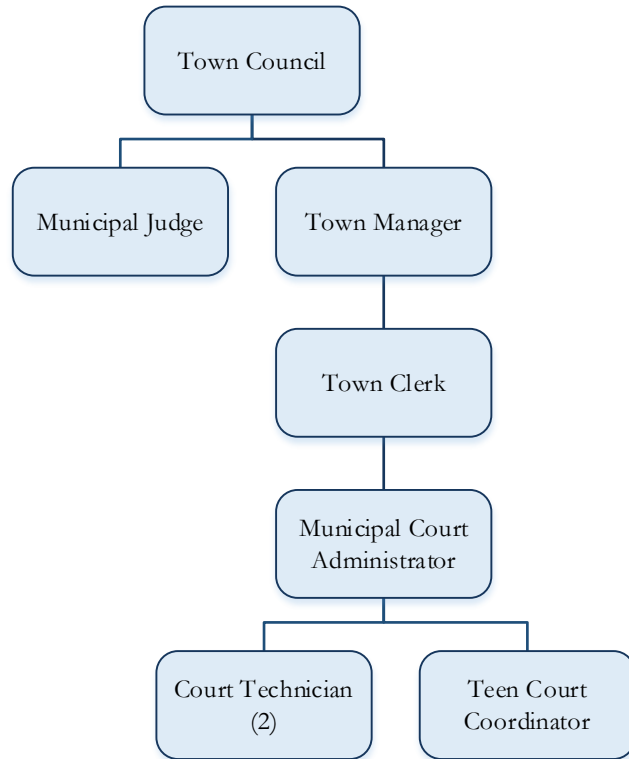
1. The court partners with the Keepers of the Rock provide 80% of the labor needed to maintain Rock Park
2. Judge Gresh has been the Judge of the Castle Rock Municipal Court for the last 29 years
3. The Court staff hosts mock trials to educate youth about the judicial system
4. Town Council allows the court to use about six weeks of traffic fines, up to \$10,000, to buy holiday presents for children of families-in-need in the Castle Rock community
5. Court sessions are held every Wednesday of the month and they are an open forum
6. The Teen Court diversion program has 44 active volunteers and seven Student Advisory Board Members
7. As of August 2015, Teen Court trained 11 new volunteers ages 13-16. Email dfritzler@crgov.com for more information about volunteering and general legal training
8. Teen Court has seen 59 cases in 2015 through August and had a 98% success rate with all of their respondents. A respondent is considered successful if they complete their sentence in the allotted three months and do not reoffend within a year after completing Teen Court. These cases come from Municipal Court summons and referrals from local high school resource officers
9. Teen Court volunteers have logged 1,174 community service hours of trainings, hearings, and community service events this year
10. Teen Court partners with the CRPD Explorer Post No. 401 on hearing nights in order to provide a safe, professional environment for our volunteers, respondents, and their families

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.



Teen Court participants working on Santa’s Second Chance, an annual community program that buys gifts for children-in-need during the holiday season.

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 2015 Non-Departmental division budget included \$1.2 million of incremental revenue amounts earned from 2012 to 2014 and not eligible to be placed in the Downtown Development Tax Increment Financing Fund (DDA TIF Fund) in 2015. This amount is intended to be spent on Council approved downtown projects and may need to be carried forward in a future budget amendment into 2016.

The DDA TIF Fund 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 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 Department 2016 Budget Initiatives:

The total budget for Finance in 2016, including Departmental, Non-Departmental and DDA TIF Fund amounts is \$5,431,972. The 2016 Departmental division budget request represents a 9% increase over the 2015 year end estimate. This increase is primarily due to the following additions:

- The purchase of new sales tax software for \$25,000 to be used for reporting of revenues, issuing business licenses, tax enforcement and auditing of taxpayers
- An upgrade of reporting software, to assist in financial transparency, reporting and data mining
- An increase in training costs to be used for leadership training, GFOA and CGFOA conferences, Sungard User Group (SUGA) conferences, Colorado Tax Audit Coalition (CTAC) conferences, CPA continuing education requirements and other miscellaneous training opportunities

These items are necessary to ensure continued levels of service in the Finance Department as the Town grows and demand for services increases. The non-departmental budget in 2016 represents a 76% decrease compared to the 2015 year end estimate. This decrease is largely due to one-time expenditures related to downtown projects and increased amounts for the Town Manager search.

The 2016 Downtown Development TIF Fund budget of \$2,140,791 is based upon estimated sales tax TIF of approximately \$1.2 million and \$900,000 in proceeds from a line of credit. This will be used on downtown projects that will be identified through the DDA board and approved by Council.

Finance Department

CRgov.com/finance

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objectives</i>	<i>2014 Outcome Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 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 Sales Tax 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%
	Prepare the Comprehensive Annual Financial Report (CAFR) on an annual basis in compliance with all accounting standards and submit to the Government Finance Officers Association (GFOA) for review and feedback. Our goal is to produce an outstanding document, as measured by the incorporation of feedback on an annual basis and the associated reduction of suggested improvements.	2013 CAFR <u>10 Comments:</u> 6 improvements 4 new pronouncements	2014 CAFR <u>8 Comments:</u> 5 improvements 3 new pronouncements	2015 CAFR submittal in 2016
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.	7	14	Increase number of outstanding ratings for 2016 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 citizens are able to view and have the opportunity to ask questions.	100%	100%	100%

Finance Department

CRgov.com/finance
Finance Department Consolidated Financial Information

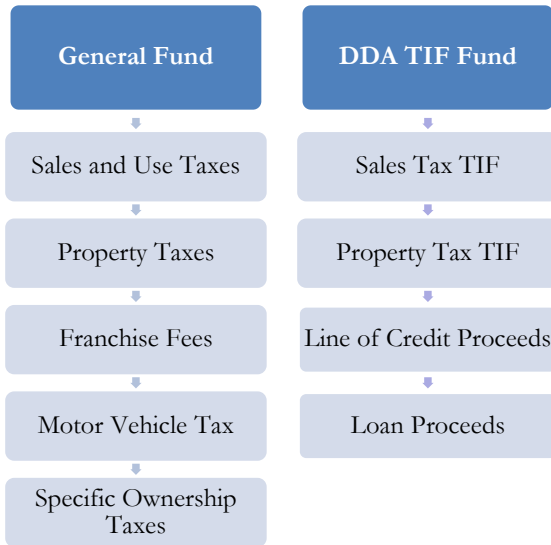
Trish Muller – 100 N. Wilcox St., Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Expenditure Summary by Fund					
General Fund Finance	\$ 1,949,570	\$ 2,014,220	\$ 1,981,969	\$ 2,167,162	9%
General Fund Non-Departmental	2,308,164	4,901,678	4,759,824	1,124,019	-76%
Downtown Development TIF Fund	-	1,600,000	1,600,000	2,140,791	34%
TOTAL	\$ 4,257,734	\$ 8,515,898	\$ 8,341,793	\$ 5,431,972	-35%
Expenditures by Fund and Function					
General Fund Finance					
Personnel	\$ 1,406,498	\$ 1,612,754	\$ 1,578,457	\$ 1,702,199	8%
Supplies	25,255	34,985	33,800	29,755	-12%
Services & Other	509,681	366,481	369,712	410,208	11%
Capital	8,136	-	-	25,000	100%
TOTAL FUND	\$ 1,949,569	\$ 2,014,220	\$ 1,981,969	\$ 2,167,162	9%
General Fund Non-Departmental					
Supplies	2,200	644	2,303	651	-72%
Services & Other	1,989,366	1,198,534	1,057,521	900,868	-15%
Capital	116,599	1,200,000	1,200,000	220,000	-82%
Debt & Financing	-	2,500	-	2,500	100%
Transfers Out	200,000	2,500,000	2,500,000	-	-100%
TOTAL FUND	\$ 2,308,164	\$ 4,901,678	\$ 4,759,824	\$ 1,124,019	-76%
Downtown Development TIF Fund					
Capital	-	800,000	800,000	1,240,791	55%
Debt & Financing	-	800,000	800,000	900,000	13%
TOTAL FUND	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 2,140,791	34%
Employees - FTE					
Finance	17.10	18.10	18.50	18.50	0%

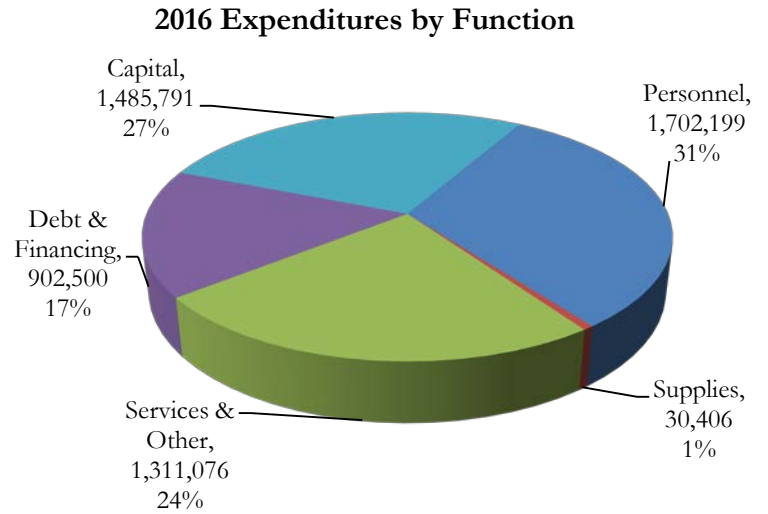
Finance Department

CRgov.com/finance

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Future Strategic Planning:

Planning years 2017 and 2018 include a continuation of prior year initiatives in the Finance departmental and non-departmental divisions at this time. The Downtown Development TIF includes the full expenditure of estimated earned sales tax and property tax TIF amounts at the discretion of Town Council on downtown projects that have not yet been identified.

10 Things to Know About the Finance Department:

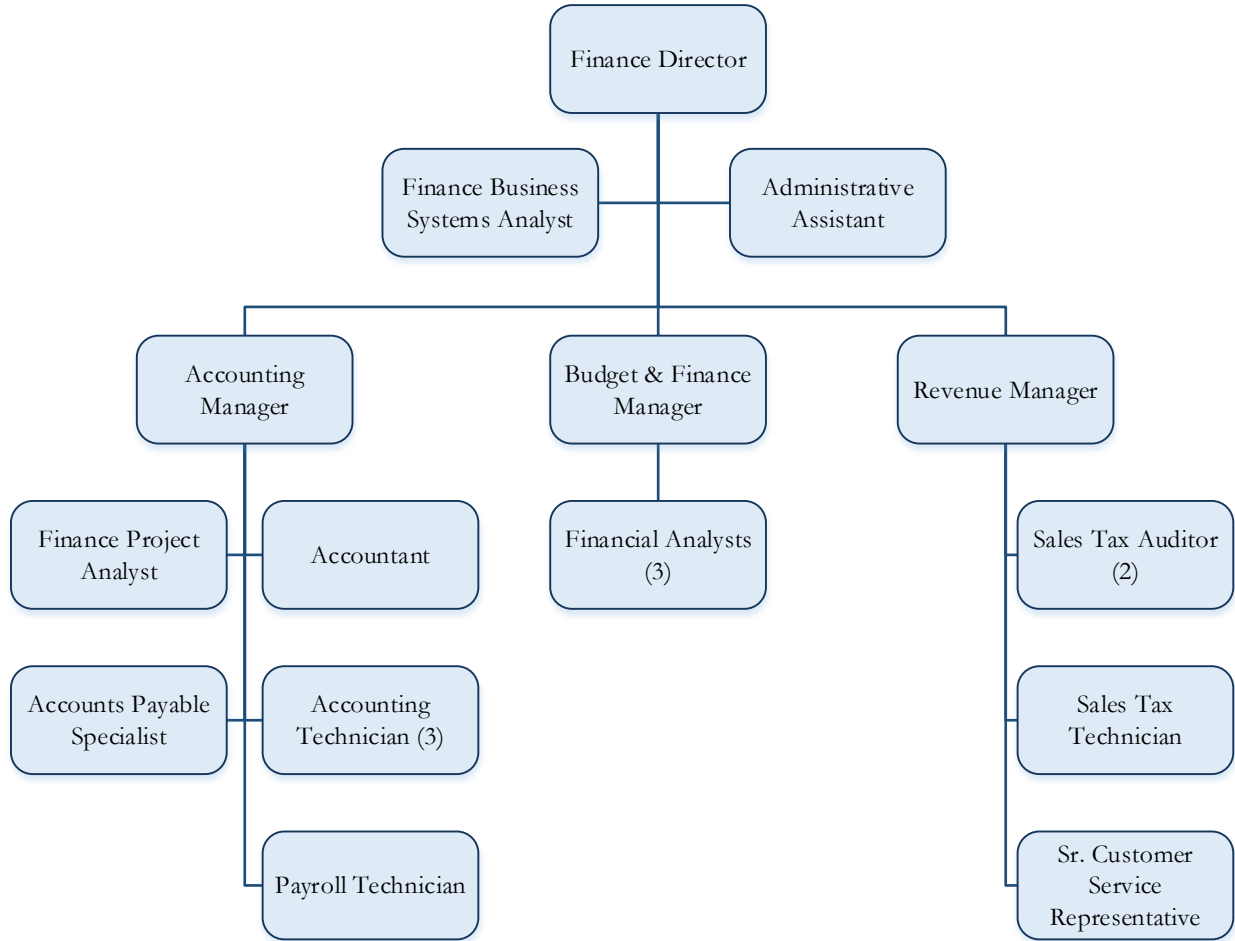
1. The Finance department includes the Accounting Division, the Budget and Finance Division, the Sales Tax Division.
2. The Sales Tax Division is responsible for sales tax collections, business licensing, auditing and enforcement.
3. The Budget and Finance Division is responsible for financial reporting and projections such as projecting revenue amounts related to TABOR and fiscal impact of new development.
4. Accounts Payable, as part of the Accounting Division, issues more than 5,000 checks per year.
5. The Sales Tax Division completes between 40 and 50 audits each year.
6. The annual budget document for the Town of Castle Rock has received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) each year since 2009.
7. The Town of Castle Rock has received the Certificate of Achievement for Excellence in Financial Reporting for the annual Comprehensive Annual Financial Report (CAFR) from the GFOA for the past 23 years.
8. On average, between 10 and 20 new business license applications are processed every week.
9. The Senior Customer Service Representative processes more than 100 water payments on busy days.
10. Not including manual checks processed, the Payroll office issues more than 15,000 payroll checks per year.

Finance Department

CRgov.com/finance

Organizational Structure:

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



Downtown Development TIF Fund Summary by Category

The Downtown Development Authority TIF Fund 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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 187,742	100%
Revenues					
Taxes	-	800,000	987,742	1,230,802	25% (1)
Investment Earnings	-	-	-	989	100%
Other Revenue	-	800,000	800,000	909,000	14% (2)
Total Revenues	\$ -	\$ 1,600,000	\$ 1,787,742	\$ 2,140,791	20%
Expenditures					
Capital	-	800,000	800,000	1,240,791	55% (3)
Debt & Financing	-	800,000	800,000	900,000	13% (2)
Total Expenditures	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 2,140,791	34%
Change in Funds Available	\$ -	\$ -	\$ 187,742	\$ -	-100% (4)
Ending Fund Balance	\$ -	\$ -	\$ 187,742	\$ 187,742	0%
Reserves & Internal Designations					
Committed for Fund Purpose			-	187,742	187,742
Total Reserves & Internal Designations		\$ -	\$ 187,742	\$ 187,742	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Tax revenue is projected to increase based on anticipated sales tax receipts for the Downtown area
- (2) This fund utilizes a Line of Credit to fund downtown initiatives. Other Revenue is the result of proceeds from the Line of Credit and Debt & Financing expenditures reflect the repayment of that amount. Although full utilization of the Line of Credit is budgeted, actual amounts will vary based on Council approval is required before expenditures can be made on future identified projects
- (3) Capital expenditures are included for projects that have yet to be identified and are based on anticipated sales tax revenue. Council approval is required before expenditures can be made on future identified projects
- (4) Change in Funds Available decreases due to anticipating the expenditure of all revenue received into the fund in 2016

Fund Information:

The Downtown Development Authority TIF Fund (DDA TIF Fund) was established in 2015. The tax increment is the sales tax amount received in the Downtown Castle Rock area that is greater than the established base that was set in 2008. This revenue increment is eligible to be placed in the DDA TIF Fund and 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.

Police Department

CRgov.com/police

The Police Department has worked hard to make Castle Rock one of the safest communities along Colorado's Front Range as evidenced by violent and property crime rates approximately 50 percent 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 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 other 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.

Police Department 2016 Budget Initiatives:

The Police Department's 2016 General Fund budget request is \$11,867,464 and reflects an 8% increase over the prior year-end estimate. There are 5 new positions requested including four Patrol Officers and one Animal Control Officer. 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. Please click [here](#) for the Police Department's entire Strategic Plan.

- The Patrol Division recommended four patrol officers in 2016 relating to the increase in growth-related calls for service and being able to maintain levels of service. This recommendation is based on increased calls for service as well as the projected growth models for residential building. Calls for service increased from 64,117 in 2013 to 71,062 calls for service in 2014 yielding an increase of 10.8%. The 2015 projected number of calls for service is 75,000 - an increase of 5.5%. The additional officers will be implemented in July 2016 with the total allocation of \$354,442, which includes salary, benefits, technology, equipment, supplies, officer training, vehicles and associated benefits.
- The Animal Control Unit currently consists of one animal control officer who handled 1,357 calls for service in 2013 and 1,362 calls in 2014. Patrol officers assisted with 47% of barking complaints, animals at large and animal bites in 2013 and 45% in 2014. Based on the estimated residential development activity anticipated by the end of 2016, the number of additional dogs and cats is projected to increase by a total of 3,349. Calls such as animal bites are complex, time-consuming and best handled by an animal control professional. The additional animal control officer will ensure the department meets the current demand and expected increase as well as decrease the amount of animal-related calls handled by Patrol, allowing patrol officers more time to handle emergency calls for service and to provide proactive patrols. The 2016 allocation for adding this position at midyear including salary, benefits, technology and equipment is \$51,782.
- The Police Department requests the purchase of two Ford Utility Interceptor vehicles for their fleet for a total of \$107,126 for vehicle and associated costs. One vehicle will be used in the Investigations Division as the vehicle it will replace is to be used for the School Marshal Officer Program and the other vehicle will be utilized by the Traffic Unit Sergeant as the current vehicle driven has exceeded its life cycle.
- Equipment and technology purchases in 2016 include body-worn cameras with Taser replacements for \$142,779, 12 mobile Toughbook computers for \$46,392, and the continuation of payments on the portable radio replacement contract at a cost of \$102,661. Additional information on these items can be found in the [Five Year Capital Improvement Program section](#).



The Police Capital Fund has a 2016 budget request of \$304,214, which represents a 61% decrease over the 2015 year-end estimate. This decrease is due to a one-time expenditure in 2015 for the Police Department renovation. The Police Capital Fund will continue to share in the lease payments with the Fire Capital Fund for the Public Safety Training Facility; however, other divisions using this facility will be sharing the costs as well. This facility is used for training purposes and is necessary due to current space challenges associated with growth throughout the Town. The inclusion of new vehicle purchases, interfund loan payments to the General Fund and the addition of interest only payments to the Municipal Facilities Capital Fund for the Police Department Basement Renovation are also included in 2016.

The Police Forfeiture Fund's 2016 budget is \$23,828, which is an increase over the 2015 year-end estimate as there were no expenditures in 2015. These funds have been the result of State or Federal cooperative efforts since 2012. Expenditures occur only if revenues are received. In 2016, these funds will be used toward a law enforcement equipment purchase for body-worn cameras. Additional information can be found in the [Five Year Capital Improvement Program section](#).

Police Department

CRgov.com/police

Performance Objectives and Measurable Outcomes:

Long-Term Organizational Vision	Department Objective	2014 Outcome Attained	2015 YTD Outcome	2016 Goal
<i>Provide and maintain the highest quality public safety services for the Town, including fire, police and emergency medical services.</i>	PART ONE CRIMES, detailed below (per 1,000 population)			
	Violent Crimes ≤ 2.6 (Aggravated Assault, Homicide, Sex Offenses, Robbery)	0.8	0.4	≤ 2.6
	Property Crimes ≤ 27.5 (Burglary, Fraud, Motor Vehicle Theft)	15.0	9.8	≤ 27.5
	Violent Clearance Rates ≥ 60.6	66.6	92	≥ 60.6
	Property Clearance Rates ≥ 24.0	31.6	24	≥ 24
	PROPERTY			
	Recovered Stolen Property ≥ 9.2%	22.5%	Data attained annually for accuracy	≥ 9.2%
	TRAFFIC ACCIDENTS (per 1,000 population)			
	Accidents (Injury) ≤ 4.9	0.7	0.4	≤ 4.9
	Accidents (Non- Injury) ≤ 18.0	17.2	7.9	≤ 18
	Alcohol-Related Fatalities ≤ .014	0.0	0.0	≤ .014
	RESPONSE TIME (emergency calls for service)			
	Response Times (min:sec) ≤ 5:53	5:38	5:24	≤ 5:53



Rachel McKenzie, working in the Town of Castle Rock Dispatch Center

Police Department

CRgov.com/police

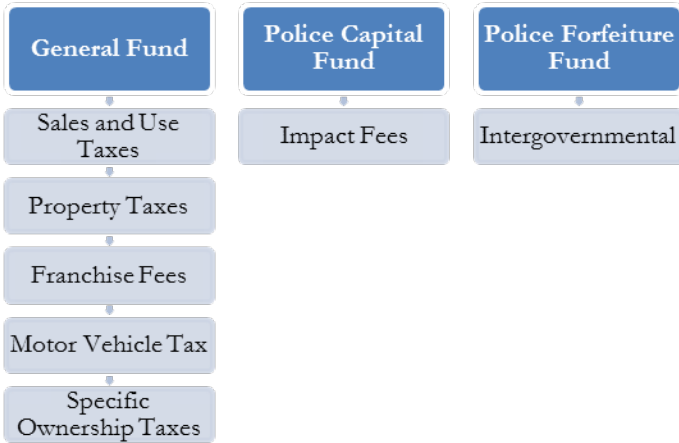
Police Department Consolidated Financial Information
Jack Cauley, Police Chief – 100 Perry Street, Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 10,092,803	\$ 10,988,386	\$ 10,982,868	\$ 11,867,464	8%
Police Capital Fund	211,075	778,877	778,877	304,214	-61%
Police Forfeiture Fund	-	23,816	-	23,828	100%
TOTAL	\$ 10,303,878	\$ 11,791,079	\$ 11,761,745	\$ 12,195,506	4%
Expenditures by Fund and Function					
General Fund					
Personnel	\$ 8,275,464	\$ 9,119,355	\$ 9,149,147	\$ 9,871,769	8%
Supplies	447,177	549,978	506,637	576,980	14%
Services & Other	764,053	771,938	768,078	741,360	-3%
Capital	448,850	185,681	197,572	245,440	24%
Transfers Out	157,259	361,434	361,434	431,915	20%
TOTAL FUND	\$ 10,092,803	\$ 10,988,386	\$ 10,982,868	\$ 11,867,464	8%
Police Capital Fund					
Services & Other	\$ 1,153	\$ 26,075	\$ 26,075	\$ 20,117	-23%
Capital	-	600,000	600,000	-	-100%
Transfers Out	209,922	152,802	152,802	284,097	86%
TOTAL FUND	\$ 211,075	\$ 778,877	\$ 778,877	\$ 304,214	-61%
Police Forfeiture Fund					
Services & Other	\$ -	\$ 23,816	\$ -	\$ -	0%
Capital	-	-	-	23,828	100%
TOTAL FUND	\$ -	\$ 23,816	\$ -	\$ 23,828	100%
Employees - FTE					
Police	87.38	90.38	90.38	95.38	6%

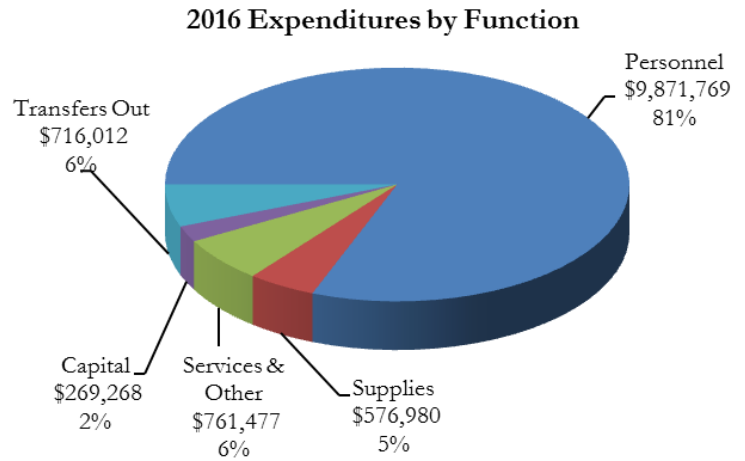
Police Department

CRgov.com/police

Money comes from...



Money goes to...



Future Strategic Planning:

The Police Department is planning for two new Patrol Officers (salary, benefits and associated expenses \$275,853) and one Special Operations Sergeant (salary, benefits and associated expenses \$184,111) in 2017. These additional positions are based on increasing population and growth related calls for service as the Police Department strives to maintain levels of service. In 2014, there were 71,062 calls for service (a 10.8% increase over previous year). Projected calls for service in 2015 are 75,000, which is an increase of 5.5%. This continual growth coupled with increased traffic volumes will continue to affect the Police Department's ability to maintain current levels of service. Other initiatives projected for 2017 include:

- Mobile shelving for the property and evidence room for \$40,000
- Continuation of the body-worn camera payments for \$97,488
- ExecuTime Scheduling Module at a cost of \$16,560
- Continuation of mobile computer replacements for \$46,392
- Final payment on the portable radio replacement contract for a total of \$102,661

Future planning for 2018 includes the request for two additional Patrol Officers (salary, benefits and associated expenses \$336,390), two Dispatchers (salary and associated benefits \$174,106) and one Detective (salary, benefits and associated expenses \$163,883). Other initiatives planned for 2018 include continuation of the body-worn camera payments at a cost of \$97,488 and software maintenance for ExecuTime scheduling for \$9,360.

Police Department

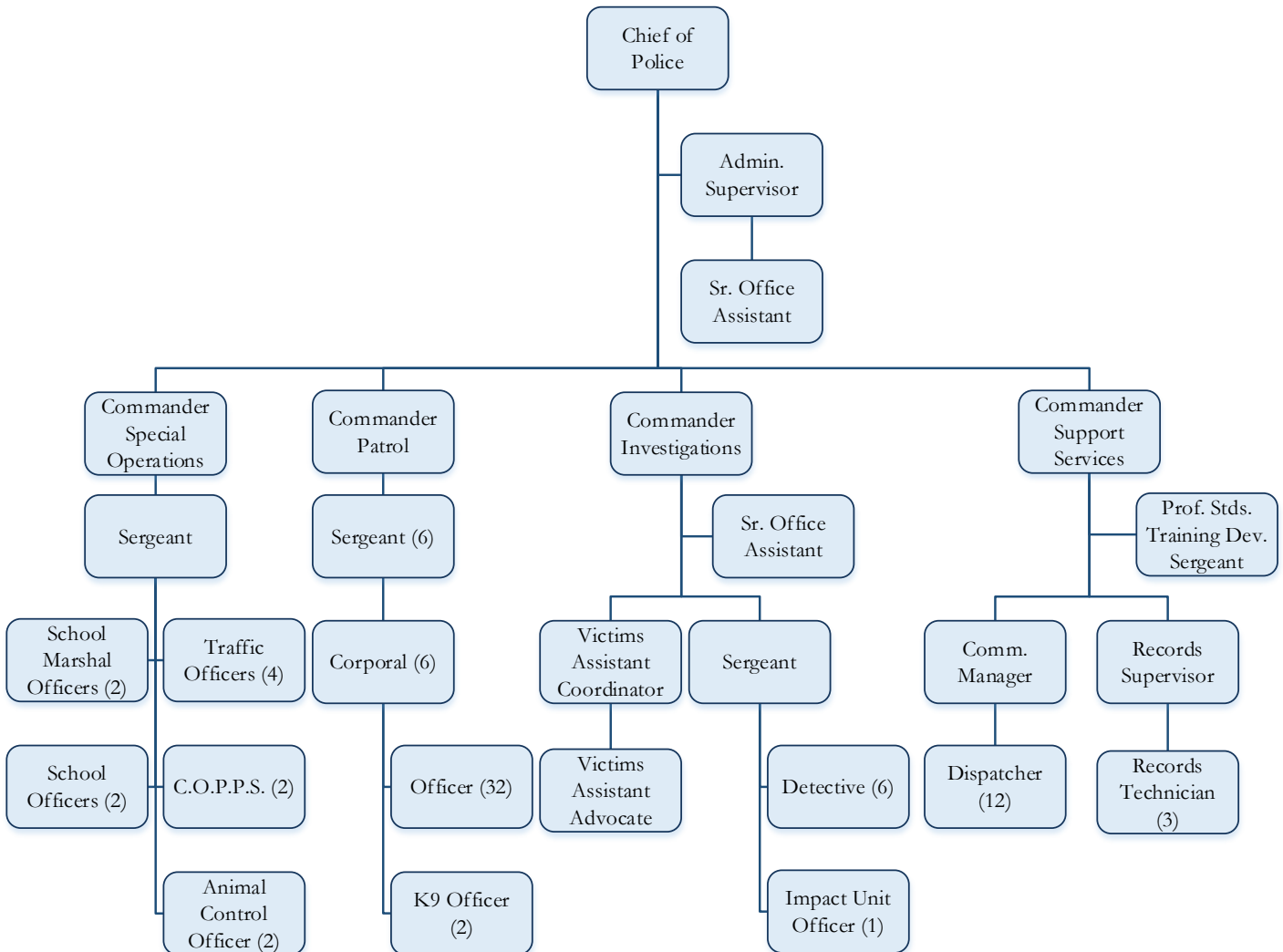
CRgov.com/police

10 Things to Know About the Police Department:

1. A School Resource Officer is permanently assigned to patrol local schools, serves as a resource to students and strives to build an atmosphere of trust.
2. There are two School Marshal Officers assigned to elementary, middle and charter schools. A portion of the costs are reimbursed from the Douglas County School District.
3. A Youth Education and Safety in Schools officer dedicated 476 hours to 16,619 students in 2014 to this program.
4. The Traffic Unit consists of four officers with advanced training in accident investigation, speed enforcement and impaired driving recognition.
5. The K-9 unit employs two K-9 officers with their Police Service Dogs, Ronin and Titan.
6. The Investigations Unit, which is tasked with investigating felony and serious misdemeanor crimes, handled 1,537 cases in 2014.
7. In 2014, the Communications Division answered all 911 calls within twelve seconds (100%) and assigned Priority 1 calls (life threatening calls) within two minutes (87%).
8. The Animal Control Unit responded to 1,362 calls for service in 2014.
9. The Patrol Division received 71,062 calls for service in 2014.
10. Volunteers in the Victims Assistance Unit accumulated 5,364 volunteer hours in 2014.

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. Please note that the organizational chart below includes all full time and part time with 30+ positions for this department.



Police Capital Fund Summary by Category

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, 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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 219,700	\$ 271,093	\$ 271,093	\$ 53,073	-80%
Revenues					
Investment Earnings	587	1,001	518	382	-26%
Impact Fees	253,565	241,590	290,339	321,527	11% (1)
Transfers In	8,316	270,000	270,000	-	-100% (2)
Total Revenues	\$ 262,468	\$ 512,591	\$ 560,857	\$ 321,909	-43%
Expenditures					
Services & Other	1,153	26,075	26,075	20,117	-23%
Capital	-	600,000	600,000	-	-100% (3)
Interfund Loan	61,599	60,173	60,173	67,420	12%
Transfers Out	148,323	92,629	92,629	216,677	134% (4)
Total Expenditures	\$ 211,075	\$ 778,877	\$ 778,877	\$ 304,214	-61%
Change in Funds Available	\$ 51,393	\$ (266,286)	\$ (218,020)	\$ 17,695	108% (5)
Ending Fund Balance	\$ 271,093	\$ 4,807	\$ 53,073	\$ 70,768	33%
Reserves & Internal Designations					
Committed for Fund Purpose		4,807	53,073	70,768	
Total Reserves & Internal Designations		\$ 4,807	\$ 53,073	\$ 70,768	
Unobligated Fund Balance	\$ 271,093	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

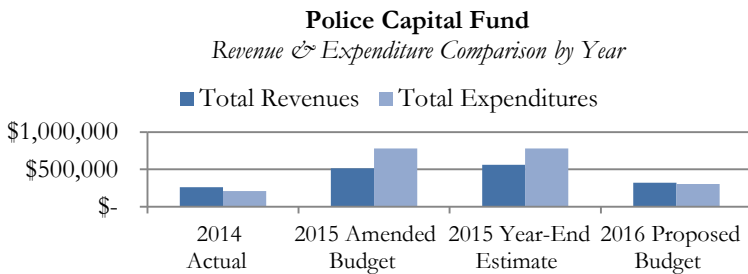
Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Impact fee revenue is based on 700 new single family and 316 multi-family homes projected in 2016
- (2) Transfers decrease due to a one time loan in 2015 for the basement renovation being removed which is not planned for 2016
- (3) Capital decreases in 2016 as the basement renovation project expenditures will not occur
- (4) Transfers Out increase in 2016 to accommodate four vehicles
- (5) Change in funds available increases in 2016 due to projected impact fee revenue



Impact fees received in the Police Capital Fund are largely committed to the General Fund and Municipal Facilities Capital Fund for interfund loans for the Police Headquarters

Police Forfeiture Fund Summary by Category

The Police Forfeiture Fund 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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 12,610	\$ 23,821	\$ 23,821	\$ 23,833	0%
Revenues					
Intergovernmental	11,200	23,816	-	5,000	100%
Investment Earnings	11	95	12	27	125%
Total Revenues	\$ 11,211	\$ 23,911	\$ 12	\$ 5,027	>500%
Expenditures					
Services & Other	-	23,816	-	-	0%
Capital	-	-	-	23,828	100% (1)
Total Expenditures	\$ -	\$ 23,816	\$ -	\$ 23,828	100%
Change in Funds Available	\$ 11,211	\$ 95	\$ 12	\$ (18,801)	>-500% (2)
Ending Fund Balance	\$ 23,821	\$ 23,916	\$ 23,833	\$ 5,032	-79%
Reserves & Internal Designations					
Committed for Fund Purpose		23,916	23,833	5,032	
Total Reserves & Internal Designations		\$ 23,916	\$ 23,833	\$ 5,032	
Unobligated Fund Balance	\$ 23,821	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

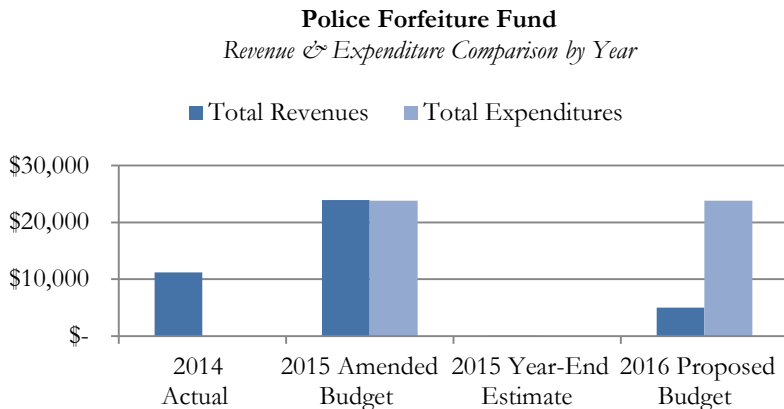
Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Capital expenditure increase to purchase body cameras for Police Officers
- (2) Change in funds available reduced due to body cameras being purchased



Town of Castle Rock police service dogs are often utilized during search and seizure operations

Fire and Rescue Department

CRgov.com/fire

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.” The Castle Rock Fire & Rescue Department is among the top 1 percent performing fire agencies in the United States 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.

- The Fire Department budget within the General Fund includes funding for the Operations Division which 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.



Fire and Rescue Department 2016 Budget Initiatives:

The Fire and Rescue Department has a 2016 General Fund budget of \$12,816,902, which reflects an 8% increase over the prior year-end estimates.

There are requests for two new positions in 2016 to maintain levels of service. These positions include one Assistant Training Officer and one Support Services/Emergency Vehicle Technician. It is important to note that these positions have an estimated start date of July 1st, 2016.

- The Assistant Training Officer will work to maintain levels of service by providing hands on training to department personnel, assisting the Division Chief of Training with training documentation, and conducting the training academy for the new Crystal Valley Ranch Fire Station (Station 152) personnel. The 2016 allocation associated with this position, including a vehicle purchase is \$129,758.
- A Support Services/Emergency Vehicle Technician (EVT) is another position requested by the Fire Department to maintain levels of service. This position will be responsible for maintaining all fire department heavy fleet vehicles such as fire engines, as well as all department tools and equipment. The EVT is certified to meet the stringent requirements mandated for fire service pumps, hydraulic systems, and ladder devices. The budget amount in 2016 for this position, including a vehicle purchase is \$149,636.
- The Fire Department also requested additional training funds in 2016 for technical rescue training required to bring all fire personnel to the operations level of this critical skillset. Through the accreditation process it was determined that the department had a significant vulnerability in this area, and the requested training will serve to address this need. An allocation for Commission on Fire Accreditation International (CFAI) Accreditation was also requested for \$19,116 in 2016 as the Fire Department readies for its first re-accreditation. These funds would be for training (nationally and locally), supplies, manuals, publications and fees.

Capital expenditures in 2016 include the second installment of the portable radio replacement contract as well as the purchase of 55 Self-contained Breathing Apparatus (SCBA) Voice Amplifiers. These amplifiers will attach directly to the mask and allow for improved verbal and radio communications, which can be extremely difficult.

The Fire Capital Fund has a 2016 budget of \$347,862, which represents an increase of 29% from 2015. This increase is allocated for the purchase of two vehicles for two new positions and the architectural design of the new Crystal Valley Fire Station, which is to be built in 2017-18, and opened in 2018. Through the work accomplished via the 2014-2019 Fire Master Plan, it was determined that this area of Town met all of the requirements for a fire station to be constructed. The Fire Capital Fund also includes continuation of the Public Safety Training Facility lease payments that are shared with the Police Capital Fund. Other divisions using this facility will be sharing the costs in outgoing years as well. This facility is used for training purposes and is necessary due to current space challenges associated with growth throughout the Town.



Fire and Rescue Department

CRgov.com/fire

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objective	2014 Outcome Attained	2015 YTD Outcome	2016 Goal
<i>Provide and maintain the highest quality public safety services for the Town, including fire, police and emergency medical services</i>	The Fire and Rescue Department will achieve a rating of 4 or better on customer survey cards	98%	99%	95%
	A Paramedic will arrive at the scene of all Emergency Medical Service calls	99%	99.8%	99%
	The Fire and Rescue Department will follow and perform correct medical procedures	98.4%	99%	90%
	Call to arrival time in Metro/Urban/Suburban areas of the Town in 7 minutes and 30 seconds or less	85.7%	89.1%	90%
	Call to arrival time in Rural areas of the Town in 8 minutes and 20 seconds or less	79%	83.6%	90%
	The Fire and Rescue Department will complete plan reviews within 10 days or less 100% of the time	98%	100%	100%
	Plan reviews will be completed on tenant improvements less than 8,000 sq ft	98%	100%	100%

Fire and Rescue Department Consolidated Financial Information
Art Morales, Fire Chief - 300 Perry Street, Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 11,138,753	\$ 12,036,083	\$ 11,921,781	\$ 12,816,902	8%
Fire Capital Fund	244,223	270,294	270,294	347,862	29%
TOTAL	\$ 11,382,976	\$ 12,306,377	\$ 12,192,075	\$ 13,164,764	8%

Expenditures by Fund and Function

General Fund					
Personnel	\$ 8,075,211	\$ 9,214,357	\$ 9,037,026	\$ 9,952,617	10%
Supplies	496,705	552,339	551,815	606,497	10%
Services & Other	951,068	1,063,368	1,121,538	1,125,519	0%
Capital	720,472	371,564	376,949	233,459	-38%
Debt & Financing	230,257	-	-	-	0%
Transfers Out	665,040	834,455	834,453	898,810	8%
TOTAL FUND	\$ 11,138,753	\$ 12,036,083	\$ 11,921,781	\$ 12,816,902	8%

Fire Capital Fund					
Supplies	\$ 34,300	\$ -	\$ -	\$ -	0%
Services & Other	50,480	59,372	59,372	46,939	-21%
Capital	124,722	170,000	170,000	245,864	45%
Transfers Out	34,720	40,922	40,922	55,059	35%
TOTAL FUND	\$ 244,223	\$ 270,294	\$ 270,294	\$ 347,862	29%

Employees - FTE

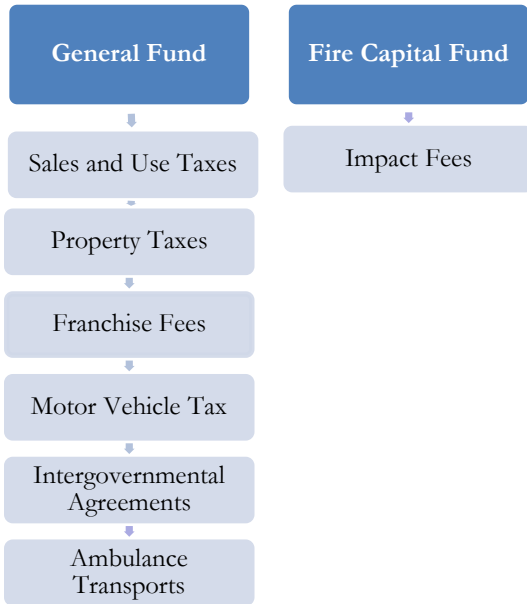
Fire & Rescue	77.50	78.50	78.50	80.50	3%
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Fire and Rescue Department

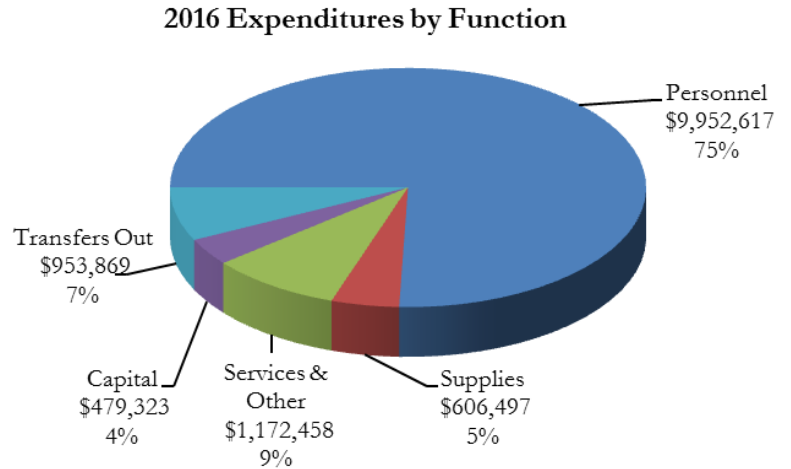
CRgov.com/fire

The diagram below on the left identifies general financial inputs which contribute to the functioning of this departmental unit. The chart on the right identifies where the money goes in terms of expenditure categories. For more detail as to the line item amounts budgeted, please click [here](#).

Money comes from...



Money goes to...



Future Strategic Planning:

The Fire Department in the General Fund is planning for an Office Assistant beginning in 2017. Annual salary, benefits and associated expenses are projected at \$63,693 for this position. This additional position is needed based on the increased call volume, department growth since 2015, and additional duties assigned to the administrative staff. There has been a 38% increase in department call volume since 2005 when the Fire Department had 3 administrative personnel, of which one was given up due to budgetary restrictions. Other future initiatives projected for 2017 include the final payment on the portable radio replacement contract for \$210,141, Paramedic training for four employees for a total of \$32,000 who will serve as paramedics at the new station, 5 automatic CPR devices for \$80,000 and 5 power stretchers at a cost of \$200,000. In 2018, the Fire Department in the General Fund is anticipating its new Crystal Valley Ranch Fire Station to be fully operational. Estimated on going operational costs including staffing of 12 personnel for \$1.5M, including an academy for 12 new recruits for \$75,210, facility maintenance and all utilities for a total of \$212k, supplies at a cost of \$114k, and vehicle replacement for \$123k are currently projected at approximately \$2M per year. This is included within the General Fund for the Fire and Rescue Department.

The Fire Capital Fund includes planning for the new Crystal Valley Ranch Fire Station construction to begin in 2017 with projections for an opening in 2018. This need is based on the findings of the 2014-2019 Fire Master Plan, which analyzed demographics, growth rate, percentage of build-out, calls generated, suppression apparatus annual responses to the area, and medic unit annual responses to the area. Through this analysis, the area to be served by the station meets all of the criterion for station construction in the established timeline. The budgeted amount for 2017 within the Fire Capital Fund includes construction and vehicle acquisition for \$3.3M. This project will be funded by accrued Fire Capital Fund residential development impact fees collection in the Fire Capital Fund for a total of \$3.3M and from an interfund loan from the General Fund for \$3M to be paid back with future impact fees. Additional information on this project can be found in the [Five Year Capital Improvement Program section](#).

Fire and Rescue Department

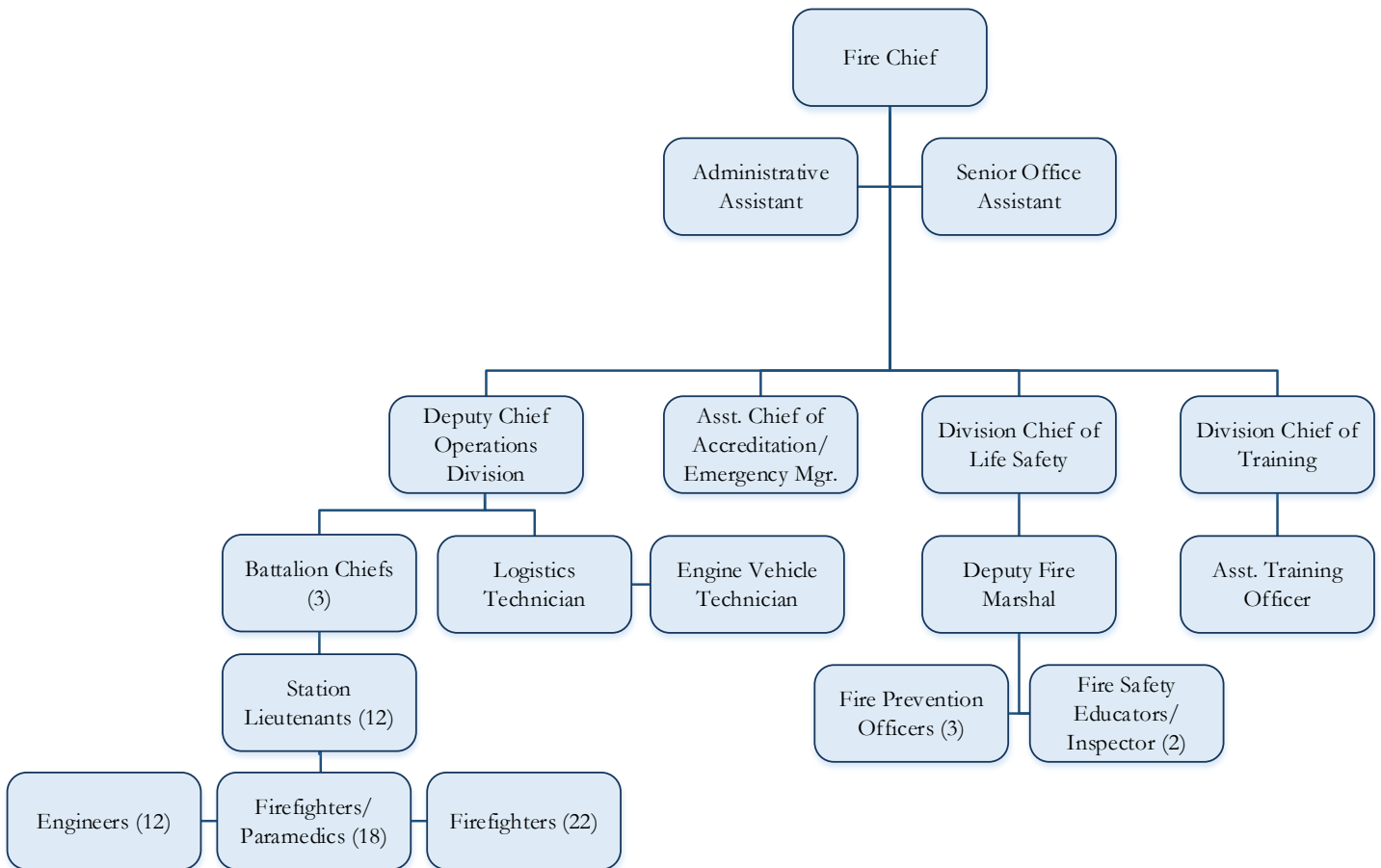
CRgov.com/fire

10 Things to Know About the Fire Department:

1. The Fire Department currently employs 77 sworn personnel, 2 civilian personnel, and 3 volunteers.
2. The cardiac care provided by the department is rated top 5 in the nation by HealthOne Hospital Systems.
3. The survival rate from cardiac arrest is 27% in Castle Rock compared to the national survival rate of 7%.
4. The Castle Rock Fire Department was the 151st department worldwide to achieve international accreditation.
5. In 2014, the Department responded to 4,728 calls for service.
6. Stations 151 (downtown) and 154 (Meadows) are the busiest stations; they also have the largest population centers.
7. In the last three years, call demand has grown at an average rate of over 6% per year.
8. Ambulance transports to Castle Rock Adventist Hospital are nearly 76% of total transports.
9. Three ambulances with Advanced Cardiac Life Support capability are in service 24/7/365 days per year.
10. Every fire engine and ambulance in the department has at least one paramedic on it when in service.

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.



Fire Capital Fund Summary by Category

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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 2,335,261	\$ 2,581,259	\$ 2,581,259	\$ 2,851,889	10%
Revenues					
Investment Earnings	15,574	10,149	9,097	16,260	79%
Impact Fees	458,638	438,220	531,827	581,948	9%
Transfers In	15,977	-	-	-	0%
Other Revenue	31	-	-	-	0%
Total Revenues	\$ 490,220	\$ 448,369	\$ 540,924	\$ 598,208	11%
Expenditures					
Services & Other	50,480	59,372	59,372	46,939	-21% (1)
Supplies	34,300	-	-	-	0%
Capital	124,722	170,000	170,000	245,864	45% (2)
Transfers Out	34,720	40,922	40,922	55,059	35% (3)
Total Expenditures	\$ 244,222	\$ 270,294	\$ 270,294	\$ 347,862	29%
Change in Funds Available	\$ 245,998	\$ 178,075	\$ 270,630	\$ 250,346	7% (4)
Ending Fund Balance	\$ 2,581,259	\$ 2,759,334	\$ 2,851,889	\$ 3,102,235	9%
Reserves & Internal Designations					
Committed for Fund Purpose		2,759,334	2,851,889	3,102,235	
Total Reserves & Internal Designations		\$ 2,759,334	\$ 2,851,889	\$ 3,102,235	
Unobligated Fund Balance	\$ 2,581,259	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

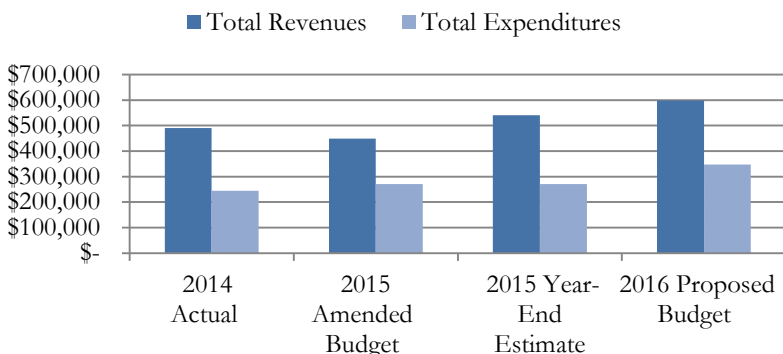
For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Services & Other decrease as a one time expense for a space study in 2015 is not included in 2016
- (2) Capital increases as architectural design costs for the new Crystal Valley Ranch Fire Station is included
- (3) Transfers out increase in 2016 to accommodate two vehicle purchases for two new positions
- (4) Change in funds available increases due to projected impact fee revenue

Fire Capital Fund
Revenue & Expenditure Comparison by Year



Funds accumulated in the Fire Capital Fund will be utilized for the new Crystal Valley Ranch Fire Station projected for construction in 2017. This station is estimated to be fully operational in 2018

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 Executive Director.

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 2016 Budget Initiatives:

Development Services has two funding sources; the General Fund and the Development Services Enterprise Fund. The Development Services Department’s 2016 General Fund budget is \$524,718 which reflects a 5% decrease over the prior year-end estimate. This decrease is primarily due to expenses associated with the completion of the Vision 2030 Plan and Comprehensive Master Plan that was adopted by Council in 2015. The Development Services Enterprise Fund’s 2016 budget is \$7,770,627 and reflects a 59% increase over the prior year-end estimate based upon the addition of staff to maintain core levels of service and relocation expenses. In the third quarter of 2015, the Development Services Enterprise program requested the addition of the following new positions: Assistant Chief Building Official, Sr. Office Assistant, Development Services Technical Coordinator, Sr. Planner, Plan Review Project Coordinator, Development Technician, Plan Review Engineer, and Construction Development Inspector in order to maintain levels of service. The 2016 allocation associated with these positions is \$792,286 including salary, benefits, and all other associated costs pertaining to each position. Relocation options for Development Services within the Downtown area are being considered for 2016 and \$2.5 million has been included in the 2016 Budget to allow staff to remain nimble in pursuit of opportunities. Additional information on this project can be found in the [*Five Year Capital Improvement Program section*](#).

The General Fund supports all activities related to long range planning including creation and updates of all community master plans and coordination with regional agencies such as the Denver Regional Council of Governments, downtown planning including implementation of the Downtown Overlay Zone, Historic Preservation, and zoning programs including official interpretations of code language and code enforcement activities.

The Development Services Enterprise Fund supports all development related activities and is funded through development fees, not by the taxpayer. The enterprise is a government-owned business authorized to issue its own revenue bonds, and receiving less than 10 percent of 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, extensions; lapses; and public notice requirements.
2. Preparation 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, and preparation of meeting packets for any such hearings.

Using the Council approved Vision 2020 Plan and Comprehensive Master Plan (updated in 2015) 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.

Development Services Department

CRgov.com/development

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objectives	2014 Outcome Attained	2015 YTD Outcome	2016 Goal
Ensure high quality new development	Planning			
	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%	100%	98%
	Building			
	The Building Division reviews and responds to all commercial tenant finish plan submittals within 10 business days.	Achieved – 100%	100%	98%
	The Building Division completes plan reviews, ready for release for all deck and basement finish requests within 5 business days.	Achieved – 99%	99%	98%
	The Building Division reviews and responds to all residential Master Plan submittals within 20 business days.	Achieved – 99%	100%	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 – 98%	99%	98%
	Zoning			
	Zoning is responding to Code compliance complaints, issuing Notice of Violations, and resolving Code violations within prescribed timelines as listed below:			
	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 – 100%	100%	95%
	Zoning is mailing Notice of Violations within 10 business days of date of site visits.	Achieved – 100%	100%	95%
	Zoning is resolving Code violations within 30 days of receipt of Notice of Violation mailing.	Achieved – 81%	74%	80%
	Zoning is responding to Sign Code complaints and removing Sign Code violations within the prescribed timeframes as listed below:			
	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%
Zoning is mailing sign Notice of Violations within 10 business days of initial violation.	Achieved – 100%	100%	95%	
Zoning is reviewing and responding to all business license applications as listed below:				
Zoning is reviewing and responding to business license applications for zoning compliance within 7 business days.	Achieved – 100%	100%	98%	



The Building Division, within the Development Services Enterprise Fund completes plan reviews, ready for release for all deck and basement finish requests within 5 business days 99% of the time.

Development Services Department

CRgov.com/development

Development Services Department Consolidated Financial Information

Bill Detweiler, Development Services Director – 100 N. Wilcox St., Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 492,288	\$ 578,582	\$ 553,429	\$ 524,718	-5%
Development Services Fund	3,756,698	4,379,248	4,899,687	7,770,627	59%
TOTAL	\$ 4,248,987	\$ 4,957,830	\$ 5,453,116	\$ 8,295,345	52%

Expenditures by Fund and Function

General Fund

Personnel	\$ 404,066	\$ 427,356	\$ 418,270	\$ 451,512	8%
Supplies	5,108	7,469	6,067	4,254	-30%
Services & Other	18,244	81,110	66,445	66,305	0%
Capital	62,751	60,000	60,000	-	-100%
Transfers Out	2,119	2,647	2,647	2,647	0%
TOTAL FUND	\$ 492,288	\$ 578,582	\$ 553,429	\$ 524,718	-5%

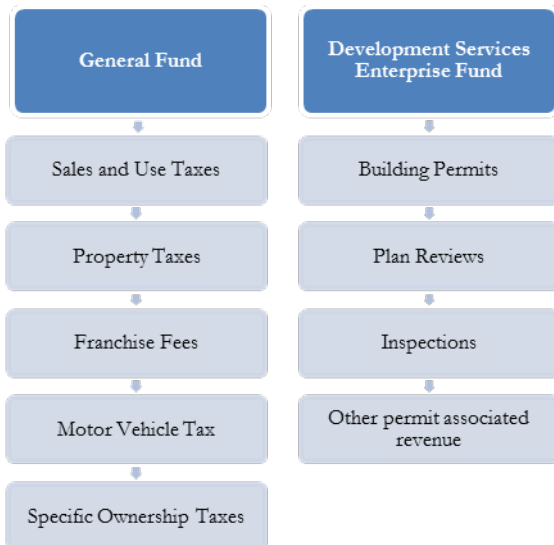
Development Services Fund

Personnel	\$ 2,768,293	\$ 3,283,166	\$ 3,452,008	\$ 4,218,058	22%
Supplies	85,878	130,435	72,039	79,871	11%
Services & Other	845,319	892,678	1,304,053	925,178	-29%
Capital	-	-	-	2,500,000	100%
Transfers Out	57,208	72,969	71,587	47,520	-34%
TOTAL FUND	\$ 3,756,698	\$ 4,379,248	\$ 4,899,687	\$ 7,770,627	59%

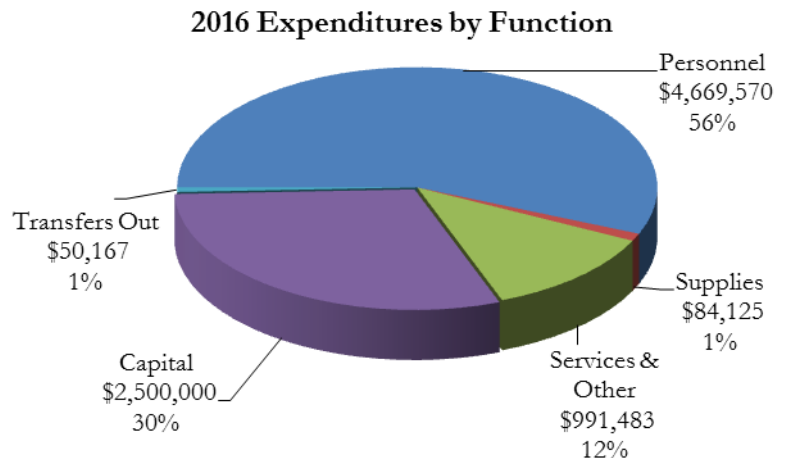
Employees - FTE

General Fund	4.10	4.10	4.10	4.10	0%
Development Services Fund	37.35	45.35	45.35	45.35	0%
Total Department FTE's	41.45	49.45	49.45	49.45	0%

Money comes from...



Money goes to...



Development Services Department

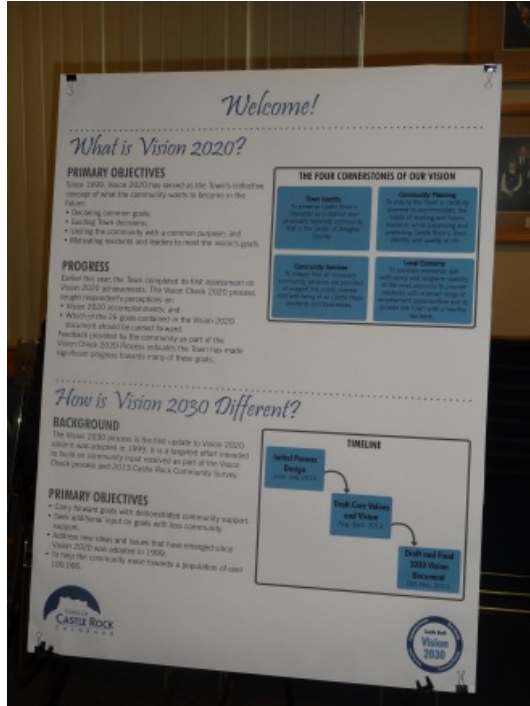
CRgov.com/development

Future Strategic Planning:

One Code Compliance Liaison position and associated costs is requested in 2017 with continuation of these costs in outgoing years. The planning period through 2018 within the Development Services Enterprise Fund includes the continuation of positions added in 2015.

10 Things to Know About the Development Services Department:

1. The Chief Building Official reaches out to local contractors through monthly “contractor lunch meetings” to discuss current trends, inspection activities, code interpretations and to share ideas and learn from each other.
2. Building permit reports and activity maps are available online and updated every month. Click [here](#) to view reports.
3. The Development Services Department supports five Town boards and Commissions; the Board of Adjustment, Board of Building Appeals, Design Review Board, Historic Preservation and Planning Commission as well as the Town URA.
4. Development Services works closely with the Downtown Alliance, consisting of the Downtown Development Authority and Downtown Merchants Association to assist with marketing, planning and all development activities in downtown.
5. The Castle Rock Urban Renewal Authority approved its first URA Plan for the Citadel Station – Castle Meadows properties and provides information on the newly formed URA webpage www.castlerockrenewal.org.
6. The I-25 Sign Plan is available on the Town website. Click [here](#) to view the I-25 Sign Plan.
7. In 2015, Development Services staff updated the Vision 2020 Plan to the Vision 2030 and Comprehensive Master Plan. These can be viewed on the Town’s web site under the Development Services tab.
8. All building permits can be applied for online with full payment capability planned for 2016. Inspection activity can be tracked online as well.
9. All building inspections are completed electronically and in real time through tablets in the field.
10. In Your Backyard is available on the Town’s [website](#) and provides current information on upcoming projects in the Town.



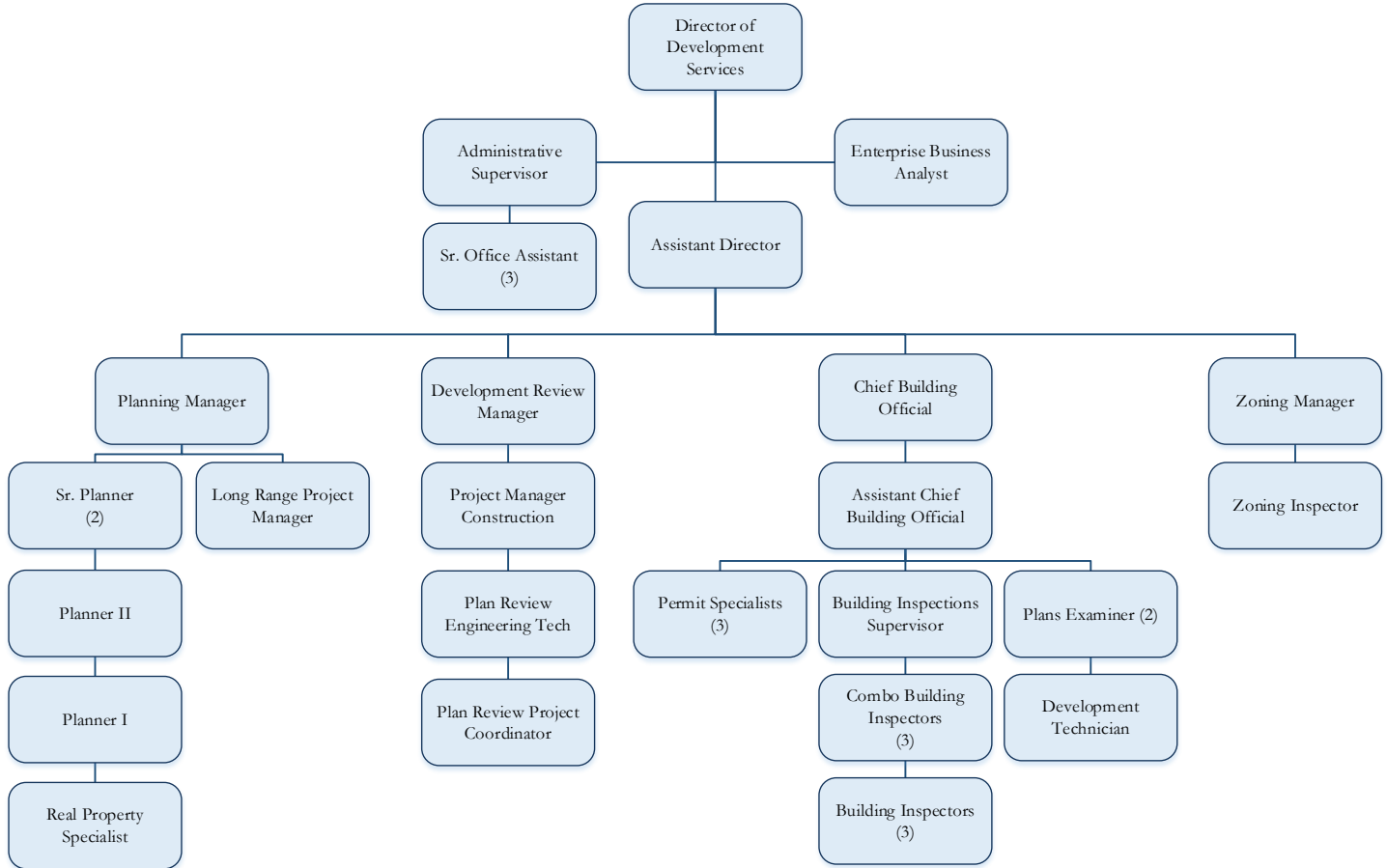
Open House Board for the Vision 2020 Update

Development Services Department

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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.



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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 6,014,004	\$ 6,338,733	\$ 6,338,733	\$ 6,600,540	4%
Revenues					
Licenses & Permits	3,230,192	3,728,732	3,890,788	4,036,612	4%
Charges for Service	821,652	1,170,913	1,252,413	1,199,412	-4%
Investment Earnings	28,591	23,260	18,178	34,603	90% (1)
Other Revenue	992	-	115	-	-100%
Total Revenues	\$ 4,081,427	\$ 4,922,905	\$ 5,161,494	\$ 5,270,627	2%
Expenditures					
Personnel	2,768,293	3,481,808	3,452,008	4,218,058	22% (2)
Services & Other	845,319	1,152,525	1,304,053	925,178	-29% (3)
Supplies	85,878	157,962	72,039	79,871	11%
Capital	-	-	-	2,500,000	100% (4)
Transfers Out	57,208	130,610	71,587	47,520	-34% (5)
Total Expenditures	\$ 3,756,698	\$ 4,922,905	\$ 4,899,687	\$ 7,770,627	59%
Change in Funds Available	\$ 324,729	\$ -	\$ 261,807	\$ (2,500,000)	>-500% (6)
Ending Fund Balance	\$ 6,338,733	\$ 6,338,733	\$ 6,600,540	\$ 4,100,540	-38%
Reserves & Internal Designations					
Revenue Stabilization Reserve		6,338,733	6,600,540	4,100,540	
Total Reserves & Internal Designations		\$ 6,338,733	\$ 6,600,540	\$ 4,100,540	
Unobligated Fund Balance	\$ 6,338,733	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

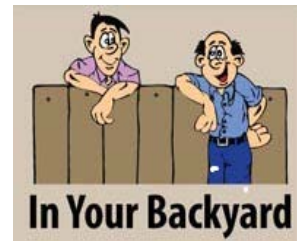
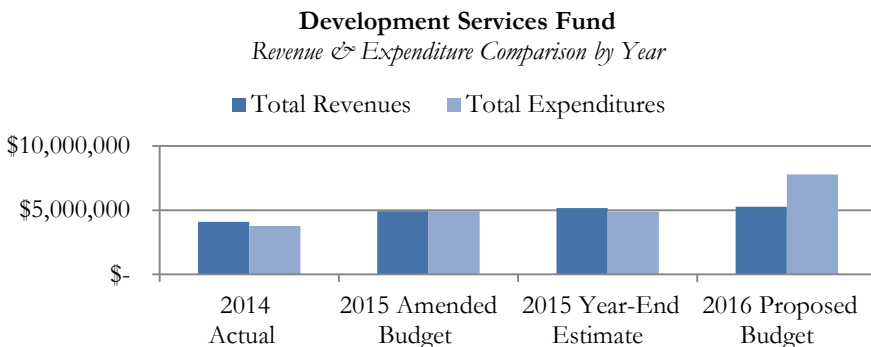
Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Investment Earnings generally fluctuate with interest rates and fund balance
- (2) Personnel increases as 8 staff members are added in the 2015 to maintain levels of service within Development Services
- (3) Services & Other increases to accommodate new staff expenditures for items such as training and phone service
- (4) Capital increases so Development Services can explore relocation options in the Downtown area
- (5) Transfers Out decrease due to a one time vehicle purchase in 2015 which does not occur in 2016
- (6) Change in funds available decrease as new positions are added to maintain levels of service in Development Services; this will continue to be monitored and if unknown development does not materialize in outgoing years then expenditures will be reduced



In Your Backyard, ([click here](#)) is an online publication designed to keep the Castle Rock community informed about development activity

Public Works

CRgov.com/publicworks

The Public Works 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 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.

Public Works Department 2016 Budget Initiatives:

The Public Works Department proposed 2016 budget includes a 36% decrease from the 2015 year-end estimate. The decrease is primarily due to a reduction in capital expenditures because the North Meadows Extension project is planned to be complete in June 2016.

The 2016 Transportation Fund budget request is about 5% higher than the 2015 year-end estimate, which is primarily due to increases in the Pavement Maintenance Program (PMP) and the number of capital projects. Expenditures for the PMP in the Transportation Fund are 15% higher than 2015 due to an overall increase in construction market costs and scope increases to meet program goals. 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 goals (Average Overall Condition Index (OCI) = 70 for low volume streets, and OCI = 75 for high volume streets) for streets to be maintained at and the maintenance treatments needed to maintain these goals are more substantial in nature compared to previous years. The primary area of focus in 2016 is referred to as the “North PMP” area, which in general includes Castle Oaks, Cobble Stone, Mahar Ranch and Diamond Ridge subdivisions. This area had actual street OCI ratings drop from an average rating of 75 in the winter of 2013 to 62 in the spring of 2015. This is the result of a harsh winter with extreme freezes and warm ups (40 to 50 degree change in 48 hours or less) and a very wet spring in 2015. The maintenance treatments necessary to bring these streets in line with current OCI goals involves a larger amount of reconstruction compared to the original planned mill and overlay treatment type. An increase is also needed in the amount of mill and overlay treatment type compared to the originally planned slurry seal treatment to meet program OCI goals.

The Transportation Fund has additional increase in costs for bridge maintenance, engineering services, and repair and maintenance for signals and lights. Capital expenditures are 38% higher than 2015 due to significant capital projects planned for the Transportation Fund, which include \$496,000 for improvements to downtown crosswalks and alleyways, \$160,000 for improvements at Sunset Drive, \$200,000 to update the Transportation Master Plan, and \$860,000 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 2016 Transportation Fund Capital budget request is 60% lower than the 2015 year-end estimate. In past years, the North Meadows Extension project was the only project in this fund and the project is planned to be completed in June, 2016. Growth related projects include \$3.05 million for improvements to the Plum Creek Parkway & Perry Street and Plum Creek Parkway & Wilcox Street intersections and \$1.5 million for the initial design and planning costs of the Crystal Valley Parkway & I-25 interchange, which is funded by past developer contributions. Also included in the Transportation Capital Fund budget is the repayment of \$1 million of a 2014 interfund loan from the Water Fund that assisted in constructing the North Meadows Extension project.

The Fleet fund expenditure budget is 4% higher than the 2015 year-end estimate. This is primarily due to an increase in costs associated with scheduled vehicle replacements and vehicle additions. The department is scheduled to purchase 40 vehicles and/or pieces of equipment at a total estimated cost of \$2.7 million. There are seven new vehicle additions associated with new positions in the Police and Fire departments with an estimated total cost of \$370,000. The remaining 33 vehicles and/or pieces of equipment being replaced have an average age of about 12 years and are at the recommended end of year life cycles recommended by industry standards such as the American Public Works



North Meadows Extension in progress

Public Works

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Association (APWA). Some key vehicles scheduled for purchase in 2016 include eight police patrol vehicles, an ambulance, a Quint, and two street sweepers. Additional information regarding vehicle purchases can be obtained in the Five-Year Capital Improvement Program section [here](#). The Fleet Fund is also planning to upgrade their fleet management software that was originally purchased in 2006. The new software is estimated to cost \$110,000 and will include improvements to asset management, parts management, and technician availability.

Performance Objectives and Measurable Outcomes:

Additional details regarding Public Works level of service programs can be obtained in the Public Works annual report [here](#).

Long-Term Organization Vision	Department Objectives	2014 Outcome Attained	2015 YTD Outcome	2016 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	75	75	75
	Overall Condition Index (OCI) - Secondary Streets	75	75	70
	Assess Potholes within 48 hours	80%	90%	100%
	Snow and Ice Control Program - keep the streets passable and in safe condition during adverse 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 deared 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 times per year
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	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	1	0.9	1
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	98%	98%	95%

Public Works

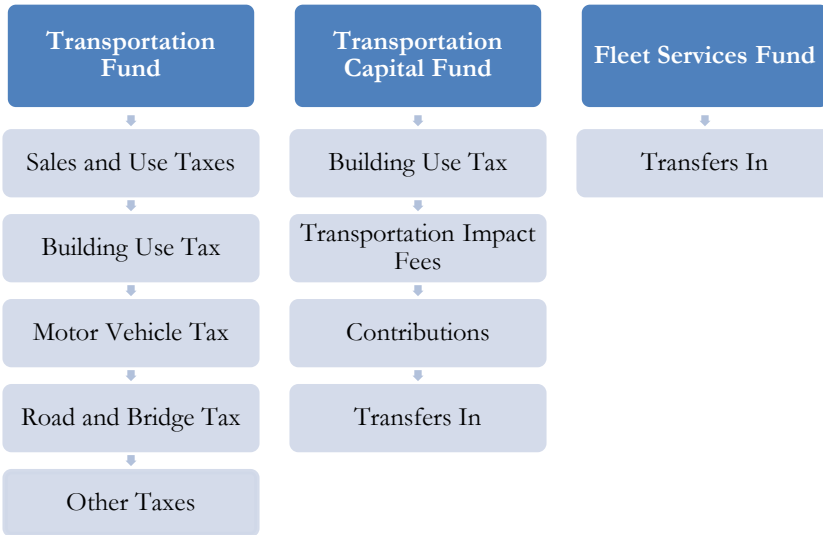
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Public Works Department Consolidated Financial Information
Bob Goebel, Public Works Director – 4175 N. Castleton Court, Castle Rock, CO 80104

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Transportation Fund	\$ 21,331,322	\$ 20,215,445	\$ 19,151,891	\$ 20,047,817	5%
Transportation Capital Projects Fund	28,326,369	49,190,230	39,706,126	16,075,216	-60%
Fleet Services Fund	2,665,191	3,753,029	3,689,485	3,835,593	4%
TOTAL	\$ 52,322,882	\$ 73,158,704	\$ 62,547,502	\$ 39,958,626	-36%
<u>Expenditures by Fund and Function</u>					
Transportation Fund					
Personnel	\$ 3,097,854	\$ 3,420,910	\$ 3,346,312	\$ 3,444,880	3%
Supplies	478,737	528,938	567,011	620,594	9%
Services & Other	5,916,355	8,887,177	8,890,242	9,989,855	12%
Capital	353,332	1,738,678	1,708,584	2,352,000	38%
Debt & Financing	1,603,013	1,602,075	1,602,075	1,605,763	0%
Transfers Out	9,882,033	4,037,667	3,037,667	2,034,725	-33%
TOTAL FUND	\$ 21,331,324	\$ 20,215,445	\$ 19,151,891	\$ 20,047,817	5%
Transportation Capital Projects Fund					
Personnel	\$ 73,592	\$ 112,759	\$ 112,130	\$ 117,153	4%
Supplies	-	-	-	-	0%
Services & Other	11,243	27,680	27,680	-	-100%
Capital	27,369,446	36,553,003	27,069,228	14,033,775	-48%
Debt & Financing	872,088	871,788	872,088	871,788	0%
Transfers Out	-	11,625,000	11,625,000	1,052,500	-91%
TOTAL FUND	\$ 28,326,369	\$ 49,190,230	\$ 39,706,126	\$ 16,075,216	-60%
Fleet Services Fund					
Personnel	\$ 427,278	\$ 459,477	\$ 461,146	\$ 490,454	6%
Supplies	247,028	270,500	266,338	275,843	4%
Services & Other	141,077	166,852	157,866	158,641	0%
Capital	1,839,385	2,841,292	2,789,227	2,899,288	4%
Debt & Financing	-	-	-	-	0%
Transfers Out	10,423	14,908	14,908	11,367	-24%
TOTAL FUND	\$ 2,665,191	\$ 3,753,029	\$ 3,689,485	\$ 3,835,593	4%
<u>Employees - FTE</u>					
Transportation Fund	35.45	36.45	36.45	36.45	0%
Transportation Capital Fund	1.00	1.00	1.00	1.00	0%
Fleet Services Fund	6.00	6.00	6.00	6.00	0%
Total Department FTE's	42.45	43.45	43.45	43.45	0%

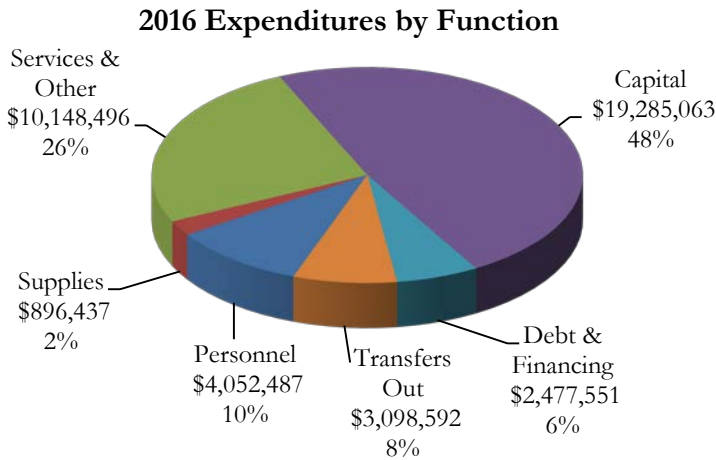
Public Works

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Money comes from...



Money goes to...



Future Strategic Planning:

The Transportation Fund includes plans to continue improvements to the Town’s traffic signal system in 2017 which was recommended by the comprehensive system analysis completed in 2014. Program costs of \$600,000 in 2017 include improvements to the communications infrastructure to provide for the ability to take over the operations and maintenance of CDOT owned signals. An additional \$230,000 is planned to be spent in 2018 on projects identified based upon historical trends, judgement, and locations identified by engineering evaluations.

In 2017, the Transportation Fund includes plans to reconstruct concrete pavement within the stretch of Meadows Parkway between Prairie Hawk Drive and US85. Grant funding from the Denver Regional Council of Governments (DRCOG) has been approved to fund 80% of the estimated \$1,667,000 cost of the project.

Growth related projects in 2017 for the Transportation Capital Fund include \$355,000 for the design of improvements to Founders Parkway (SH86) and Allen Way and \$150,000 for the design of an expansion to the Service Center Building. Expansion of the Service Center is needed based on recommendations provided in the Town’s Facilities Maser Plan document that was completed in 2014. Current space allocations are inadequate and do not allow for the current and future addition of employees needed to maintain levels of service. Existing space requires sharing of single office spaces by a few employees as well as a temporary modular unit that is overcrowded. Based

Public Works

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on current projections for new roadways and vehicles being added to the Town’s asset inventory over the next three to five years, two to three additional employees are projected in this same time period to maintain current service levels. To assist with maintaining vehicle maintenance on larger Fire Department apparatus, additional facility space and equipment will be included within the Service Center expansion project.

Projects planned in 2018 include \$1.35 million for the construction of the Service Center expansion, \$337,000 for right of way acquisition for improvements to Founders Parkway (SH86) and Allen Way, \$650,000 design of improvements at Founders Parkway (SH86) and Crowfoot Valley Road and \$2.3 million from past developer contributions for further project costs associated with the Crystal Valley Parkway interchange at I-25. At present, the timing of construction of the Crystal Valley Parkway interchange is unknown until further engineering studies have been completed and cost estimates have been obtained. Efforts for this project are focused on the possibility of phasing construction. In addition, the Public Works Department will work with partners such as CDOT, Douglas County, and developers to assist in funding the construction of this project.

The following table summarizes the planned vehicle purchases within the Fleet Fund for 2017 and 2018:

	2017	2018
Number of Vehides and Equipment	51	36
Estimated Cost	\$ 4,668,065	\$ 3,805,602

10 Things to Know About the Public Works Department:

1. The department maintains approximately 613 lane-miles of streets.
2. The Transportation Planning & Traffic Engineering Division operates and maintains 31 Town owned traffic signals and 50 flashing school and pedestrian beacons. The remaining signals located around Town are operated and maintained by CDOT.
3. There are approximately 12,000 signs along Town streets
4. The Town operates and maintains 491 streetlights. IREA owns and operates the majority of streetlights with the Town paying fixed fees.
5. The department applies and maintains approximately 3,000 pavement symbols (arrows, stop bars, crosswalks, railroad symbols).
6. There are over 1,450,000 linear feet of pavement markings on Town streets.
7. The Fleet Division manages about 328 vehicles and 45 pieces of equipment (mowers, generators, etc.).
8. The Town fleet includes 15 clean diesels and 42 flex fuel vehicles.
9. The department administers the Town’s Taxi Voucher program which currently averages about 200 rides per month.
10. There are 47 full-time staff and one part-time employee performing work for the Public Works Department.

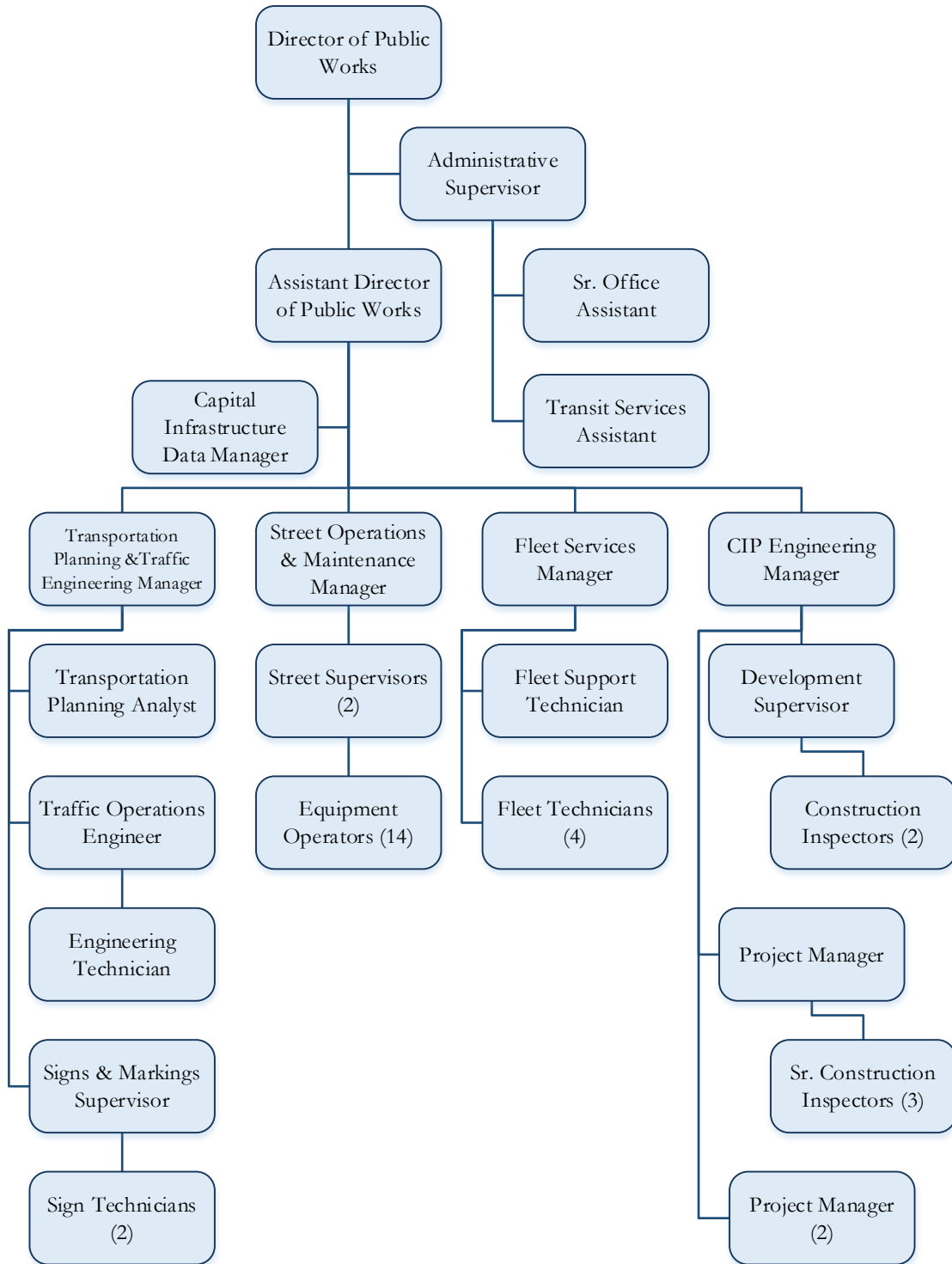


Public Works

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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.



Transportation Fund Summary by Category

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, 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. The Public Works Department manages the Transportation Fund.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 8,151,995	\$ 4,459,326	\$ 4,459,326	\$ 3,302,203	-26%
Revenues					
Taxes	14,517,249	15,170,974	14,905,037	15,709,102	5%
Intergovernmental	2,945,407	2,894,983	2,894,983	3,141,507	9% (1)
Charges for Service	7,775	-	7,552	3,000	-60%
Investment Earnings	44,012	13,780	17,205	11,524	-33%
Contributions & Donations	105,551	160,000	160,000	127,000	-21% (2)
Other Revenue	18,661	3,000	9,991	1,200	-88%
Total Revenues	\$ 17,638,655	\$ 18,242,737	\$ 17,994,768	\$ 18,993,333	6%
Expenditures					
Personnel	3,097,854	3,420,910	3,346,312	3,444,880	3%
Services & Other	5,916,355	8,887,177	8,890,242	9,989,855	12% (3)
Supplies	478,737	528,938	567,011	620,594	9%
Capital	353,332	1,738,678	1,708,584	2,352,000	38% (4)
Debt & Financing	1,603,013	1,602,075	1,602,075	1,605,763	0%
Transfers Out	9,882,033	4,037,667	3,037,667	2,034,725	-33% (5)
Total Expenditures	\$ 21,331,324	\$ 20,215,445	\$ 19,151,891	\$ 20,047,817	5%
Change in Funds Available	\$ (3,692,669)	\$ (1,972,708)	\$ (1,157,123)	\$ (1,054,484)	9%
Ending Fund Balance	\$ 4,459,326	\$ 2,486,618	\$ 3,302,203	\$ 2,247,719	-32%
Reserves & Internal Designations					
Revenue Stabilization Reserve		205,364	205,364	215,632	
Capital Reserve		1,629,227	1,629,227	1,629,227	
Total Reserves & Internal Designations		\$ 1,834,591	\$ 1,834,591	\$ 1,844,859	
Unobligated Fund Balance	\$ 4,459,326	\$ 652,027	\$ 1,467,612	\$ 402,860	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Increase due to \$202,000 federal grant to assist with the Downtown Alleyway project
- (2) Contributions vary due to timing of capital projects
- (3) Pavement maintenance program increase to \$6.965 million from \$6.06 million due to increase in scope and cost of materials
- (4) Additional significant capital projects include an update to the Transportation Master Plan, Downtown Crosswalks, Sunset Drive Improvements, Downtown Alleyways, and two traffic signals
- (5) Reduction due to one-time transfer in 2015 to the Transportation Capital Fund in support of the North Meadows Extension Project

Transportation Capital Projects Fund Summary by Category

The Transportation Capital Projects Fund 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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 39,343,939	\$ 39,717,855	\$ 39,717,855	\$ 8,226,201	-79%
Revenues					
Taxes	1,375,846	1,391,456	1,428,974	1,555,807	9%
Investment Earnings	108,542	147,858	105,870	1,839	-98% (1)
Impact Fees	2,188,142	2,199,850	2,612,710	2,852,990	9%
Contributions & Donations	1,009,083	2,791,000	2,066,868	3,601,382	74% (2)
Transfers In	24,018,668	3,000,000	2,000,000	1,000,000	-50% (3)
Other Revenue	4	-	50	-	-100%
Total Revenues	\$ 28,700,285	\$ 9,530,164	\$ 8,214,472	\$ 9,012,018	10%
Expenditures					
Personnel	73,592	112,759	112,130	117,153	4%
Services & Other	11,243	27,680	27,680	-	-100% (4)
Capital	27,369,446	36,553,003	27,069,228	14,033,775	-48% (5)
Debt & Financing	872,088	871,788	872,088	871,788	0%
Interfund Loan	-	11,435,000	11,435,000	1,052,500	-91% (6)
Transfers Out	-	190,000	190,000	-	-100% (7)
Total Expenditures	\$ 28,326,369	\$ 49,190,230	\$ 39,706,126	\$ 16,075,216	-60%
Change in Funds Available	\$ 373,916	\$ (39,660,066)	\$ (31,491,654)	\$ (7,063,198)	78%
Ending Fund Balance	\$ 39,717,855	\$ 57,789	\$ 8,226,201	\$ 1,163,003	-86%
Reserves & Internal Designations					
Committed for Fund Purpose		57,789	8,226,201	1,163,003	
Total Reserves & Internal Designations		\$ 57,789	\$ 8,226,201	\$ 1,163,003	
Unobligated Fund Balance	\$ 39,717,855	\$ -	\$ -	\$ -	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Reduction in interest earnings due to decreased fund balance as a result of the completion of the North Meadows Extension Project

(2) Contributions include \$1.5 million from developers for Crystal Valley Parkway design, and amounts from Douglas County and the Castle Rock Development Company (CRDC) for the North Meadows Extension Project

(3) Transfers in represent a \$1 million one-time transfer from the Transportation Fund to assist with the completion of the North Meadows Extension Project

(4) Reduction in Services and other are due to one-time expenditures for an impact fee study completed in 2015

(5) Changes in capital expenditures represent variability in timing of capital projects

(6) Reduction of Interfund Loan expenditures is due to repayment of the 2014 interfund loan from the Water, Water Resources, and Stormwater Funds

(7) Decrease in Transfers Out is due to one-time purchase of a snow plow in 2015

Fleet Services Fund Summary by Category

The Fleet Fund 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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 1,383,261	\$ 1,868,021	\$ 1,868,021	\$ 1,845,222	-1%
Revenues					
Charges for Service	2,426,391	3,025,676	3,037,507	3,257,727	7%
Investment Earnings	1,269	6,509	2,881	11,064	284%
Transfers In	401,044	465,333	466,298	321,112	-31% (1)
Other Revenue	321,247	169,973	160,000	150,606	-6%
Total Revenues	\$ 3,149,951	\$ 3,667,491	\$ 3,666,686	\$ 3,740,509	2%
Expenditures					
Personnel	427,278	459,477	461,146	490,454	6%
Services & Other	141,077	166,852	157,866	158,641	0%
Supplies	247,028	270,500	266,338	275,843	4%
Capital	1,839,385	2,841,292	2,789,227	2,899,288	4% (2)
Transfers Out	10,423	14,908	14,908	11,367	-24%
Total Expenditures	\$ 2,665,191	\$ 3,753,029	\$ 3,689,485	\$ 3,835,593	4%
Change in Funds Available	\$ 484,760	\$ (85,538)	\$ (22,799)	\$ (95,084)	>500% (3)
Ending Fund Balance	\$ 1,868,021	\$ 1,782,483	\$ 1,845,222	\$ 1,750,138	-5%
Reserves & Internal Designations					
Committed for Fund Purpose		1,782,483	1,845,222	1,750,138	
Total Reserves & Internal Designations		\$ 1,782,483	\$ 1,845,222	\$ 1,750,138	
Unobligated Fund Balance	\$ 1,868,021	\$ -	\$ -	\$ -	

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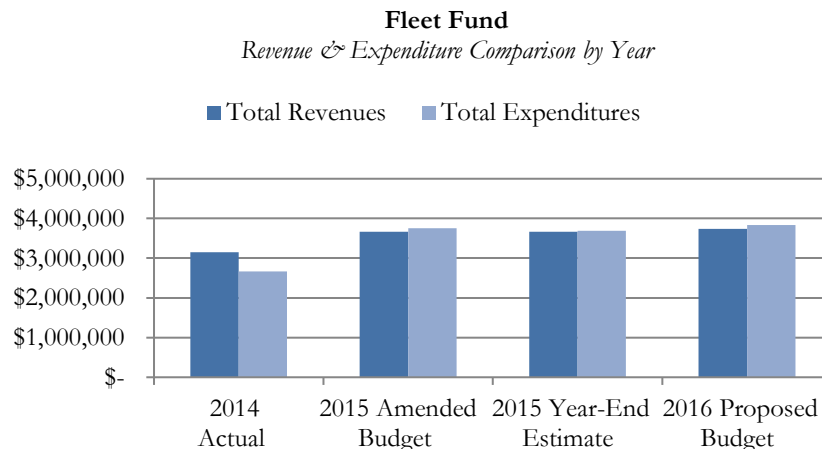
Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Transfers In includes one-time amounts transferred from departments to add new vehicles to the fleet

(2) Capital expenditures include amounts for 33 planned vehicle replacements and 7 vehicle additions as well as \$110,000 for a fleet management software upgrade

(3) Change in funds available is due to variability in timing of vehicle and equipment purchases



Parks and Recreation Department

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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 can be seen below:

- **Vision:** 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.
- **Mission:** 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.

Parks and Recreation Department 2016 Budget Initiatives:

In total, the Parks and Recreation Department has a combined 2016 budget request of \$17,696,781. This is a decrease of 52% as compared to the 2015 year-end estimate. There are no increases to existing rates or fees included in the 2016 budget request for any Parks and Recreation areas. This department consists of five separate areas that are discussed in more detail below.

The General Fund Parks Division has a 2016 budget of \$4,028,545 which represents a 15% decrease from the 2015 year-end estimate. There are number of impacts in this area for 2016 including a reduction of \$987,705 in capital projects that took place in 2015. These projects include the construction of a pedestrian bridge over Wolfensberger Road that connects trails at Philip S. Miller Park and Ridgeline Open Space and the completion of a project that resulted in 2 miles of pathways along Ridge Road, Crowfoot Valley Parkway and Founders Parkway. Due to the completion of the Wolfensberger pedestrian bridge occurring in 2015, there are no planned trail improvements included in the 2016 budget request. This division also includes a reorganization that will help provide greater oversight and management of the many Town park sites. Other additions to the 2016 budget include \$5,000 for printing trail maps and costs totaling \$30,780 for the implementation of Cartegraph software which will streamline operations by enabling management of assets in direct tandem with the work, resources and requests coming in.



Adventure Playground at Philip S. Miller Park

The Conservation Trust Fund is budgeted to be 61% lower than the 2015 year-end estimate with a total budget request of \$870,500 for 2016. This budget reduction is due to a reduction of a one-time transfer related to the construction of additional amenities (core plaza, splash pad, amphitheater and mill house) at Philip S. Miller Park that took place in 2015. This fund includes expenditures for annual park improvements totaling \$741,000 and park safety improvements out totaling \$129,500. These funds will be used to add dugout covers and replace hockey boards at Metzler Ranch Park; Butterfield Park core plaza, playground, tennis court and pavilion improvements; replenishment of Fibar mulch at Town playgrounds; irrigation system improvements; park fixtures and other equipment replacement.

The Parks and Recreation Capital Fund include a 2016 budget request of \$1,628,963, a decrease of 86% as compared to the 2015 year-end estimate. This substantial budget reduction is primarily due to the completion of Philip S. Miller Park construction in 2014-2015. A total of \$175,000 is budgeted for capital expenditures including the purchase of a sweeper, installation of an LED sign and other signage at Philip S. Miller Park and sidewalk connections to parking lots at Philip S. Miller Park. This fund also includes total debt service of \$1,453,963 in 2016 for the 2013 Certificates of Participation and repayment of interfund loans.

Parks and Recreation Department

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Parks and Recreation Department 2016 Budget Initiatives (continued):

The 2016 budget request for the Golf Course Fund is 54% lower than the 2015 year-end estimate, totaling \$3,965,541. There are no rate increases for 2016 included for Red Hawk Ridge Golf Course at this time. The Golf Course is planning to refinance existing bonds in 2015 including financing an additional \$800,000 for capital improvements. The primary reason for the decrease in the 2016 budget request is related to the bond refinancing process that is anticipated to occur in 2015. In 2016, \$650,000 is budgeted for improvements including the addition of permanent restrooms on the course at holes 4 and 16 changing cart paths from soft surface to concrete, practice facility improvements and clubhouse updates. Additionally, an Assistant Food and Beverage Manager is budgeted for 2016. This position is budgeted at a total of \$69,687 (including salary and benefits) and will be responsible for back of the house operations as well as assisting the Food and Beverage Manager with all aspects of the operation including hiring, scheduling, ordering, receiving, budgeting, accounting and growing the business during the winter months. Funds requested in 2016 also include entering into a lease for golf maintenance equipment including a fairway unit, a utility vehicle, a sprayer, a rough unit, a greens aerator, tee mowers and a roller. The lease is estimated for a five year term and will cost approximately \$68,000 per year during this term. Lastly, the requested budget for the Golf Course Fund includes an additional \$20,000 for the annual payment of the reservation and point of sale system.

The Community Center Fund has a 2016 budget request of \$7,203,232, representing a 21% decrease from the 2015 year-end estimate. The main reason for this decrease is a one time transfer out to the Parks and Recreation Capital Fund in 2015 that will not recur in 2016. Personnel costs in this fund are increasing by 16% for several reasons including the transition to an in-house custodial service, funding for half of a Special Events Specialist position and additional funding for a position that was previously shared with the Parks General Fund division that will be paid entirely in the Community Center Fund moving forward. Combined with anticipated salary increases, the total increase in personnel is projected to be \$490,004 over the 2015 year-end estimate. Additionally, several capital projects are planned for the upcoming year including the purchase, rather than lease, of replacement cardio equipment, surface protectant for the pool at Butterfield Park, extending the roof over a balcony at the Recreation Center, pool repairs at Butterfield Park and elevator repair.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objective</i>	<i>2014 Outcome Attained</i>	<i>2015 YTD Outcome</i>	<i>2016 Goal</i>
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	Achieved 10.5% increase from 2014	5%
	Parks Operations and Planning to provide and maintain 8-acres of developed parks per 1,000 population	5 acres/1,000 developed for active parks	5.8 Acres/1,000 developed parks	5 acres/1,000 developed for active parks

Parks and Recreation Department

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Performance Objectives and Measurable Outcomes (continued):

Long-Term Organization Vision	Department Objective	2014 Outcome Attained	2015 YTD Outcome	2016 Goal
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation	Parks Operations and Planning to connect 80% of the neighborhoods, schools and parks with trails throughout the community	10% Increase in Trails	Connected Founders Pkwy along Ridge Road and Maher Ranch and Diamond Ridge	Continues to be a work in progress
	Parks Operations and Planning to create a buffer around 80% of the Town and purchase priority open space as opportunities arise	No open space purchase at this time	60 acres acquired from Douglas County near Happy Canyon	No open space purchase at this time
	Parks Operations and Planning to provide services with an above average satisfaction level 90% of the time	Achieved	Achieved	90%

Parks and Recreation Department Consolidated Financial Information

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

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
General Fund	\$ 4,742,720	\$ 4,374,638	\$ 4,712,979	\$ 4,028,545	-15%
Conservation Trust Fund	1,506,666	2,421,272	2,237,330	870,500	-61%
Parks & Recreation Capital Fund	18,195,483	11,333,224	11,719,808	1,628,963	-86%
Golf Course Fund	2,612,972	3,248,953	8,560,778	3,965,541	-54%
Community Center Fund	5,161,911	9,163,409	9,537,892	7,203,232	-24%
TOTAL	\$ 32,219,753	\$ 30,541,496	\$ 36,768,787	\$ 17,696,781	-52%

Expenditures by Fund and Function

General Fund

Personnel	\$ 1,880,390	\$ 2,214,829	\$ 1,978,443	\$ 2,163,087	9%
Supplies	280,784	350,334	320,895	357,823	12%
Services & Other	1,053,368	1,441,709	1,233,111	1,303,768	6%
Capital	1,279,586	174,941	987,705	-	-100%
Transfers Out	248,593	192,825	192,825	203,867	6%
TOTAL FUND	\$ 4,742,720	\$ 4,374,638	\$ 4,712,979	\$ 4,028,545	-15%

Conservation Trust Fund

Supplies	\$ 30,333	\$ -	\$ 80,000	\$ -	-100%
Services & Other	45,510	3,965	70,000	-	-100%
Capital	212,341	198,825	51,330	870,500	>500%
Transfers Out	1,218,482	2,218,482	2,036,000	-	-100%
TOTAL FUND	\$ 1,506,666	\$ 2,421,272	\$ 2,237,330	\$ 870,500	-61%

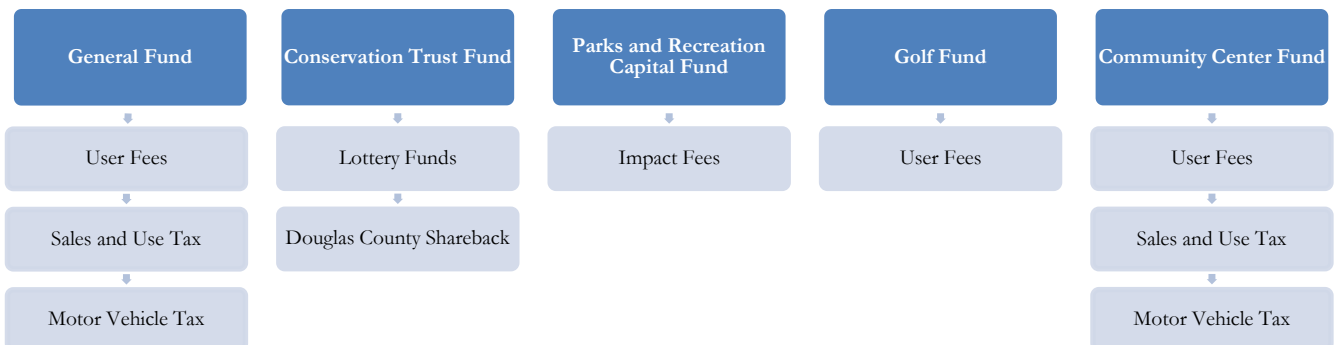
Parks and Recreation Department

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Parks and Recreation Department Consolidated Financial Information (continued)

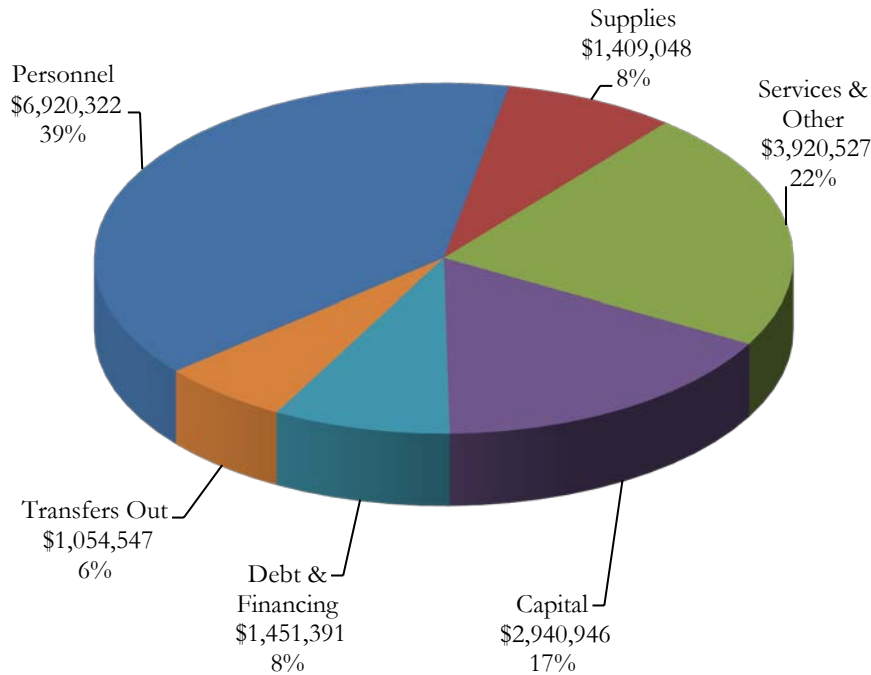
	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Parks & Recreation Capital Fund					
Services & Other	\$ 11,819	\$ 28,839	\$ 28,839	\$ -	-100%
Capital	15,806,201	8,893,747	9,293,747	175,000	-98%
Debt & Financing	710,463	708,763	708,763	711,963	0%
Transfers Out	1,667,000	1,701,875	1,688,459	742,000	-56%
TOTAL FUND	\$ 18,195,483	\$ 11,333,224	\$ 11,719,808	\$ 1,628,963	-86%
Golf Course Fund					
Personnel	\$ 1,066,282	\$ 1,117,273	\$ 1,186,921	\$ 1,147,941	-3%
Supplies	509,646	503,266	502,539	549,951	9%
Services & Other	442,363	636,461	599,371	626,058	4%
Capital	30,189	350,000	340,123	953,446	180%
Debt & Financing	545,351	622,263	5,340,664	677,632	-87%
Transfers Out	19,140	19,690	591,160	10,513	-98%
TOTAL FUND	\$ 2,612,972	\$ 3,248,953	\$ 8,560,778	\$ 3,965,541	-54%
Community Center Fund					
Personnel	\$ 2,586,827	\$ 3,117,662	\$ 3,119,290	\$ 3,609,294	16%
Supplies	604,556	465,261	477,122	501,274	5%
Services & Other	1,619,726	1,876,500	1,948,693	1,990,701	2%
Capital	215,485	1,050,042	1,338,843	942,000	-30%
Debt & Financing	41,256	41,426	41,426	61,796	49%
Transfers Out	94,061	2,612,518	2,612,518	98,167	-96%
TOTAL FUND	\$ 5,161,911	\$ 9,163,409	\$ 9,537,892	\$ 7,203,232	-24%
Employees - FTE					
General Fund	21.53	22.53	22.53	21.78	-3%
Golf Fund	8.30	8.30	8.30	9.30	12%
Community Center Fund	26.27	27.27	27.27	28.52	5%
Total Department FTE's	56.10	58.10	58.10	59.60	3%

Money Comes From....



Money goes to...

2016 Expenditures by Function



Future Strategic Planning:

The planning period for 2017 – 2018 includes the following initiatives for the Parks and Recreation Department:

- The General Fund Parks Division has funds for Annual Trail improvements in 2017 and 2018 that will be used towards East Plum Creek Trail heading south towards Crystal Valley Ranch. Otherwise, no significant changes are included for this area over the next two planning years
- The Conservation Trust Fund includes an estimated \$500,000 per year in Open Space Shareback revenue from Douglas County in upcoming years. For 2017, expenditures are projected to include the purchase of a shed and a utility cart for Paintbrush Park for \$30,000; and park improvements totaling \$74,500 that will include Fibar mulch replenishment at playground sites, irrigation system improvements/repairs, tree removal/replacement and other equipment replacement. In 2018, planned expenditures include Mitchell Gulch Park playground equipment replacement (\$150,000) and other park improvements totaling \$44,500 that will continue irrigation system improvements/repair, tree removal/replacement and other equipment replacement.
- Planning for the Parks and Recreation Capital Fund includes the design for a new neighborhood park in 2017 for \$200,000 with construction in 2018 at an estimated \$2M for the project. Debt service payments continue in outgoing years to pay interfund loan payments and the 2013 Certificates of Participation.
- The Golf Course Fund planning includes continuation of capital improvements to the course in 2017 such as adding concrete cart paths and renovating sand traps throughout the course. Equipment replacement will also continue in 2017 and 2018 to ensure that all mowers and course maintenance equipment will maintain functionality in order to maintain adequate levels of service.
- In 2017, the Community Center Fund includes \$75,000 for the replacement of free weight equipment and \$115,000 for gymnasium improvements including ceiling replacement and resurfacing the floor. For 2018, planning includes an estimated \$65,000 to apply a protective coating to the lap pool at the Community Center.

Parks and Recreation Department

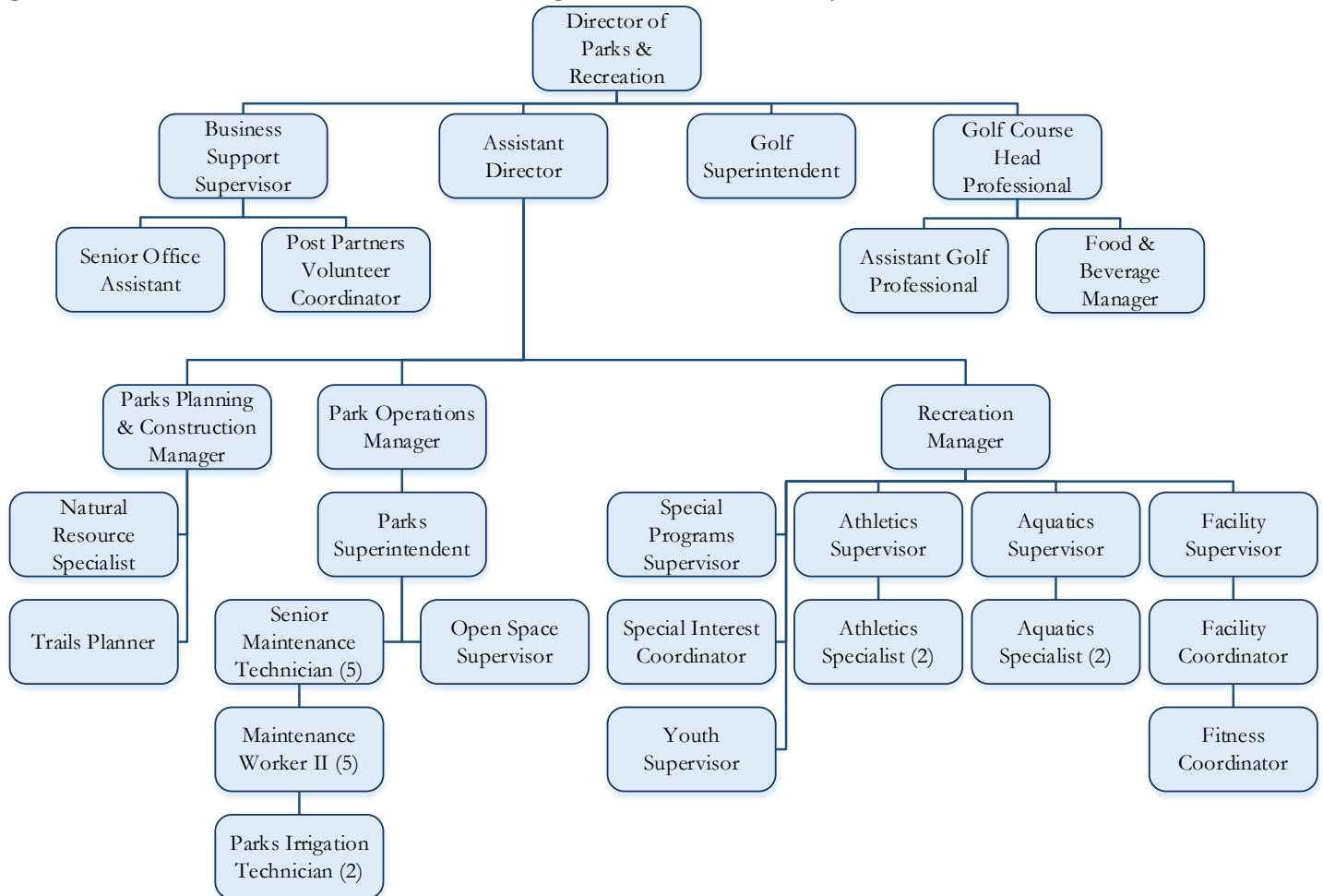
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10 Things to Know About the Parks and Recreation Department:

1. Since opening the MAC in October 2014, more than 40,000 people have rented the indoor turf fields for indoor soccer (32%), toddler activities (26%), fitness (18%), birthday parties (6%), lacrosse (6%), baseball/softball (6%), fencing (2%) and staff use (2%).
2. The MAC has hosted 700 birthday parties between October 2014 and August 2015.
3. Wednesday is the busiest day of the week at the MAC with slightly more than 1,300 people entering the building on that day.
4. For the first half of 2015, more than 37,000 people visited the Recreation Center on an average monthly basis. Wednesdays are also the busiest day of the week at the Recreation Center, with more than 1,400 people on an average daily basis. Seniors make up 23% of attendance at the Recreation Center.
5. The Special Needs Program now offers 36 different trips per year.
6. The Fitness Division now offers 30 more classes with the new addition of the Fitness Garage and the Mind and Body Studio at the Recreation Center for a total of 120 classes per month.
7. There has been an average of more than 22,000 people on the Challenge Hill each month for the first six months of 2015.
8. The parks maintenance division sharpens and changes over 500 mower blades a mow season. They also use approximately 6,000 feet of string trimmer line a season, which is over a mile of string.
9. Parks maintenance picks up and accumulates over 60 cubic yards of trash a week, which is nearly three of the rollaway dumpsters totally compacted per week.
10. A total of 1,250 gallons of field striping paint is used during a year, which is just short of nine miles of painted lines of different sizes and shapes for a variety of athletic fields throughout the town.

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.



Conservation Trust Fund Summary by Category

The Conservation Trust Fund 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.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 1,109,606	\$ 1,124,314	\$ 1,124,314	\$ 229,970	-80%
Revenues					
Licenses & Permits	115,515	110,000	110,000	110,000	0%
Intergovernmental	1,401,612	1,249,363	1,229,892	913,363	-26% (1)
Investment Earnings	4,238	4,274	3,094	1,096	-65% (2)
Other Revenue	9	-	-	-	0%
Total Revenues	\$ 1,521,374	\$ 1,363,637	\$ 1,342,986	\$ 1,024,459	-24%
Expenditures					
Services & Other	45,510	3,965	70,000	-	-100% (3)
Supplies	30,333	-	80,000	-	-100% (3)
Capital	212,341	198,825	51,330	870,500	>500% (4)
Transfers Out	1,218,482	2,218,482	2,036,000	-	-100% (5)
Total Expenditures	\$ 1,506,666	\$ 2,421,272	\$ 2,237,330	\$ 870,500	-61%
Change in Funds Available	\$ 14,708	\$ (1,057,635)	\$ (894,344)	\$ 153,959	117% (6)
Ending Fund Balance	\$ 1,124,314	\$ 66,679	\$ 229,970	\$ 383,929	67%
Reserves & Internal Designations					
Committed for Fund Purpose		66,679	229,970	383,929	
Total Reserves & Internal Designations		\$ 66,679	\$ 229,970	\$ 383,929	
Unobligated Fund Balance	\$ 1,124,314	\$ -	\$ -	\$ -	

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Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Intergovernmental revenue decreases due to a lower amount of Douglas County Shareback funds requested in 2016

(2) Investment earnings generally fluctuate with interest rates and fund balance

(3) Changes in these line items vary annually. All funds are budgeted in the capital category, but may actually be incurred in other categories based on the actual items that are purchased.

(4) Capital projects for 2016 include replenishing playground Fibar mulch at Town parks, irrigation system upgrades/repairs, tree removal/replacement, turf field repair at Metzler Park, equipment, signage, Metzler Park dugout covers and hockey boards replacement, and Butterfield Park improvements

(5) One time transfers to the Parks & Recreation Capital Fund totaling \$2,036,000 occurred as a contribution for construction of amenities at Philip S. Miller Park.. Transfers out decrease due to no planned transfers from Conservation Trust Fund to Parks & Recreation Capital or the Parks General Fund area in 2016.

(6) The primary reason for the change in funds available is due to no transfers out in 2016. Transfers out in 2015 are described in (5) above

Parks & Recreation Capital Fund Summary by Category

The Parks & 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 Parks & Recreation Capital Fund is managed by the Parks and Recreation Department.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 16,205,387	\$ 1,859,262	\$ 1,859,262	\$ 414,060	-78%
Revenues					
Intergovernmental	-	250,000	250,000	-	-100% (1)
Investment Earnings	25,779	4,370	9,551	10,136	6% (2)
Impact Fees	2,340,112	1,985,200	2,439,055	2,694,620	10% (3)
Contributions & Donations	320,000	520,000	40,000	20,000	-50% (4)
Transfers In	1,163,467	7,536,000	7,536,000	-	-100% (4)
Total Revenues	\$ 3,849,358	\$ 10,295,570	\$ 10,274,606	\$ 2,724,756	-73%
Expenditures					
Services & Other	11,819	28,839	28,839	-	-100% (5)
Capital	15,806,201	9,293,747	9,293,747	175,000	-98% (6)
Debt & Financing	710,463	708,763	708,763	711,963	0%
Interfund Loan	455,000	1,701,875	1,688,459	742,000	-56% (7)
Transfers Out	1,212,000	-	-	-	0%
Total Expenditures	\$ 18,195,483	\$ 11,733,224	\$ 11,719,808	\$ 1,628,963	-86%
Change in Funds Available	\$ (14,346,125)	\$ (1,437,654)	\$ (1,445,202)	\$ 1,095,793	176% (8)
Ending Fund Balance	\$ 1,859,262	\$ 421,608	\$ 414,060	\$ 1,509,853	265%
Reserves & Internal Designations					
Committed for Fund Balance		421,608	414,060	1,509,853	
Total Reserves & Internal Designations		\$ 421,608	\$ 414,060	\$ 1,509,853	
Unobligated Fund Balance	\$ 1,859,262	\$ -	\$ -	\$ -	

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Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Intergovernmental revenues decrease due to receiving one-time grant funds from Great Outdoors Colorado in 2015
- (2) Investment earnings generally fluctuate with interest rates and fund balance
- (3) Impact fee revenue is based on 700 new single family and 316 multi-family homes projected in 2016
- (4) Revenues decrease due to one time funding received in 2015 related to the construction of additional amenities at Philip S. Miller Park that will not recur in 2016
- (5) Expenditures in 2015 were allocated for space study considerations and will not occur in 2016
- (6) Capital expenditures decrease due to completion of additional amenities at Philip S. Miller Park in 2015. Capital expenditures for 2016 include a sweeper, the addition of an LED sign at Philip S. Miller Park and parking lot improvements
- (7) Interfund loan payments decrease in 2016 due to the payoff of two loans in 2015; the 2016 budget includes funding for interfund loan payments to the General and Community Center Funds related to construction at Philip S. Miller Park
- (8) The change in funds available is primarily related to one time revenue and expenditures for additional amenities at Philip S. Miller Park in 2015, which will not recur in 2016

Golf Course Fund Summary by Category

The Golf Course Fund 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 Course Fund and associated activities is managed by the Parks and Recreation Department.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 1,685,172	\$ 1,928,462	\$ 1,928,462	\$ 2,021,731	5%
Revenues					
Charges for Service	2,770,713	2,834,879	2,775,420	2,859,877	3%
Investment Earnings	2,875	7,121	3,000	11,529	284%
Transfers In	80,000	80,000	80,000	80,000	0%
Debt & Financing Revenue	-	5,805,000	5,795,123	303,446	-95% (1)
Other Revenue	2,674	-	504	-	-100%
Total Revenues	\$ 2,856,262	\$ 8,727,000	\$ 8,654,047	\$ 3,254,852	-62%
Expenditures					
Personnel	1,066,283	1,142,273	1,186,921	1,147,941	-3%
Services & Other	442,363	636,461	599,371	626,058	4%
Supplies	509,646	503,266	502,539	549,951	9%
Capital	30,189	350,000	340,123	953,446	180% (2)
Debt & Financing	545,351	5,340,770	5,340,664	677,632	-87% (3)
Interfund Loan	16,397	16,397	587,867	7,825	-99% (3)
Transfers Out	2,743	574,768	3,293	2,688	-18%
Total Expenditures	\$ 2,612,972	\$ 8,563,935	\$ 8,560,778	\$ 3,965,541	-54%
Change in Funds Available	\$ 243,290	\$ 163,065	\$ 93,269	\$ (710,689)	862% (4)
Ending Fund Balance	\$ 1,928,462	\$ 2,091,527	\$ 2,021,731	\$ 1,311,042	-35%
Reserves & Internal Designations					
Revenue Stabilization Reserve		200,000	200,000	200,000	
Capital Reserve		800,000	800,000	150,000	
Debt Service Reserve		521,665	521,665	521,665	
Total Reserves & Internal Designations		\$ 1,521,665	\$ 1,521,665	\$ 871,665	
Unobligated Fund Balance	\$ 1,928,462	\$ 569,862	\$ 500,066	\$ 439,377	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Debt & Financing revenue was received in 2015 related to a new cart lease and proceeds from refunding the Golf Course Revenue Bonds; no debt proceeds are anticipated in 2016

(2) Capital costs increase due for planned course improvements including adding permanent restrooms on the course, addition of concrete cart paths, bunker renovation, practice facility improvements and renovations in the clubhouse. These projects are funded with proceeds from refunding the golf course revenue bonds in 2015

(3) Expenditures decrease in 2016 due to the one time nature of 2015 transactions related to refinancing the golf course bonds

(4) The change in fund balance is primarily due to not receiving debt revenue in 2016 which occurred in 2015

Community Center Fund Summary by Category

The Community Center Fund accounts for the Town's recreational facilities and initiatives including a recreation center, two outdoor pools, inline skating rinks, multi-purpose ball fields, skateboard park, child care programs, and recreational programs for youth and adults. This fund also includes operational revenues and expenditures related to the Miller Activity Complex which opened in 2014. The Community Center Fund is managed by the Parks and Recreation Department.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 1,963,773	\$ 3,483,498	\$ 3,483,498	\$ 708,778	-80%
Revenues					
Taxes	2,391,546	2,570,342	2,465,607	2,582,295	5%
Intergovernmental	15,000	-	-	-	0%
Charges for Service	3,020,280	3,841,095	3,809,068	3,920,000	3%
Investment Earnings	15,725	12,449	18,532	5,114	-72% (1)
Transfers In	1,212,000	-	-	-	0%
Interfund Loan Revenue	-	430,000	430,000	424,000	-1%
Other Revenue	27,085	27,236	39,965	44,000	10%
Total Revenues	\$ 6,681,636	\$ 6,881,122	\$ 6,763,172	\$ 6,975,409	3%
Expenditures					
Personnel	2,586,827	3,117,662	3,119,290	3,609,294	16% (2)
Services & Other	1,619,726	1,876,500	1,948,693	1,990,701	2%
Supplies	604,556	465,261	477,122	501,274	5%
Capital	215,485	1,515,030	1,338,843	942,000	-30% (3)
Debt & Financing	41,256	41,426	41,426	61,796	49% (4)
Transfers Out	94,061	2,612,518	2,612,518	98,167	-96% (5)
Total Expenditures	\$ 5,161,911	\$ 9,628,397	\$ 9,537,892	\$ 7,203,232	-24%
Change in Funds Available	\$ 1,519,725	\$ (2,747,275)	\$ (2,774,720)	\$ (227,823)	92% (6)
Ending Fund Balance	\$ 3,483,498	\$ 736,223	\$ 708,778	\$ 480,955	-32%
Reserves & Internal Designations					
Capital Reserve		368,524	368,524	368,524	
Revenue Stabilization Reserve		200,000	200,000	91,200	
Total Reserves & Internal Designations		\$ 568,524	\$ 568,524	\$ 459,724	
Unobligated Fund Balance	\$ 3,483,498	\$ 167,699	\$ 140,254	\$ 21,231	

Click [here](#) to view line item detail for the proposed 2016 Town of Castle Rock budget

Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Investment earnings generally fluctuate with interest rates and fund balance

(2) Additional funding for half of a Special Event Specialist position (new) and for a Recreation Supervisor (previously partially funded in the General Fund), and the transition to an in-house custodial service are the primary reasons for increased personnel expenditures in 2016

(3) Capital Expenditures are lower in 2016 primarily due to the one time costs associated with the roof replacement at the Recreation Center in 2015

(4) Debt & Financing increases due to the final payoff of the existing cardio equipment lease in 2016

(5) Transfers Out decrease in 2016 due to significant one-time transfers to the Parks & Recreation Capital Fund occurring in 2015. The transfers out in 2016 include a transfer to Red Hawk Ridge in support of the youth golf program and to the Fleet Fund for future vehicle replacement

(6) The change in funds available increases primarily due to the reduction in transfers out as noted in (5) above

Utilities Department

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The Town of Castle Rock Utilities Department, known in the community as Castle Rock Water, provides drinking water, wastewater, and storm water services and manages the Town's portfolio of water resources for residents and businesses (approximately 19,000 customer accounts representing about 58,000 residents) in accordance with our Vision and Mission statements.

Vision: The Castle Rock Water Utilities Department will be a national leader among water utilities focused on customer satisfaction and delivering outstanding quality and value.

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



The Utilities Department is responsible for daily operations, maintenance, long-term asset management, infrastructure upgrades, water conservation and expansions, and all 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 August 2015, the Utilities Department has a staff of 77 professionals and manages over \$553 million dollars in total assets including five water plants; 785 miles of water, sewer, and stormwater pipes, 20 pump and lift stations, 15 water storage tanks, and other infrastructure.

In the context of the budget for the Utilities Department, 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. This is consistent with the philosophy that growth pays for growth, an approach to development that the Utilities Department and the Town have taken for many years. The Utilities Department consists of the following four 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.

Utilities Department 2016 Budget Initiatives and Key Assumptions:

The Utilities Department's 2016 budget request represents a 24% increase in expenditures from the 2015 year-end estimate. The increase is primarily due to the variability of the year-to-year capital improvement program. The following is a list of key assumptions used in the development of the 2016 budget:

- This budget takes into account the recommended 2016 rates and fees which will be presented to Council in October and November. There is one rate increase proposed in the 2016 budget which is specific to water utilities customers and would impact the typical residential monthly bill by approximately \$0.76. This proposed increase is consistent with financial planning presented over the last several years and is purposeful in that the increase will support long-term capital needs related to future water supply through the long-term renewable water plan.
- The department will issue no new debt in 2016.
- A System Development Fee (SDF) increase is incorporated for water, water resources, stormwater and wastewater totaling between \$2,126 to \$2,131 per single family equivalent (SFE). Based on the projected growth for 2016 this will result in increased revenues of \$1.4M.
- The refunding of the Series 2006 Water and Wastewater Revenue bonds occurred in 2015.
- Capital projects will continue to be funded from fund balances, rates and fees.
- The department will ensure smooth required rate increases over the study period (which goes through 2050) to ensure no rate shock.

Utilities Department

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- The department will continue to fund the capital plan for long-term renewable water projects.
- Current increased Town growth forecasts for 2016 will be utilized.
- The operational budget will be set to maintain levels of service as customer base and infrastructure has grown.
- Repairs needed from damage caused by weather events in 2015 for the Stormwater fund are included.
- Projections for decreased water sales due to a wet spring/early summer in 2015 are included.
- Wastewater treatment costs for Plum Creek Water Reclamation Authority (PCWRA) have increased approximately 3%.
- Revenues from Dominion reserved capacity are projected to increase.
- A lease purchase with Dominion is continued.
- Water leases have decreased.
- Findings from large meter audits, senior citizen discount cleanup, and the accounts receivable cleanup will be utilized.
- Various reserves by fund are incorporated into the budget. Detailed information can be reviewed here.

The main budget initiatives included for the 2016 budget are as follows:

- Rate changes will be minimal to prevent rate shock from increases.
- Minimum fund balance levels will be reduced to \$1M for water and wastewater, and \$500,000 for water resources and stormwater.
- Janitorial cost projections will be moved to in house personnel, which increased yearly costs.
- Five new staff positions (Water Quality Technician, Maintenance Technician I, Maintenance Technician II, Project Manager, and GIS Technician) are proposed.
- Changes in the reserve policy are included.
- Final operations and maintenance costs for the new O&M building constructed in 2015 are included.
- A new water efficiency master plan will be implemented.
- The well replacement master plan will be implemented.
- A Financial Management Plan will be created.
 - The Utilities Department is currently in the process of creating a financial management plan that covers strategies for current and future debt planning, current and future reserves, variable and fixed expenses and revenues, accounts receivable turnover ratios, rates and fees, staffing projections, energy consumption and other aspects of operating the enterprises. This information will be used to guide future financial decisions for the funds. Updates to the fund's master plans are also currently being completed which will help provide an updated picture of future growth and plans for each fund and can be used along with the financial management plan to make future financial decisions.
- Creation of a Stormwater fatal failure reserve will be completed.
- Cartegraph software implementation will be continued to help reduce non-revenue water.
- Energy management plan implementation will be continued.
- Updates will be made to special charges in accordance with the cost of service.

The combined 2016 revenue budget for the department is \$53 million and represents a 12% decrease over the 2015 budget. The majority of this decrease is a result of interfund loan repayments that were paid back in 2015 or spread out over future years. Revenues associated with the proposed 3% increase in the water resources rate are estimated at \$226,740.

The combined 2016 operating and capital budget associated with the major functions for the various utilities enterprises is approximately \$76 million, a 35% increase from the 2015 amended budget and a 24% increase from 2015 estimated actuals. Of this total, most of the increase is related to the increase of capital projects projected in 2016 for the water resources fund. While the budget exceeds revenues in 2016, capital reserves accrued over the last several years will be used to fund much of the capital budget.

With respect to the operational budgets, the total combined budget for 2016 is \$19.3 million. This is a 2% increase over the 2015 amended budget. This increase is driven primarily by the request for additional staff to maintain levels of service which is offset to some extent by decreased budgeted costs for electricity, supplies and other services. Staff requested in the 2016 budget includes a GIS Technician, a Stormwater Project Manager, a Utilities Maintenance Technician I, a Utilities Maintenance Technician II, and a Water Quality Technician. The need for these positions has been identified as part of a strategic review of staffing levels.

The GIS Technician, at an annual cost of around \$87,000 per year, has been identified as needed in order to maintain current service levels to both internal and external customers, to meet new service levels with current and future growth and development, to support additional requirements created by expanded use of technology and to assist with special future projects.

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The Stormwater Project Manager, at an annual cost of around \$115,000 per year, has been identified to help the Stormwater Engineering Division implement the capital improvement program. Prior to implementation of the stormwater program, the Town experienced severe problems as our corporate limits expanded at a rapid pace causing hydrologic and volumetric changes to the natural drainage system. Increases in the frequency and volume of storm flows in ephemeral stream systems resulted in severe channel erosion that caused damage to transportation systems, public utilities and private property. The annual budget for stormwater capital improvements is between \$750,000 and \$1,000,000, which is difficult to complete at the current staffing levels.

The Utilities Maintenance Technician I, at an annual cost around \$68,000 per year, has been identified as needed to help maintain the current service levels of the department. This position is needed in order to keep up with the forecasted growth and development of the wastewater collections systems and to help maintain the systems with jetting, video inspections and facility checks of the growing infrastructure of the Town. This helps keep the infrastructure up to date and working at levels that are needed to continue to support customers.

The Utilities Maintenance Technician II, at an annual cost around \$73,000 per year, has been identified as a need to maintain the current service levels with the forecasted growth and development of the water distribution system. This also will help to meet the new service levels required by proposed State regulations which will become effective in early 2016.

The final position of a Water Quality Technician, at an annual cost of around \$76,000 per year, has been identified to help maintain the current service levels and new service levels resulting in increased compliance sampling. Regulatory requirements also continue to grow and this position will help keep the department in compliance and serve the customers.

The Water Fund 2016 operational budget proposes a 9% increase over the 2015 year-end estimate driven primarily by the payroll costs of new employees. The Water Resources Fund 2016 operational budget proposes an 8% increase over the 2015 year-end estimate, driven primarily by increased operations and maintenance costs associated with capital improvement projects. Additional staff also contributes to the increase, which are shared between the Water and Water Resources funds and then again offset to some extent by savings in electricity, supplies and other services. The 2016 operational budget for the Stormwater Fund is 7% higher than the year-end estimate, again driven primarily by increased operations and maintenance costs associated with capital improvement projects and the addition of a Project Manager position. The 2016 Wastewater budget includes a slight operating expenditure decrease when compared to the 2015 year-end estimate. This is due to the costs remaining equal from one year to the next.

The 2016 capital budget proposed across the Utilities Enterprises is approximately \$48 million. Additional information regarding capital projects can be obtained in the [Five-Year Capital Improvement Section](#). Key items in the 2016 budget by enterprise are as follows:

1. In the Water Fund, the major capital projects for 2016 include completion of the Ray Waterman Treatment Plant Filter Media Underdrain upgrade, Topeka Way Waterline Loop, Tank 6A Repairs and the Prairie Hawk Waterline Extension. The majority of projects in the water fund include rehab and replacement of waterlines, tanks, and wells. These are projects that are included in the Water System Master Plan and are required to help maintain the infrastructure of the system and to properly store and provide water to customers.
2. Major Water Resource's capital projects for 2016 include \$13.5 million for the WISE Infrastructure and \$4.3 million for the Plum creek Diversion project. The other major projects include Alternative source of supply projects, Raw Water Pipeline projects and the Chatfield option to buy additional storage. These are all associated with the Long-Term Renewable water plan.
3. In the Stormwater Fund, The major projects for 2016 include work on the Douglas Lane Tributary Stabilization project, the Hangman's Gulch Stream Stabilization and other Tributary Stabilization projects which are important to maintaining the land and preventing future land erosion and 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).
4. The largest portion of the Wastewater Fund capital budget continues to be the Plum Creek Water Reclamation Authority Capital buy in. For 2016 the Plum Creek Interceptor Upsize project accounts for approximately \$750,000. This project has been included in the Wastewater System Master Plan for a number of years, and it is time to move forward based on the growth projections. This project is entirely funded by growth (System Development Fees).

Utilities Department

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Performance Objectives and Measurable Outcomes:

Utilities tracks twenty five key performance indicators (KPIs) measured against national benchmarks established by the American Water Works Association. A few of the most critical performance objectives and measurable outcomes of interest to our customers are shown below.

Long-Term Organization Vision	Division Objectives	2014 Outcome Attained	2015 YTD Outcome	2016 Goal
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	100%	99%	98%
	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	1.01	0	1.8
	Renewable water usage rate	13%	12%	15%
	Perform customer account maintenance within billing cycle	^	100%	100%

^ Level of service performance indicator was not tracked

Additional Key Performance Indicators (KPI's) can be viewed [here](#).

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Utilities Department Consolidated Financial Information

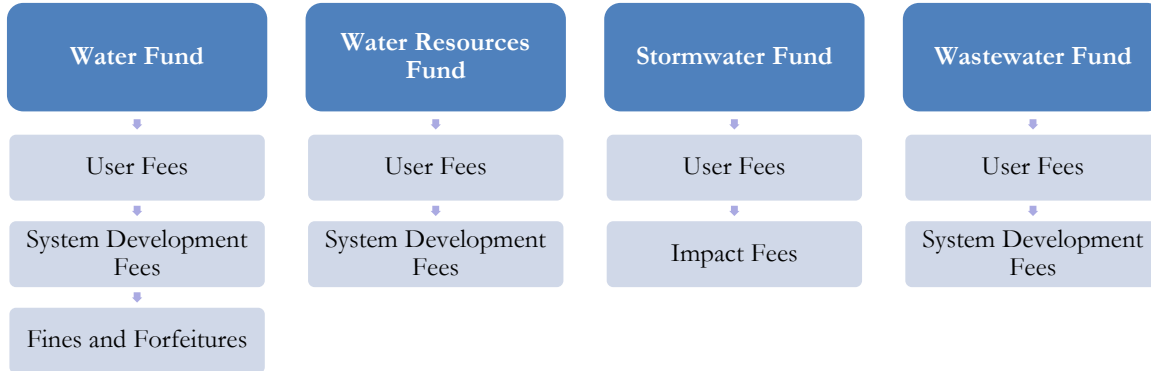
Mark Marlowe, Utilities Director – 175 Kellogg Court, Castle Rock, CO 80109

	2014 Actual	2015 Amended Budget	2015 Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Water Fund	\$ 20,365,447	\$ 22,983,856	\$ 22,061,305	\$ 15,643,646	-29%
Water Resources Fund	24,743,586	22,634,820	22,444,680	45,202,181	101%
Stormwater Fund	2,285,476	6,865,744	6,747,116	5,300,011	-21%
Wastewater Fund	9,940,806	10,368,209	10,112,041	9,705,664	-4%
TOTAL	\$ 57,335,315	\$ 62,852,629	\$ 61,365,142	\$ 75,851,502	24%
Expenditures by Fund and Function					
Water Fund					
Personnel	\$ 2,270,638	\$ 2,591,459	\$ 2,515,831	\$ 2,902,826	15%
Supplies	926,049	1,056,850	1,078,928	1,158,903	7%
Services & Other	3,744,651	4,268,867	4,160,952	4,366,503	5%
Capital	1,087,005	5,633,002	4,656,884	4,273,264	-8%
Debt & Financing	1,768,826	8,019,971	8,125,695	1,253,587	-85%
Transfers Out	10,568,278	1,413,707	1,523,015	1,688,563	11%
TOTAL FUND	\$ 20,365,447	\$ 22,983,856	\$ 22,061,305	\$ 15,643,646	-29%
Water Resources Fund					
Personnel	\$ 1,372,439	\$ 1,441,001	\$ 1,583,930	\$ 1,731,103	9%
Supplies	256,858	281,583	279,323	302,025	8%
Services & Other	1,172,712	2,203,040	1,771,227	1,882,070	6%
Capital	16,017,737	14,060,483	14,123,155	36,658,188	160%
Debt & Financing	2,420,895	4,624,283	4,662,619	4,624,212	-1%
Transfers Out	3,502,944	24,430	24,426	4,583	-81%
TOTAL FUND	\$ 24,743,585	\$ 22,634,820	\$ 22,444,680	\$ 45,202,181	101%
Stormwater Fund					
Personnel	\$ 1,094,995	\$ 1,290,821	\$ 1,308,800	\$ 1,506,658	15%
Supplies	93,305	101,760	96,620	93,672	-3%
Services & Other	407,567	646,642	577,641	515,301	-11%
Capital	611,693	4,667,894	4,605,428	3,067,870	-33%
Transfers Out	77,915	158,627	158,627	116,510	-27%
TOTAL FUND	\$ 2,285,475	\$ 6,865,744	\$ 6,747,116	\$ 5,300,011	-21%
Wastewater Fund					
Personnel	\$ 1,144,250	\$ 1,249,563	\$ 1,155,786	\$ 1,331,795	15%
Supplies	220,864	243,291	296,793	278,734	-6%
Services & Other	2,555,639	3,625,254	3,458,417	3,293,959	-5%
Capital	2,589,716	4,850,115	4,801,059	4,402,144	-8%
Debt & Financing	333,261	331,446	331,446	332,538	0%
Transfers Out	3,097,076	68,540	68,540	66,494	-3%
TOTAL FUND	\$ 9,940,806	\$ 10,368,209	\$ 10,112,041	\$ 9,705,664	-4%
Employees - FTE					
Water Fund	28.68	31.89	31.80	33.67	6%
Water Resources Fund	14.59	15.43	15.35	17.15	12%
Stormwater Fund	14.18	14.93	14.85	16.04	8%
Wastewater Fund	14.60	14.80	14.71	14.85	1%
Total Department FTE's	72.05	77.05	76.71	81.71	7%

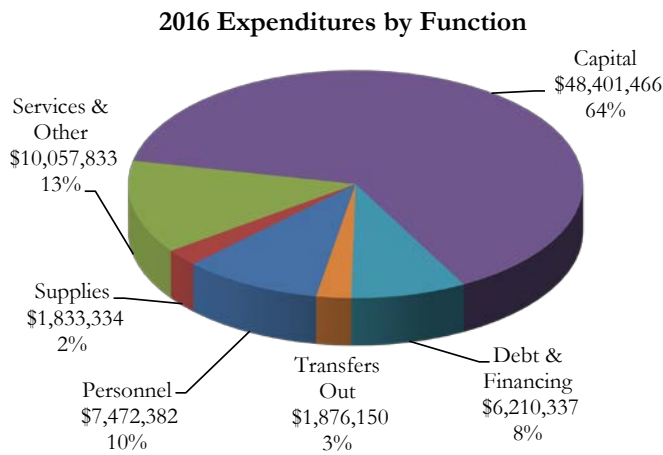
Utilities Department

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Money comes from...



Money goes to...



Future Strategic Planning:

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

For 2017 key changes to the capital budget for the water fund include the Tank 5 demolition, Tacker Court PRV, the Crowfoot Purple Line Upsize and continued work on rehab and replacements of tanks, wells and equipment. For water resources, an allocation of \$12.6 million for alternative source of supply projects, \$500,000 for aquifer Storage and recovery and continued costs for WISE infrastructure. For stormwater, Omni Stabilization, Tributary B Stabilization and increased stabilization will continue for 2017. For wastewater, costs for Plum Creek Water Reclamation Authority (PCWRA) upgrades continue into 2017 for about \$720,000.

For 2018 key items for the capital budget for the water fund include the work for Highway 85 Transmission, the completion of adding stairs to the tanks and continued work on rehab and replacements of tanks, wells and equipment. For water resources, continued costs for WISE infrastructure, alternative sources of supply projects and Chatfield reallocation. For stormwater, Young American Storm Sewer work will begin and tributary stabilization will continue from 2017. For wastewater, costs for PCWRA upgrades continue into 2018 for about \$720,000.

With respect to operations expenditures in 2017 and 2018, key items of interest will include additional staff and payments for WISE water. Staffing projections are updated each year as part of the rates and fees study. For 2017, the current staffing plan calls for the addition of three new FTEs. These include an Administrative Assistant, a Maintenance Technician I, and a Maintenance Technician II. For 2018, the current staffing plan calls for the addition of one new FTE. This FTE is for a Lab Technician. These positions for both years will help to meet levels of service associated with the continued growth of the system. WISE water deliveries should start in 2017 and additional O&M costs will include purchasing WISE water and operating and maintaining the new WISE Infrastructure. Operations costs associated with improvements to Plum Creek Water Purification Facility and the new Plum creek Diversion will also begin in 2017.

Utilities Department

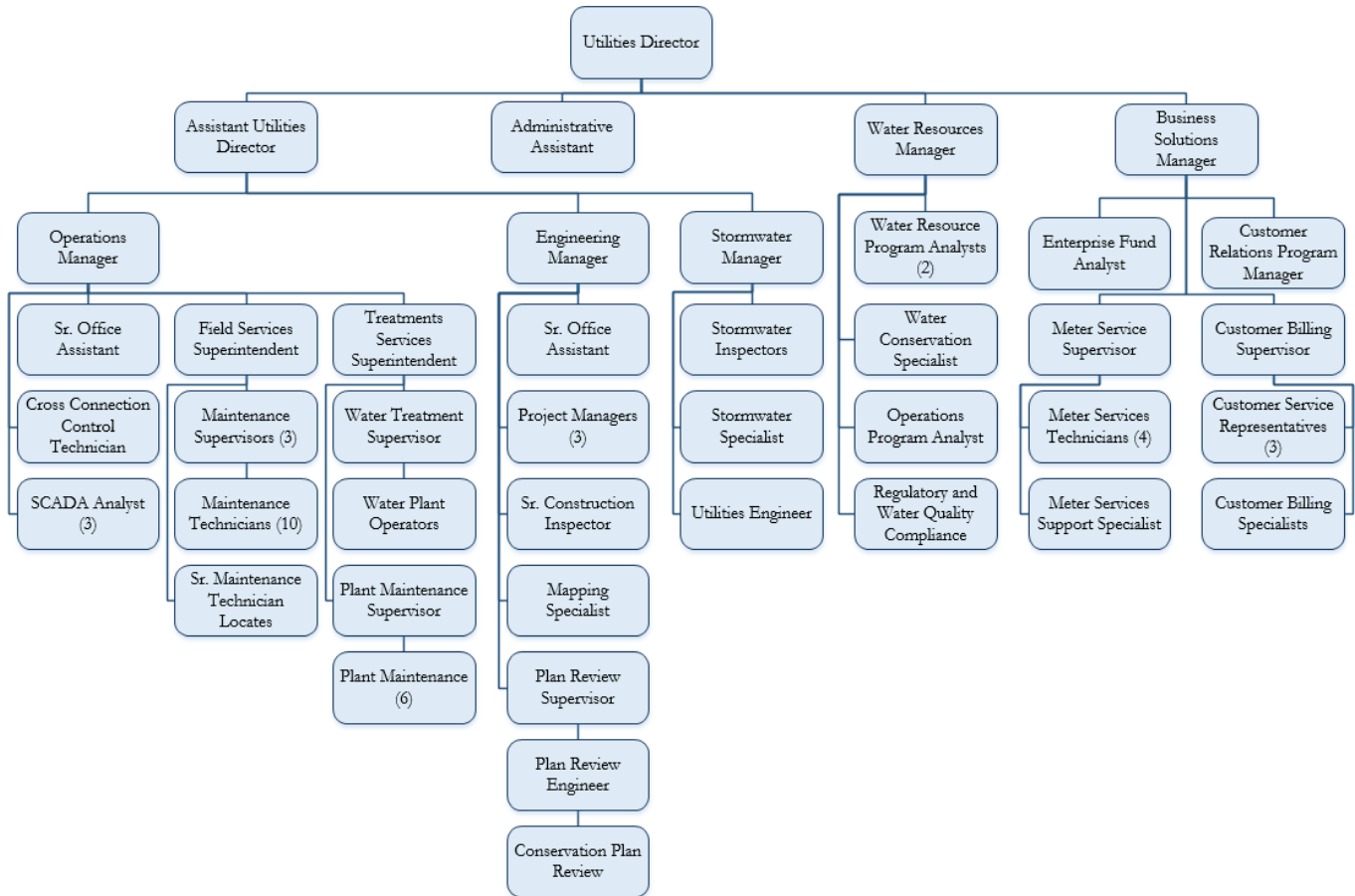
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10 Things to Know About the Utilities Department:

1. The department began delivering water in 1893 with 2.5 miles of wooden pipeline
2. The department services more than 19,000 customer connections
3. The department is responsible for operating more than \$553 million of infrastructure
4. About 50% of all water used in the Town is applied to landscapes during the summer and the majority of that is not recoverable
5. The Town distributes approximately 2 billion gallons of water per year
6. In summer months, maximum demand may be more than 15 million gallons of water per day
7. The Town maintains over 785 miles of water, wastewater and stormwater pipe
8. Customers participating in the Conservation Rebate program indicate savings of 19% in water
9. Employs a talented staff of 77 dedicated water professionals
10. Over half of these employees reside in the Town and are water customers too

Organizational Structure:

The Utilities Department is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock, city and its citizens.



Utilities Department

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Discussion of Utilities Department Reserves and Designations:

Town Council has designated that the Utilities Department 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 Council, the Utilities Department 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 Townwide Funds Available Projection Summary.

Water Fund

- Operating Reserve: 60-days of Operations & Maintenance costs result in approximately \$1.4 million in 2016.
- Capital Reserve: In 2016, this fund includes approximately \$9.7 million intended for future capital improvement projects.
- Rate Revenue Stabilization Reserve: This \$1.6 million reserve is specified by ordinance and has been set up to offset the potential loss in revenue due to weather conditions which result in a significant decrease in water consumption and corresponding revenues.
- Catastrophic Events Reserve: This reserve includes approximately \$3.9 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 \$653k reserved for 2016.
- Capital Reserve Fund: \$44.5 million is currently reserved in fiscal year 2016 for future renewable water projects.
- Debt Service Fund: \$4.6 million plus \$1.6 million of variable interest rate reserve throughout study period. The water resources fund outstanding COP debt does not require a specific coverage ratio. In lieu of coverage, the Town maintains \$4.6 million debt service reserve, and \$1.6 million variable interest rate reserve to mitigate interest rate risk. Both of these reserves are fully funded in 2016.
- Catastrophic Events Reserve: This reserve includes approximately \$1.3 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.

Stormwater Fund

- Operating Reserve: 60-days of Operations & Maintenance costs result in approximately \$353k in 2016.
- Capital Reserve Fund: This fund reserves capital for improvement projects and is set at and has been fully funded for approximately \$2.2 million in 2016.
- Catastrophic Events Reserve: This reserve includes approximately \$1.1 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.

Wastewater Fund

- Operating Reserve: 60-days of Operations & Maintenance costs result in approximately \$817k in 2016.
- Capital Reserve Fund: The total capital reserve fund of \$13.9 million intended for future capital improvement projects.
- Catastrophic Events Reserve: This reserve includes approximately \$1.7 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 Fund Summary by Category

The Water Fund 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 the Utilities Department.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 19,482,549	\$ 12,374,849	\$ 12,374,849	\$ 16,623,884	34%
Revenues					
Intergovernmental	100,000	-	-	-	0%
Charges for Service	10,919,743	12,648,167	12,196,558	12,947,433	6%
Fines & Forfeitures	359,944	390,200	344,539	348,552	1%
Investment Earnings	101,377	42,280	65,036	92,547	42% (1)
System Development Fees	1,672,910	1,621,998	2,440,493	2,034,686	-17% (2)
Interfund Loan Revenue	-	4,780,500	4,780,500	1,072,750	-78% (3)
Debt & Financing Revenue	-	6,252,192	6,252,192	-	-100% (6)
Other Revenue	103,773	71,550	231,022	71,550	-69% (4)
Total Revenues	\$ 13,257,747	\$ 25,806,887	\$ 26,310,340	\$ 16,567,518	-37%
Expenditures					
Personnel	2,270,638	2,591,459	2,515,831	2,902,826	15% (5)
Services & Other	3,744,651	4,268,867	4,160,952	4,366,503	5%
Supplies	926,049	1,056,850	1,078,928	1,158,903	7%
Capital	1,087,005	5,633,002	4,656,884	4,273,264	-8%
Debt & Financing	1,768,826	8,019,971	8,125,695	1,253,587	-85% (6)
Transfers Out	10,568,278	1,413,707	1,523,015	1,688,563	11% (7)
Total Expenditures	\$ 20,365,447	\$ 22,983,856	\$ 22,061,305	\$ 15,643,646	-29%
Change in Funds Available	\$ (7,107,700)	\$ 2,823,031	\$ 4,249,035	\$ 923,872	-78%
Ending Fund Balance	\$ 12,374,849	\$ 15,197,880	\$ 16,623,884	\$ 17,547,756	6%
Reserves & Internal Designations					
Operating Designations		1,319,529	1,319,529	1,404,705	
Catastrophic Events Reserve		3,586,715	3,757,312	3,916,415	
Revenue Stabilization Reserve		1,000,000	1,500,000	1,590,000	
Capital Reserve		4,829,249	9,047,043	9,743,336	
Total Reserves & Internal Designations		\$ 10,735,493	\$ 15,623,884	\$ 16,654,456	
Unobligated Fund Balance	\$ 12,374,849	\$ 4,462,387	\$ 1,000,000	\$ 893,300	

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Click [here](#) to view projected increases and Townwide assumptions

For more detail, please select [revenue](#) or [expenditure](#) to view the 2016 budget by account number

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Investment earnings generally fluctuate with interest rates and fund balance
- (2) System Development Fee revenue is based on 700 new single family and 316 multi-family homes projected in 2016
- (3) Decreased due to lower interfund loan repayments in 2016
- (4) Lower projected reimbursements for capital projects
- (5) Addition of Maintenance Technician II, GIS Technician, and Water Quality Technician
- (6) Decrease due to bond refunding completed in 2015
- (7) Increase due to transfers to Water Resources Fund for increased expenditures in the Field Services, Facility Maintenance, Plant Operations, and SCADA divisions

Water Resources Fund Summary by Category

The Water Resources Fund 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. The Utilities Department manages the Water Resources Fund.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 81,410,163	\$ 76,796,700	\$ 76,796,700	\$ 78,350,770	2%
Revenues					
Charges for Service	7,003,357	7,257,600	7,258,582	7,785,184	7%
Fines & Forfeitures	49,605	58,500	57,587	51,500	-11%
Investment Earnings	379,391	247,221	344,995	193,321	-44% (1)
System Development Fees	11,144,560	10,285,198	10,791,000	10,418,100	-3%
Transfers In	1,040,972	1,157,413	1,266,721	1,492,462	18% (2)
Interfund Loan Revenue	455,000	4,046,875	4,046,875	-	-100% (3)
Debt & Financing Revenue	-	129,000	114,500	129,000	13% (4)
Other Revenue	57,238	240	118,490	240	-100% (5)
Total Revenues	\$ 20,130,123	\$ 23,182,047	\$ 23,998,750	\$ 20,069,807	-16%
Expenditures					
Personnel	1,372,440	1,441,001	1,583,930	1,731,103	9%
Services & Other	1,172,712	2,203,040	1,771,227	1,882,070	6%
Supplies	256,858	281,583	279,323	302,025	8%
Capital	16,017,737	14,060,483	14,123,155	36,658,188	160% (6)
Debt & Financing	2,420,895	4,624,283	4,662,619	4,624,212	-1%
Transfers Out	3,502,944	24,430	24,426	4,583	-81% (7)
Total Expenditures	\$ 24,743,586	\$ 22,634,820	\$ 22,444,680	\$ 45,202,181	101%
Change in Funds Available	\$ (4,613,463)	\$ 547,227	\$ 1,554,070	\$ (25,132,374)	>-500%
Ending Fund Balance	\$ 76,796,700	\$ 77,343,927	\$ 78,350,770	\$ 53,218,396	-32%
Reserves & Internal Designations					
Operating Designations		654,271	654,271	652,533	
Catastrophic Events Reserve		535,995	540,847	1,283,183	
Debt Service Reserve		4,621,825	4,621,825	4,621,825	
Variable Interest Rate Reserve		1,632,000	1,632,000	1,632,000	
Capital Reserve		69,899,836	70,401,827	44,528,855	
Total Reserves & Internal Designations		\$ 77,343,927	\$ 77,850,770	\$ 52,718,396	
Unobligated Fund Balance	\$ 76,796,700	\$ -	\$ 500,000	\$ 500,000	

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Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Investment earnings generally fluctuate with interest rates and fund balance
- (2) Increase due to transfers from Water Fund for increased expenditures in the Field Services, Facility Maintenance, Plant Operations, and SCADA divisions
- (3) Decrease due to completion of interfund loan repayments from the Transportation Capital Fund in 2015
- (4) Projections for Capital Leases higher in 2016
- (5) Decrease due to 2015 Dominion lease revenue
- (6) Capital projects vary from year to year
- (7) Transfers Out decrease due to one-time vehicle additions completed in 2015

Stormwater Fund Summary by Category

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 the Utilities Department.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 4,127,459	\$ 6,649,615	\$ 6,649,615	\$ 4,975,031	-25%
Revenues					
Intergovernmental	-	544,000	544,000	-	-100% (1)
Charges for Service	2,623,690	2,730,581	3,400,949	3,446,642	1%
Fines & Forfeitures	460	1,500	157	1,500	>500%
Investment Earnings	19,329	18,089	23,671	22,780	-4%
System Development Fees	506,534	603,124	1,098,000	1,062,600	-3%
Contributions & Donations	286,944	2,315	2,315	2,315	0%
Transfers In	1,364,941	-	-	-	0%
Other Revenue	5,733	3,440	3,440	3,504	2%
Total Revenues	\$ 4,807,631	\$ 3,903,049	\$ 5,072,532	\$ 4,539,341	-11%
Expenditures					
Personnel	1,094,995	1,290,821	1,308,800	1,506,658	15% (2)
Services & Other	407,567	646,642	577,641	515,301	-11% (3)
Supplies	93,305	101,760	96,620	93,672	-3%
Capital	611,693	4,667,894	4,605,428	3,067,870	-33% (4)
Interfund Loan	-	40,500	40,500	20,250	-50% (5)
Transfers Out	77,915	118,127	118,127	96,260	-19% (6)
Total Expenditures	\$ 2,285,475	\$ 6,865,744	\$ 6,747,116	\$ 5,300,011	-21%
Change in Funds Available	\$ 2,522,156	\$ (2,962,695)	\$ (1,674,584)	\$ (760,670)	55%
Ending Fund Balance	\$ 6,649,615	\$ 3,686,920	\$ 4,975,031	\$ 4,214,361	-15%
Reserves & Internal Designations					
Operating Designations		339,871	339,871	352,605	
Catastrophic Events Reserve		-	-	1,125,482	
Capital Reserve		2,847,049	4,135,160	2,236,274	
Total Reserves & Internal Designations		\$ 3,186,920	\$ 4,475,031	\$ 3,714,361	
Unobligated Fund Balance	\$ 6,649,615	\$ 500,000	\$ 500,000	\$ 500,000	

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Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

(1) Intergovernmental decrease is due to one-time capital grant received in 2015

(2) Addition of a Stormwater Project Manager and a GIS Technician

(3) Decreases due to one-time engineering costs

(4) Change in Capital expenditures represents variability in timing of capital projects and includes projects identified in the 2016-2020 Five-Year Capital Improvement Program

(5) Decreases in interest rates for interfund loan repayments to the Water Fund

(6) Transfers Out decrease due to one-time vehicle addition completed in 2015

Wastewater Fund Summary by Category

The Wastewater Fund accounts for the development and operation of activities related to the collection and treatment of wastewater and is managed by the Utilities Department.

	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	% Incr./ Decr. from 2015 Est.
Beginning Fund Balance	\$ 11,070,644	\$ 10,930,426	\$ 10,930,426	\$ 15,286,418	40%
Revenues					
Intergovernmental	8,270	-	-	-	0%
Charges for Service	8,605,549	9,038,400	8,923,707	9,400,850	5%
Fines & Forfeitures	657	1,500	216	1,500	>500%
Investment Earnings	55,878	40,248	54,122	84,966	57% (1)
System Development Fees	1,626,268	1,510,175	2,292,626	2,213,349	-3%
Contributions & Donations	29,510	59,022	59,022	59,022	0%
Interfund Loan Revenue	-	3,090,000	3,090,000	-	-100% (2)
Other Revenue	136,313	16,690	48,340	18,100	-63% (3)
Total Revenues	\$ 10,462,445	\$ 13,756,035	\$ 14,468,033	\$ 11,777,787	-19%
Expenditures					
Personnel	1,806,107	1,249,563	1,155,786	1,331,795	15% (4)
Services & Other	2,555,639	3,625,254	3,458,417	3,293,959	-5%
Supplies	220,864	243,291	296,793	278,734	-6%
Capital	2,589,716	4,850,115	4,801,059	4,402,144	-8%
Debt & Financing	333,261	331,446	331,446	332,538	0%
Transfers Out	3,097,076	68,540	68,540	66,494	-3%
Total Expenditures	\$ 10,602,663	\$ 10,368,209	\$ 10,112,041	\$ 9,705,664	-4%
Change in Funds Available	\$ (140,218)	\$ 3,387,826	\$ 4,355,992	\$ 2,072,123	-52%
Ending Fund Balance	\$ 10,930,426	\$ 14,318,252	\$ 15,286,418	\$ 17,358,541	14%
Reserves & Internal Designations					
Operating Designations		853,018	853,018	817,415	
Catastrophic Events Reserve		1,519,860	1,557,345	1,675,712	
Capital Reserve		10,211,036	11,876,055	13,865,414	
Total Reserves & Internal Designations		\$ 12,583,914	\$ 14,286,418	\$ 16,358,541	
Unobligated Fund Balance	\$ 10,930,426	\$ 1,734,338	\$ 1,000,000	\$ 1,000,000	

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Notes below include explanation of items that are at least 10% and \$10,000 different from the 2015 Year-End Estimate

Notes:

- (1) Investment earnings generally fluctuate with interest rates and fund balance
- (2) Decrease due to completion of interfund loan repayments from the Transportation Capital Fund in 2015
- (3) Lower projected reimbursements for capital projects
- (4) Addition of a Maintenance Tech II and a GIS Technician

Table of Contents

Five Year Capital Improvement Program

Introduction Letter	157
Funding Source and Fund Summary	158
General Fund	160
General Long Term Planning Fund.....	171
Transportation Fund.....	189
Transportation Capital Projects Fund	202
Conservation Trust Fund.....	210
Parks & Recreation Capital Fund.....	213
Fire Capital Fund.....	218
Utilities Combined Projects.....	220
Water Fund.....	224
Water Resources Fund	235
Stormwater Fund.....	245
Wastewater Fund.....	255
Development Services Fund	262
Community Center Fund.....	264
Fleet Fund.....	273
Golf Fund.....	286

LETTER OF INTRODUCTION FOR THE FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

November 3, 2015

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 2016 through 2020. The 2016 Preliminary Budget allows for \$73,792,521 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,

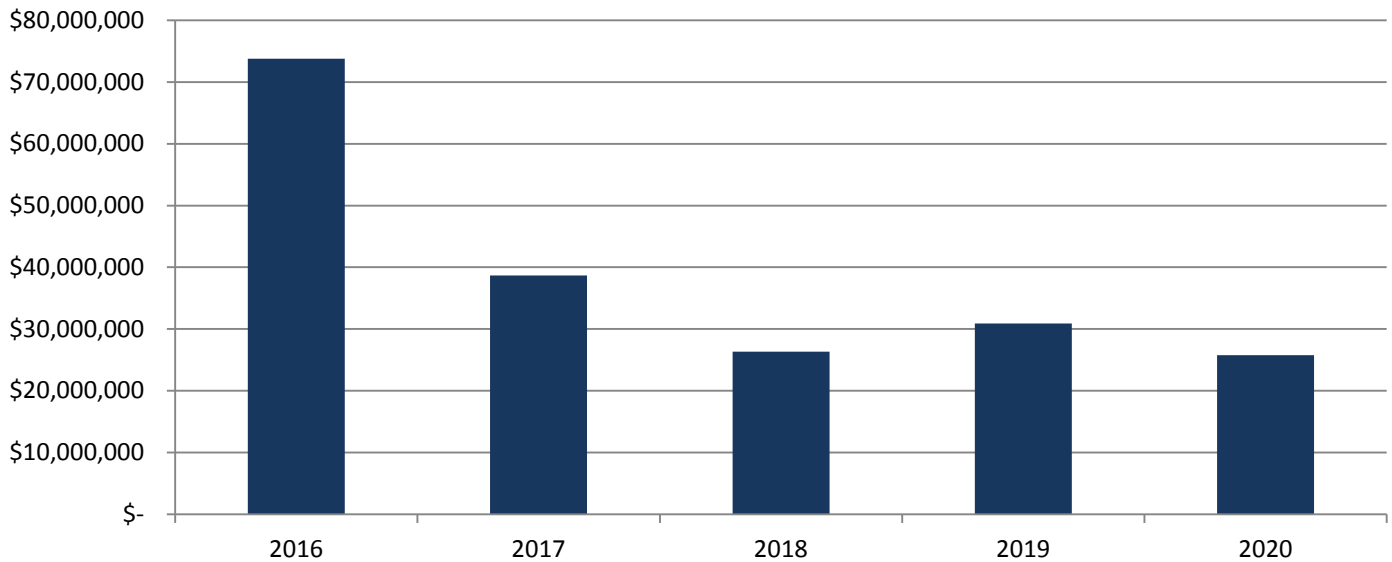
David Corliss
Town Manager

2016-2020 CAPITAL IMPROVEMENT PROGRAM SUMMARY - ALL FUNDS

TOTAL CIP EXPENDITURES BY FUND AND YEAR

<i>Fund</i>	2016	2017	2018	2019	2020	Total
General Fund	\$ 730,799	\$ 1,116,368	\$ 843,880	\$ 733,880	\$ 843,880	\$ 4,268,807
General Long Term Planning	1,215,469	1,401,315	1,533,215	1,736,320	1,168,067	7,054,386
Transportation Fund	2,332,000	2,482,000	445,000	215,000	215,000	5,689,000
Transportation Capital Fund	14,033,775	505,000	4,637,000	4,882,000	3,100,000	27,157,775
Conservation Trust Fund	870,500	122,500	212,500	387,500	217,500	1,810,500
Parks and Rec Capital	175,000	300,000	2,000,000	-	-	2,475,000
Fire Capital	245,864	6,265,065	-	-	-	6,510,929
Water Fund	3,281,945	2,218,502	2,363,000	4,032,641	7,260,934	19,157,022
Water Resource Fund	36,528,303	14,883,990	6,005,830	9,489,862	4,276,033	71,184,018
Stormwater Fund	2,950,062	579,902	504,864	2,346,493	1,830,375	8,211,696
Wastewater Fund	4,328,521	3,705,360	3,682,636	4,630,951	4,635,790	20,983,258
Development Services Fund	2,500,000	-	-	-	-	2,500,000
Community Center Fund	812,000	190,000	65,000	370,000	20,000	1,457,000
Fleet Fund	2,849,288	4,668,065	3,805,602	2,012,368	2,071,032	15,406,355
Golf Fund	938,995	247,729	235,795	71,030	110,000	1,603,549
Total by Year	\$ 73,792,521	\$ 38,685,796	\$ 26,334,322	\$ 30,908,045	\$ 25,748,611	\$ 195,469,295

Planned CIP Expenditures by Year
2016 - 2020



2016-2020 CAPITAL IMPROVEMENT PROGRAM SUMMARY - ALL FUNDS
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	2016	2017	2018	2019	2020	Total
Sales Tax	\$ 706,971	\$ 911,682	\$ 343,880	\$ 233,880	\$ 343,880	\$ 2,540,293
Transportation Fund Transfer	-	204,686	500,000	500,000	500,000	1,704,686
Police Forfeiture Fund	23,828	-	-	-	-	23,828
Building Use Tax	1,215,469	1,221,927	1,492,358	1,514,500	1,144,748	6,589,002
Utilities Funds	-	179,388	-	-	-	179,388
Transportation Fund	-	-	40,857	-	-	40,857
Community Center Fund	-	-	-	221,820	-	221,820
Golf Fund	-	-	-	-	23,319	23,319
Developer Contributions	2,198,333	-	2,300,000	-	-	4,498,333
Road and Bridge Tax	1,769,000	1,109,000	405,000	175,000	175,000	3,633,000
Sales and Use Tax	1,052,000	230,000	105,000	410,000	60,000	1,857,000
Federal Grant	202,000	1,617,000	269,000	1,447,000	-	3,535,000
State Contribution	1,924,132	-	400,000	1,480,000	-	3,804,132
CIP Reserves	51,269,280	21,409,104	12,710,335	17,822,216	15,926,741	119,137,676
Impact Fees	420,864	3,715,065	3,350,000	-	-	7,485,929
Use Taxes	3,050,000	71,000	318,000	1,705,000	3,100,000	8,244,000
County Contribution	-	-	-	250,000	-	250,000
Colorado Lottery Funds	870,500	122,500	212,500	387,500	217,500	1,810,500
Interfund Loan Proceeds	-	3,000,000	-	-	-	3,000,000
Metered Water Sales	2,210,000	1,910,000	1,560,000	1,550,000	1,187,382	8,417,382
System Development Fees	1,390,920	461,000	528,469	643,469	333,469	3,357,327
Stormwater Charges	540,750	244,038	209,864	1,292,769	1,266,375	3,553,796
Wastewater Service Charges	910,000	599,786	949,000	959,000	1,030,000	4,447,786
Development Services Capital R	2,500,000	-	-	-	-	2,500,000
Administration Fees	110,000	-	-	-	-	110,000
Vehicle Salvage	118,991	170,732	233,137	244,861	134,651	902,372
Transfers from Other Funds	370,488	1,261,159	171,127	-	195,546	1,998,320
Revenue Bond Proceeds	650,000	150,000	-	-	-	800,000
Charges for Service	288,995	97,729	235,795	71,030	110,000	803,549
Total by Year	\$ 73,792,521	\$ 38,685,796	\$ 26,334,322	\$ 30,908,045	\$ 25,748,611	\$ 195,469,295

**2016-2020 CAPITAL IMPROVEMENT PROGRAM
GENERAL FUND**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Police Department						
Body-Worn Cameras / Tasers	166,607	97,488	97,488	97,488	97,488	556,559
Mobile Data Terminals (Toughbooks)	46,392	46,392	46,392	46,392	46,392	231,960
Public Safety Radios	102,661	102,661	-	-	-	205,322
Property & Evidence Room Shelving	-	40,000	-	-	-	40,000
Fire Department						
Public Safety Radios	210,139	210,141	-	-	-	420,280
Automatic CPR Devices	-	80,000	-	-	-	80,000
Power Stretchers	-	200,000	-	-	-	200,000
Community Relations						
Mobile Application Upgrade	-	50,000	-	-	-	50,000
Division of Innovation and Technology						
IT Governance	175,000	85,000	200,000	90,000	200,000	750,000
Parks Department						
Gateway Mesa House Demolition	30,000	-	-	-	-	30,000
Annual Trail Improvements	-	204,686	500,000	500,000	500,000	1,704,686
Total Expenditures by Year	\$ 730,799	\$ 1,116,368	\$ 843,880	\$ 733,880	\$ 843,880	\$ 4,268,807
Project Funding Sources*						
Sales Tax	\$ 706,971	\$ 911,682	\$ 343,880	\$ 233,880	\$ 343,880	\$ 2,540,293
Transportation Fund Transfer	-	204,686	500,000	500,000	500,000	1,704,686
Police Forfeiture Fund	23,828	-	-	-	-	23,828
Total Funding Sources by Year	\$ 730,799	\$ 1,116,368	\$ 843,880	\$ 733,880	\$ 843,880	\$ 4,268,807

**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.*

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Body-Worn Cameras / Tasers

Project Number:	70-30		5 Year Historical Total	\$	-
Contact:	Tim Gorman, Commander		2016-2020 Total		556,559
Department:	Police Department		CIP Project Total (2011-2020):	\$	556,559
Category:	Equipment				
Type:	New				
Useful Life:	2.5 Years				

Description

This project is intended to accommodate the purchase of body-worn cameras for Patrol Officers. The pricing below includes the following: 66 Officer Safety Plan Licenses (full warranty, unlimited data, and includes the replacement of body-worn cameras every 2.5 years and Tasers every 5 years), 18 basic licenses, 56 body-worn cameras, 10 flex cameras, 4 six-bay docking stations, 46 single-bay docking stations, 1 flex camera spare, 2 body-worn camera spares, 2 days of on-site training, computer aided dispatch and records management integration, two duty cartridges for each Taser, two training cartridges for Taser, yellow handles for Tasers, holsters for all Tasers, 2 additional network switches for the Taser body-worn camera docking stations, signal technology interfaces, internet service provider (ISP) to I-Cloud, data storage and integration licensing.

Justification

Video evidence is a silent witness with the ability to present unbiased facts. It is considered to be extremely persuasive, vivid, and unforgettable. Video images are compelling when presented as evidence in court. Juries presented with video evidence will remember far more information than those who simply hear the words without a corresponding visual depiction. In a study conducted by the International Association of Chiefs of Police, prosecutors were asked to rate the value or effectiveness of video evidence in court proceedings. They reported that the presence of video evidence enhances their ability to obtain convictions and increases the number of guilty pleas prior to going to trial. Ninety-three percent reported that video evidence is an effective tool for prosecutors and the majority reported a reduction in the time they actually spent in court.

Please note that the totals below include replacement Tasers that were previously included in the three year financial plan for \$33,020 in 2016 and \$15,240 in 2017 so these amounts are no longer be needed and have been removed. Funds for this project will come from Sales Taxes and the Police Forfeiture Fund. The Police Forfeiture Fund was established in 2013 and accounts for funds received and expended as a result of State or Federal cooperative efforts. Equipment is a permissible use and as a result the Police Department will use collected funds toward the funding of this project.

Expenditures	2016	2017	2018	2019	2020	Total
Body-Worn Cameras / Tasers	\$ 166,607	\$ 97,488	\$ 97,488	\$ 97,488	\$ 97,488	\$ 556,559
Total Expenditures	\$ 166,607	\$ 97,488	\$ 97,488	\$ 97,488	\$ 97,488	\$ 556,559

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ 142,779	\$ 97,488	\$ 97,488	\$ 97,488	\$ 97,488	\$ 532,731
Police Forfeiture Fund	23,828	-	-	-	-	23,828
Total Funding Sources	\$ 166,607	\$ 97,488	\$ 97,488	\$ 97,488	\$ 97,488	\$ 556,559

Estimated Operating Expenditures \$ - \$ 19,080 \$ 19,080 \$ 19,080 \$ 19,080 \$ 76,320

Estimated operating expenditures anticipated as a result of this project are \$19,080 per year. These expenditures are included in the budgeted expenditure amount shown above.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name: Mobile Data Terminals (Toughbooks)

Project Number:	61-30		5 Year Historical Total	\$ 46,392
Contact:	Tim Gorman, Commander		2016-2020 Total	231,960
Department:	Police Department		CIP Project Total (2011-2020):	\$ 278,352
Category:	Technology			
Type:	Replacement			
Useful Life:	3 years			

Description

This project allows for the replacement of mobile computers in Police vehicles to improve user productivity, while decreasing down time and support costs of older machines. The Police Department continues to add new software for enhanced technology efficiency and some software requirements have led to the need for new computing systems. The amounts shown below include the replacement of 12 mobile data terminals per year in 2016-2020 as this will be an ongoing expense based on the useful life of the mobile computers and the phased approach of replacement at 12 per year.

Justification

Currently the Police Department utilizes forty-seven (47) mobile computers that range in age from one (1) year to four (4) years old. As the Police Department grows, this number will increase – limiting the departments ability to replace them as frequently. Officers utilize the mobile computers as their office workstations and this requires the utmost efficiency from the technology.

Expenditures	2016	2017	2018	2019	2020	Total
Mobile Data Terminals (Toughbooks)	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 231,960
Total Expenditures	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 231,960

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 231,960
Total Funding Sources	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 46,392	\$ 231,960

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenditures are anticipated as a result of this project as all costs are included above.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Public Safety Radios

Project Number:	78-06				
Contact:	Tim Gorman, Commander and Norris Croom, Deputy Fire Chief	5 Year Historical Total	\$	312,800	
Department:	Police and Fire Departments	2016-2020 Total		625,602	
Category:	Equipment	CIP Project Total (2011-2020):	\$	938,402	
Type:	Replacement				
Useful Life:	10 Years				

Description

This project is for the replacement of all public safety radios. The purchase contract was approved by Town Council at the December 16, 2014 meeting and the radios have all been purchased and received by both departments. The amounts shown below include the 2nd (2016) and 3rd (2017) phases of the public safety radio replacement contract. Funding for the radios is provided by the accumulation of sales tax revenue in the unobligated fund balance in the General Fund.

Justification

Interoperable communications during emergencies is key to public health and safety. Communications is one area that typically experiences the most challenges during multi-agency responses due to incompatible or inoperable radio systems. In an attempt to solve this issue, Project 25 (or "P25") was initiated by the public safety agencies and manufacturers to establish standards that would allow public safety responders to communicate regardless of the radio system being utilized. Motorola has begun phasing out support for any radio system that does not meet the P25 standard. After 2017, support will not exist for the radios previously utilized by both departments so an upgrade to P25 compliant radios was essential. The Fire and Police Departments are on the State's Digital Trunked Radio System (DTRS) and by their direction, all upgrades had to be completed by 2020. The Fire and Police Departments will now be able to communicate with other public safety partners.

Expenditures	2016	2017	2018	2019	2020	Total
Police Department Portable Radios	\$ 102,661	\$ 102,661	\$ -	\$ -	\$ -	\$ 205,322
Fire Department Portable Radios	210,139	210,141	-	-	-	420,280
Total Expenditures	\$ 312,800	\$ 312,802	\$ -	\$ -	\$ -	\$ 625,602

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ 312,800	\$ 312,802	\$ -	\$ -	\$ -	\$ 625,602
Total Funding Sources	\$ 312,800	\$ 312,802	\$ -	\$ -	\$ -	\$ 625,602

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No future repair costs or software upgrade costs are anticipated as the E911 Authority Board funds these areas. The E911 Board is responsible for administering the installation, operation, maintenance, upgrade and enhancement of emergency communication services to all member agencies. They are responsible for only services within the confines of Douglas County unless the Board agrees to services beyond the boundaries. The board of directors consists of representatives from the Douglas County Sheriff's Office, Castle Rock Fire, Castle Rock Police, Franktown Fire, Larkspur Fire, Lone Tree Police, Parker Police, and South Metro Fire.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Property & Evidence Room Shelving

Project Number:	70-20			
Contact:	Tim Gorman, Commander	5 Year Historical Total	\$	-
Department:	Police Department	2016-2020 Total		40,000
Category:	Equipment	CIP Project Total (2011-2020):	\$	40,000
Type:	New			
Useful Life:	5 Years			

Description

This project is intended to accommodate the purchase and installation of additional property and evidence room shelving. The property and evidence shelving is a mechanically assisted, high-density, mobile shelving system that will increase current storage capacity.

Justification

There are approximately 9,800 items stored on the existing shelving in the property and evidence room. The current shelving encompasses about 660 linear feet, with an unused area of 175 linear feet at the current time. The number of items stored has doubled over the past 17 months. Shelving demands are not constant and depend on: evidence and/or found property taken in, the disposition of court cases, the length of time required to maintain the evidence, and the man hours required to review and dispose of evidence. In addition, the outside property and evidence storage container is currently at maximum capacity.

Expenditures	2016	2017	2018	2019	2020	Total
Property & Evidence Room Shelving	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000

Total Expenditures	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
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Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000

Total Funding Sources	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
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Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating expenditures are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Automatic CPR Devices

Project Number:	70-30		5 Year Historical Total	\$	-
Contact:	Norris Croom, Deputy Fire Chief		2016-2020 Total		80,000
Department:	Fire Department		CIP Project Total (2011-2020):		
Category:	Equipment			\$	80,000
Type:	New				
Useful Life:	5 Years				

Description

This project accommodates the purchase of five automatic cardiopulmonary resuscitation (CPR) devices, one for each medic unit at a cost of approximately \$16,000 each, for a total project cost of \$80,000. The Fire Department does not currently have any of these devices.

Justification

Current personnel are at risk of injury while performing CPR in the back of medic units while transporting a cardiac arrest patient to the hospital. In order to provide adequate and efficient CPR, Fire personnel have to be unbelted and standing over the patient in the back of a moving medic unit. There is a significant amount of risk in doing this because any severe driving action or accident can result in Fire personnel being thrown around in the back of a medic unit and being injured as a result. Additionally, continuous, consistent CPR (at a rate of at least 100 compressions per minute) must be performed to ensure a positive outcome which means that personnel performing CPR should be switched out every two to three minutes.

Automatic CPR devices have been developed that provide continuous CPR needed without an actual person performing the CPR. These devices are designed to improve outcomes of sudden cardiac arrest and allow for better provider safety at the same time. They allow all personnel to remain seated and belted in a moving vehicle while the patient receives quality CPR. The device also reduces the number of people needed in the back of the medic unit as the device does not have to be switched out every two to three minutes. The device can also be applied to the patient on the scene, again providing continuous, quality CPR at the recommended rate of at least 100 compressions per minute.

Expenditures	2016	2017	2018	2019	2020	Total
Automatic CPR Devices	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
Total Expenditures	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
Total Funding Sources	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000

Estimated Operating Expenditures	\$	-	\$	-	\$	2,000	\$	2,000	\$	2,000	\$	6,000
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Additional expenditures would include an annual maintenance and inspection at an estimated cost of \$2,000 per year and this amount is included in the General Fund.

Estimated Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Power Stretchers

Project Number: 70-30		5 Year Historical Total	\$	-
Contact: Norris Croom, Deputy Fire Chief		2016-2020 Total		200,000
Department: Fire Department		CIP Project Total (2011-2020):		
Category: Equipment			\$	200,000
Type: New				
Useful Life: 5-7 Years				

Description

This project is intended to accommodate the purchase of five Power Stretchers, one for each medic unit at a cost of approximately \$40,000 each, for a total project cost of \$200,000 in 2017.

Justification

In each of the Fire Department's five medic units, there is a manually operated stretcher to move patients from the scene to the medic unit and from the medic unit to the hospital. Manually operated means that personnel have to physically lift the stretcher into and out of the medic units. As our population has continued to increase in weight, it is not uncommon for personnel to lift 300 pounds or more into and out of units. Patients of even greater weight are being seen which further increases the overall amount of weight personnel are required to move. This creates a significant risk to personnel in trying to safely load and unload patients from the medic units.

The Fire Department has mitigated this issue, to a degree, by ensuring there are a sufficient number of personnel on the scene of a call to assist in lifting and loading larger patients into the medic units. When the medic unit arrives at the hospital, the crew of two is then responsible for unloading a patient that may have required four people to load. Additionally, there are certain calls where the medic unit responds solo and does not have additional personnel to assist with loading patients. Lifting larger patients can pose a significant risk of back injuries to our personnel, and considering that 65% of calls are for EMS, personnel are exposed to this risk several times a day. Considering the average back injury costs an estimated \$16,000 (not including time off of work), two incidents equal the cost of one power stretcher. By implementing this project, the risk of lifting injuries to personnel will be reduced while making it safer for patients with lower risk of being dropped or personnel not being able to lift them in and out of medic units.

Expenditures	2016	2017	2018	2019	2020	Total
Power Stretchers	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
Total Expenditures	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
Total Funding Sources	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenditures are anticipated as a result of this project as all costs are included above.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Mobile Application Upgrade**

Project Number:	70-43		5 Year Historical Total	\$	-
Contact:	Karen Carter, Creative Services Supervisor		2016-2020 Total		50,000
Department:	Deputy Town Manager		CIP Project Total (2011-2020):		
Category:	Technology			\$	50,000
Type:	Upgrade				
Useful Life:	5 Years				

Description

This project will upgrade the existing mobile application to connect to existing third party platforms that will allow residents to report many different items such as potholes, animal control needs, traffic signal problems, various water issues and public safety concerns. Included are the current platforms such as the Report A Concern, CODERED and ePolice Reporting functions that are available on CRgov.com.

Justification

Improvements to the mobile application will enhance communication channels and information sharing with the citizens in the Town of Castle Rock.

Expenditures	2016	2017	2018	2019	2020	Total
Upgrade	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Total Expenditures	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Total Funding Sources	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

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

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

IT Governance

Project Number: 70-43		
Contact: Jenn Jaeger, Chief Technology Officer	5 Year Historical Total	\$ 297,162
Department: Division of Innovation and Technology	2016-2020 Total	750,000
Category: Technology	CIP Project Total (2011-2020):	\$ 1,047,162
Type: New		
Useful Life: 5 Years		

Description

IT Governance includes individual projects to support Town infrastructure and to benefit from new technologies. Only projects classified as capital are included on this list of the identified 2016 IT Governance projects. Specific projects are proposed annually and estimated amounts are identified for outgoing years. The projects planned for 2016 are as follows:

- Cartegraph Operations Management System - Asset Management for Public Works, Parks and Recreation and "Report a Concern" app for an estimated cost of \$70,400
- Aerohive Security - Security for wi-fi access points Townwide totaling \$16,680
- Trimble GPS - Survey grade GPS device to accurately locate Town assets and acquire spatial data costing \$32,037
- Conference Room Upgrades - To meet professional standards and to replace retired and failing devices for \$55,883

Justification

These projects provide a backbone infrastructure for business continuity, new technology, increased performance at lower costs and takes advantage of new processes and efficiencies.

Expenditures	2016	2017	2018	2019	2020	Total
IT Governance	\$ 175,000	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 750,000
Total Expenditures	\$ 175,000	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 750,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ 175,000	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 750,000
Total Funding Sources	\$ 175,000	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 750,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ - \$ -

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

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Gateway Mesa House Demolition

Project Number: 30-70	5 Year Historical Total \$ -
Contact: Jeff Smullen, Park Planning and Construction Manager	2016-2020 Total <u>30,000</u>
Department: Parks & Recreation Department	CIP Project Total (2011-2020): \$ 30,000
Category: Parks/Trails/Open Space	
Type: Removal	
Useful Life: N/A	

Description

There is currently a vacant house on the Gateway Mesa Open Space property which will be demolished and removed with this project.

Justification

This structure has been repeatedly vandalized, is uninhabitable and needs to be removed for both safety (asbestos and deterioration) and restoration of the open space.

Expenditures	2016	2017	2018	2019	2020	Total
House Demolition	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Total Expenditures	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales Tax	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Total Funding Sources	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

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

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Annual Trail Improvements

Project Number:	75-14		
Contact:	Jeff Smullen, Park Planning and Construction Manager	5 Year Historical Total	\$ 1,864,465
Department:	Parks & Recreation Department	2016-2020 Total	1,704,686
Category:	Parks/Trails	CIP Project Total (2011-2020):	\$ 3,569,151
Type:	New		
Useful Life:	50 Year		

Description

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 \$500,000 annually 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. All funds from 2016, and a portion of 2017 funds, are planned for use in 2015 for the construction of a pedestrian bridge over Wolfensberger Road that will connect trails at Philip S. Miller Park and Ridgeline Open Space. Therefore, no funds will be available for 2016 projects. Beginning in 2017, funds will be used for planning efforts for the East Plum Creek Trail. Construction of the East Plum Creek Trail heading south to Crystal Valley Parkway will occur in 2018, 2019 and 2020.

Justification

On an average monthly basis, both the Meadows Parkway and the Festival Park locations see approximately 9,000 visitors each. There are approximately 300 visitors per day on an average during the summer months. The 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. The Lanterns Development will construct a trail section to Bell Mountain Ranch and Douglas County will complete a portion from 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.

Expenditures	2016	2017	2018	2019	2020	Total
Construction Contracts	\$ -	\$ 204,686	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,704,686
Total Expenditures	\$ -	\$ 204,686	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,704,686

Funding Sources	2016	2017	2018	2019	2020	Total
Transportation Fund Transfer	\$ -	\$ 204,686	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,704,686
Total Funding Sources	\$ -	\$ 204,686	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,704,686

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ -

Expenses are variable depending on scope of the project, type of trail surface and potential volunteer support. Maintenance of the existing trail system is budgeted at \$558,415 for 2016 and is budgeted in the General Fund - Open Space Division.

Estimated Revenue \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
GENERAL LONG TERM PLANNING FUND
DEPUTY TOWN MANAGER
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Fiber Line	\$ 237,000	\$ -	\$ -	\$ -	\$ -	237,000
Building Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000
Parking Lot Improvements	179,417	382,989	372,184	472,039	138,911	1,545,540
Park Concrete Repair	79,000	15,000	10,000	24,500	-	128,500
Cisco Devices	153,200	169,400	206,000	231,000	269,500	1,029,100
Microsoft Licensing Agreement	81,900	90,000	90,000	90,000	100,000	451,900
Server Replacement	39,984	45,984	45,000	45,000	57,000	232,968
Computer Replacement Program	90,568	90,342	90,116	89,000	87,000	447,026
Disaster Recovery Equipment Replacement	21,000	21,000	21,000	21,000	21,000	105,000
Storage Replacement Program	26,700	34,900	45,719	59,435	77,860	244,614
Commvault Licensing	16,200	21,600	27,000	32,400	43,200	140,400
UPS (Battery Backup) Replacement	27,000	27,000	27,000	27,000	27,000	135,000
Synthetic Turf Replacement	-	216,000	295,000	295,000	-	806,000
Door Security System	-	-	24,596	24,596	24,596	73,788
Security Camera Replacement	-	-	-	42,000	42,000	84,000
Avaya Phone Replacement	-	20,600	20,600	20,600	-	61,800
Wireless Device Replacement	13,500	16,500	9,000	12,750	30,000	81,750
Total Expenditures by Year	\$ 1,215,469	\$ 1,401,315	\$ 1,533,215	\$ 1,736,320	\$ 1,168,067	\$ 7,054,386

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 1,215,469	\$ 1,221,927	\$ 1,492,358	\$ 1,514,500	\$ 1,144,748	6,589,002
Utilities Funds	-	179,388	-	-	-	179,388
Transportation Fund	-	-	40,857	-	-	40,857
Community Center Fund	-	-	-	221,820	-	221,820
Golf Fund	-	-	-	-	23,319	23,319
Total Funding Sources by Year	\$ 1,215,469	\$ 1,401,315	\$ 1,533,215	\$ 1,736,320	\$ 1,168,067	\$ 7,054,386

*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.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Fiber Line

Project Number: 76-33			
Contact: Jenn Jaeger, Chief Technology Officer		5 Year Historical Total	\$ 560,431
Department: Division of Innovation and Technology		2016-2020 Total	237,000
Category: Technology		CIP Project Total (2011-2020):	\$ 797,431
Type: Repair			
Useful Life: 13 Years			

Description

This project will accomplish the repair and enhancement of current fiber infrastructure. The three year fiber project will cease at the end of 2016, concluding the scope of fiber infrastructure to create a self-healing ring between Town facilities that provides network connectivity in the case of an inadvertent fiber splice. If any segment of the ring shall be interrupted, the data traffic takes to the opposite direction in the ring, around the break allowing for continued business production. Phase 1 of the project provided fiber splicing to existing runs along Perry Street, continuing under I-25 to the MAC. Phase 2 of the project runs fiber north of the MAC, across Wolfensberger to Meadows Parkway. The last phase will be complete in 2016 and will tie the ring from Meadows Parkway to our existing fiber on the east side of I-25.

Justification

As Town facilities are added, and/or renovated, fiber is necessary to connect those buildings with the Town's data network so employees are able to continue to work. Additionally, areas of repair and/or enhancements occur occasionally and require funding from this program, including but not limited to, Intergovernmental Agreements with Douglas County and CDOT to share resources beneficial to all parties (such as intersection cameras, traffic control and emergency access to radio communications).

Expenditures	2016	2017	2018	2019	2020	Total
Equipment & Installation	\$ 237,000	\$ -	\$ -	\$ -	\$ -	\$ 237,000
Total Expenditures	\$ 237,000	\$ -	\$ -	\$ -	\$ -	\$ 237,000

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 237,000	\$ -	\$ -	\$ -	\$ -	\$ 237,000
Total Funding Sources	\$ 237,000	\$ -	\$ -	\$ -	\$ -	\$ 237,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Building Improvements

Project Number: 70-20		
Contact: Kristin Zagurski, Management Analyst	5 Year Historical Total	\$ 448,903
Department: Facilities Department	2016-2020 Total	1,250,000
Category: Building	CIP Project Total (2011-2020):	\$ 1,698,903
Type: Repair		
Useful Life: 10-15 Years		

Description

Building improvements in 2016 will include upgrades to Fire Stations 154 and 155 including aesthetic improvements like paint and carpet, as well as functional repairs to the stations' kitchens. These improvements are estimated to be up to \$80,000 for each of the two stations. Other improvements in 2016 include HVAC repairs at Fire Station 151 for \$15,000 and renovations to the main floor of the Police Department totaling \$75,000. A placeholder amount of \$250,000 is budgeted in future years to accommodate necessary building improvements.

Justification

Ongoing facility maintenance and improvement projects are necessary as Town facilities grow older. The projects reflected above resolve end of life issues. Additionally, the improvements will address overall aesthetics while also ensuring facilities are properly maintained.

Expenditures	2016	2017	2018	2019	2020	Total
Facility Improvements	\$ 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	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 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

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Parking Lot Improvements

Project Number:	70-10		
Contact:	Carl Armijo, CIP Engineering Manager	5 Year Historical Total	\$ 309,344
Department:	Public Works Department	2016-2020 Total	<u>1,545,540</u>
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 1,854,884
Type:	Repair		
Useful Life:	10-15 Years		

Description

Town owned public parking lots require regular repair and improvements. Portions of the improvements will be completed through the General Long-Term Planning Fund, while other components of the project will occur in the funds that will benefit based on Town facility. For example, the Utilities Funds, Golf Course Fund and Community Center Fund will incur expenditures related to those parking lot improvements in the years shown below.

Justification

Parking lot inspections occurred in 2014 to determine what repairs needed to be performed at various parking lots. Revised cost estimates have been established in 2015 to reflect more accurate pricing and scope of work. This work is necessary in order to maintain functional and safe parking lots at Town facilities.

Expenditures	2016	2017	2018	2019	2020	Total
Parks & Trailhead Parking Lots	\$ 126,187	\$ 119,788	\$ 331,327	\$ 125,014	\$ 67,503	\$ 769,819
Facilities Building Parking Lot		52,364				52,364
Town Hall Parking Lot				125,205		125,205
Fire Station Parking Lots	53,230	31,449			17,892	102,571
Police Department Parking Lot					30,197	30,197
Utilities Parking Lots		179,388				179,388
Red Hawk Maintenance Shop					23,319	23,319
Service Center Parking Lots			40,857			40,857
Community Center Parking Lots				221,820		221,820
Total Expenditures	\$ 179,417	\$ 382,989	\$ 372,184	\$ 472,039	\$ 138,911	\$ 1,545,540

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 179,417	\$ 203,601	\$ 331,327	\$ 250,219	\$ 115,592	\$ 1,080,156
Transportation Fund			40,857			40,857
Utilities Funds		179,388				179,388
Golf Fund					23,319	23,319
Community Center Fund				221,820		221,820
Total Funding Sources	\$ 179,417	\$ 382,989	\$ 372,184	\$ 472,039	\$ 138,911	\$ 1,545,540

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

There are no additional operating expenses anticipated and maintenance costs in each area may decrease due to the site improvement.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Park Concrete Repair

Project Number: 70-10		
Contact: Jeff Smullen, Park Planning & Construction Manager	5 Year Historical Total	\$ 309,344
Department: Parks & Recreation Department	2016-2020 Total	128,500
Category: Parks/Trails	CIP Project Total (2011-2020):	\$ 437,844
Type: Replacement		
Useful Life: 15 Years		

Description

This project is for concrete replacement within the parks, open space and trails system that are potential safety hazards. Budgeted amounts include the following repairs in each year:

- 2016: Founders Park (\$44k), Butterfield Park (\$20k) and Memmen Ridge (\$15k)
- 2017: Centennial Park (\$15k)
- 2018: Gemstone Park (\$5k) and Mitchell Gulch (\$5k)
- 2019: Matney (\$2,500) and Metzler Ranch (\$22k)

Justification

Staff has visited the sites listed above and documented the identified safety hazards. It is imperative that the concrete be replaced for the safety of individuals utilizing these areas.

Expenditures	2016	2017	2018	2019	2020	Total
Site Improvements	\$ 79,000	\$ 15,000	\$ 10,000	\$ 24,500	\$ -	\$ 128,500
Total Expenditures	\$ 79,000	\$ 15,000	\$ 10,000	\$ 24,500	\$ -	\$ 128,500

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 79,000	\$ 15,000	\$ 10,000	\$ 24,500	\$ -	\$ 128,500
Total Funding Sources	\$ 79,000	\$ 15,000	\$ 10,000	\$ 24,500	\$ -	\$ 128,500

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating expenses are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name
Cisco Devices

Project Number:	76-80			
Contact:	Jenn Jaeger, Chief Technology Officer	5 Year Historical Total	\$	317,727
Department:	Division of Innovation and Technology	2016-2020 Total		1,029,100
Category:	Technology	CIP Project Total (2011-2020):	\$	1,346,827
Type:	Replacement			
Useful Life:	5 Years			

Description

This project will replace a portion of our Cisco networking devices including any that are five years or older. Network devices are an essential requirement to deliver data between computers and servers. If a Cisco network device fails, data cannot be delivered, and employee productivity is greatly reduced. Maintaining these devices is very important for daily work of almost every Town employee.

Justification

The Town is no longer able to buy support for some of these devices, and the likelihood of failure increases with age. Proactive replacement of the devices will avoid excessive downtime from an unscheduled failure while allowing staff to find and buy the best replacement option. Cisco devices grow at an annual rate of 17%. Replacement costs are estimated as follows, per year:

- 2016 based on 20% of 132 devices
- 2017 based on 20% of 154 devices
- 2018 based on 20% of 180 devices
- 2019 based on 20% of 210 devices
- 2020 based on 20% of 245 devices

The cost of devices vary, but average \$5,500 each. In addition to annual replacement costs, two Cisco VPN ASA devices must be replaced in 2016 (Town VPN), and two more in 2018 (Police VPN and SCADA VPN) at a cost of \$4,000 each. The Fortigate clusters must also be replaced in 2018 for a total of \$90,000.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ 153,200	\$ 169,400	\$ 206,000	\$ 231,000	\$ 269,500	\$ 1,029,100
Total Expenditures	\$ 153,200	\$ 169,400	\$ 206,000	\$ 231,000	\$ 269,500	\$ 1,029,100

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 153,200	\$ 169,400	\$ 206,000	\$ 231,000	\$ 269,500	\$ 1,029,100
Total Funding Sources	\$ 153,200	\$ 169,400	\$ 206,000	\$ 231,000	\$ 269,500	\$ 1,029,100

Estimated Operating Expenditures	\$	-	\$	-	\$	-	\$	-	\$	-
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No additional operating expenses are anticipated as a result of this project.

Estimated Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Microsoft Licensing Agreement**

Project Number:	76-81		
Contact:	Jenn Jaeger, Chief Technology Officer	5 Year Historical Total	\$ 196,942
Department:	Division of Innovation and Technology	2016-2020 Total	451,900
Category:	Technology	CIP Project Total (2011-2020):	\$ 648,842
Type:	Upgrade		
Useful Life:	3 Years		

Description

This licensing agreement allows the Town to use the latest version of the Microsoft operating system, office productivity software and backend server licenses. Using this unique enterprise agreement allows the Town to spread the cost of new software over multiple years while guaranteeing the ability to upgrade if a newer version comes to market. The current contract is for three years (May 31, 2013-May 31, 2016). An annual true-up is required in this agreement to purchase new licenses added over the past 12 months. The current true-up cost per workstation is \$593.

Justification

Not upgrading to newer versions of the Microsoft software such as Office and Windows, the Town will not be able to purchase new applications since they only work on the latest versions. Microsoft discontinues support for older software versions and most importantly the old versions have significant security risks to hacking. Also, this contract provides enough licenses to be in compliance based on the number of computers in Town.

Expenditures	2016	2017	2018	2019	2020	Total
Software Licenses	\$ 81,900	\$ 90,000	\$ 90,000	\$ 90,000	\$ 100,000	\$ 451,900
Total Expenditures	\$ 81,900	\$ 90,000	\$ 90,000	\$ 90,000	\$ 100,000	\$ 451,900

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 81,900	\$ 90,000	\$ 90,000	\$ 90,000	\$ 100,000	\$ 451,900
Total Funding Sources	\$ 81,900	\$ 90,000	\$ 90,000	\$ 90,000	\$ 100,000	\$ 451,900

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Server Replacement**

Project Number: 76-83		5 Year Historical Total	\$	247,457
Contact: Jenn Jaeger, Chief Technology Officer		2016-2020 Total		232,968
Department: Division of Innovation and Technology		CIP Project Total (2011-2020):	\$	480,425
Category: Technology				
Type: Replacement				
Useful Life: 5 Years				

Description

With nine physical servers used by departments in Town, this project will replace a percentage of them each year to make sure critical business operations continue to run without interruption. These nine physical servers house 100 virtual servers that contain Town data for every application used by Town employees. Just like computers on desktops, the backend servers get old and must be replaced before a critical hardware failure causes excessive downtime. If just one of the physical servers should fail, multiple departments would be affected, resulting in loss of productivity.

Justification

Every five years, a server needs to be replaced or the Town risks failures, which could potentially result in major outages. A regular schedule will keep systems healthy and vendor support available.

Expenditures	2016	2017	2018	2019	2020	Total
Server Equipment	\$ 30,000	\$ 36,000	\$ 30,000	\$ 30,000	\$ 42,000	\$ 168,000
UPS Remote Server	9,984	9,984	15,000	15,000	15,000	64,968
Total Expenditures	\$ 39,984	\$ 45,984	\$ 45,000	\$ 45,000	\$ 57,000	\$ 232,968

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 39,984	\$ 45,984	\$ 45,000	\$ 45,000	\$ 57,000	\$ 232,968
Total Funding Sources	\$ 39,984	\$ 45,984	\$ 45,000	\$ 45,000	\$ 57,000	\$ 232,968

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
Computer Replacement Program

Project Number: 75-12

Contact: Jenn Jaeger, Chief Technology Officer

Department: Division of Innovation and Technology

Category: Technology

Type: Replacement

Useful Life: 3 Years

5 Year Historical Total \$ 345,462

2016-2020 Total 447,026

CIP Project Total (2011-2020): \$ 792,488
Description

Town computers are scheduled to be replaced every three years in order to maintain up-to-date systems for employees. A list of replacements, by year, will be supplied by the Division of Innovation and Technology to appropriately cost allocate replacement desktops by department.

Justification

Without replacing Town computers staff would be less productive because their computers will be slow and unstable. The new applications installed by the Town require more power and memory, so upgrading the computers allows staff to use newer applications.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ 90,568	\$ 90,342	\$ 90,116	\$ 89,000	\$ 87,000	\$ 447,026

Total Expenditures	\$ 90,568	\$ 90,342	\$ 90,116	\$ 89,000	\$ 87,000	\$ 447,026
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Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 90,568	\$ 90,342	\$ 90,116	\$ 89,000	\$ 87,000	\$ 447,026

Total Funding Sources	\$ 90,568	\$ 90,342	\$ 90,116	\$ 89,000	\$ 87,000	\$ 447,026
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Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating expenses are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Disaster Recovery Equipment Replacement

Project Number: 76-82
 Contact: Jenn Jaeger, Chief Technology Officer
 Department: Division of Innovation and Technology
 Category: Technology
 Type: Replacement
 Useful Life: 4 Years

5 Year Historical Total	\$	127,109
2016-2020 Total		105,000
CIP Project Total (2011-2020):	\$	232,109

Description

This project will replace 25% of networking and storage devices at our Disaster Recovery site that are near the end of their expected life. This equipment is very important to maintain in case the equipment at Town Hall is unreachable for business continuity. The Disaster Recovery site is an off-site physical facility that houses mirrored systems to those that exist in Town Hall. Townwide data is replicated to the Disaster Recovery site on an hourly basis, so in the event that the Town Hall basement server room should fail, within hours all employees would have access to current data for business continuity.

Justification

This project is a proactive replacement of the devices as required to ensure business continuity in case a disaster impairs the ability to access the Town Hall datacenter.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 105,000
Total Expenditures	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 105,000

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 105,000
Total Funding Sources	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 105,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Storage Replacement Program

Project Number: 70-30

Contact: Jenn Jaeger, Chief Technology Officer

Department: Division of Innovation and Technology

Category: Technology

Type: Replacement

Useful Life: 3 Years

5 Year Historical Total \$ 99,278

2016-2020 Total 244,614

CIP Project Total (2011-2020): \$ 343,892

Description

This project will add (based on business needs) or replace 33% of the storage devices at Town Hall, to ensure proper storage needs Townwide to maintain an average 31% annual growth and proactively replace storage devices prior to failure.

Justification

This project is the proactive replacement of storage devices as required to ensure business continuity versus unscheduled failures.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ 26,700	\$ 34,900	\$ 45,719	\$ 59,435	\$ 77,860	\$ 244,614
Total Expenditures	\$ 26,700	\$ 34,900	\$ 45,719	\$ 59,435	\$ 77,860	\$ 244,614

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 26,700	\$ 34,900	\$ 45,719	\$ 59,435	\$ 77,860	\$ 244,614
Total Funding Sources	\$ 26,700	\$ 34,900	\$ 45,719	\$ 59,435	\$ 77,860	\$ 244,614

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Commvault Licensing

Project Number: 70-43

Contact: Jenn Jaeger, Chief Technology Officer

Department: Division of Innovation and Technology

Category: Technology

Type: Upgrade

Useful Life: 5 Years

5 Year Historical Total \$ 58,574

2016-2020 Total 140,400

CIP Project Total (2011-2020): \$ 198,974

Description

This project will add additional Commvault backup storage licensing each year to perform backups on Townwide data.

Justification

As Townwide storage increases at an average of 25% annually, Commvault licensing must be increased to meet the storage capacity for backups.

Expenditures	2016	2017	2018	2019	2020	Total
Software	\$ 16,200	\$ 21,600	\$ 27,000	\$ 32,400	\$ 43,200	\$ 140,400
Total Expenditures	\$ 16,200	\$ 21,600	\$ 27,000	\$ 32,400	\$ 43,200	\$ 140,400

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 16,200	\$ 21,600	\$ 27,000	\$ 32,400	\$ 43,200	\$ 140,400
Total Funding Sources	\$ 16,200	\$ 21,600	\$ 27,000	\$ 32,400	\$ 43,200	\$ 140,400

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
UPS (Battery Backup) Replacement

Project Number: 78-48

Contact: Jenn Jaeger, Chief Technology Officer

5 Year Historical Total \$ -

Department: Division of Innovation and Technology

2016-2020 Total 135,000

Category: Equipment

CIP Project Total (2011-2020): \$ 135,000

Type: Replacement

Useful Life: 3 Years

Description

Replacement of existing UPS (Battery Backup) devices that are at the end of their useful life for individual computers and for servers for an estimated \$27,000 per year. In 2016, UPS's will be replaced for the Division of Innovation and Technology (DoIT), Police, Fire Headquarters, Fire Station 153, Fire Station 155, Ray Waterman Water Treatment Facility, Red Hawk Ridge Golf Course, Service Center, Plum Creek Water Purification Facility and Utilities.

Justification

Battery backup is essential in order to maintain business continuity and to protect against loss of data resulting from a power outage. During a power outage, systems and employees can continue to utilize systems/computers and ensure that all necessary files are saved and closed properly.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment - Individual	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
Equipment - Servers	17,000	17,000	17,000	17,000	17,000	85,000
Total Expenditures	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 135,000

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 135,000
Total Funding Sources	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 135,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Synthetic Turf Replacement

Project Number: 78-47	5 Year Historical Total \$ -
Contact: Jeff Smullen, Park Planning & Construction Manager	2016-2020 Total <u>806,000</u>
Department: Parks & Recreation Department	CIP Project Total (2011-2020): \$ 806,000
Category: Parks/Trails	
Type: Replacement	
Useful Life: 10 Years	

Description

The synthetic turf field at Butterfield, Gemstone and Matney parks will be reaching their use expectancy of 10 years and will need to be replaced. Replacement is projected to occur in 2017 for Butterfield Park, 2018 for Gemstone Park and 2019 for Matney Park.

Justification

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.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000
Total Expenditures	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000
Total Funding Sources	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating expenses are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Door Security System

Project Number: 77-98			
Contact: Jenn Jaeger, Chief Technology Officer		5 Year Historical Total	\$ 65,780
Department: Division of Innovation and Technology		2016-2020 Total	73,788
Category: Building		CIP Project Total (2011-2020):	\$ 139,568
Type: Replacement			
Useful Life: 12 Years			

Description

This project will upgrade Keyscan panels and provide an upgrade to the software, as the current system is 12 years old. Not replacing end-of-life panels poses a physical risk to the security of our facilities. New panels are required to upgrade the 12 year old software to the newest, most secure version.

Justification

The project will upgrade the current panels and software to the newest version of Keyscan to ensure security measures are adequate and supported Townwide.

Expenditures	2016	2017	2018	2019	2020	Total
Keyscan	\$ -	\$ -	\$ 24,596	\$ 24,596	\$ 24,596	\$ 73,788
Total Expenditures	\$ -	\$ -	\$ 24,596	\$ 24,596	\$ 24,596	\$ 73,788

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ -	\$ -	\$ 24,596	\$ 24,596	\$ 24,596	\$ 73,788
Total Funding Sources	\$ -	\$ -	\$ 24,596	\$ 24,596	\$ 24,596	\$ 73,788

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating expenses are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Security Camera Replacement

Project Number: 78-49		
Contact: Jenn Jaeger, Chief Technology Officer	5 Year Historical Total	\$ -
Department: Division of Innovation and Technology	2016-2020 Total	84,000
Category: Equipment	CIP Project Total (2011-2020):	\$ 84,000
Type: Replacement		
Useful Life: 5 Years		

Description

There are currently 83 surveillance cameras installed at all Town facilities. These cameras were installed in 2014/2015 and will require replacement at the end of a five year life cycle and should be proactively replaced prior to failure.

Justification

Security cameras were installed by a recommendation of a security audit performed by the Police Department for the safety of employees and physical facilities. It is necessary to fund security camera replacement to ensure cameras continue to function prior to loss of vendor support and parts.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ -	\$ -	\$ -	\$ 42,000	\$ 42,000	\$ 84,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 42,000	\$ 42,000	\$ 84,000

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ -	\$ -	\$ -	\$ 42,000	\$ 42,000	\$ 84,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 42,000	\$ 42,000	\$ 84,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating expenses are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Avaya Phone Replacement**

Project Number: 70-30		5 Year Historical Total	\$	22,000
Contact: Jenn Jaeger, Chief Technology Officer		2016-2020 Total		61,800
Department: Division of Innovation and Technology		CIP Project Total (2011-2020):	\$	83,800
Category: Equipment				
Type: Replacement				
Useful Life: 5 Years				

Description

This project will replace the 309 Avaya model 9608 phones beginning in 2017 that will be at the end of life and no longer supported by the Avaya software/voicemail system.

Justification

In order to provide users with full functionality and features of the current software, it is necessary to replace desktop phones for Town employees.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ -	\$ 20,600	\$ 20,600	\$ 20,600	\$ -	\$ 61,800
Total Expenditures	\$ -	\$ 20,600	\$ 20,600	\$ 20,600	\$ -	\$ 61,800

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ -	\$ 20,600	\$ 20,600	\$ 20,600	\$ -	\$ 61,800
Total Funding Sources	\$ -	\$ 20,600	\$ 20,600	\$ 20,600	\$ -	\$ 61,800

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating expenses are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Wireless Device Replacement**

Project Number: 70-30		5 Year Historical Total	\$	-
Contact: Jenn Jaeger, Chief Technology Officer		2016-2020 Total		81,750
Department: Division of Innovation and Technology		CIP Project Total (2011-2020):	\$	81,750
Category: Equipment				
Type: Replacement				
Useful Life: 3 Years				

Description

This project will replace wireless access points for mobility in the field, wi-fi access and connectivity for remote swimming pools every 3 years, prior to end of device and support life.

Justification

Wireless access points are necessary for providing wi-fi access in all facilities, video upload for the in-car cameras for the Police Department, connectivity to remote locations (swimming pools, Red Hawk, Facilities), and the Airtight devices which provide security to the wireless devices.

Expenditures	2016	2017	2018	2019	2020	Total
Equipment	\$ 13,500	\$ 16,500	\$ 9,000	\$ 12,750	\$ 30,000	\$ 81,750
Total Expenditures	\$ 13,500	\$ 16,500	\$ 9,000	\$ 12,750	\$ 30,000	\$ 81,750

Funding Sources	2016	2017	2018	2019	2020	Total
Building Use Tax	\$ 13,500	\$ 16,500	\$ 9,000	\$ 12,750	\$ 30,000	\$ 81,750
Total Funding Sources	\$ 13,500	\$ 16,500	\$ 9,000	\$ 12,750	\$ 30,000	\$ 81,750

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenses are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
TRANSPORTATION FUND
PUBLIC WORKS DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Miscellaneous Projects & Studies	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Traffic Safety Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Traffic Signal Program	860,000	600,000	230,000	-	-	1,690,000
Neighborhood Traffic Calming	25,000	25,000	25,000	25,000	25,000	125,000
Development Related Improvements Program	89,000	50,000	50,000	50,000	50,000	289,000
Transportation Master Plan Update	200,000	-	-	-	-	200,000
ADA Ramps	40,000	40,000	40,000	40,000	40,000	200,000
Meadows Parkway Reconstruction	-	1,667,000	-	-	-	1,667,000
Downtown Crosswalks	496,000	-	-	-	-	496,000
Sunset Drive Improvements	160,000	-	-	-	-	160,000
School Beacons Management	55,000	-	-	-	-	55,000
Downtown Alleyways	307,000	-	-	-	-	307,000
Total Expenditures by Year	\$ 2,332,000	\$ 2,482,000	\$ 445,000	\$ 215,000	\$ 215,000	\$ 5,689,000

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Developer Contributions	\$ 121,000	\$ -	\$ -	\$ -	\$ -	\$ 121,000
Road and Bridge Tax	1,769,000	1,109,000	405,000	175,000	175,000	3,633,000
Sales and Use Tax	240,000	40,000	40,000	40,000	40,000	400,000
Federal Grant	202,000	1,333,000	-	-	-	1,535,000
Total Funding Sources by Year	\$ 2,332,000	\$ 2,482,000	\$ 445,000	\$ 215,000	\$ 215,000	\$ 5,689,000

**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.*

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Miscellaneous Projects & Studies

Project Number:	75-24		
Contact:	Bob Goebel, Director of Public Works	5 Year Historical Total	\$ 135,719
Department:	Public Works Department	2016-2020 Total	250,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 385,719
Type:	Repair		
Useful Life:	Variable		

Description

Small projects or studies are typically identified during the year that are currently unknown. Examples include miscellaneous concerns like broken sidewalks, or minor drainage issues not previously identified. This program is meant to pay for these items.

Justification

Being able to immediately implement small projects as they are identified provides for the best customer service for the public.

Expenditures	2016	2017	2018	2019	2020	Total
Design/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	2016	2017	2018	2019	2020	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

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Operational impacts are typically minimal as these small improvements to existing infrastructure fall under existing maintenance operations.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Traffic Safety Improvements**

Project Number:	75-25		
Contact:	Ryan Germeroth, Transp. Planning & Traffic Engineering Manager	5 Year Historical Total	\$ 285,444
Department:	Public Works Department	2016-2020 Total	250,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 535,444
Type:	Repair		
Useful Life:	Variable		

Description

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 meant to pay for these items.

Justification

Being able to immediately implement small projects as they are identified provides for the best customer service for the public and aids in improving safety.

Expenditures	2016	2017	2018	2019	2020	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	2016	2017	2018	2019	2020	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

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

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

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Traffic Signal Program

Project Number:	75-26				
Contact:	Ryan Germeroth, Transp. Planning & Traffic Engineering Manager	5 Year Historical Total	\$	1,343,992	
Department:	Public Works Department	2016-2020 Total		1,690,000	
Category:	Infrastructure	CIP Project Total (2011-2020):	\$	3,033,992	
Type:	Upgrade				
Useful Life:	15-20 years				

Description

This program is utilized to construct new traffic signals that are identified through engineering evaluations, and to signal system changes recommended in the comprehensive townwide system analysis. For 2016, a new traffic signal is planned to be added at Highway 86 and Black Pine Drive at a budgeted cost of \$230,000. A second signal is planned to be installed south of 5th Street on Ridge Road. \$400,000 is also included in 2016 to accomplish phase II of III of the traffic signal system upgrades. This project improves overall communications infrastructure as well as signal controller upgrades. 2017 will be the final year for completing these upgrades and will improve responses to maintenance needs as well as provide for the ability to take over the operations and maintenance of CDOT owned signals.

For years 2017 through 2020, 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.

Justification

Installations improve traffic movement and safety of roadway users. For the signal planned for 2016, \$121,000 of the project cost is funded by a developer contribution for the Liberty Village neighborhood, with the remaining \$739,000 funded by Road and Bridge Taxes. The current software system uses computer technology that is over twenty years old and the main communication software has not been supported by the vendor for the past five years. The existing phone modem system will be replaced with a radio communications system that will speed up communications to and from signals and improve reliability.

Expenditures	2016	2017	2018	2019	2020	Total
Construction/Engineering	\$ 860,000	\$ 600,000	\$ 230,000	\$ -	\$ -	\$ 1,690,000
Total Expenditures	\$ 860,000	\$ 600,000	\$ 230,000	\$ -	\$ -	\$ 1,690,000

Funding Sources	2016	2017	2018	2019	2020	Total
Developer Contributions	\$ 121,000	\$ -	\$ -	\$ -	\$ -	\$ 121,000
Road and Bridge Tax	739,000	600,000	230,000	-	-	1,569,000
Total Funding Sources	\$ 860,000	\$ 600,000	\$ 230,000	\$ -	\$ -	\$ 1,690,000

Estimated Operating Expenditures	\$ 2,600	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 23,400
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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.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Neighborhood Traffic Calming

Project Number:	75-28			
Contact:	Ryan Germeroth, Transp. Planning & Traffic Engineering Manager	5 Year Historical Total	\$	35,397
Department:	Public Works Department	2016-2020 Total		125,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$	160,397
Type:	Upgrade			
Useful Life:	Variable			

Description

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.

Justification

Projects are identified through the current policy approved by Town Council and administered by staff. These projects are typically developed during the year as residents request them and certain criteria are met. Examples include the installation of speed cushions on residential streets.

Expenditures	2016	2017	2018	2019	2020	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	2016	2017	2018	2019	2020	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

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

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 was.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Development Related Improvements Program

Project Number:	75-32		
Contact:	Bob Goebel, Director of Public Works	5 Year Historical Total	\$ 92,019
Department:	Public Works Department	2016-2020 Total	289,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 381,019
Type:	New		
Useful Life:	Variable		

Description

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 on the public. Projects are identified through the development review process and constructed as needed. Increased costs in 2016 include curb and gutter work on Jerry Street and milling and overlay work on Appleton Way.

Justification

The Town has recognized that opportunities exist for transportation improvements to be made in conjunction with developments. It is our intent to construct these improvements during development, at a reduced cost.

Expenditures	2016	2017	2018	2019	2020	Total
Engineering/Construction	\$ 89,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 289,000
Total Expenditures	\$ 89,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 289,000

Funding Sources	2016	2017	2018	2019	2020	Total
Road and Bridge Tax	\$ 89,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 289,000
Total Funding Sources	\$ 89,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 289,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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The operational impact of the program will depend on the projects constructed.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Transportation Master Plan Update

Project Number:	76-44		
Contact:	Bob Goebel, Director of Public Works	5 Year Historical Total	\$ 21,316
Department:	Public Works Department	2016-2020 Total	<u>200,000</u>
Category:	Intangible	CIP Project Total (2011-2020):	\$ 221,316
Type:	Planning/Design		
Useful Life:	5 years		

Description

The Transportation Master Plan shows what the Town's transportation network will look like in the future. It includes bicycle / pedestrian links and road construction projects through 2030. The Town's Transportation Master Plan will be updated to reflect current conditions and establish a prioritized list of projects.

Justification

The Town's Transportation Master Plan was last updated in 2011. Since that time, a significant number of projects have been completed and the Town has experienced significant growth, such as the new Promenade development. These factors result in the need to update the Plan to reflect all of the changes to the transportation system and prioritize future projects based upon the community needs.

Expenditures	2016	2017	2018	2019	2020	Total
Plans/Studies	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000
Total Expenditures	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales and Use Tax	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000
Total Funding Sources	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

Operational expenditures may be impacted as a result of constructing planned projects.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

ADA Ramps

Project Number:	76-78		
Contact:	Bob Goebel, Director of Public Works	5 Year Historical Total	\$ 271,722
Department:	Public Works Department	2016-2020 Total	200,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 471,722
Type:	Replacement		
Useful Life:	Variable		

Description

Town Council approved the ADA Prioritization Plans which identified \$40,000 per year to be allocated towards curb ramp upgrades based on priorities, and funding level. A contractor will be utilized to construct upgrades. The goal of the Americans with Disabilities Act (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.

Justification

The ADA Prioritization Plan was developed in response to requirements under Title II of American with Disabilities Act. Title II of the ADA requires that state and local entities develop and implement a transition plan specific to curb ramps.

Expenditures	2016	2017	2018	2019	2020	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	2016	2017	2018	2019	2020	Total
Sales and 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

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

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

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Meadows Parkway Reconstruction

Project Number:	78-40		
Contact:	Carl Armijo, CIP Engineering Manager	5 Year Historical Total	\$ -
Department:	Public Works Department	2016-2020 Total	1,667,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 1,667,000
Type:	Replacement		
Useful Life:	20 years		

Description

The concrete pavement within the stretch of Meadows Parkway between Prairie Hawk Drive and 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.

Justification

Construction in 2017 has been identified for this work since the North Meadows Extension project will be completed in July 2016. 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 our request for federal funding to complete this project has been approved. The Town's funding portion is for 20% of the project cost. The remaining 80% will be grant funding.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ -	\$ 1,667,000	\$ -	\$ -	\$ -	\$ 1,667,000
Total Expenditures	\$ -	\$ 1,667,000	\$ -	\$ -	\$ -	\$ 1,667,000

Funding Sources	2016	2017	2018	2019	2020	Total
Road and Bridge Tax	\$ -	\$ 334,000	\$ -	\$ -	\$ -	\$ 334,000
Federal Grant	-	1,333,000	-	-	-	1,333,000
Total Funding Sources	\$ -	\$ 1,667,000	\$ -	\$ -	\$ -	\$ 1,667,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Management Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Downtown Crosswalks

Project Number:	78-42		5 Year Historical Total	\$	-
Contact:	Carl Armijo, CIP Engineering Manager		2016-2020 Total		496,000
Department:	Public Works Department		CIP Project Total (2011-2020):		
Category:	Infrastructure			\$	496,000
Type:	Replacement				
Useful Life:					

Description

The project is intended to accommodate the reconstruction of crosswalks within the downtown area. Sections of existing crosswalks along Perry and Wilcox Streets are failing and in need of reconstruction in order to decrease safety risks to pedestrians and vehicles. This work has been scheduled to correspond with adjacent street maintenance planned within the Pavement Maintenance Program in order to minimize disruptions to the traveling public and adjacent businesses across multiple years. This work will involve removing portions or all of damaged crosswalks and replace with new pavement and markings.

Justification

Existing pavement failures have resulted in the increased need to temporarily patch potholes that are not expected to be sustainable and will require continual patching until such time that permanent repairs can be made. The Town is receiving increased inquiries from pedestrian and adjacent businesses as to when permanent repairs will be completed.

Expenditures	2016	2017	2018	2019	2020	Total
Reconstruction	\$ 496,000	\$ -	\$ -	\$ -	\$ -	\$ 496,000
Total Expenditures	\$ 496,000	\$ -	\$ -	\$ -	\$ -	\$ 496,000

Funding Sources	2016	2017	2018	2019	2020	Total
Road and Bridge Tax	\$ 496,000	\$ -	\$ -	\$ -	\$ -	\$ 496,000
Total Funding Sources	\$ 496,000	\$ -	\$ -	\$ -	\$ -	\$ 496,000

Estimated Operating Expenditures	\$	-	\$	-	\$	-	\$	-
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Operational impacts are typically minimal as these small improvements to existing infrastructure fall under existing maintenance operations.

Estimated Revenue	\$	-	\$	-	\$	-	\$	-
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Sunset Drive Improvements

Project Number:	78-43		
Contact:	Carl Armijo, CIP Engineering Manager	5 Year Historical Total	\$ -
Department:	Public Works	2016-2020 Total	160,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 160,000
Type:	Repair		
Useful Life:	20 years		

Description

Sunset Drive is an older street that did not have curb and gutter installed along portions of the street. As a result, erosion is occurring to adjacent landscaping from stormwater runoff that is encroaching onto the travel lanes after storms. This requires continual maintenance to clean up and repair the erosion. This project will improve the storm water conveyance and collection infrastructure, including the installation of curb and gutter, to eliminate adjacent erosion. In addition, portions of the existing pavement that have been damaged as a result of this erosion activity will be reconstructed to improve the subgrade material and install new pavement.

Justification

These improvements will decrease the need to clean up and repair landscaping erosion after storm events and extend the lifespan of the existing roadway.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 160,000	\$ -	\$ -	\$ -	\$ -	160,000
Total Expenditures	\$ 160,000	\$ -	\$ -	\$ -	\$ -	160,000

Funding Sources	2016	2017	2018	2019	2020	Total
Road and Bridge Tax	\$ 160,000	\$ -	\$ -	\$ -	\$ -	160,000
Total Funding Sources	\$ 160,000	\$ -	\$ -	\$ -	\$ -	160,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Operational impacts fall under existing maintenance operations.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **School Beacons Management**

Project Number:	78-44		
Contact:	Ryan Germeroth, Transp. Planning & Traffic Engineering Manager	5 Year Historical Total	\$ -
Department:	Public Works Department	2016-2020 Total	55,000
Category:	Technology	CIP Project Total (2011-2020):	\$ 55,000
Type:	New		
Useful Life:	15-20 years		

Description

This project involves the installation of new computer hardware and software to allow for the operations of the Town's School Beacons from a central office location. The Town currently has over 50 school beacons located along streets nearby all elementary and the middle school within Town to temporarily reduce speed limits along the streets. This project will install a new system to allow for the management of these timeframes from a central office location.

Justification

Each year the schools make adjustments to the reporting and dismissal times throughout the year. When this occurs, Town staff adjusts the times at each beacon location to ensure that school zone speed limits are occurring when high volume pedestrian activity associated with the schools occur. This is very time consuming as the number of school beacons added as new schools are built continues to grow. This project is intended to significantly reduce the staff time associated with clock adjustments and allow for this time to be spent on the growing number of traffic sign and pavement marking inventory to be maintained.

Expenditures	2016	2017	2018	2019	2020	Total
Construction/Engineering	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Total Expenditures	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000

Funding Sources	2016	2017	2018	2019	2020	Total
Road and Bridge Tax	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Total Funding Sources	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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The new hardware will require maintenance as malfunctions occur. This will require minor increases to the Town's existing signal service contract should the Town's technology resources not have the in-house specialization to repair.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Downtown Alleyways

Project Number:	78-46	5 Year Historical Total	\$ -
Contact:	Carl Armijo, CIP Engineering Manager	2016-2020 Total	307,000
Department:	Public Works	CIP Project Total (2011-2020):	\$ 307,000
Category:	Infrastructure		
Type:	Repair		
Useful Life:	20 years		

Description

The funds will be utilized to reconstruct four alleys. Three alleys located between Briscoe and South Streets and west of Wilcox Street. The fourth alley is located north of Seventh Street and east of Wilcox Street. The Town shall be reimbursed with the money from two grants (\$152,000 & \$ 50,000) once the project is complete. The project is expected to cost approximately \$307,000, therefore funding will include \$202,000 in grant funds and \$105,000 in Road and Bridge tax revenue.

Justification

The alleys identified for construction are in extreme disrepair and are in need of maintenance improvements. The CDBG grant money provides the Town with funds to make pavement improvements that will provide proper access, including ADA accessibility, to residents. ADA access to businesses that front to Wilcox Street is provided in the alley entrances due to the older store fronts with steps or stoops at the front entrance. In addition, this project will improve drainage in the alley north of Seventh Street and east of Wilcox Street which has been problematic.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 307,000	\$ -	\$ -	\$ -	\$ -	307,000
Total Expenditures	\$ 307,000	\$ -	\$ -	\$ -	\$ -	307,000

Funding Sources	2016	2017	2018	2019	2020	Total
Road and Bridge Tax	\$ 105,000	\$ -	\$ -	\$ -	\$ -	105,000
Federal Grant	202,000	-	-	-	-	202,000
Total Funding Sources	\$ 307,000	\$ -	\$ -	\$ -	\$ -	307,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	-
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Operational impacts are typically minimal as these small improvements to existing infrastructure fall under existing maintenance operations.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
TRANSPORTATION CAPITAL FUND
PUBLIC WORKS DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
North Meadows Extension to US 85 & I-25	\$ 9,483,775	\$ -	\$ -	\$ -	\$ -	\$ 9,483,775
Service Center Expansion	-	150,000	1,350,000	-	-	1,500,000
Craig & Gould N. Infrastructure Improvement:	-	-	-	800,000	3,100,000	3,900,000
Plum Creek Improvements at Perry & Wilcox	3,050,000	-	-	-	-	3,050,000
Improvements at Highway 86 & Allen Way	-	355,000	337,000	2,632,000	-	3,324,000
Improvements at Hwy 86 & Crowfoot Valley	-	-	650,000	1,450,000	-	2,100,000
Crystal Valley Parkway Interchange	1,500,000	-	2,300,000	-	-	3,800,000
Total Expenditures by Year	\$14,033,775	\$ 505,000	\$ 4,637,000	\$ 4,882,000	\$ 3,100,000	\$ 27,157,775

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Developer Contribution	\$ 2,077,333	\$ -	\$ 2,300,000	\$ -	\$ -	\$ 4,377,333
State Contribution	1,924,132	-	400,000	1,480,000	-	3,804,132
CIP Reserves	6,982,310	-	-	-	-	6,982,310
Impact Fees	-	150,000	1,350,000	-	-	1,500,000
Use Taxes	3,050,000	71,000	318,000	1,705,000	3,100,000	8,244,000
Federal Grant	-	284,000	269,000	1,447,000	-	2,000,000
County Contribution	-	-	-	250,000	-	250,000
Total Funding Sources by Year	\$14,033,775	\$ 505,000	\$ 4,637,000	\$ 4,882,000	\$ 3,100,000	\$ 27,157,775

**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.*

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
North Meadows Extension to US 85 & I-25

Project Number:	75-31		
Contact:	Bob Goebel	5 Year Historical Total	\$ 62,569,285
Department:	Public Works Department	2016-2020 Total	9,483,775
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 72,053,060
Type:	New		
Useful Life:	30 years		

Description

This project is planned to accommodate the completion of two paved lanes from the Meadows development area to US 85 and four lanes from US 85 to I-25. Construction began in 2014 and is projected to be completed and open to traffic by the second quarter of 2016. Budgeted costs in 2016 include estimated unspent amounts from 2015. 5-year historical expenses include approximately \$27.3 million in 2014 and an estimated \$27 million in 2015.

Justification

The purpose of the project is to relieve traffic congestion and improve safety at the US 85/Meadows Parkway intersection and the I-25/Meadows Parkway interchange. As the Town continues to grow, improvements to transportation infrastructure will be required in order to handle additional traffic volume. Significant demands on transportation infrastructure are attributable to substantial residential growth and large multi-use developments such as the Promenade at Castle Rock. This project helps to accommodate these growing transportation needs.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 9,483,775	\$ -	\$ -	\$ -	\$ -	\$ 9,483,775
Total Expenditures	\$ 9,483,775	\$ -	\$ -	\$ -	\$ -	\$ 9,483,775

Funding Sources	2016	2017	2018	2019	2020	Total
Developer Contribution	\$ 577,333	\$ -	\$ -	\$ -	\$ -	\$ 577,333
State Contribution	1,924,132	-	-	-	-	1,924,132
CIP Reserves	6,982,310	-	-	-	-	6,982,310
Total Funding Sources	\$ 9,483,775	\$ -	\$ -	\$ -	\$ -	\$ 9,483,775

Estimated Operating Expenditures	\$ 5,650	\$ 11,300	\$ 11,300	\$ 11,300	\$ 11,300	\$ 50,850
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An additional FTE and equipment was added in 2015 to assist with increased snow removal and maintenance needs. The approximate additional maintenance cost is \$5,650 per lane-mile. With two additional lane-miles, the estimated increased annual cost is \$11,300.

Estimated Revenue	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
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Highway User Tax is collected by the state through gas taxes and motor vehicle registration fees and are distributed based on a formula that includes miles of streets in the Town of Castle Rock. Based upon 2014 estimates, revenue may increase by about \$15,000 in 2017.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Service Center Expansion

Project Number: 70-20

Contact: Bob Goebel, Public Works Director

Department: Public Works Department

Category: Building

Type: Upgrade

Useful Life: 40 years

5 Year Historical Total \$ -

2016-2020 Total 1,500,000

CIP Project Total (2011-2020): \$ 1,500,000

Description

This project involves the construction of new office space along with 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 those recommendations for facilities expansion for the Public Works Department. This project is anticipated to occur over a two-year period to accommodate both design and construction phases.

Justification

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.

Expenditures	2016	2017	2018	2019	2020	Total
Design	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
Construction	-	-	1,350,000	-	-	1,350,000
Total Expenditures	\$ -	\$ 150,000	\$ 1,350,000	\$ -	\$ -	\$ 1,500,000

Funding Sources	2016	2017	2018	2019	2020	Total
Impact Fees	\$ -	\$ 150,000	\$ 1,350,000	\$ -	\$ -	\$ 1,500,000
Total Funding Sources	\$ -	\$ 150,000	\$ 1,350,000	\$ -	\$ -	\$ 1,500,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

Future operating expenditures will exist with utilities and facilities maintenance.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name Craig & Gould N. Infrastructure Improvements

Project Number:	77-62	5 Year Historical Total	\$	-
Contact:	Carl Armijo, CIP Engineering Manager	2016-2020 Total		3,900,000
Department:	Public Works Department	CIP Project Total (2011-2020):	\$	3,900,000
Category:	Infrastructure			
Type:	Replacement			
Useful Life:	30 years			

Description

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. This includes reconstruction of existing pavement and the addition of curb, gutter, and sidewalk improvements. The improvements are expected to improve pedestrian safety and better define parking areas along the streets that currently do not have curbs or sidewalks. 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.

Justification

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 the Utilities Department and timing of these improvements for design and construction years was closely coordinated between both departments.

Expenditures	2016	2017	2018	2019	2020	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	2016	2017	2018	2019	2020	Total
Use Taxes	\$ -	\$ -	\$ -	\$ 800,000	\$ 3,100,000	\$ 3,900,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 800,000	\$ 3,100,000	\$ 3,900,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

Increased operational impacts are not anticipated as this project is a replavement. 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.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Plum Creek Improvements at Perry & Wilcox

Project Number:	78-37		
Contact:	Carl Armijo, CIP Engineering Manager	5 Year Historical Total	\$ -
Department:	Public Works Department	2016-2020 Total	3,050,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 3,050,000
Type:	Upgrade		
Useful Life:	20 years		

Description

This project includes adding a dedicated right turn lane on Perry Street at the intersection with Plum Creek Parkway in the southbound direction. Improvements at the intersection of Plum Creek Parkway and Wilcox Street include the addition of another left turn lane on Wilcox Street in the northbound direction and removal of the drainage pan on Plum Creek Parkway that currently creates a dip in the road that forces vehicles to slow down. Striping improvements on Plum Creek Parkway at the intersection of the northbound on-ramp to I-25 will also occur. 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.

Justification

The project will reduce congestion and improve traffic flow along the Plum Creek Parkway corridor near the I-25 interchange. The current volume of traffic during certain peak hours of each day create the need to make these improvements in order to improve operations as well as decrease the safety risk. Removal of the dip at the Plum Creek Parkway and Wilcox intersection will allow for higher speeds, fewer stops, and improved traffic flow through the intersection.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 3,050,000	\$ -	\$ -	\$ -	\$ -	3,050,000
Total Expenditures	\$ 3,050,000	\$ -	\$ -	\$ -	\$ -	3,050,000

Funding Sources	2016	2017	2018	2019	2020	Total
Use Taxes	\$ 3,050,000	\$ -	\$ -	\$ -	\$ -	3,050,000
Total Funding Sources	\$ 3,050,000	\$ -	\$ -	\$ -	\$ -	3,050,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Management Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Improvements at Highway 86 & Allen Way**

Project Number: 78-38		5 Year Historical Total	\$	-
Contact: Carl Armijo, CIP Engineering Manager				
Department: Public Works Department		2016-2020 Total		3,324,000
Category: Infrastructure		CIP Project Total (2011-2020): \$ 3,324,000		
Type: Upgrade				
Useful Life: 20 years				

Description

The project will allow for improvements to Founders Parkway to accommodate a second eastbound left turn lane and a dedicated westbound right turn lane. The project will also add 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 roadside trail. 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.

Justification

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 Founders Parkway in the eastbound direction to back up into the adjacent through lane. In addition, the amount of volume often times makes it difficult to process vehicles that are waiting to make a turn to make it through on one cycle of the signal.

Expenditures	2016	2017	2018	2019	2020	Total
Design	\$ -	\$ 355,000	\$ -	\$ -	\$ -	\$ 355,000
Right-of-way Acquisition	-	-	337,000	-	-	337,000
Construction	-	-	-	2,632,000	-	2,632,000
Total Expenditures	\$ -	\$ 355,000	\$ 337,000	\$ 2,632,000	\$ -	\$ 3,324,000

Funding Sources	2016	2017	2018	2019	2020	Total
Use Taxes	\$ -	\$ 71,000	\$ 68,000	\$ 655,000	\$ -	\$ 794,000
Federal Grant	-	284,000	269,000	1,447,000	-	2,000,000
State Contribution	-	-	-	280,000	-	280,000
County Contribution	-	-	-	250,000	-	250,000
Total Funding Sources	\$ -	\$ 355,000	\$ 337,000	\$ 2,632,000	\$ -	\$ 3,324,000

Estimated Operating Expenditures	\$	-	\$	-	\$	-	\$	-
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Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Management Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

Estimated Revenue	\$	-	\$	-	\$	-	\$	-
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No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Improvements at Hwy 86 & Crowfoot Valley**

Project Number: 78-39		5 Year Historical Total	\$	-
Contact: Carl Armijo, CIP Engineering Manager		2016-2020 Total		2,100,000
Department: Public Works Department		CIP Project Total (2011-2020): \$ 2,100,000		
Category: Infrastructure				
Type: Upgrade				
Useful Life: 20 years				

Description

This project will accommodate the construction of an additional left turn lane on Founders Parkway at the intersection with Crowfoot Valley Road to allow for two dedicated left turn lanes for the eastbound direction. Additional work will widen Crowfoot Valley Road at this intersection to allow for the additional left turn lane as well as 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. In early 2016 the Town was notified by CDOT that they will commit funding to this project. Updated costs are supplied based on this.

Justification

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	2016	2017	2018	2019	2020	Total
Design	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ 650,000
Construction	-	-	-	1,450,000	-	1,450,000
Total Expenditures	\$ -	\$ -	\$ 650,000	\$ 1,450,000	\$ -	\$ 2,100,000

Funding Sources	2016	2017	2018	2019	2020	Total
Use Taxes	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ 500,000
State Contribution	-	-	400,000	1,200,000	-	1,600,000
Total Funding Sources	\$ -	\$ -	\$ 650,000	\$ 1,450,000	\$ -	\$ 2,100,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Management Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
Crystal Valley Parkway Interchange

Project Number: 78-41

Contact: Carl Armijo, CIP Engineering Manager

Department: Public Works Department

Category: Infrastructure

Type: New

Useful Life: 30 years

5 Year Historical Total \$ -

2016-2020 Total 3,800,000

CIP Project Total (2011-2020): \$ 3,800,000
Description

A new interchange is proposed to be constructed on Interstate 25 in the southernmost part of Town. Located approximately 2.5 miles south of the Plum Creek Parkway interchange, the new interchange could connect Douglas Lane on the east side of I-25 and Territorial Road on the west side. The current five year effort is to achieve an update to the existing Federal Environmental Assessment to allow for construction phasing, complete design of any approved phase one option, along with remaining ROW acquisition for the full project. Construction costs for any approved phase will need to be assessed upon completion of the Environmental Assessment update. Construction cost estimates are not included at this time, only Design and Right of Way Acquisition are represented below. Current estimates indicate that construction will cost between \$45 to \$50 million. Phasing options are currently being explored which would spread the costs of construction out over multiple years.

Justification

The interchange will provide access from 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 also will:

- 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

Expenditures	2016	2017	2018	2019	2020	Total
Design	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Right of Way Acquisition	-	-	2,300,000	-	-	2,300,000
Total Expenditures	\$ 1,500,000	\$ -	\$ 2,300,000	\$ -	\$ -	\$ 3,800,000

Funding Sources	2016	2017	2018	2019	2020	Total
Developer Contribution	\$ 1,500,000	\$ -	\$ 2,300,000	\$ -	\$ -	\$ 3,800,000
Total Funding Sources	\$ 1,500,000	\$ -	\$ 2,300,000	\$ -	\$ -	\$ 3,800,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

Slight increases to the Pavement Management Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
CONSERVATION TRUST FUND
PARKS & RECREATION DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Park Improvements	\$ 741,000	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 1,473,000
Park Safety Improvements	129,500	74,500	44,500	44,500	44,500	337,500
Total Expenditures by Year	\$ 870,500	\$ 122,500	\$ 212,500	\$ 387,500	\$ 217,500	\$ 1,810,500

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Colorado Lottery Funds	\$ 870,500	\$ 122,500	\$ 212,500	\$ 387,500	\$ 217,500	\$ 1,810,500
Total Funding Sources by Year	\$ 870,500	\$ 122,500	\$ 212,500	\$ 387,500	\$ 217,500	\$ 1,810,500

**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.*



Philip S. Miller Park Turf Field

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Park Improvements

Project Number:	75-18		
Contact:	Jeff Smullen, Park Planning and Construction Manager	5 Year Historical Total	\$ 368,143
Department:	Parks & Recreation Department	2016-2020 Total	1,473,000
Category:	Parks/Trails	CIP Project Total (2011-2020):	\$ 1,841,143
Type:	Repair		
Useful Life:	Varies by Project		

Description

This line item is reserved each year for irrigation updates, POST Partners, trees for Arbor Day, playground safety updates, signs as needed and one major project per year. Planning includes Metzler Ranch Park improvements including dugout covers & hockey board replacement in 2016 (\$38,000) and new playground and site furniture and inline resurfacing in 2019 (\$325k); Butterfield Park core plaza, playgrounds, tennis courts and pavilions in 2016 (\$685k); Mitchell Gulch Park Playground in 2018 (\$150k); Paintbrush Park shed and utility cart in 2017 (\$30k), backstop extensions and pavilions in 2020 (\$155k). Additionally, this includes \$10k per year for POST Partners and \$8k per year for Arbor Day trees.

Justification

The upkeep of parks and open space requires continual investment to maintain high levels of service into perpetuity. Castle Rock is part of the Colorado Tree Coalition that leads statewide efforts to preserve, renew and enhance community forests in Colorado. Additionally, the Town has two certified Arborists on staff that monitor the health of Castle Rock trees and support the annual Arbor Day Celebration where local fifth grade students are invited to plant trees and learn about the importance of trees. Also, playground equipment ages with standard wear patterns and has an average life expectancy of 15-20 years. The projects listed above are part of our aging system and will need replaced based on the schedule provided. Lastly, POST Partners is a parks, open space, and trails related volunteer outreach program that helps fill a maintenance gap by providing trail maintenance, trash clean-up, site improvements through scout projects, environmental restoration through Earth Day activities, Colorado Bluebird Project and open space revegetation among other nature education programs and special events throughout the year.

Expenditures	2016	2017	2018	2019	2020	Total
Metzler Ranch Improvements	\$ 38,000	\$ -	\$ -	\$ 325,000	\$ -	\$ 363,000
Butterfield Park Improvements	685,000	-	-	-	-	685,000
Paintbrush Park Improvements	-	30,000	-	-	-	30,000
Mitchell Gulch Park Improvements	-	-	150,000	-	155,000	305,000
POST & Arbor Day Trees	18,000	18,000	18,000	18,000	18,000	90,000
Total Expenditures	\$ 741,000	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 1,473,000

Funding Sources	2016	2017	2018	2019	2020	Total
Colorado Lottery Funds	\$ 741,000	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 1,473,000
Total Funding Sources	\$ 741,000	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 1,473,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenditures are anticipated at this time.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Park Safety Improvements

Project Number:	70-10		
Contact:	Jeff Smullen, Park Planning and Construction Manager	5 Year Historical Total	\$ 151,082
Department:	Parks & Recreation Department	2016-2020 Total	337,500
Category:	Parks/Trails	CIP Project Total (2011-2020):	\$ 488,582
Type:	Replacement		
Useful Life:	Varies		

Description

With the 20 parks that we currently maintain, there is a safety need to fill the playgrounds with Fibar to protect users from falls while utilizing our equipment. The material needs to be placed at depths determined by the National Playground Safety Standards. The cost is \$40k in 2016 and 2017 and \$10k annually thereafter. The Department also has needs for a weather station to be placed at PSM Park for efficient operations of the Maxicom irrigation system (\$10K), repairs to the existing baseline on the infield synthetic turf at Metzler Ranch Park (\$25k), an increase to the hazardous tree removal and replacement (\$15k), annual disposable parks equipment replacement (\$5k) and replacement of a stand on aerator and a high power trail blower (\$20k), annual site furniture replacements for those items that have been vandalized such as benches, picnic tables, bike racks, reservation signs (\$7,500) and annual irrigation updates for parks and streetscapes (\$7k).

Justification

All items outlined above are safety concerns for both the public and the staff utilizing the equipment or making repairs to the existing system. 2015 Community Survey ranks Castle Rock Parks and Trails as a high priority among residents and in order to meet the safety standards and the high expectations of the community, staff is continuing to keep pace with the current level of service.

Expenditures	2016	2017	2018	2019	2020	Total
Site Improvements	\$ 129,500	\$ 74,500	\$ 44,500	\$ 44,500	\$ 44,500	\$ 337,500
Total Expenditures	\$ 129,500	\$ 74,500	\$ 44,500	\$ 44,500	\$ 44,500	\$ 337,500

Funding Sources	2016	2017	2018	2019	2020	Total
Colorado Lottery Funds	\$ 129,500	\$ 74,500	\$ 44,500	\$ 44,500	\$ 44,500	\$ 337,500
Total Funding Sources	\$ 129,500	\$ 74,500	\$ 44,500	\$ 44,500	\$ 44,500	\$ 337,500

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenditures are anticipated at this time.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

**2016-2020 CAPITAL IMPROVEMENT PROGRAM
PARKS AND RECREATION CAPITAL FUND
PARKS & RECREATION DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT**

Project Expenditures	2016	2017	2018	2019	2020	Total
Philip S. Miller Park Equipment	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Philip S. Miller Park LED Signage	100,000	-	-	-	-	100,000
Philip S. Miller Park Improvements	30,000	100,000	-	-	-	130,000
Future Park Planning	-	200,000	2,000,000	-	-	2,200,000
Total Expenditures by Year	\$ 175,000	\$ 300,000	\$ 2,000,000	\$ -	\$ -	\$ 2,475,000

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Impact Fees	\$ 175,000	\$ 300,000	\$ 2,000,000	\$ -	\$ -	\$ 2,475,000
Total Funding Sources by Year	\$ 175,000	\$ 300,000	\$ 2,000,000	\$ -	\$ -	\$ 2,475,000

**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.*



Adventure Playground Giant Saucer Swing at Philip S. Miller Park

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Philip S. Miller Park Equipment

Project Number: 70-30		5 Year Historical Total	\$ 68,500
Contact: Jeff Smullen, Park Planning and Construction Manager		2016-2020 Total	45,000
Department: Parks & Recreation Department		CIP Project Total (2011-2020):	\$ 113,500
Category: Equipment			
Type: New			
Useful Life: 5 - 10 Years			

Description

This expenditure accounts for equipment needed for general operations and maintenance of Philip S. Miller Park. The proposed item includes a sweeper in 2016. This sweeper will allow staff to maintain the concrete pathways in the Core Plaza, Millhouse, main entrance and throughout Philip S. Miller Park.

Justification

The upkeep of parks and open space require the purchase of capital equipment to maintain an appropriate level of service. Philip S. Miller Park is a regional park that draws more than 161,000 vehicles per month and more than 25,000 trips up and down the Challenge Hill. This high profile park is an economic driver to the Town and staff would like to provide additional levels of service to continue the regional draw to the community.

Expenditures	2016	2017	2018	2019	2020	Total
Machinery and Equipment	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Total Expenditures	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Funding Sources	2016	2017	2018	2019	2020	Total
Impact Fees	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Total Funding Sources	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Increased fuel costs will be offset by recent savings in this line item, resulting in no overall increase to operating expenditures. Ongoing maintenance costs and future replacement of equipment will occur within the General Fund in future years.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Philip S. Miller Park LED Signage

Project Number: 70-30		5 Year Historical Total	\$	-
Contact: Jeff Smullen, Park Planning and Construction Manager		2016-2020 Total		100,000
Department: Parks & Recreation Department		CIP Project Total (2011-2020):		
Category: Equipment			\$	100,000
Type: New				
Useful Life: 10 Years				

Description

This project will fund an LED sign and wayfinding signs to identify trails and events at the Philip S. Miller Park and Miller Activity Complex (MAC). The estimated total for this project is \$100k.

Justification

Philip S. Miller Park is a regional park that draws more than 161,000 vehicles per month and more than 25,000 trips up and down the Challenge Hill. This high profile park is an economic driver to the Town and staff would like to provide additional levels of service to continue the regional draw to the community. Due to the addition of the amphitheater and mill house facilities, the number of events will increase at Philip S. Miller Park. Increased and improved signage will create a better overall experience by communicating information about park activities to all visitors.

Expenditures	2016	2017	2018	2019	2020	Total
Machinery and Equipment	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Expenditures	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Funding Sources	2016	2017	2018	2019	2020	Total
Impact Fees	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Funding Sources	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Estimated Operating Expenditures	\$	-	\$	-	\$	-	\$	-
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No additional operating expenditures are anticipated as a result of this project.

Estimated Revenue	\$	-	\$	-	\$	-	\$	-
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No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Philip S. Miller Park Improvements

Project Number: 76-87		5 Year Historical Total	\$	-
Contact: Jeff Smullen, Park Planning and Construction Manager		2016-2020 Total		130,000
Department: Parks & Recreation Department		CIP Project Total (2011-2020):		
Category: Parks/Trails			\$	130,000
Type: New				
Useful Life: 10 Years				

Description

This project funds a connection to a parking lot for the aerial trekking course anticipated to open in the spring of 2016; and, for a pathway to future parking from the park through the concrete box culvert under Plum Creek Parkway for large community/regional events.

Justification

Philip S. Miller Park is a regional park that draws more than 161,000 vehicles per month and more than 25,000 trips up and down the Challenge Hill. This high profile park is an economic driver to the Town and staff would like to provide additional levels of service to continue the regional draw to the community. This project will expand access to parking for park visitors for regular use and during special events.

Expenditures	2016	2017	2018	2019	2020	Total
Parking Access	\$ 30,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 130,000
Total Expenditures	\$ 30,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 130,000

Funding Sources	2016	2017	2018	2019	2020	Total
Impact Fees	\$ 30,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 130,000
Total Funding Sources	\$ 30,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 130,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

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

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Future Park Planning

Project Number: 75-21		5 Year Historical Total	\$ -
Contact: Jeff Smullen, Park Planning and Construction Manager		2016-2020 Total	2,200,000
Department: Parks & Recreation Department		CIP Project Total (2011-2020):	\$ 2,200,000
Category: Parks/Trails			
Type: New			
Useful Life: Unknown			

Description

This project is for a future park that could be built in Meadows Filing #18, Liberty Village, Terrain 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 a five to six acre site.

Justification

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. The priority for the project site will be based on community needs and will be determined at a future date.

Expenditures	2016	2017	2018	2019	2020	Total
Park Design	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
Construction Contract	-	-	2,000,000	-	-	2,000,000
Total Expenditures	\$ -	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ 2,200,000

Funding Sources	2016	2017	2018	2019	2020	Total
Impact Fees	\$ -	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ 2,200,000
Total Funding Sources	\$ -	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ 2,200,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 60,000
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Approximately \$30,000 per year is anticipated for ongoing park maintenance and will be incurred in the General Fund - Parks Division.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Park rentals may increase with the addition of a new neighborhood park. Revenue from park rentals is received into the Conservation Trust Fund.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

FIRE CAPITAL FUND

FIRE DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Crystal Valley Ranch (CVR) Fire Station	\$ 245,864	\$ 6,265,065	\$ -	\$ -	\$ -	\$ 6,510,929
Total Expenditures by Year	\$ 245,864	\$ 6,265,065	\$ -	\$ -	\$ -	\$ 6,510,929

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Fire Impact Fees	\$ 245,864	\$ 3,265,065	\$ -	\$ -	\$ -	\$ 3,510,929
Interfund Loan Proceeds	-	3,000,000	-	-	-	3,000,000
Total Funding Sources by Year	\$ 245,864	\$ 6,265,065	\$ -	\$ -	\$ -	\$ 6,510,929

**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.*

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
Crystal Valley Ranch (CVR) Fire Station

Project Number: 78-18

Contact: Art Morales, Fire Chief

Department: Fire Department

Category: Building

Type: New

Useful Life: 50 Years

5 Year Historical Total \$ -

2016-2020 Total 6,510,929

CIP Project Total (2011-2020): \$ 6,510,929
Description

The Crystal Valley Ranch (CVR) Fire Station will provide service to Crystal Valley Ranch, the Lanterns, Heckendorf Ranch, Stone Canyon Ranch, Sellars Creek Ranch, Bell Mountain Ranch, a portion of Plum Creek, and the South Lake Gulch Road corridor areas. The Town owns a site for this station at Plum Creek Boulevard and Crystal Valley Parkway. There will be a staff of 12 personnel at this station in order to maintain the current relief factor.

Justification

At the current rate of growth, an additional fire station in the Crystal Valley area of Town will need to be fully operational in 2018 with construction and staffing projected to commence in 2017. This projection is based on the key influencer of: growth rate, percentage of build-out, calls generated, suppression apparatus annual responses to the area, and annual responses to the area. Planning began relative to the financial impacts of the station as presented and approved by Council at the October 21, 2014 Town Council meeting in the draft Fire Master Plan update as well as on January 27, 2015 within the approved Additional Financial and Strategic Priorities. It is planned for the station to be financed by accrued Fire Capital Fund residential development impact fees and an internal loan from the General Fund. Repayment would occur from residential development impact fees collected in the Fire Capital Fund. Capital totals include station construction and vehicle acquisition.

Estimated ongoing operational costs including staffing of 12 personnel (\$1.5M), services including an academy for 12 new recruits (\$75,210), Paramedic school for 4 people (\$32,000), facility maintenance and all utilities (\$212k), supplies (\$114k), and vehicle replacement (\$123k) are currently projected at approximately \$2M per year. Ongoing operational costs are planned to be funded by the General Fund within the Fire and Rescue Department.

Expenditures	2016	2017	2018	2019	2020	Total
Architectural Design	\$ 245,864			\$ -	\$ -	\$ 245,864
Construction		\$ 5,124,065				5,124,065
Apparatus		1,141,000				1,141,000
Total Expenditures	\$ 245,864	\$ 6,265,065	\$ -	\$ -	\$ -	\$ 6,510,929

Funding Sources	2016	2017	2018	2019	2020	Total
Fire Impact Fees	\$ 245,864	\$ 3,265,065	\$ -	\$ -	\$ -	\$ 3,510,929
Interfund Loan Proceeds		3,000,000				3,000,000
Total Funding Sources	\$ 245,864	\$ 6,265,065	\$ -	\$ -	\$ -	\$ 6,510,929

Estimated Operating Expenditures \$ - \$ - \$ 2,000,000 \$ 2,000,000 \$ 2,000,000 \$ 6,000,000

Estimated ongoing operational costs including staffing of 12 personnel (\$1.5M), services including facility maintenance and all utilities (\$212k), supplies (\$114k), and vehicle replacement (\$123k) are currently projected at approximately \$2M per year. This will be added to the General Fund within the Fire and Rescue Department.

Estimated Revenue \$ - \$ - \$ 110,000 \$ 110,000 \$ 110,000 \$ 330,000

There would be additional revenue in the General Fund from the Castle Rock Fire Protection District as the district pays 5.5% of the total annual operations budget, exclusive of capital expenditures, of the Castle Rock Fire Department annually.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
UTILITIES - COMBINED PROJECTS
UTILITIES DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Operations and Maintenance Center Building	\$ 549,500	\$ -	\$ -	\$ 5,559	\$ -	\$ 555,059
Administration and Customer Service Building	-	-	-	3,258,054	-	3,258,054
Site Improvements at 175 Kellogg Court	-	158,330	-	-	2,505,372	2,663,702
Total Expenditures by Year	\$ 549,500	\$ 158,330	\$ -	\$ 3,263,613	\$ 2,505,372	\$ 6,476,815

Project Funding Sources	2016	2017	2018	2019	2020	Total
Water Fund CIP Reserves	\$ 223,945	\$ 57,502	\$ -	\$ 1,403,641	\$ 1,021,325	\$ 2,706,413
Water Resources Fund CIP Reserves	100,236	43,480	-	627,940	456,907	1,228,563
Stormwater Fund CIP Reserves	101,812	25,864	-	643,724	464,000	1,235,400
Wastewater Fund CIP Reserves	123,507	31,484	-	588,308	563,140	1,306,439
Total Funding Sources by Year	\$ 549,500	\$ 158,330	\$ -	\$ 3,263,613	\$ 2,505,372	\$ 6,476,815

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
Operations and Maintenance Center Building

Project Number: 75-93

Contact: Tim Friday, Assitant Utilities Director

Department: Utilities Department

Category: Building

Type: New

Useful Life: 50 Years

5 Year Historical Total \$ 4,876,688

2016-2020 Total 555,059

CIP Project Total (2011-2020): \$ 5,431,747
Description

This project will complete a new Operations & Maintenance (O&M) Building for the Operations Division of Utilities. The Operations division is responsible for daily operation and maintenance of the Town's wastewater collection and water distribution systems. Construction began in April 2015 and will be completed in 2015. Amounts budgeted for 2016 will be used to purchase furniture and ancillary equipment. Staff are currently housed in four differencet water treatment plants and a temporary trailer. This building is anticipated to be 40,000 sqare feet and accommodate approximately 70 employees.

Justification

The existing utilities headquarters currently serves as the O&M Center and houses all employees. A new O&M Center will be constructed to provide a facility that will serve the department through municipal buildout. The project will be cash-funded from accumulated capital for construction and sale of the existing facility. The timeline for additional expenditures after design will be dependent upon market timing for sale of the existing facility and the readiness of the already purchased site for the new facility.

Expenditures	2016	2017	2018	2019	2020	Total
Water Fund	\$ 223,945	\$ -	\$ -	\$ -	\$ -	\$ 223,945
Water Resources Fund	100,236	-	-	-	-	100,236
Stormwater Fund	101,812	-	-	5,559	-	107,371
Wastewater Fund	123,507	-	-	-	-	123,507
Total Expenditures	\$ 549,500	\$ -	\$ -	\$ 5,559	\$ -	\$ 555,059

Funding Sources	2016	2017	2018	2019	2020	Total
Water Fund CIP Reserves	\$ 223,945	\$ -	\$ -	\$ -	\$ -	\$ 223,945
Water Resources Fund CIP Reserves	100,236	-	-	-	-	100,236
Stormwater Fund CIP Reserves	101,812	-	-	5,559	-	107,371
Wastewater Fund CIP Reserves	123,507	-	-	-	-	123,507
Total Funding Sources	\$ 549,500	\$ -	\$ -	\$ 5,559	\$ -	\$ 555,059

Estimated Operating Expenditures \$ 50,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 250,000

The estimated annual O&M expense for this facility is \$50,000 per year, of which the Water fund portion is \$21,712 per year, Water Resources fund portion is \$8,580 per year, the Stormwater Fund portion is \$4,186 per year, and the Wastewater fund portion is \$15,522.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
Administration and Customer Service Building

Project Number: 77-57

Contact: Tim Friday, Assistant Utilities Director

5 Year Historical Total \$ -

Department: Utilities Department

2016-2020 Total 3,258,054

Category: Building

CIP Project Total (2011-2020): \$ 3,258,054

Type: New

Useful Life: 50 years

Description

This project accommodates construction of a new Administration/Customer Service Building for the Utilities Department. The existing Kellogg Facility will be repurposed for staff currently housed in trailers.

Justification

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 SF. This shortage will increase as the department grows. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in 1st quarter 2013 that details existing and future conditions, and identifies space needs for the Utilities Department. Construction is targeted for 2019 with funding split across the 4-enterprises based upon staffing. The Wastewater Fund's portion of 2019 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 5-year period (2015-2019).

Expenditures	2016	2017	2018	2019	2020	Total
Water Fund	\$ -	\$ -	\$ -	\$ 1,403,641	\$ -	\$ 1,403,641
Water Resources Fund	-	-	-	627,940	-	627,940
Stormwater Fund	-	-	-	638,165	-	638,165
Wastewater Fund	-	-	-	588,308	-	588,308
Total Expenditures	\$ -	\$ -	\$ -	\$ 3,258,054	\$ -	\$ 3,258,054

Funding Sources	2016	2017	2018	2019	2020	Total
Water Fund CIP Reserves	\$ -	\$ -	\$ -	\$ 1,403,641	\$ -	\$ 1,403,641
Water Resources Fund CIP Reserves	-	-	-	627,940	-	627,940
Stormwater Fund CIP Reserves	-	-	-	638,165	-	638,165
Wastewater Fund CIP Reserves	-	-	-	588,308	-	588,308
Total Funding Sources	\$ -	\$ -	\$ -	\$ 3,258,054	\$ -	\$ 3,258,054

Estimated Operating Expenditures \$ 30,000 \$ 30,000 \$ 30,000 \$ 30,000 \$ 30,000 \$ 150,000

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,228 per year, the Water Resources fund portion is \$5,740 per year, the Stormwater fund's portion is \$5,559 per year, and the Wastewater fund portion is \$6,742 per year.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Site Improvements at 175 Kellogg Court

Project Number:	70-10		
Contact:	Tim Friday, Assistant Utilities Director	5 Year Historical Total	\$ -
Department:	Utilities Department	2016-2020 Total	2,663,702
Category:	Building	CIP Project Total (2011-2020):	\$ 2,663,702
Type:	New		
Useful Life:	30 years		

Description

This project is part of overall facilities planning for the Utilities Department. Projects include paving, landscaping, a truck washing facility, and equipment storage upon completion of the Operations and Maintenance center and Administration and Customer Service buildings.

Justification

Money is needed for parking lot paving in 2017 and money is needed to help maintain, repair, and make improvements to the facilities at 175 Kellogg Court in 2020.

Expenditures	2016	2017	2018	2019	2020	Total
Water Fund	\$ -	\$ 57,502	\$ -	\$ -	\$ 1,021,325	\$ 1,078,827
Water Resources Fund	-	43,480	-	-	456,907	500,387
Stormwater Fund	-	25,864	-	-	464,000	489,864
Wastewater Fund	-	31,484	-	-	563,140	594,624
Total Expenditures	\$ -	\$ 158,330	\$ -	\$ -	\$ 2,505,372	\$ 2,663,702

Funding Sources	2016	2017	2018	2019	2020	Total
Water Fund CIP Reserves	\$ -	\$ 57,502	\$ -	\$ -	\$ 1,021,325	\$ 1,078,827
Water Resources Fund CIP Reserves	-	43,480	-	-	456,907	500,387
Stormwater Fund CIP Reserves	-	25,864	-	-	464,000	489,864
Wastewater Fund CIP Reserves	-	31,484	-	-	563,140	594,624
Total Funding Sources	\$ -	\$ 158,330	\$ -	\$ -	\$ 2,505,372	\$ 2,663,702

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future operating expenditures for this project are unknown at this time.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
WATER FUND
UTILITIES DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Water Supply Wells						
Water Supply Wells	\$ 675,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,075,000
Water Treatment						
Water Treatment Plant Upgrades and Equip.	150,000	150,000	150,000	150,000	150,000	750,000
Meadows Skylight Removal	50,000	-	-	-	-	50,000
RWTP Filter Media Upgrade	500,000	-	-	-	-	500,000
Water Storage						
Water Storage (Tank) Projects	435,000	335,000	185,000	125,000	3,475,609	4,555,609
Pumping & Distribution System Upgrades						
Pumping and Distribtuion System Upgrades	300,000	500,000	300,000	850,000	375,000	2,325,000
Transmission & Distribution						
Waterline Rehab/Replacement	548,000	301,000	853,000	574,000	884,000	3,160,000
Craig & Gould N. Improvements	-	-	-	55,000	480,000	535,000
Other Projects						
Security and SCADA System Improvements	75,000	75,000	75,000	75,000	75,000	375,000
General Facility Upgrades & Replacements	325,000	200,000	200,000	200,000	200,000	1,125,000
Combined Projects[^]						
Operations and Maintenance Center Building	223,945	-	-	-	-	223,945
Administration & Customer Service Building	-	-	-	1,403,641	-	1,403,641
Site Improvements at 175 Kellogg Court	-	57,502	-	-	1,021,325	1,078,827
Total Expenditures by Year	\$ 3,281,945	\$ 2,218,502	\$ 2,363,000	\$ 4,032,641	\$ 7,260,934	\$ 19,157,022
Project Funding Sources*						
Metered Water Sales	2,210,000	\$ 1,910,000	\$ 1,560,000	\$ 1,550,000	\$ 1,187,382	\$ 8,417,382
System Development Fees	-	151,000	-	-	-	151,000
CIP Reserves	1,071,945	157,502	803,000	2,482,641	6,073,552	10,588,640
Total Funding Sources by Year	\$ 3,281,945	\$ 2,218,502	\$ 2,363,000	\$ 4,032,641	\$ 7,260,934	\$ 19,157,022

*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.

[^]Combined projects meet the needs of the entire department and are funded by all four funds. These projects are reflected on the [Utilities - Combined Projects Capital Improvement](#) section.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Water Supply Wells

Project Number: 76-53			
Contact: Jeanne Stevens, Engineering Manager		5 Year Historical Total	\$ 791,709
Department: Utilities Department		2016-2020 Total	3,075,000
Category: Infrastructure		CIP Project Total (2011-2020):	\$ 3,866,709
Type: Replacement			
Useful Life: 25 Years			

Description

This project would 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. The well equipment and replacement project will rehabilitate or replace existing Town of Castle Rock well equipment as they reach the end of their useful lives. Building 204 Improvements include replacing the VFD (Variable Frequency Drive), which is too old to get parts for, placing new VFD and other electrical components and controls outside of the building away from the wet water pipe, and rehab and/or replacement of the well building due to age, wear, and the fact that removing the old VFD will almost demolish the old shed-like building.

Justification

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 our unused wells be formally abandoned. 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. Well 204 is a critical water supply well and must remain in good working order.

Expenditures	2016	2017	2018	2019	2020	Total
Well Rehab/Replacement	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Well 9 Demolition	75,000	-	-	-	-	75,000
Well Equipment and Replacement	100,000	100,000	100,000	100,000	100,000	500,000
Total Expenditures	\$ 675,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,075,000

Funding Sources	2016	2017	2018	2019	2020	Total
Metered Water Sales	\$ 575,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 137,382	\$ 2,212,382
CIP Reserves	100,000	100,000	100,000	100,000	462,618	862,618
Total Funding Sources	\$ 675,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,075,000

Future Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future repair and maintenance of wells is ongoing and is included within the Well Rehab/Replacement project based on assumed 25-year life from each well. Costs will vary for each well depending on the amount and type of rehab, and the depth of the well.

Future Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Meadows Skylight Removal

Project Number: 77-92		5 Year Historical Total	\$	45,000
Contact: Jeanne Stevens, Engineering Manager		2016-2020 Total		50,000
Department: Utilities Department		CIP Project Total (2011-2020):		\$ 95,000
Category: Building				
Type: Repair				
Useful Life: 20 Years				

Description

This project is planned to remove the existing leaking skylights and restore the roof at the Meadows Water Treatment Plant. The skylights leak over the filter process area and are a source of potential cross contamination and a threat to electrical equipment.

Justification

The existing skylights leak during snow or rain events. The skylights will be removed and the roof repaired to stop leaks over the filter beds and instrumentation control areas.

Expenditures	2016	2017	2018	2019	2020	Total
Repair	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Funding Sources	2016	2017	2018	2019	2020	Total
Metered Water Sales	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total Funding Sources	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Future Operating Expenditures	\$	-	\$	-	\$	-	\$	-
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There are no anticipated operating expenditures for this project.

Future Revenue	\$	-	\$	-	\$	-	\$	-
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There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name RWTP Filter Media Upgrade

Project Number: 77-95		
Contact: Jeanne Stevens, Engineering Manager	5 Year Historical Total	\$ 609,330
Department: Utilities Department	2016-2020 Total	500,000
Category: Building	CIP Project Total (2011-2020):	\$ 1,109,330
Type: Repair		
Useful Life: 50 Years		

Description

The plastic filter underdrains of 8 filter cells at the Ray Waterman Water Treatment Plant will be replaced with new, stainless steel filter underdrains. The old underdrains are allowing filter media to escape, creating maintenance issues and with the potential to hamper adequate water treatment. The filter media in all 8 cells will have to be replaced. The old, removed media has to be properly disposed of in a landfill.

Justification

The upgrade is needed in order to improve plant performance and eliminate operations and maintenance issues. The escaping filter media collects in the underdrains, in the filter effluent pipe and in the 500,000 gallon clearwell. The media must be removed from those places. The lost media from the filters must be replaced. A loss of media in the filter beds could cause ineffective water treatment and the risk of a water quality violation.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000
Total Expenditures	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000

Funding Sources	2016	2017	2018	2019	2020	Total
CIP Reserves	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000
Total Funding Sources	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000

Future Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	-
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There are no anticipated operating expenditures for this project.

Future Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-
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There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Water Storage (Tank) Projects**

Project Number: 75-33		5 Year Historical Total	\$ 172,430
Contact: Jeanne Stevens, Engineering Manager		2016-2020 Total	4,555,609
Department: Utilities Department		CIP Project Total (2011-2020): \$ 4,728,039	
Category: Infrastructure			
Type: Repair			
Useful Life: 50 Years			

Description

The tank rehabilitation project will facilitate structural and/or site modifications to existing tanks to ensure reliability and tank security. 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 max 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 liability. Tank 5 is no longer used and has reached the end of its useful life. Many of our 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 EA Valves project is 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.

Justification

The Town's water storage facilities consist of sixteen tanks requiring various maintenance and rehabilitation work on a periodic basis. Tanks are inspected annually and any deficiencies identified during this process are addressed through the Tank Rehabilitation program. There is no water storage in the Liberty Village development and this part of the water service area lies in a long finger in the northeast quadrant of Town. The Development Agreement with Liberty Village requires the Town to construct a water storage tank near the Liberty Village development. A storage tank in this development also would help reinforce operational reliability in the northeast quadrant. The stairs are needed to help alleviate the risk of falling while accessing the storage tanks for routine inspections and water quality testing. Water quality sampling and data analysis indicate that tanks may not be adequately circulating stored water, particularly during winter demand months. Inadequate circulation leads to aged water. Mixers can be added to tanks to improve circulation, decrease stratification and promote mixing.

Expenditures	2016	2017	2018	2019	2020	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	150,000	-	-	-	400,000
Add Stairs to Tanks	60,000	60,000	60,000	-	-	180,000
Electric Actuated Valves at Tanks	75,000	75,000	75,000	75,000	-	300,000
					\$	-
Total Expenditures	\$ 435,000	\$ 335,000	\$ 185,000	\$ 125,000	\$ 3,475,609	\$ 4,555,609

Funding Sources	2016	2017	2018	2019	2020	Total
Metered Water Sales	\$ 435,000	\$ 335,000	\$ 185,000	\$ 125,000	\$ 50,000	\$ 1,130,000
CIP Reserves	-	-	-	-	3,425,609	3,425,609
Total Funding Sources	\$ 435,000	\$ 335,000	\$ 185,000	\$ 125,000	\$ 3,475,609	\$ 4,555,609

Future Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future repair and maintenance of tanks is ongoing and is included within the Tank Rehabilitation project.

Future Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name Pumping and Distribution System Upgrades

Project Number:	77-44		
Contact:	Jeanne Stevens, Engineering Manager	5 Year Historical Total	\$ 480,710
Department:	Utilities Department	2016-2020 Total	2,325,000
Category:	Equipment	CIP Project Total (2011-2020):	\$ 2,805,710
Type:	Replacement		
Useful Life:	25 Years		

Description

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 PRV Valve project will upgrade a pressure reducing valve at the Milestone Pump Station. The Tacker Court project will accomplish a new pressure reducing valve (PRV) in downtown area. Blue and Purple 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 appurtenances often require repair and/or replacement before water main pipes do. Such appurtenances must be maintained in good operable condition to ensure reliable water transmission and distribution.

Justification

Pump station equipment and individual components 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. The existing Red Zone pumps will be undersized for future demands and supplies. A new PRV located at the end of Tacker Court will connect the blue and purple zones. This will provide a separate outlet for Tank 3 and aid in water quality by minimizing water age. 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.

Expenditures	2016	2017	2018	2019	2020	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
Tacker Court Pressure Reducing Valve (PRV)	-	200,000	-	-	-	200,000
Distribution System Upgrades	250,000	250,000	250,000	250,000	250,000	1,250,000
Total Expenditures	\$ 300,000	\$ 500,000	\$ 300,000	\$ 850,000	\$ 375,000	\$ 2,325,000

Funding Sources	2016	2017	2018	2019	2020	Total
Metered Water Sales	\$ 300,000	\$ 500,000	\$ 300,000	\$ 300,000	\$ 375,000	\$ 1,775,000
CIP Reserves	-	-	-	550,000	-	550,000
Total Funding Sources	\$ 300,000	\$ 500,000	\$ 300,000	\$ 850,000	\$ 375,000	\$ 2,325,000

Future Operating Expenditures	2016	2017	2018	2019	2020	Total
	\$ -	\$ -	\$ -	\$ -	\$ 30,074	\$ 30,074

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.

Future Revenue	2016	2017	2018	2019	2020	Total
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Waterline Rehab/Replacement

Project Number: 75-35		
Contact: Jeanne Stevens, Engineering Manager	5 Year Historical Total	\$ 277,762
Department: Utilities Department	2016-2020 Total	3,160,000
Category: Infrastructure	CIP Project Total (2011-2020):	\$ 3,437,762
Type: Repair		
Useful Life: 50 years		

Description

This project will rehabilitate or replace existing Town of Castle Rock waterlines as they reach the end of their useful lives. The Prairie Hawk project includes the installation of 500 linear feet of 12 inch waterline and the extension of blue zone waterline to eliminate zone break and improve water quality. 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 water mains. 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 to move future WISE water supplies. The Highway 85 projects includes the construction of a transmission line at HWY 85 that is needed to move WISE/Dominion flows. The Topeka Way project includes the construction of a waterline loop at Topeka Way. The Tank 11 to Pine Canyon project constructs a water line from Tank 11 to the Pine Canyon development

Justification

This program is intended to systematically identify and replace old (at risk) water lines prior to their failure. This work is also coordinated with Public Works and their Pavement Maintenance Program. Currently part of the waterline in Prairie Hawk is a dead end line; extension of the water line to remove a zone break will enhance water circulation in the area and improve water quality. Low disinfectant residuals have been the water quality issue of concern in the area. Operators are routinely wasting water in the area to improve water quality. The Glovers neighborhood is experiencing water line breaks at a higher rate than other parts of Town. Also, most of the existing waterlines are undersized 6-inch water mains that don't support an adequate fire flow. Future water supplies from WISE must be delivered around Town and water transmission lines must be adequately sized to convey future flows required to meet future demands. This infrastructure is needed to move future water supplies and will require additional pipeline to handle the additional acre feet of water being transported.

Expenditures	2016	2017	2018	2019	2020	Total
Waterline Rehab/Replacement	\$ 150,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 850,000
Prairie Hawk Waterline Extension	150,000	-	-	-	-	150,000
Glovers Waterline Replacement	-	-	-	374,000	363,000	737,000
Crowfoot Purple Line Upsize	-	151,000	-	-	-	151,000
Highway 85 Transmission	-	-	703,000	-	-	703,000
Topeka Way Waterline Loop	248,000	-	-	-	-	248,000
Tank 11 to Pine Canyon Water Line	-	-	-	-	321,000	321,000
Total Expenditures	\$ 548,000	\$ 301,000	\$ 853,000	\$ 574,000	\$ 884,000	\$ 3,160,000

Funding Sources	2016	2017	2018	2019	2020	Total
Metered Water Sales	\$ 300,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 1,000,000
CIP Reserves	248,000	-	703,000	374,000	684,000	2,009,000
System Development Fees	-	151,000	-	-	-	151,000
Total Funding Sources	\$ 548,000	\$ 301,000	\$ 853,000	\$ 574,000	\$ 884,000	\$ 3,160,000

Future Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

There are no additional future operating expenditures associated with rehab/replacement.

Future Revenue \$ - \$ - \$ - \$ - \$ - \$ -

There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Craig & Gould N. Improvements**

Project Number: 76-51		5 Year Historical Total	\$ 126,157
Contact: Jeanne Stevens, Engineering Manager		2016-2020 Total	535,000
Department: Utilities Department		CIP Project Total (2011-2020): \$ 661,157	
Category: Infrastructure			
Type: Upgrade			
Useful Life: 20 years			

Description

This project would accomplish infrastructure improvements in Craig & Gould North neighborhood.

Justification

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. In-house resources will be used as much as possible to reduce the cost of this project.

Expenditures	2016	2017	2018	2019	2020	Total
Design	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ 55,000
Construction	-	-	-	-	480,000	480,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 55,000	\$ 480,000	\$ 535,000

Funding Sources	2016	2017	2018	2019	2020	Total
CIP Reserves	\$ -	\$ -	\$ -	\$ 55,000	\$ 480,000	\$ 535,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 55,000	\$ 480,000	\$ 535,000

Future Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future operating expenditures for this project are unknown at this time.

Future Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Security and SCADA System Improvements**

Project Number:	75-36		
Contact:	Tim Friday, Assistant Utilities Director	5 Year Historical Total	\$ 434,417
Department:	Utilities Department	2016-2020 Total	375,000
Category:	Building	CIP Project Total (2011-2020):	\$ 809,417
Type:	Upgrade		
Useful Life:	20 years		

Description

This project is intended to accomplish miscellaneous small projects to increase facilities security in accordance with the Facilities Vulnerability Assessment. This project will accomplish future year water transmission and distribution facility upgrades.

Justification

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 Utilities staff.

Expenditures	2016	2017	2018	2019	2020	Total
Security Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
SCADA System Improvements	25,000	25,000	25,000	25,000	25,000	125,000
Total Expenditures	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000

Funding Sources	2016	2017	2018	2019	2020	Total
Metered Water Sales	\$ 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

Future Operating Expenditures	\$	-	\$	-	\$	-	\$	-	\$	-
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Future operating expenditures for this project are unknown at this time.

Future Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
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There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name General Facility Upgrades & Replacements

Project Number: 75-37		
Contact: Tim Friday, Assistant Utilities Director	5 Year Historical Total	\$ 375,976
Department: Utilities Department	2016-2020 Total	1,125,000
Category: Equipment	CIP Project Total (2011-2020):	\$ 1,500,976
Type: Upgrade		
Useful Life: 20 years		

Description

The general facilities upgrade project upgrades an existing booster pump station, pressure reducing valves and related water facilities. Facilities capital replacements project will facilitate maintaining building functionality by making needed updates and replacing portions for the facilities capital. The paving project will pave the access drives to pump stations/tanks/well sites and other facilities. We have 5 water treatment plants, many pump stations, PRVs, buildings and office space. All of these facilities require maintenance and replacements, i.e., tables, chairs, blinds, HVAC systems, hot water heaters, roofs, doors, windows, painting, etc. This project also includes improvements to Well building 204 which include replacing outdated equipment and electrical components.

Justification

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 replacements. 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 of our 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.

Expenditures	2016	2017	2018	2019	2020	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
Building 204 Improvements	125,000	-	-	-	-	125,000
Facilities Paving	50,000	50,000	50,000	50,000	50,000	250,000
Total Expenditures	\$ 325,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,125,000

Funding Sources	2016	2017	2018	2019	2020	Total
Metered Water Sales	\$ 325,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,125,000
Total Funding Sources	\$ 325,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,125,000

Future Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future operating expenditures for this project are unknown at this time.

Future Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There is no future operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
WATER RESOURCES FUND
UTILITIES DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Plum Creek Diversion Structure and Equipmen	\$ 9,217,388	\$ -	\$ -	\$ -	\$ -	\$ 9,217,388
WISE Project	13,532,865	739,323	1,030,643	4,041,735	2,448,939	21,793,505
Chatfield Reallocation Project	620,187	620,187	620,187	620,187	620,187	3,100,935
Rehabilitation of Alluvial Well Fields	120,000	150,000	-	200,000	250,000	720,000
Aquifer Storage and Recovery Pilot Program	-	500,000	-	-	500,000	1,000,000
Advanced Treatment Facility	7,171,627	-	-	-	-	7,171,627
PCWPF Generator	1,100,000	-	-	-	-	1,100,000
Capacity in Rueter-Hess Water Treatment Plant	-	-	-	-	-	-
Future Pipelines & Pump Stations	200,000	200,000	-	-	-	400,000
Alternative Source of Supply Project	4,466,000	12,631,000	4,355,000	4,000,000	-	25,452,000
Combined Projects[^]						
Operations and Maintenance Center Building	100,236	-	-	-	-	100,236
Administration & Customer Service Building	-	-	-	627,940	-	627,940
Site Improvements at 175 Kellogg Court	-	43,480	-	-	456,907	500,387
Total Expenditures by Year	\$36,528,303	\$14,883,990	\$ 6,005,830	\$ 9,489,862	\$ 4,276,033	\$ 71,184,018

Project Funding Sources*	2016	2017	2018	2019	2020	Total
CIP Reserves	36,528,303	14,883,990	6,005,830	9,489,862	4,276,033	71,184,018
Total Funding Sources by Year	\$36,528,303	\$14,883,990	\$ 6,005,830	\$ 9,489,862	\$ 4,276,033	\$ 71,184,018

*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.

[^]Combined projects meet the needs of the entire department and are funded by all four funds. These projects are reflected on the [Utilities - Combined Projects Capital Improvement](#) section.



Rueter Hess Reservoir

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Plum Creek Diversion Structure and Equipment

Project Number:	77-54		
Contact:	Matt Benak, Water Resources Manager	5 Year Historical Total	\$ 824,522
Department:	Utilities Department	2016-2020 Total	9,217,388
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 10,041,910
Type:	New		
Useful Life:	50 years		

Description

This project will install a surface diversion structure along Plum Creek downstream of the Plum Creek Water Reclamation Authority facility. This raw water pipeline will move the water collected from Plum Creek at the surface diversion structure 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.

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 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.

Expenditures	2016	2017	2018	2019	2020	Total
Diversion Structure & Pump Station	\$ 3,065,007	\$ -	\$ -	\$ -	\$ -	\$ 3,065,007
Raw Water pipeline to PCWPF	4,890,384	-	-	-	-	4,890,384
Pre-Sedimentation Basin	1,261,997	-	-	-	-	1,261,997
Total Expenditures	\$ 9,217,388	\$ -	\$ -	\$ -	\$ -	\$ 9,217,388

Funding Sources

CIP Reserves	\$ 9,217,388	\$ -	\$ -	\$ -	\$ -	\$ 9,217,388
Total Funding Sources	\$ 9,217,388	\$ -	\$ -	\$ -	\$ -	\$ 9,217,388

Estimated Operating Expenditures \$ - \$ 172,260 \$ 172,260 \$ 172,260 \$ 172,260 \$ 689,040

Future operating costs are estimated at \$172,260 per year beginning in 2017 and are incorporated into the Water Resources Fund 2016-2018 Balanced financial plan.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name
WISE Project

Project Number: 77-72

Contact: Matt Benak, Water Resources Manager

5 Year Historical Total \$ 11,916,179

Department: Utilities Department

2016-2020 Total 21,793,505

Category: Intangible

CIP Project Total (2011-2020): \$ 33,709,684

Type: New

Useful Life: Perpetual / 50 years

Description

This project secures 1,000 acre-feet (AF) of water on average from Denver and Aurora and builds infrastructure necessary to move water from the Peter Binney Water Purification Facility located at Aurora Reservoir to the Town of Castle Rock. It includes purchase and modifications to existing infrastructure as well as several miles of new pipelines, pump stations, operating facilities, an operational reserve and the capital portion of the water delivery rate each year. This project also includes the purchase of up to 175 acre-feet of WISE Water supplies from other WISE members if the Plum Creek Diversion Structure is not complete by high water demand season in 2017.

Justification

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.

Expenditures

	2016	2017	2018	2019	2020	Total
ECCV Title Cleanup	\$ -	\$ -	\$ -	\$ 143,024	\$ -	\$ 143,024
Binney Connection	-	200,000	400,000	3,400,000	-	4,000,000
WISE Project Subscription Fees	120,000	150,000	150,000	150,000	150,000	720,000
Castle Rock Delivery Infrastructure	5,796,000	-	-	-	-	5,796,000
WISE Local Infrastructure	7,210,000	-	-	-	1,866,950	9,076,950
WISE Operating Expenses	103,560	103,560	103,560	103,560	103,560	517,800
Operational Reserve	180,000	180,000	180,000	-	-	540,000
WISE Supply Purchases	113,676	-	-	-	-	113,676
WISE Water Delivery Facilities Capital	9,629	105,763	197,083	245,151	328,429	886,055
Total Expenditures	\$13,532,865	\$ 739,323	\$ 1,030,643	\$ 4,041,735	\$ 2,448,939	\$ 21,793,505

Funding Sources

CIP Reserves	\$13,532,865	\$ 739,323	\$ 1,030,643	\$ 4,041,735	\$ 2,448,939	\$ 21,793,505
Total Funding Sources	\$13,532,865	\$ 739,323	\$ 1,030,643	\$ 4,041,735	\$ 2,448,939	\$ 21,793,505

Estimated Operating Expenditures \$ 61,610 \$ 549,259 \$ 901,268 \$ 1,146,472 \$ 1,481,477 \$ 4,140,086

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 2016-2018 Balanced Financial Plan.

Estimated Revenue

\$ - \$ - \$ - \$ - \$ - \$ -

There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Chatfield Reallocation Project**

Project Number:	77-29		
Contact:	Matt Benak, Water Resources Manager	5 Year Historical Total	\$ 2,065,813
Department:	Utilities Department	2016-2020 Total	3,100,935
Category:	Intangible	CIP Project Total (2011-2020):	\$ 5,166,748
Type:	New		
Useful Life:	Perpetual		

Description

This project funds 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 1,500 acre-feet over a 15 to 20 year period.

Justification

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 our Plum Creek Water rights, including treated return flows in the Plum Creek basin.

Expenditures	2016	2017	2018	2019	2020	Total
Additional Storage	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 3,100,935
Total Expenditures	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 3,100,935

Funding Sources	2016	2017	2018	2019	2020	Total
CIP Reserves	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 3,100,935
Total Funding Sources	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 620,187	\$ 3,100,935

Estimated Operating Expenditures	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 225,000
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There future operating and maintenance expenses of the reservoir are anticipated to be approximately \$75,000 a year beginning in 2018 and are incorporated into the Water Resources Fund 2016-2018 Balanced Financial Plan.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Rehabilitation of Alluvial Well Fields

Project Number:	78-30				
Contact:	Matt Benak, Water Resources Manager		5 Year Historical Total	\$	-
Department:	Utilities Department		2016-2020 Total		720,000
Category:	Infrastructure		CIP Project Total (2011-2020):	\$	720,000
Type:	Repair				
Useful Life:	3 Years				

Description

The purpose of this project is to rehabilitate each alluvial well field over the course of 3 years. Alluvial wells are shallow and connected to surface streams. In 2015, significant biofouling of the alluvial wells was observed after being in operation for two years. The work would entail pump removal, cleaning, video recording, pump re-installation, and permitting.

Justification

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. The alluvial wells capture the Town's renewable water rights in Plum Creek for treatment at Plum Creek Water Purification Facility.

Expenditures	2016	2017	2018	2019	2020	Total
Well Rehabilitation	\$ 120,000	\$ 150,000	\$ -	\$ 200,000	\$ 250,000	\$ 720,000
Total Expenditures	\$ 120,000	\$ 150,000	\$ -	\$ 200,000	\$ 250,000	\$ 720,000

Funding Sources	2016	2017	2018	2019	2020	Total
CIP Reserves	\$ 120,000	\$ 150,000	\$ -	\$ 200,000	\$ 250,000	\$ 720,000
Total Funding Sources	\$ 120,000	\$ 150,000	\$ -	\$ 200,000	\$ 250,000	\$ 720,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating expenditures as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Aquifer Storage and Recovery Pilot Program**

Project Number:	75-84		
Contact:	Matt Benak, Water Resources Manager	5 Year Historical Total	\$ 558,056
Department:	Utilities Department	2016-2020 Total	<u>1,000,000</u>
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 1,558,056
Type:	New		
Useful Life:	Perpetual		

Description

This project will incrementally expand the Town's Aquifer Storage and Recovery (ASR) program. Project plans include water quality and reactivity sampling and testing of the wells that were retrofitted in 2015. This project also includes the retrofit of an existing well to be operated as an injection well and begin injecting potable renewable water for storage and recovery.

Justification

An ASR program could benefit the Town's Renewable Water Implementation Program. It has been successful in neighboring communities and, if feasible, would strengthen the Town's ability to manage its water resources.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ 1,000,000
Total Expenditures	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ 1,000,000

Funding Sources	2016	2017	2018	2019	2020	Total
CIP Reserves	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ 1,000,000
Total Funding Sources	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ 1,000,000

Estimated Operating Expenditures	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
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The estimated operating and maintenance expenses are estimated to be approximately \$4,000 a year for annual sampling costs.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Advanced Treatment Facility**

Project Number: 77-75		5 Year Historical Total	\$ 3,284,750
Contact: Matt Benak, Water Resources Manager		2016-2020 Total	7,171,627
Department: Utilities Department		CIP Project Total (2011-2020): \$ 10,456,377	
Category: Infrastructure			
Type: Upgrade			
Useful Life: 50 years			

Description

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.

Justification

Advanced treatment processes are necessary for the effective treatment of our 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.

Expenditures	2016	2017	2018	2019	2020	Total
Advance Treatment Processes	\$ 5,154,127	\$ -	\$ -	\$ -	\$ -	\$ 5,154,127
Membrane Expansion	2,017,500	-	-	-	-	2,017,500
Total Expenditures	\$ 7,171,627	\$ -	\$ -	\$ -	\$ -	\$ 7,171,627

Funding Sources

CIP Reserves	7,171,627	\$ -	\$ -	\$ -	\$ -	\$ 7,171,627
Total Funding Sources	\$ 7,171,627	\$ -	\$ -	\$ -	\$ -	\$ 7,171,627

Estimated Operating Expenditures \$ 1,604,175 \$ 1,604,175 \$ 1,604,175 \$ 1,604,175 \$ 6,416,700

Estimated O&M costs for advanced treatment processes are estimated at \$1.6 million each year beginning in 2017.

Estimated Revenue \$ - \$ - \$ - \$ - \$ -

There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

PCWPF Generator

Project Number: 77-56		
Contact: Tim Friday, Assistant Utilities Director	5 Year Historical Total	\$ -
Department: Utilities Department	2016-2020 Total	1,100,000
Category: Equipment	CIP Project Total (2011-2020):	\$ 1,100,000
Type: New		
Useful Life: 50 years		

Description

This project adds a 2500 kilowatt (kW) generator to the Plum Creek Water Purification facility to support the facility in times of power outages. This size generator will run the current plant treatment processes and the advanced treatment process at a water treatment capacity of 6 million gallons per day.

Justification

This treatment plant is a key component of the Town's water system infrastructure. This backup power system will provide the ability to ensure adequate treatment capacity for our customers in the event of a power outage.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	1,100,000
Total Expenditures	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	1,100,000

Funding Sources

CIP Reserves	1,100,000	\$ -	\$ -	\$ -	\$ -	1,100,000
Total Funding Sources	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	1,100,000

Estimated Operating Expenditures	\$ -	\$ 8,250	\$ 8,250	\$ 8,250	\$ 8,250	\$ 33,000
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Fuel cost will be incurred when the generator is in service and during regular maintenance testing.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Future Pipelines & Pump Stations**

Project Number:	78-03		
Contact:	Matt Benak, Water Resources Manager	5 Year Historical Total	\$ 100,000
Department:	Utilities Department	2016-2020 Total	400,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 500,000
Type:	Planning/Design		
Useful Life:	50 years		

Description

This project studies the concept of moving South Platte water supplies from the foothills to Rueter-Hess Reservoir through the Plum Creek Diversion Structure. Likely, partnerships with area water providers will be necessary to make the construction of this project feasible. Once feasibility of the project is determined, money will be budgeted in the future for design and construction of the project.

Justification

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.

Expenditures	2016	2017	2018	2019	2020	Total
Foothills Pipeline and Pump Station	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 200,000
Newlin Gulch Pipeline and Pump Station	100,000	100,000	-	-	-	200,000
Total Expenditures	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 400,000

Funding Sources

CIP Reserves	200,000	200,000	\$ -	\$ -	\$ -	\$ 400,000
Total Funding Sources	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 400,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There is no operational impact associated with the study.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Alternative Source of Supply Project

Project Number: 77-30		
Contact: Matt Benak, Water Resources Manager	5 Year Historical Total	\$ 9,987,320
Department: Utilities Department	2016-2020 Total	25,452,000
Category: Intangible	CIP Project Total (2011-2020):	\$ 35,439,320
Type: New		
Useful Life: 50 years		

Description

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, pipelines, pump stations, and treatment necessary to move the water from Box Elder Creek to Castle Rock. It includes obtaining firm capacity in East Cherry Creek Valley (ECCV) Water & Sanitation District's Northern Pipeline and pump stations.

Justification

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.

Expenditures	2016	2017	2018	2019	2020	Total
Box Elder Creek Properties Option Pmts	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 900,000
Box Elder Creek Properties Purchase	-	8,157,000	-	-	-	8,157,000
Box Elder Creek Properties Due Diligence	166,000	74,000	55,000	-	-	295,000
Box Elder Alluvial Water Treatment	-	100,000	-	-	-	100,000
Water Rights	4,000,000	4,000,000	4,000,000	4,000,000	-	16,000,000
Total Expenditures	\$ 4,466,000	\$ 12,631,000	\$ 4,355,000	\$ 4,000,000	\$ -	\$ 25,452,000

Funding Sources	2016	2017	2018	2019	2020	Total
CIP Reserves	\$ 4,466,000	\$ 12,631,000	\$ 4,355,000	\$ 4,000,000	\$ -	\$ 25,452,000
Total Funding Sources	\$ 4,466,000	\$ 12,631,000	\$ 4,355,000	\$ 4,000,000	\$ -	\$ 25,452,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Operating costs are not currently estimated as infrastructure to move the water is not set to begin until year 2030.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
STORMWATER FUND
UTILITIES DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Stabilization						
Tributary B Stabilization	\$ 337,500	\$ 337,500	\$ 337,500	\$ -	\$ -	\$ 1,012,500
Minor Drainageway Stabilization	50,000	50,000	50,000	50,000	50,000	250,000
Tributary D Stabilization	250,000	-	-	-	-	250,000
Stream Stabilization	2,150,000	150,000	-	850,000	250,000	3,400,000
Diamond Ridge Tributary Stabilization	-	-	-	250,000	-	250,000
System Improvements						
Front St. Flyover Drainage Improvements	45,000	-	-	-	-	45,000
Craig & Gould N. Infrastructure Improvermer	-	-	-	133,625	1,066,375	1,200,000
Young American Storm Sewer	-	-	100,000	400,000	-	500,000
Chase Drain Installations	15,750	16,538	17,364	19,144	-	68,796
Combined Projects[^]						
Operations and Maintenance Center Building	101,812	-	-	5,559	-	107,371
Administration & Customer Service Building	-	-	-	638,165	-	638,165
Site Improvements at 175 Kellogg Court	-	25,864	-	-	464,000	489,864
Total Expenditures by Year	\$ 2,950,062	\$ 579,902	\$ 504,864	\$ 2,346,493	\$ 1,830,375	\$ 8,211,696
Project Funding Sources*						
Stormwater Charges	\$ 540,750	\$ 244,038	\$ 209,864	\$ 1,292,769	\$ 1,266,375	\$ 3,553,796
System Development Fees	657,500	310,000	295,000	410,000	100,000	1,772,500
CIP Reserves	1,751,812	25,864	-	643,724	464,000	2,885,400
Total Funding Sources by Year	\$ 2,950,062	\$ 579,902	\$ 504,864	\$ 2,346,493	\$ 1,830,375	\$ 8,211,696

*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.

[^]Combined projects meet the needs of the entire department and are funded by all four funds. These projects are reflected on the [Utilities - Combined Projects Capital Improvement](#) section.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Tributary B Stabilization**

Project Number: 77-25		5 Year Historical Total	\$	337,500
Contact: David Van Dellen, Stormwater Manager		2016-2020 Total		1,012,500
Department: Utilities Department		CIP Project Total (2011-2020): \$ 1,350,000		
Category: Infrastructure				
Type: Repair				
Useful Life: 50 years				

Description

This project includes flood control improvements at the Highway 85 roadway crossing and Union Pacific Railroad (UPRR) crossing with Tributary B to eliminate flood hazard from undersized infrastructure. This project is being completed in conjunction with the North Meadows Extension project.

Justification

The improvements will reduce safety hazards and protect public transportation from loss during flooding.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 337,500	\$ 337,500	\$ 337,500	\$ -	\$ -	\$ 1,012,500
Total Expenditures	\$ 337,500	\$ 337,500	\$ 337,500	\$ -	\$ -	\$ 1,012,500

Funding Sources

Stormwater Charges	\$ 67,500	\$ 67,500	\$ 67,500	\$ -	\$ -	\$ 202,500
System Development Fees	270,000	270,000	270,000	-	-	810,000
Total Funding Sources	\$ 337,500	\$ 337,500	\$ 337,500	\$ -	\$ -	\$ 1,012,500

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

There are no anticipated operating expenditures for this project.

Estimated Operating Revenues \$ - \$ - \$ - \$ - \$ - \$ -

There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Minor Drainageway Stabilization**

Project Number:	78-02		
Contact:	David Van Dellen, Stormwater Manager	5 Year Historical Total	\$ 50,000
Department:	Utilities Department	2016-2020 Total	250,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 300,000
Type:	Repair		
Useful Life:	50 years		

Description

This project includes new infrastructure on small channel systems downstream of development to correct erosion where the minor drainageway system is incomplete.

Justification

Improvements are required for the minor drainageway system downstream of development and connecting to the major drainageway system. 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 and stabilization.

Expenditures	2016	2017	2018	2019	2020	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	2016	2017	2018	2019	2020	Total
Stormwater Charges	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
System Development Fees	25,000	25,000	25,000	25,000	25,000	125,000
Total Funding Sources	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ - \$ -

There are no anticipated operating expenditures for this project.

Estimated Operating Revenues \$ - \$ - \$ - \$ - \$ - \$ - \$ -

There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Tributary D Stabilization**

Project Number: 76-47		5 Year Historical Total	\$ -
Contact: David Van Dellen, Stormwater Manager		2016-2020 Total	250,000
Department: Utilities Department		CIP Project Total (2011-2020):	\$ 250,000
Category: Infrastructure			
Type: Repair			
Useful Life: 20 years			

Description

This project includes regional detention pond improvements adjacent to Metzler Park to restore original design volume for water quality and detention. Sediment has accumulated in the detention facility over time and is scheduled for removal.

Justification

This project will ensure adequate volume to provide water quality and flood detention for portions of the upper Tributary D watershed. This project will protect downstream water quality and ensure adequate capacity in the system.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 250,000	\$ -	\$ -	\$ -	\$ -	250,000
Total Expenditures	\$ 250,000	\$ -	\$ -	\$ -	\$ -	250,000

Funding Sources

System Development Fees	\$ 62,500	\$ -	\$ -	\$ -	\$ -	62,500
Stormwater charges	187,500	-	-	-	-	187,500
Total Funding Sources	\$ 250,000	\$ -	\$ -	\$ -	\$ -	250,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating expenditures for this project.

Estimated Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Stream Stabilization

Project Number:	77-13		
Contact:	David Van Dellen, Stormwater Manager	5 Year Historical Total	\$ 1,488,840
Department:	Utilities Department	2016-2020 Total	3,400,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 4,888,840
Type:	Repair		
Useful Life:	50 years		

Description

This project includes stream channel stabilization throughout Castle Rock. The Tributaries are part of the major drainageway networks that includes 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.

Justification

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.

Expenditures	2016	2017	2018	2019	2020	Total
Dougals Lane Tributary Stabilization	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
Omni Tributary Stabilization	-	150,000	-	100,000	-	250,000
Industrial Tributary Stabilization	300,000	-	-	750,000	-	1,050,000
6400 West Tributary Stabilization	-	-	-	-	250,000	250,000
Hangman's Gulch Stabilization	600,000	-	-	-	-	600,000
Total Expenditures	\$ 2,150,000	\$ 150,000	\$ -	\$ 850,000	\$ 250,000	\$ 3,400,000

Funding Sources

System Development Fees	\$ 300,000	\$ 15,000	\$ -	\$ 385,000	\$ 75,000	\$ 775,000
Stormwater Charges	200,000	135,000	-	465,000	175,000	975,000
CIP Reserves	1,650,000	-	-	-	-	1,650,000
Total Funding Sources	\$ 2,150,000	\$ 150,000	\$ -	\$ 850,000	\$ 250,000	\$ 3,400,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There is a possible reduction in repair and maintenance costs.

Estimated Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Diamond Ridge Tributary Stabilization**

Project Number:	77-61		5 Year Historical Total	\$	-
Contact:	David Van Dellen, Stormwater Manager		2016-2020 Total		250,000
Department:	Utilities Department		CIP Project Total (2011-2020):		
Category:	Infrastructure		\$		250,000
Type:	Upgrade				
Useful Life:	50 years				

Description

This project includes regional detention pond improvements to improve water quality and reduce impacts to the drainageway in the Diamond Ridge Subdivision. Additional pond volume is required to protect downstream infrastructure and new modifications to the outlet structure are needed to reduce release rates for enhanced water quality treatment.

Justification

This project will retrofit two existing regional detention ponds along Diamond Ridge Tributary to meet current standards for water quality and detention. These improvements will reduce impacts on the downstream channel by reducing flow rates to meet pre-development conditions.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

Funding Sources	2016	2017	2018	2019	2020	Total
Stormwater Charges	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There is a possible reduction in repair and maintenance costs.

Estimated Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Young American Storm Sewer**

Project Number:	78-31		
Contact:	David Van Dellen, Stormwater Manager	5 Year Historical Total	\$ -
Department:	Utilities Department	2016-2020 Total	500,000
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 500,000
Type:	New		
Useful Life:	50 Years		

Description

This project includes storm sewer improvements in the Young American Subdivision in partnership with Public Works for street reconstruction. 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.

Justification

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.

Expenditures	2016	2017	2018	2019	2020	Total
Design	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Construction	-	-	-	400,000	-	400,000
Total Expenditures	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ -	\$ 500,000

Funding Sources

Stormwater Charges	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ -	\$ 500,000
Total Funding Sources	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ -	\$ 500,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are minor maintenance costs for cleaning.

Estimated Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Chase Drain Installations

Project Number:	75-67		
Contact:	David Van Dellen, Stormwater Manager	5 Year Historical Total	\$ 37,000
Department:	Utilities Department	2016-2020 Total	68,796
Category:	Infrastructure	CIP Project Total (2011-2020):	\$ 105,796
Type:	Upgrade		
Useful Life:	50 Years		

Description

The purpose of this program is to reduce safety concerns on residential sidewalks where excessive water is present year-round. Chase drains are installed at these locations to convey water through the sidewalk to the gutter.

Justification

The program addresses resident concerns where drainage issues cause icing/algae and nuisance standing water on sidewalks and walkways. Locations are monitored for a year before being approved for a chase drain installation.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 15,750	\$ 16,538	\$ 17,364	\$ 19,144	\$ -	\$ 68,796
Total Expenditures	\$ 15,750	\$ 16,538	\$ 17,364	\$ 19,144	\$ -	\$ 68,796

Funding Sources	2016	2017	2018	2019	2020	Total
Stormwater Charges	\$ 15,750	\$ 16,538	\$ 17,364	\$ 19,144	\$ -	\$ 68,796
Total Funding Sources	\$ 15,750	\$ 16,538	\$ 17,364	\$ 19,144	\$ -	\$ 68,796

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating expenditures for this project.

Estimated Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
WASTEWATER FUND
UTILITIES DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Lift Station Upgrades	\$ 97,000	\$ 152,400	\$ 65,000	\$ 75,000	\$ 75,000	\$ 464,400
Sewer Line Rehabilitation	350,000	350,000	350,000	350,000	350,000	1,750,000
Security and SCADA System Improvements	50,000	50,000	50,000	50,000	50,000	250,000
PCWRA Projects	2,958,014	3,121,476	3,217,636	3,317,643	3,492,650	16,107,419
Plum Creek Interceptor Upsize	750,000	-	-	-	-	750,000
Craig & Gould N. Improvements	-	-	-	250,000	105,000	355,000
Combined Projects[^]						
Operations & Maintenance Center Building	123,507	-	-	-	-	123,507
Administration & Customer Service Building	-	-	-	588,308	-	588,308
Site Improvements at 175 Kellogg Court	-	31,484	-	-	563,140	594,624
Total Expenditures by Year	\$ 4,328,521	\$ 3,705,360	\$ 3,682,636	\$ 4,630,951	\$ 4,635,790	\$ 20,983,258
Project Funding Sources*	2016	2017	2018	2019	2020	Total
Wastewater Service Charges	\$ 910,000	\$ 599,786	\$ 949,000	\$ 959,000	\$ 1,030,000	\$ 4,447,786
System Development Fees	733,420	-	233,469	233,469	233,469	1,433,827
CIP Reserves	2,685,101	3,105,574	2,500,167	3,438,482	3,372,321	15,101,645
Total Funding Sources by Year	\$ 4,328,521	\$ 3,705,360	\$ 3,682,636	\$ 4,630,951	\$ 4,635,790	\$ 20,983,258

*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.

[^]Combined projects meet the needs of the entire department and are funded by all four funds. These projects are reflected on the [Utilities - Combined Projects Capital Improvement](#) section.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Lift Station Upgrades

Project Number: 75-61		5 Year Historical Total	\$	73,322
Contact: Jeanne Stevens, Engineering Manager		2016-2020 Total		464,400
Department: Utilities Department		CIP Project Total (2011-2020): \$ 537,722		
Category: Equipment				
Type: Replacement				
Useful Life: 20 years				

Description

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 an 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.

Justification

Pumps and motors at wastewater lift stations have a finite service life and replacement must be planned for on an ongoing basis. Employee safety and year round access to the lift station are accomodated through this project. Lift stations are typically checked multiple times per week.

Expenditures	2016	2017	2018	2019	2020	Total
LS Rehab/Replacement	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Lift Station Pump & Motor Replacement	30,000	35,000	40,000	50,000	50,000	205,000
Lift Station Paving	42,000	92,400	-	-	-	134,400
Total Expenditures	\$ 97,000	\$ 152,400	\$ 65,000	\$ 75,000	\$ 75,000	\$ 464,400

Funding Sources

Wastewater Service Charges	\$	97,000	\$	152,400	\$	65,000	\$	75,000	\$	75,000	\$	464,400
Total Funding Sources	\$	97,000	\$	152,400	\$	65,000	\$	75,000	\$	75,000	\$	464,400

Estimated Operating Expenditures	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
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There are no anticipated operating expenditures for this project.

Estimated Revenues	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Sewer Line Rehabilitation

Project Number: 75-62		
Contact: Jeanne Stevens, Engineering Manager	5 Year Historical Total	\$ 1,366,192
Department: Utilities Department	2016-2020 Total	1,750,000
Category: Infrastructure	CIP Project Total (2011-2020):	\$ 3,116,192
Type: Repair		
Useful Life: 50 years		

Description

This project will 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.

Justification

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.

Expenditures	2016	2017	2018	2019	2020	Total
Repair	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Total Expenditures	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000

Funding Sources

Wastewater Service Charges	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Total Funding Sources	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ - \$ -

Future operating expenditures for this project are unknown at this time.

Estimated Revenues \$ - \$ - \$ - \$ - \$ - \$ - \$ -

There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Security and SCADA System Improvements**

Project Number:	75-36		
Contact:	Tim Friday, Assistant Utilities Director	5 Year Historical Total	\$ 96,962
Department:	Utilities Department	2016-2020 Total	250,000
Category:	Building	CIP Project Total (2011-2020):	\$ 346,962
Type:	Upgrade		
Useful Life:	20 years		

Description

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. The System Control and Data Acquisition (SCADA) system components are in need of system improvements, which are provided 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.

Justification

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 our investment in infrastructure and ensuring employee safety. 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.

Expenditures	2016	2017	2018	2019	2020	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

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

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future operating expenditures for this project are unknown at this time.

Estimated Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

PCWRA Projects

Project Number: 75-64		
Contact: Jeanne Stevens, Engineering Manager	5 Year Historical Total	\$ 11,161,743
Department: Utilities Department	2016-2020 Total	16,107,419
Category: Intangible	CIP Project Total (2011-2020):	\$ 27,269,162
Type: New		
Useful Life: 50 years		

Description

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 Town of Castle Rock does not perform wastewater treatment. 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.

Justification

Debt service for the increased capacity at the PCWRA facility is required to meet Townwide growth projections and the associated increase in wastewater generation. The 2005 expansion should meet the Town's wastewater needs through 2020. The future oxidation ditch is required to provide treatment for wastewater flows from future water and wastewater customers. This project is driven by growth in the service area. PCWRA is under a permit compliance schedule to meet a dissolved manganese (Mn) limit of 80 micrograms per liter in 2016, which will maintain or improve overall water quality. Equipment and infrastructure require maintenance, replacement and/or upkeep to remain in good working order. The facility is subject to permit and monitoring requirements, reporting to the Colorado Department of Public Health and Environment (CDPHE), and must be in good operating condition at all times.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Buy-In	\$ 2,311,545	\$ 2,404,007	\$ 2,500,167	\$ 2,600,174	\$ 2,704,181	\$ 12,520,074
Ditch Three at PCWRA	233,469	233,469	233,469	233,469	233,469	1,167,345
Manganese Control at PCWRA	200,000	200,000	200,000	200,000	200,000	1,000,000
PCWRA Rehab/Replacement	213,000	284,000	284,000	284,000	355,000	1,420,000
Total Expenditures	\$ 2,958,014	\$ 3,121,476	\$ 3,217,636	\$ 3,317,643	\$ 3,492,650	\$ 16,107,419

Funding Sources

CIP Reserves	\$ 2,311,545	\$ 3,074,090	\$ 2,500,167	\$ 2,600,174	\$ 2,704,181	\$ 13,190,157
System Development Fees	233,469	-	233,469	233,469	233,469	933,876
Wastewater Service Charges	413,000	47,386	484,000	484,000	555,000	1,983,386
Total Funding Sources	\$ 2,958,014	\$ 3,121,476	\$ 3,217,636	\$ 3,317,643	\$ 3,492,650	\$ 16,107,419

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future operating expenditures for this project are unknown at this time.

Estimated Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name Plum Creek Interceptor Upsize

Project Number: 77-64		
Contact: Jeanne Stevens, Engineering Manager	5 Year Historical Total	\$ 375,000
Department: Utilities Department	2016-2020 Total	750,000
Category: Infrastructure	CIP Project Total (2011-2020):	\$ 1,125,000
Type: Upgrade		
Useful Life: 50 years		

Description

This project will provide for the need to upsize the Sewer system. The original sewer interceptor must be enlarged (upsized) to meet future wastewater flows generated by growth in the Town. The interceptor runs parallel to Plum Creek.

Justification

It is estimated that 1,000 linear feet of 36" sewer is necessary to accommodate an increase in wastewater flows associated with future growth and development.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ 750,000	\$ -	\$ -	\$ -	\$ -	750,000
Total Expenditures	\$ 750,000	\$ -	\$ -	\$ -	\$ -	750,000

Funding Sources

System Development Fees	\$ 499,951	\$ -	\$ -	\$ -	\$ -	499,951
CIP Reserves	250,049	-	-	-	-	250,049
Total Funding Sources	\$ 750,000	\$ -	\$ -	\$ -	\$ -	750,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future operating expenditures for this project are unknown at this time.

Estimated Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Craig & Gould N. Improvements**

Project Number: 76-51		5 Year Historical Total	\$ 158,555
Contact: Jeanne Stevens, Engineering Manager		2016-2020 Total	355,000
Department: Utilities Department		CIP Project Total (2011-2020):	\$ 513,555
Category: Infrastructure			
Type: Replacement			
Useful Life: 50 years			

Description

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.

Justification

Existing sewer lines are greater than 70 years old and need to be replaced. This project will be coordinated with the Public Works department and Stormwater department for a comprehensive infrastructure improvement.

Expenditures	2016	2017	2018	2019	2020	Total
Construction	\$ -	\$ -	\$ -	\$ 250,000	\$ 105,000	\$ 355,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 250,000	\$ 105,000	\$ 355,000

Funding Sources

CIP Reserves	\$ -	\$ -	\$ -	\$ 250,000	\$ 105,000	\$ 355,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 250,000	\$ 105,000	\$ 355,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Future operating expenditures for this project are unknown at this time.

Estimated Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no anticipated operating revenues for this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

DEVELOPMENT SERVICES FUND

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Development Services Space Opportunity	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Total Expenditures by Year	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Development Services Capital Reserve	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Total Funding Sources by Year	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000

**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.*



The Development Services Department currently resides in Town Hall at 100 N Wilcox St in Castle Rock, CO

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name	Development Services Space Opportunity		
Project Number:	78-57	5 Year Historical Total	\$ -
Contact:	Bill Detweiler	2016-2020 Total	2,500,000
Department:	Development Services Department	CIP Project Total (2011-2020):	\$ 2,500,000
Category:	Building		
Type:	New		
Useful Life:	To be determined		

Description

In July of 2015, Town Council directed staff to proceed with formalizing options for the expansion of Town Hall, which would accomplish the goal of relocating Development Services within Downtown. Some challenges have arisen while in pursuit of that plan, and other Downtown locations remain in consideration. Approval of this item will allow staff to remain nimble in pursuit of opportunities to relocate Development Services within Downtown during 2016. As options are being evaluated, \$2.5M has been included; however, any agreement in excess of \$250,000 would be brought to Town Council for approval per Town policy.

Justification

In 2014, the Town embarked upon a comprehensive, Townwide site and facility planning process that resulted in a plan that was presented and formally accepted by Town Council. The goal of this planning effort was to solve the Town’s growing space needs and maintain current service levels over the next ten years. The next step on the path of implementation calls for the relocation of the Development Services Department from its current position in Town Hall to make room for the return of the Division of Innovation and Technology group, which is currently in a leased facility with rent being paid out of the Municipal Facilities Capital Fund. As Development Services is adding capacity to maintain core levels of service for the growing community, pressure points have arisen surrounding space needs to address in 2016. There will be an associated decrease in General Fund revenue by \$136,500 annually as Development Services will no longer be paying facility rent to the General Fund.

Expenditures	2016	2017	2018	2019	2020	Total
Development Services Space Opportunity	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Total Expenditures	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000

Funding Sources	2016	2017	2018	2019	2020	Total
Development Services Capital Reserve	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Total Funding Sources	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000

Estimated Operating Expenditures	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 240,000
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Future operating expenditures could potentially include additional utilities, custodial and maintenance expense at an estimated cost of \$60k, which will be included in future budgets as amounts are determined. There would also be expenditure savings in the Municipal Facilities Capital Fund realized as a result of space changes as the Division of Innovation and Technology would no longer be leasing space for a total of \$343,762 from 2017-2020. Development Services will no longer be paying rent to the General Fund so expenditures will decrease by \$136,500 annually.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No additional revenue is anticipated as a result of this project at this time.

**2016-2020 CAPITAL IMPROVEMENT PROGRAM
COMMUNITY CENTER FUND
PARKS & RECREATION DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT**

Project Expenditures	2016	2017	2018	2019	2020	Total
Butterfield Pool Improvement	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Fitness Equipment Replacement	250,000	75,000	-	270,000	-	595,000
Diamond Brite Pool Surface	65,000	-	65,000	-	-	130,000
Recreation Center Balcony Roof Extension	50,000	-	-	-	-	50,000
Recreation Center Elevator Repair	47,000	-	-	-	-	47,000
Gym Ceiling Replacement & Floor Resurfacing	-	115,000	-	-	-	115,000
Racquetball Court Floor Resurfacing	-	-	-	100,000	-	100,000
MAC Wall Improvement	-	-	-	-	20,000	20,000
Total Expenditures by Year	\$ 812,000	\$ 190,000	\$ 65,000	\$ 370,000	\$ 20,000	\$ 1,457,000

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Sales and Use Tax	\$ 812,000	\$ 190,000	\$ 65,000	\$ 370,000	\$ 20,000	\$ 1,457,000
Total Funding Sources by Year	\$ 812,000	\$ 190,000	\$ 65,000	\$ 370,000	\$ 20,000	\$ 1,457,000

**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.*



Slide and trampolines at the MAC

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Butterfield Pool Improvement**

Project Number: 77-69		5 Year Historical Total	\$	200,000
Contact: Zach Morris, Aquatics Supervisor		2016-2020 Total		400,000
Department: Parks & Recreation Department		CIP Project Total (2011-2020):	\$	600,000
Category: Building				
Type: Upgrade				
Useful Life: 15 Years				

Description

The wader pool at Butterfield is in need of replacement. The existing wader pool will be removed and replaced with a small play structure or splash pad dependent on final design.

Justification

Butterfield pool was built in 1988 so is 27 years old. During that time no improvements to the pool have been made. Currently, there are cracks in the pipes under the wader pool. As a result, major leaks have presented themselves and have forced staff to isolate the main drain. There have been two instances in the past few years in which facility maintenance has had to dig up the deck in order to repair the leaks. The problem will continue to worsen unless action is taken. As requested by community input, and based on utilization, staff believe that a better alternative to only repairing the wader pool would be to replace it with a small water feature that will improve the level of service at that facility.

Expenditures	2016	2017	2018	2019	2020	Total
Butterfield Wader Pool Replacement	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Total Expenditures	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales and Use Tax	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Total Funding Sources	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No future expenditures are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

Additional revenue may be received in 2017, after completion of the project, since the improvement may attract additional patronage.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
Project Name Fitness Equipment Replacement

Project Number: 70-30		
Contact: Mike Kilman, Recreation Facility Supervisor	5 Year Historical Total	\$ 315,948
Department: Parks & Recreation Department	2016-2020 Total	595,000
Category: Equipment	CIP Project Total (2011-2020):	\$ 910,948
Type: Replacement		
Useful Life: Varies by Equipment Type		

Description

This project will replace the existing cardio equipment in 2016 and 2019 with new models and free weight equipment in 2017. Although the fitness equipment replacement is budgeted as a purchase for each year, the decision to lease or purchase will be made in each year to determine the best option for the Community Center Fund at that time.

Justification

In 2016, the cardio equipment will be over 3 years old and industry standards recommend replacement every three years. The free weight equipment has a life expectancy of 10 years and will need to be replaced in 2017 with updated models. Equipment replacement is necessary in order to maintain safety and functionality for Recreation Center users.

Expenditures	2016	2017	2018	2019	2020	Total
Cardio Equipment	\$ 250,000	\$ -	\$ -	\$ 270,000	\$ -	\$ 520,000
Free Weight Replacement	-	75,000	-	-	-	75,000
Total Expenditures	\$ 250,000	\$ 75,000	\$ -	\$ 270,000	\$ -	\$ 595,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales and Use Tax	\$ 250,000	\$ 75,000	\$ -	\$ 270,000	\$ -	\$ 595,000
Total Funding Sources	\$ 250,000	\$ 75,000	\$ -	\$ 270,000	\$ -	\$ 595,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No future expenditures are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

General improvements to the facility may attract additional patronage.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Diamond Brite Pool Surface**

Project Number: 70-20		5 Year Historical Total	\$ -
Contact: Zach Morris, Aquatics Supervisor		2016-2020 Total	130,000
Department: Parks & Recreation Department		CIP Project Total (2011-2020):	\$ 130,000
Category: Building			
Type: Repair			
Useful Life: 15 Years			

Description

This project will apply Diamond Brite gel coating to Butterfield pool surface in order to protect it and improve the overall appearance. The pool at Butterfield Park will be updated in 2016 and the lap pool at the Recreation Center is planned to be updated in 2018.

Justification

Harsh conditions and continuous usage of pool chemicals tend to abrade the pool surface, making it look dull and aesthetically unpleasing and more difficult to maintain. The Diamond Brite finishing was completed 15 years ago and a new surface will be required at the sites identified.

Expenditures	2016	2017	2018	2019	2020	Total
Butterfield Pool Diamond Brite	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
Comm. Center Lap Pool Diamond Brite	-	-	65,000	-	-	65,000
Total Expenditures	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ -	\$ 130,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales and Use Tax	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ -	\$ 130,000
Total Funding Sources	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ -	\$ 130,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No future expenditures are anticipated as result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

General improvements to the facility may attract additional patronage.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name: Recreation Center Balcony Roof Extension

Project Number: 70-20	5 Year Historical Total	\$ -
Contact: Mike Kilman, Recreation Facility Supervisor	2016-2020 Total	50,000
Department: Parks & Recreation Department	CIP Project Total (2011-2020):	\$ 50,000
Category: Building		
Type: Upgrade		
Useful Life: 20 Years		

Description

This project will extend the roof to cover the entire balcony between the freight elevator and the Panorama Hall entrance at the Recreation Center.

Justification

The existing roof only extends a few feet over the balcony between the freight elevator and Panorama Hall entrance. When it snows, the balcony is covered with ice. During extremely cold winters the ice does not melt and the balcony is unavailable for use until the ice melts in the spring.

Expenditures	2016	2017	2018	2019	2020	Total
Renovation	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales and Use Tax	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total Funding Sources	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Estimated Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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No future expenditures are anticipated as a result of this project.

Estimated Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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General improvements to the facility may attract additional patronage.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **MAC Wall Improvement**

Project Number:	70-20		5 Year Historical Total	\$	-
Contact:	Nicole Stehlik, Athletics Supervisor		2016-2020 Total		20,000
Department:	Parks & Recreation Department		CIP Project Total (2011-2020):		
Category:	Building			\$	20,000
Type:	Upgrade				
Useful Life:	15 Years				

Description

The project will entail installing more sport resistant wall materials (panel or plywood) for the three walls surrounding the half turf at the Miller Activity Complex.

Justification

Due to the amount of lacrosse and soccer programming in that area there is significant wear and tear to the walls. The continuation of use will provide further damage to the walls and require that new material be installed.

Expenditures	2016	2017	2018	2019	2020	Total
Wall Improvements	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000

Funding Sources	2016	2017	2018	2019	2020	Total
Sales and Use Tax	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No future expenditures are anticipated as a result of this project.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

No additional revenue is anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM
FLEET SERVICES FUND
PUBLIC WORKS DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2016	2017	2018	2019	2020	Total
Fleet Management Software Upgrade	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
Vehicles	2,739,288	4,668,065	3,805,602	2,012,368	2,071,032	15,296,355
Total Expenditures by Year	\$ 2,849,288	\$ 4,668,065	\$ 3,805,602	\$ 2,012,368	\$ 2,071,032	\$ 15,406,355

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Administration Fees	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
CIP Reserves ^	2,249,809	3,236,174	3,401,338	1,767,507	1,740,835	12,395,663
Vehicle Salvage	118,991	170,732	233,137	244,861	134,651	902,372
Transfers from Other Funds **	370,488	1,261,159	171,127	-	195,546	1,998,320
Total Funding Sources by Year	\$ 2,849,288	\$ 4,668,065	\$ 3,805,602	\$ 2,012,368	\$ 2,071,032	\$ 15,406,355

*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.

^ CIP Reserves are comprised of prior year vehicle replacement contributions and interest earned.

** Transfers from other funds are used to purchase new vehicles which are new additions to the Town fleet.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name **Fleet Management Software Upgrade**

Project Number:	70-43		
Contact:	Paul Colell, Fleet Manager	5 Year Historical Total	\$ -
Department:	Public Works Department	2016-2020 Total	110,000
Category:	Information Technology	CIP Project Total (2011-2020):	\$ 110,000
Type:	Software Licensing		
Useful Life:	> 5 years		

Description

The FASTER fleet management software was purchased in 2006. An upgrade to the software would improve efficiency of operations. The project includes costs identified to upgrade the existing FASTER software to a web-based fleet management software.

Justification

Upgrading to the web-based version of the fleet management software will increase efficiency of operations in several different areas. Some of the improvements include parts management and technician availability to web-based repair software at the point of operation. Other advantages include reduced need for services from the DoIT Division resulting from less hardware and software maintenance. This project will be funded with administration fees which are paid by Town departments to the Fleet Fund in support of ongoing administrative needs.

Expenditures	2016	2017	2018	2019	2020	Total
Software	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
Total Expenditures	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000

Funding Sources	2016	2017	2018	2019	2020	Total
Administration Fees	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
Total Funding Sources	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000

Future Operating Expenditures	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 37,500
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Annual operating expenditures are estimated to be \$7,500 for software maintenance and upgrades. Increased efficiency in parts management and technician availability may reduce operating expenditures.

Future Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-
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There is no additional operating revenue anticipated as a result of this project.

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Vehicles

Project Number: 70-40		
Contact: Paul Colell, Fleet Manager	5 Year Historical Total	\$ 8,515,215
Department: Public Works Department	2015 - 2019 Total	15,296,355
Type: Vehicles	Total Project Cost (2011-2020):	\$ 23,811,570
Useful Life: 4-15 years		
Category: Vehicles		

Description

The vehicle replacement program is funded through 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%.

Justification

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.

Expenditures

	2016	2017	2018	2019	2020	Total
Vehicles & Equipment	\$ 2,739,288	\$ 4,668,065	\$ 3,805,602	\$ 2,012,368	\$ 2,071,032	\$ 15,296,355
Total Expenditures	\$ 2,739,288	\$ 4,668,065	\$ 3,805,602	\$ 2,012,368	\$ 2,071,032	\$ 15,296,355

Funding Sources

	2016	2017	2018	2019	2020	Total
CIP Reserves ^	\$ 2,249,809	\$ 3,236,174	\$ 3,401,338	\$ 1,767,507	\$ 1,740,835	\$ 12,395,663
Vehicle Salvage	118,991	170,732	233,137	244,861	134,651	902,372
Transfers from Other Funds *	370,488	1,261,159	171,127	-	195,546	1,998,320
Total Funding Sources	\$ 2,739,288	\$ 4,668,065	\$ 3,805,602	\$ 2,012,368	\$ 2,071,032	\$ 15,296,355

^ CIP Reserves are comprised of prior year vehicle replacement contributions and interest earned.

* Transfers from other funds are used to purchase new vehicles that were not previously in the vehicle replacement program

Future Operating Expenditures

2016 maintenance costs of vehicles and equipment is budgeted at \$970,977. Of this amount, \$224,460 is budgeted for outsourced vehicle repair. Outsourced vehicle repairs are typical for heavy equipment such as Fire Trucks and specialty services for transmissions and engines.

Future Revenue

Replacement contributions are received by the Fleet Fund in the year following the initial purchase. The replacement contribution for each vehicle or piece of equipment is based upon the actual purchase price, useful life expectancy, estimated future salvage value, and anticipated rate of inflation. In addition, the Fleet Fund receives an Administrative Fee of \$430 for each unit. The Fleet Fund also receives maintenance and repair amounts for services performed by the Fleet Department.

2016 Schedule of Vehicle & Equipment Purchase

Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Facilities Department			
Trucks, Med Duty	Ford Super Duty	6,860	90,975
Total Facilities Department		1 \$ 6,860	\$ 90,975
Police Department			
Sedan, General Purpose	Ford Fusion	1,814	24,069
Sedan, General Purpose	Ford Fusion	3,277	43,460
Sedan, Patrol	Ford Crown Victoria	3,665	48,615
Sedan, Patrol	Ford Crown Victoria	3,665	48,615
Sedan, Patrol	Ford Crown Victoria	3,665	48,615
SUV, Public Safety, Police, Fire	Ford Explorer	3,277	43,460
SUV, Police Patrol	Ford Expedition	3,889	51,576
Vehicle Additions; SUV, Police Patrol	Ford Interceptor SUV	-	57,559
Vehicle Additions; SUV, Police Patrol	Ford Interceptor SUV	-	57,559
Vehicle Additions; SUV, Police Patrol	Ford Interceptor SUV	-	57,559
Vehicle Additions; SUV, Police Patrol	Ford Interceptor SUV	-	44,000
Total Police Department		11 \$ 23,252	\$ 525,087
Fire Department			
Fire, Response, Ambulance	Dodge Ram 4500	13,421	185,451
SUV, Public Safety, Police, Fire	Ford Expedition	3,723	49,376
Trucks, Light Duty	Dodge Dakota	3,013	39,962
Trucks, Light Duty	Dodge Dakota	3,013	39,962
Fire Response, Pumps, Quints, Rescue	HME	47,208	639,483
Vehicle Additions; SUV, Public Safety, Police, Fire	Ford F-350	-	55,059
Vehicle Additions; SUV, Public Safety, Police, Fire	Ford F-150	-	49,376
Vehicle Additions; SUV, Public Safety, Police, Fire	Ford F-150	-	49,376
Total Fire Department		8 \$ 70,378	\$ 1,108,045
Development Services Department			
Trucks, Light Duty	Chevrolet Colorado	1,845	24,470
Total Development Services Department		1 \$ 1,845	\$ 24,470
Transportation Fund			
Equipment, Off-Road, Loaders, Tractors, Graders	Graco LL3900	459	6,030
Equipment, Off-Road, Loaders, Tractors, Graders	Coleman Ultra 2500	32	422
Sweepers	Sterling SC8000	21,226	281,483
Sweepers	Elgin Pelican	16,781	222,534
Trucks, Light Duty	Ford F-150	1,859	25,130
Trailers Medium, Light	Dun-Rite 2LT7M	552	7,322
Total Transportation Fund		6 \$ 40,909	\$ 542,921

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2016 Schedule of Vehicle & Equipment Purchase (Continued)			
Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Parks & Recreation Department			
Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows	John Deere Z850A	858	11,381
Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows	John Deere 1600 Turbo W:	4,024	53,365
Equipment, Off-Road, Loaders, Tractors, Graders	Bobcat S185H	2,463	32,657
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Kubota M6800HDC3	4,674	64,589
Trucks, Light Duty	GMC Sierra	1,846	24,486
Trucks, Light Duty	Chevrolet Colorado	1,733	22,977
Trailers Medium, Light	Big Tex Trailer	245	3,385
Total Parks & Recreation Department		7 \$ 15,843	\$ 212,840
Utilities Department			
Equipment, Off-Road, Loaders, Tractors, Graders	Bobcat S185H	2,261	31,246
Trucks, Light Duty	Chevrolet Colorado	1,720	22,809
Trucks, Light Duty	Chevrolet Colorado	1,720	22,809
Trucks, Light Duty	Ford F-150	1,858	24,639
Trucks, Medium Duty	GMC K-2500 HD	2,043	26,831
Trucks, Medium Duty	GMC K-2500 HD	2,043	26,831
Total Utilities Department		6 \$ 11,645	\$ 155,165
Total - All Departments		170,732	2,659,503
3% Contingency			79,785
2016 Vehicle & Equipment Replacement Total		40 \$ 170,732	\$ 2,739,288

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2017 Schedule of Vehicle & Equipment Purchase

Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Facilities Department			
Trucks, Light Duty	Ford F-150	1,742	23,796
Total Facilities Department		1 \$ 1,742	\$ 23,796
Police Department			
Sedan, Patrol	Ford Interceptor AWD	4,313	58,918
Sedan, Patrol	Ford Interceptor AWD	4,313	58,918
SUV, Police Patrol	Ford Expedition	3,889	53,123
SUV, Police Patrol	Ford Expedition	4,412	60,264
Vehicle Additions; SUV, Police Patrol	Ford Explorer	-	60,100
Vehicle Additions; SUV, Police Patrol	Ford Explorer	-	60,100
Total Police Department		6 \$ 16,927	\$ 351,423
Fire Department			
Fire Response, Brush Trucks, Hazmat	Ford F-550	14,423	197,009
Fire, Response, Ambulance	Ford F-450	13,520	196,415
Fire, Response, Ambulance	Ford F-450	13,600	197,586
Fire Response, Pumps, Quints, Rescue	HME	68,000	986,795
Vehicle Additions; Fire Response, Brush Trucks, Hazmat	Ford F-550	-	225,000
Vehicle Additions; Fire Response, Pumps, Quints, Rescue	HME	-	915,959
Total Fire Department		6 \$ 109,543	\$ 2,718,764
Development Services Department			
Trucks, Light Duty	Chevrolet Colorado	1,845	25,204
Total Development Services Department		1 \$ 1,845	\$ 25,204
Transportation Fund			
Equipment, Off-Road, Loaders, Tractors, Graders	Crafco SS125	3,153	43,061
Equipment, Off-Road, Loaders, Tractors, Graders	Fairmount F20	649	8,735
Equipment, Off-Road, Loaders, Tractors, Graders	Hyster H60XL	2,493	36,224
Heavy Equipment Off-Road, Loaders, Tractors, Graders	John Deere 544G	12,912	173,817
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Volvo L90D	16,655	227,497
Trucks, Light Duty	Ford F-150	1,678	22,923
Trucks, Medium Duty	Ford F-250 SD	2,508	34,758
Trailers Heavy	Big Tex 30SA	113	1,548
Total Transportation Fund		8 \$ 40,161	\$ 548,563
Fleet Department			
Trucks, Light Duty	Ford F-150	1,890	25,822
Total Fleet Department		1 \$ 1,890	\$ 25,822

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2017 Schedule of Vehicle & Equipment Purchase (Continued)			
Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Parks & Recreation Department			
Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows	Bobcat S160N	2,463	33,636
SUV, General Purpose, Light Duty	Ford Explorer	2,054	27,652
Trailers Medium, Light	Vermeer BC1400XL	3,011	41,134
Trucks, Medium Duty	Dodge 2500 ST	2,746	39,899
Trucks, Medium Duty	Ford F-350 SD	2,759	40,079
Trucks, Medium Duty	Dodge Ram 3500	4,006	58,138
Trucks, Medium Duty	Ford F-250 SD	2,792	38,695
Trucks, Medium Duty	Ford F-250 SD	2,797	38,770
Trailers Medium, Light	Superior 2PT6M	472	6,358
Total Parks & Recreation Department		9 \$ 23,100	\$ 324,361
Utilities Department			
SUV, General Purpose, Light Duty	Ford Escape Hybrid	2,378	32,016
Trucks, Light Duty	Chevrolet Colorado	1,942	26,139
Trucks, Light Duty	Chevrolet Colorado	1,862	25,440
Trucks, Light Duty	Chevrolet Colorado	1,862	25,440
Trucks, Light Duty	Chevrolet Colorado	1,862	25,440
Trucks, Light Duty	Ford F-150	2,210	29,746
Trucks, Light Duty	Ford F-150	1,697	23,178
Trucks, Light Duty	Ford F-150	2,368	31,870
Trucks, Light Duty	Ford F-150	1,818	24,474
Trucks, Light Duty	Ford F-150	1,841	24,788
Trucks, Light Duty	Ford F-150	1,676	22,899
Trucks, Light Duty	Ford F-150	2,342	31,531
Trucks, Medium Duty	Dodge 2500 ST	2,375	32,444
Trucks, Medium Duty	Dodge Ram 3500	3,683	49,577
Trucks, Medium Duty	Ford F-250	2,605	35,587
Trucks, Medium Duty	Ford F-250 SD	2,247	30,252
Trucks, Medium Duty	Ford F-250	2,263	30,460
Trailers Medium, Light	Butler LT1016	726	10,545
Trailers Medium, Light	Big Tex 14X83	172	2,343
Total Utilities Department		19 \$ 37,929	\$ 514,169
Total - All Departments		233,137	4,532,102
3% Contingency			135,963
2017 Vehicle & Equipment Replacement Total		51 \$ 233,137	\$ 4,668,065

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2018 Schedule of Vehicle & Equipment Purchase			
Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Police Department			
Equipment, Off-Road, Loaders, Tractors, Graders	Polaris Ranger 800	1,409	19,817
Sedan, Patrol	Ford Interceptor AWD	3,809	53,593
Sedan, Patrol	Ford Interceptor AWD	3,809	53,583
SUV, Police Patrol	Ford Utility AWD	3,666	51,575
SUV, Police Patrol	Ford Utility AWD	3,665	51,562
SUV, Police Patrol	Ford Utility AWD	3,664	51,554
SUV, Police Patrol	Ford Expedition XLT	4,412	62,072
SUV, Police Patrol	Ford Expedition XLT	4,085	57,474
SUV, Police Patrol	Ford Expedition XLT	4,085	57,474
Vehicle Additions; SUV, Police Patrol	Ford Expedition XLT	-	61,903
Vehicle Additions; SUV, Police Patrol	Ford Expedition XLT	-	47,321
Vehicle Additions; SUV, Police Patrol	Ford Expedition XLT	-	61,903
Total Police Department		12 \$ 32,604	\$ 629,831
Fire Department			
Fire, Response, Ambulance	Dodge Ram 4500	13,401	204,707
Fire Response, Brush Trucks, Hazmat	International	27,685	389,491
Fire Response, Pumps, Quints, Rescue	HME	47,200	677,039
Fire Response, Pumps, Quints, Rescue	HME	44,800	683,280
Total Fire Department		4 \$ 133,086	\$ 1,954,517
Transportation Fund			
Equipment, Off-Road, Loaders, Tractors, Graders	Miller Bobcat 250NT	362	5,095
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Caterpillar 143H	21,622	304,195
Sweepers	Elgin NP Pelican	14,111	198,531
Trucks, Medium Duty	Dodge Ram 3500	3,448	47,578
Equipment, Off-Road, Loaders, Tractors, Graders	Leeboy L250	807	11,352
Trailers Heavy	Trail-Eze PDLX20TC30	3,144	43,375
Total Transportation Fund		6 \$ 43,494	\$ 610,126
Fleet Department			
Trucks, Light Duty	Chevrolet Colorado	1,761	24,778
Total Fleet Department		1 \$ 1,761	\$ 24,778

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2018 Schedule of Vehicle & Equipment Purchase (Continued)			
Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Parks & Recreation Department			
Trucks, Light Duty	Chevrolet Colorado	1,766	24,851
Trucks, Light Duty	Chevrolet Colorado	1,695	23,850
Trucks, Medium Duty	Ford F-250 SD	2,360	32,566
Total Parks & Recreation Department		3 \$ 5,821	\$ 81,267
Utilities Department			
Equipment, Off-Road, Loaders, Tractors, Graders	Miller Bobcat 250NT	343	4,736
Equipment, Off-Road, Loaders, Tractors, Graders	Fairmount F20	466	6,558
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Bobcat T300	4,920	69,222
SUV, General Purpose, Light Duty	Jeep Liberty	2,097	29,504
Trailers Medium, Light	Wacker LTC 4L	749	10,341
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 7400	7,708	108,436
Trucks, Medium Duty	Chevrolet C-5500	6,828	96,068
Trucks, Medium Duty	Chevrolet 3500 HD	2,797	39,350
Trucks, Medium Duty	Ford F-250 SD	2,055	28,197
Equipment, Off-Road, Loaders, Tractors, Graders	Briggs & Stratton Vanguard	132	1,828
Total Utilities Department		10 \$ 28,095	\$ 394,240
Total - All Departments		244,861	3,694,759
3% Contingency			110,843
2018 Vehicle & Equipment Replacement Total		36 \$ 244,861	\$ 3,805,602

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2019 Schedule of Vehicle & Equipment Purchase

Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Police Department			
SUV, Police Patrol	Ford Utility AWD	3,889	56,358
SUV, Police Patrol	Ford Utility AWD	3,889	56,358
SUV, Police Patrol	Ford Utility AWD	3,889	56,358
SUV, Police Patrol	Ford Utility AWD	3,666	53,127
SUV, Police Patrol	Ford Expedition XLT	4,412	63,934
SUV, Police Patrol	Ford Expedition XLT	3,886	56,309
SUV, Police Patrol	Ford Utility AWD	3,889	56,358
SUV, Public Safety, Police, Fire	Ford Expedition XLT	3,401	49,280
Total Police Department		8 \$ 30,921	\$ 448,082
Fire Department			
Fire, Response, Ambulance	Dodge Ram 4500	14,055	214,691
SUV, Public Safety, Police, Fire	Ford Expedition	3,140	45,504
SUV, Public Safety, Police, Fire	Ford Expedition	3,140	45,504
Trucks, Light Duty	Ford F-150	3,235	46,874
Total Fire Department		4 \$ 23,570	\$ 352,573
Development Services Department			
SUV, General Purpose, Light Duty	Ford Escape XLS	1,661	24,065
Total Development Services Department		1 \$ 1,661	\$ 24,065
Transportation Fund			
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 7400	13,397	194,140
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 7400	13,397	194,140
Trailers Medium, Light	Wanco WVTM	1,633	23,668
Trailers Medium, Light	Wanco WTMMB	1,820	26,377
Total Transportation Fund		4 \$ 30,247	\$ 438,325
Parks & Recreation Department			
Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows	Toro 4100-D	4,453	62,976
Equipment, Off-Road, Loaders, Tractors, Graders	Bobcat 2120	622	8,793
Heavy Equipment Off-Road, Loaders, Tractors, Graders	John Deere 4300	2,263	32,009
Trucks, Light Duty	Ford F-150	1,758	25,476
Trucks, Light Duty	Ford F-150	1,766	25,596
Trucks, Light Duty	Ford F-150	1,737	25,164
Trucks, Medium Duty	Dodge Ram 3500	2,906	42,104
Trucks, Medium Duty	Ford F-350 SD	2,759	44,305
Trucks, Medium Duty	Ford F-250 SD	2,062	29,884
Trucks, Medium Duty	Ford F-350 SD	2,390	33,797
Trailers Medium, Light	Superior Tandem Axle	393	5,556
Total Parks & Recreation Department		11 \$ 23,109	\$ 335,660

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2019 Schedule of Vehicle & Equipment Purchase (Continued)			
Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Utilities Department			
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Bobcat 337	5,174	70,563
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Caterpillar 930H	14,031	198,433
Trucks, Medium Duty	Ford F-350 SD	3,606	52,259
Vans < 10K GVWR Passenger/Cargo	Ford E250	2,151	31,176
Trailers Heavy	J.W. Tandem Axle	181	2,619
Total Utilities Department		5 \$ 25,143	\$ 355,050
Total - All Departments		134,651	1,953,755
3% Contingency			58,613
2019 Vehicle & Equipment Replacement Total		33 \$ 134,651	\$ 2,012,368

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2020 Schedule of Vehicle & Equipment Purchase			
Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
DoIT Department			
SUV, General Purpose, Light Duty	Ford Escape Hybrid	2,326	34,723
Total DoIT Department		1 \$ 2,326	\$ 34,723
Facilities Department			
Trucks, Medium Duty	Ford F-350 Super Duty	3,118	46,535
Trailers, Medium Light	Bil-Jax ET5000	747	11,144
Total Facilities Department		2 \$ 3,865	\$ 57,679
Police Department			
Sedan, General Purpose	Ford Fusion	2,772	41,374
Sedan, Patrol	Ford Crown Victoria	3,776	54,716
Sedan, Patrol	Ford Crown Victoria	3,399	43,774
SUV, Police Patrol	Ford Interceptor SUV	3,836	57,255
SUV, Police Patrol	Ford Interceptor SUV	3,889	58,049
SUV, Police Patrol	Ford Interceptor SUV	3,646	54,421
SUV, Police Patrol	Ford Interceptor SUV	3,889	58,049
SUV, Police Patrol	Ford Interceptor SUV	3,666	54,716
SUV, Police Patrol	Ford Interceptor SUV	4,278	63,847
SUV, Public Safety, Police, Fire	Ford Expedition XLT	3,602	53,765
SUV, Public Safety, Police, Fire	Utility AWD	3,277	48,914
Trucks, Light Duty	Ford F-150	2,701	40,312
Trailers, Medium Light	Wells Cargo RF6101	280	4,180
Vehicle Additions; SUV, Police Patrol	Ford Explorer	-	63,416
Vehicle Additions; SUV, Police Patrol	Ford Explorer	-	66,065
Vehicle Additions; SUV, Police Patrol	Ford Explorer	-	66,065
Total Police Department		16 \$ 43,011	\$ 828,918
Fire Department			
Fire Response, Brush Trucks, Hazmat	Dodge Ram 5500	11,344	191,554
Fire Response, Brush Trucks, Hazmat	Dodge Ram 5500	11,344	191,554
Fire, Response, Ambulance	Dodge Ram 4500	14,836	226,622
SUV, Public Safety, Police, Fire	Ford Expedition XLT	3,140	46,869
SUV, Public Safety, Police, Fire, Batt Chief	Ford Expedition EL	4,930	73,579
Total Fire Department		5 \$ 45,594	\$ 730,178
Development Services Department			
SUV, General Purpose, Light Duty	Jeep Liberty	1,536	22,920
Total Development Services Department		1 \$ 1,536	\$ 22,920

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2020 Schedule of Vehicle & Equipment Purchase (Continued)			
Department and Vehicle Use	Existing Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Transportation Fund			
Equipment, Off-Road, Loaders, Tractors, Graders	Caterpillar CB334D	5,639	84,165
Equipment, Off-Road, Loaders, Tractors, Graders	Graco LL 3900	872	12,642
Trailers Medium, Light	Ray-Tech Mini Combo	3,544	52,898
Total Transportation Fund	3	\$ 10,055	\$ 149,705
Parks & Recreation Department			
Equipment, Off-Road, Loaders, Tractors, Graders	Kromer Field Commander	1,637	23,728
Total Parks & Recreation Department	1	\$ 1,637	\$ 23,728
Community Center Fund			
Vans < 10K GVWR Passenger/Cargo	Ford E-350 SD	2,670	40,296
Vans < 10K GVWR Passenger/Cargo	Ford E-350 SD	2,670	40,296
Total Community Center Fund	2	\$ 5,340	\$ 80,592
Utilities Department			
Sedan General Purpose	Chevrolet Impala	1,602	23,916
Trucks, Light Duty	Ford F-150	2,021	29,296
Trucks, Light Duty	Ford F-150	2,004	29,056
Total Utilities Department	3	\$ 5,627	\$ 82,268
Total - All Departments		118,991	2,010,711
3% Contingency			60,321
2015 Vehicle & Equipment Replacement Total	33	\$ 118,991	\$ 2,071,032

* Estimated cost is for a planned vehicle, which may be adjusted according to requirements determined by the department

2016-2020 CAPITAL IMPROVEMENT PROGRAM

GOLF FUND

**PARKS & RECREATION DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT**

Project Expenditures	2016	2017	2018	2019	2020	Total
Clubhouse Updates	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
Golf Course Improvements	585,000	150,000	-	-	-	735,000
Golf Course Maintenance Equipment Repl	288,995	97,729	235,795	71,030	110,000	803,549
Total Expenditures by Year	\$ 938,995	\$ 247,729	\$ 235,795	\$ 71,030	\$ 110,000	\$ 1,603,549

Project Funding Sources*	2016	2017	2018	2019	2020	Total
Revenue Bond Proceeds	\$ 650,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 800,000
Charges for Service	288,995	97,729	235,795	71,030	110,000	803,549
Total Funding Sources by Year	\$ 938,995	\$ 247,729	\$ 235,795	\$ 71,030	\$ 110,000	\$ 1,603,549

**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.*



Red Hawk Ridge Golf Course - Hole #2

2016-2020 CAPITAL IMPROVEMENT PROGRAM

Project Name

Clubhouse Updates

Project Number: 70-20

Contact: Bob Persichetti, Head Golf Professional

Department: Golf

Category: Building

Type: Upgrade

Useful Life: 15 Years

5 Year Historical Total	\$	-
2016-2020 Total		65,000
CIP Project Total (2011-2020):	\$	65,000

Description

This project would allow for improvements to the Clubhouse at the Red Hawk Ridge Golf Course. Planned improvements scheduled for 2016 include new entry and exit doors, restroom renovation including new countertops, a patio enclosure and installation of a walk-in refrigerator.

Justification

Red Hawk's clubhouse was built in 2000 and has not had any significant capital improvements. These improvements are necessary for safety and security as well as maintaining the current level of service to our customers. Enclosing the patio will make it possible for the golf course to better serve our tournament customers by providing a more controlled environment for their after golf banquets. It is possible that the enclosure will also enable the Food and Beverage operation to utilize the patio for banquets and parties during the winter months.

Expenditures	2016	2017	2018	2019	2020	Total
Building Improvements	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
Total Expenditures	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000

Funding Sources	2016	2017	2018	2019	2020	Total
Revenue Bond Proceeds	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
Total Funding Sources	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000

Estimated Operating Expenditures \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expenditures will result from this project and renovations may actually decrease ongoing maintenance costs.

Estimated Revenue \$ - \$ - \$ - \$ - \$ - \$ -

Improvements and renovations to the golf course and clubhouse will update the facility in order to attract new visitors and increase revenue. There is also a potential for growing Food and Beverage revenue in the off season by utilizing the enclosed patio for parties and banquets (unknown at this time until usability/function in the winter months is confirmed)

GLOSSARY OF TERMS

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.

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 maintenance of major 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

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

GLOSSARY OF TERMS

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.

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.

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.

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, fire, police, municipal facilities, and recreation.

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 or new residents 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, fire, police, municipal facilities, recreation 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.

GLOSSARY OF TERMS

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.

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 personal services, 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

Personal Services - Salaries, wages, benefits and other related costs of employees.

Projection - Estimation of future revenues and expenditures based on past trends, current economic conditions and financial forecasts.

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.

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>
3CMA	City, County Communications & Marketing Association	DESC	Drainage Erosion Sediment Control
ADA	Americans with Disabilities Act	DMS	Document Management System
AF	Acre Feet	DMA	Downtown Merchants Association
AMP	Asset Management Plan	DoIT	Division of Innovation & Technology
ASE	Automotive Service Excellence	DRAPP	Denver Regional Aerial Photography Project
ASR	Aquifer Storage & Recovery	DRCOG	Denver Regional Council of Governments
ASR	Alkali-Silica Reactivity	DRT	Development Review Team
AWWA	American Water Works Association	DSE	Development Services Enterprise
AYL	Arapahoe Youth League	DTC	Depository Trust Company
BID	Business Improvement District	DUI	Driving Under the Influence
BNSF	Burlington Northern Santa Fe Railway	EA	Environmental Assessment
CAD	Computer Aided Dispatch	EAP	Employee Assistance Program
CAFM	Computer Aided Facilities Management	ECCV	East Cherry Creek Valley
CAFR	Comprehensive Annual Financial Report	EDC	Economic Development Council
CAPRA	Commission for Accreditation of Park & Recreation Agencies	EMS	Emergency Medical Services
CASTA	Colorado Association of State Transit Agencies	EOC	Emergency Operations Center
CATCO	Clean Air Transit Company	ESCI	Emergency Services Consulting Incorporated
CBI	Colorado Bureau of Investigations	EPA	Environmental Protection Agency
CDBG	Community Development Block Grant	FBI	Federal Bureau of Investigations
CDOT	Colorado Department of Transportation	FDIC	Federal Deposit Insurance Corporation
CDPHE	Colorado Department of Public Health and Education	FEMA	Federal Emergency Management Association
CEW	Conducted Electrical Weapon	FHAD	Flood Hazard Area Delineation
CGT	Community Green Team	FHWA	Federal Highway Administration
CIP	Capital Improvement Program	FICA	Federal Insurance Contributions Act Tax
CIMA	Colorado Information Management Association	FLSA	Fair Labor Standards Act
CIRSA	Colorado Intergovernmental Risk Sharing Agency	FTE	Full-Time Equivalent
CML	Colorado Municipal League	GAAFR	Governmental Accounting, Auditing & Financial Reporting
COLOTRUST	Colorado Local Government Liquid Asset Trust	GAAP	Generally Accepted Accounting Principles
CMOM	Capacity, Management, Operation, and Maintenance	GASB	Governmental Accounting Standards Board
COP	Certificates of Participation	GFOA	Government Finance Officers Association
CO-TF1	Colorado Task Force 1	GESC	Grading Erosion Sediment Control
COTI	Colorado Outdoor Training Initiative	GIS	Geographic Information System
CPAT	Candidate Physical Ability Test	GOCO	Great Outdoors Colorado
CPR	Cardio Pulmonary Resuscitation	HOA	Homeowners Association
CREDCO	Castle Rock Economic Development Council	HIPPA	Health Insurance Portability & Accountability Act
CRDC	Castle Rock Development Company	HR	Human Resources
CREP	Castle Rock Economic Partnership	HRIS	Human Resources Information System
CRMA	Castle Rock Merchants Association	IBNR	Incurred But Not Reported
CRPT	Castle Rock Parks and Trails Foundation	ICC	International Code Council
CRS	Colorado Revised Statutes	ICE	Immigration & Customs Enforcement
CRURA	Castle Rock Urban Renewal Authority	IDDE	Illicit Discharge Detection
CWPRDA	Colorado Water Resource & Power Development Authority	IGA	Intergovernmental Agreement
DAC	Downtown Advisory Commission	IOZ	Interchange Overlay Zoning
DC	Douglas County	IREA	Intermountain Rural Electric Association
DDA	Downtown Development Authority	ISO	International Organization for Standardization

ABBREVIATIONS & ACRONYMS

<i>Term</i>	<i>Stands For</i>	<i>Term</i>	<i>Stands For</i>
IT	Information Technology	SWACR	Southwest Arterial Connection Road
LED	Light Emitting Diode	TABOR	Taxpayers Bill of Rights
LID	Local Improvement District	TAP	Transportation Action Plan
MGD	Millions of Gallons per Day	TC	Town Council
NIBRS	National Incident Based Reporting System	TIF	Tax Increment Financing
NOAA	National Oceanic Atmospheric Administration	TRC	Technical Review Committee
NPDES	National Pollutant Discharge Elimination System	UST	Underground Storage Tanks
NPU	Neighborhood Policing Unit	URA	Urban Renewal Authority
O&M	Operations & Maintenance	UPS	Uninterruptible Power Supply
OCI	Overall Condition Index	VDI	Virtual Desktop Infrastructure
PCI	Pavement Condition Index	VPN	Virtual Private Network
PCI	Payment Card Industry	WISE	Water Infrastructure & Supply Efficiency
PCWA	Plum Creek Wastewater Authority	WPF	Water Purification Facility
PCWPF	Plum Creek Water Purification Facility	WTP	Water Treatment Plant
PCWRA	Plum Creek Water Reclamation Authority	PD	Police Department
PC	Planning Commission	PEG	Public Education Government
PGA	Pro Golfers Association	WWTP	Wastewater Treatment Plant
PHD	Peak Hour Demands		
PIF	Plant Investment Fee		
PIF	Public Improvement Fee		
PMP	Pavement Maintenance Program		
POE	Power Over Ethernet		
POST	Parks Open Space Trails		
PPO	Preferred Provider Organization		
PRV	Pressure Reducing Valve		
QA/PI	Quality Assurance / Performance Improvement		
RHR	Rueter-Hess Reservoir		
RMS	Records Management System		
RTD	Regional Transportation District		
RWRWTC	Ray Waterman Regional Water Treatment Center		
RWTP	Regional Water Treatment Plant		
SCADA	Supervisory Control and Data Acquisition		
SCBA	Self-contained Breathing Apparatus		
SDF	System Development Fee		
SFE	Single Family Equivalent		
SEACR	Southeast Arterial Connection Road		
SEBP	Southeast Business Partnership		
SEO	Search Engine Optimization		
SLA	Service Level Agreement		
SMWSA	South Metro Water Supply Authority		
SNAG	Starting New At Golf		
SOP	Standard Operating Procedure		
SQL	Structured Query Language		
ST	Subtotal		

Table of Contents

Appendices

I.	Three Year Balanced Financial Plan.....	296
II.	Fund Department Structure.....	331
III.	Debt & Lease Schedules.....	333
IV.	Interfund Loan Schedules.....	339
V.	Deferred Revenues	343
VI.	Ordinance Adopting 2015 Budget.....	348
VII.	Certification of Mill Levy	350
VIII.	Resolution Approving 2015 CIP.....	352
IX.	Financial Policies & Procedures.....	354



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Appendix I: Three Year Balanced Financial Plan

2016-2018 Balanced Financial Plan - Townwide Summary						
Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	221,721,297	195,941,357	195,941,357	164,544,601	132,005,171	130,195,837
Revenues						
Taxes						
Property	\$ 1,004,892	\$ 1,051,652	\$ 1,051,652	\$ 1,126,441	\$ 1,182,283	\$ 1,240,917
Use	4,844,491	4,877,788	5,183,939	5,687,036	4,698,550	4,876,858
Sales	37,566,668	41,618,624	39,632,836	41,260,860	45,586,242	48,686,106
Motor Vehicle	5,256,078	5,383,323	5,593,834	5,929,464	6,270,409	6,607,457
Other	360,415	290,667	363,412	344,424	352,388	355,382
Franchise Fees	2,050,022	2,261,663	2,200,165	2,361,239	2,523,827	2,698,556
Licenses & Permits	3,422,613	3,914,732	4,078,250	4,227,342	4,539,063	5,020,325
Intergovernmental	4,903,214	5,262,049	5,218,762	4,371,628	5,838,777	4,543,973
Charges for Service	44,670,420	49,867,844	49,746,765	53,164,059	55,645,930	58,599,441
Management Fees	2,489,606	2,770,586	2,770,586	2,886,561	3,002,023	3,122,103
Fines & Forfeitures	953,125	995,150	1,222,643	1,240,362	1,249,588	1,259,004
Investment Earnings	965,752	673,481	776,800	623,503	528,984	483,450
Impact Fees	5,684,787	5,260,370	6,355,177	6,977,887	5,687,952	5,997,394
System Development Fees	14,950,272	14,020,495	16,622,119	15,728,735	16,249,499	16,815,077
Contributions & Donations	3,111,182	5,181,346	3,923,866	5,611,066	2,521,405	5,279,562
Transfers In	29,579,993	13,851,833	12,779,624	3,393,574	7,364,899	2,377,269
Interfund Loan Revenue	532,996	13,253,945	13,821,270	1,897,241	827,849	1,868,107
Debt & Financing Revenue	938,402	12,186,192	12,161,815	432,446	129,000	364,795
Other Revenue	1,054,136	1,443,595	1,758,201	1,523,293	551,338	610,136
Total Revenues	\$164,339,064	\$184,165,335	\$185,261,716	\$158,787,161	\$164,750,006	\$170,805,912
Expenditures						
Personnel	\$ 39,923,314	\$ 45,633,376	\$ 44,976,828	\$ 49,893,061	\$ 53,221,740	\$ 57,635,875
Services & Other	34,752,587	40,447,763	38,720,383	40,078,113	43,835,637	45,453,392
Supplies	5,207,855	5,396,343	5,434,356	5,747,690	5,739,919	6,118,415
Capital	20,198,437	18,310,655	17,225,140	10,463,432	11,060,284	7,915,816
5 Year Capital Improvement Program	49,645,078	69,268,134	59,432,324	66,303,894	29,042,819	21,443,932
Debt & Financing	8,525,410	22,343,022	22,484,776	11,041,779	10,349,410	10,402,638
Interfund Loan	532,996	13,253,945	13,811,999	1,889,995	3,361,299	1,838,829
Transfers Out	31,333,327	16,276,344	14,572,666	5,908,627	9,948,232	5,165,753
Total Expenditures	\$190,119,004	\$230,929,582	\$216,658,472	\$191,326,591	\$166,559,340	\$155,974,650
Net Revenues/Expenditures	(25,779,940)	(46,764,247)	(31,396,756)	(32,539,430)	(1,809,334)	14,831,262
Ending Funds Available	195,941,357	149,177,110	164,544,601	132,005,171	130,195,837	145,027,099

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2016-2018 Balanced Financial Plan - Townwide Summary						
Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Ending Funds Available	195,941,357	149,177,110	164,544,601	132,005,171	130,195,837	145,027,099
Reserves & Internal Designations						
Capital Reserve				72,657,403	71,547,164	81,026,162
Catastrophic Events Reserve				10,630,019	11,240,244	11,686,536
Claims Reserve				1,438,226	1,438,226	1,438,226
Committed for Fund Purpose				13,832,665	11,326,895	12,131,998
Contractual Reserve				300,000	300,000	300,000
Debt Service Reserve				5,143,490	5,143,490	5,143,490
Future Incentive Obligation				-	2,000,000	2,000,000
Health Care Cost Reserve				801,150	801,150	801,150
Operating Designations				3,227,258	3,759,834	3,963,357
Operational Capacity Reserve*				1,000,000	-	-
Opportunity/Economic Dev. Reserve				1,000,000	1,000,000	1,000,000
Revenue Stabilization Reserve				7,865,372	8,200,694	8,599,336
TABOR Reserve				1,672,908	1,667,242	1,834,755
Variable Interest Rate Reserve				1,632,000	1,632,000	1,632,000
Total Reserves & Internal Designations				121,200,491	120,056,939	131,557,010
Unobligated Reserves				\$ 10,804,680	\$ 10,138,898	\$ 13,470,089

*The Operational Capacity Reserve is not necessary in 2017 due to funds included in the budget as a transfer into the Fire Capital Fund in 2017 related to the new fire station

2016-2018 Balanced Financial Plan - General Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	15,083,995	16,222,134	16,222,134	14,543,240	14,800,747	11,882,168
Revenues						
Taxes						
Property	\$ 1,004,892	\$ 1,051,652	\$ 1,051,652	\$ 1,116,841	\$ 1,172,683	\$ 1,231,317
Sales	25,014,869	27,131,558	25,696,403	26,579,805	29,287,169	31,156,836
Motor Vehicle	2,980,563	3,111,465	3,239,793	3,434,181	3,631,646	3,831,387
Other	360,415	290,667	363,412	344,424	352,388	355,382
Franchise Fees	2,050,022	2,261,663	2,200,165	2,361,239	2,523,827	2,698,556
Licenses & Permits	76,906	76,000	77,462	80,730	81,475	79,883
Intergovernmental	421,725	299,887	299,887	311,758	318,628	325,774
Charges for Service	1,959,740	2,046,517	2,023,359	2,174,750	2,221,991	2,380,990
Management Fees	2,489,606	2,770,586	2,770,586	2,886,561	3,002,023	3,122,103
Fines & Forfeitures	542,459	543,450	820,144	837,310	846,536	855,952
Investment Earnings	95,563	60,924	60,924	74,555	57,428	59,078
Contributions & Donations	30,850	74,435	56,800	32,300	32,300	32,300
Transfers In	259,977	1,343,087	1,160,605	500,000	500,000	500,000
Interfund Loan Revenue	77,996	399,070	970,545	393,245	385,549	731,580
Debt & Financing Revenue	938,402	-	-	-	-	-
Other Revenue	335,707	321,466	298,567	295,952	162,256	165,202
Total Revenues	\$ 38,639,692	\$ 41,782,427	\$ 41,090,304	\$ 41,423,651	\$ 44,575,899	\$ 47,526,340
Expenditures						
Town Council	\$ 609,200	\$ 678,919	\$ 677,435	\$ 716,209	\$ 744,829	\$ 774,849
Town Manager	340,598	364,582	358,766	491,238	560,021	529,655
Deputy Town Manager	353,907	521,186	495,475	285,559	296,821	308,571
Human Resources	737,621	686,198	741,785	700,580	778,103	799,293
Community Relations	425,047	643,903	640,667	686,923	706,669	677,174
DoIT	2,042,787	2,621,615	2,604,907	2,918,515	2,926,733	3,236,060
Facilities	1,102,791	1,194,792	1,064,678	1,331,945	1,364,248	1,403,326
Town Attorney	498,018	690,047	638,069	735,695	757,953	780,703
Town Clerk	349,019	317,882	301,233	379,282	350,132	401,426
Municipal Court	318,264	333,370	333,333	391,388	400,215	415,111
Finance - Departmental	1,949,570	2,014,220	1,981,969	2,167,162	2,210,331	2,290,021
Police	10,092,803	10,988,386	10,982,868	11,867,464	12,977,655	13,888,269
Fire	11,138,754	12,036,083	11,921,781	12,816,902	13,685,071	15,918,026
Development Services	492,288	578,582	553,429	524,718	655,409	654,306
Parks	4,742,721	5,077,388	4,712,979	4,028,545	4,282,528	4,704,453
Finance Non-Departmental	2,308,165	4,901,678	4,759,824	1,124,019	4,797,760	671,249
Total Expenditures	\$ 37,501,553	\$ 43,648,831	\$ 42,769,198	\$ 41,166,144	\$ 47,494,478	\$ 47,452,492
Net Revenues/Expenditures	1,138,139	(1,866,404)	(1,678,894)	257,507	(2,918,579)	73,848
Ending Funds Available	16,222,134	14,355,730	14,543,240	14,800,747	11,882,168	11,956,016

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2016-2018 Balanced Financial Plan - General Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Ending Funds Available	16,222,134	14,355,730	14,543,240	14,800,747	11,882,168	11,956,016
Reserves & Internal Designations						
Contractual Reserve				300,000	300,000	300,000
Operational Capacity Reserve*				1,000,000	-	-
Revenue Stabilization Reserve				1,668,000	1,806,240	1,955,937
Catastrophic Events Reserve				1,000,000	1,000,000	1,000,000
Capital Reserve				1,765,000	1,765,000	1,765,000
Opportunity/Economic Dev. Reserve				1,000,000	1,000,000	1,000,000
TABOR Reserve				1,672,908	1,667,242	1,834,755
Total Reserves & Internal Designations				8,405,908	7,538,482	7,855,692
Unobligated Reserves				\$ 6,394,839	\$ 4,343,686	\$ 4,100,324

*The Operational Capacity Reserve is not necessary in 2017 due to funds included in the budget as a transfer into the Fire Capital Fund in 2017 related to the new fire station

Town Council						
Personnel	67,249	67,284	65,975	67,511	67,559	67,609
Services & Other	540,786	608,485	608,310	645,516	674,056	703,994
Supplies	1,165	3,150	3,150	3,182	3,214	3,246
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Council	\$ 609,200	\$ 678,919	\$ 677,435	\$ 716,209	\$ 744,829	\$ 774,849

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- A 5% increase in service contract amounts is included, however, actual increases will be approved by Town Council.

2017

- A 5% increase in service contract amounts is included, however, actual increases will be approved by Town Council.

2018

- A 5% increase in service contract amounts is included, however, actual increases will be approved by Town Council.

2016-2018 Balanced Financial Plan - General Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Town Manager						
Personnel	333,347	352,655	339,782	462,937	481,192	500,288
Services & Other	4,845	9,991	8,322	24,349	74,798	25,256
Supplies	2,406	1,936	10,662	3,952	4,031	4,111
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Manager	\$ 340,598	\$ 364,582	\$ 358,766	\$ 491,238	\$ 560,021	\$ 529,655

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Personnel costs increase due to the reassignment of the Sr. Management Analyst position from the Deputy Town Manager's Office to this division
- Training and office/operating costs increase related to the reassignment of the Sr. Management Analyst and for Town Manager needs

2017

- Costs are included for the biennial community survey

2018

- No significant changes are included at this time

Deputy Town Manager

Personnel	339,620	447,540	406,339	266,627	277,512	288,877
Services & Other	13,841	56,796	68,299	17,660	18,012	18,371
Supplies	446	16,850	20,837	1,272	1,297	1,323
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Deputy Town Manager	\$ 353,907	\$ 521,186	\$ 495,475	\$ 285,559	\$ 296,821	\$ 308,571

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Costs reduce due to the reassignment of the Sr. Management Analyst from this division to the Town Manager's Office, including the biennial community survey which occurred in 2015

2017

- No significant changes are included at this time

2018

- No significant changes are included at this time

2016-2018 Balanced Financial Plan - General Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Human Resources						
Personnel	423,625	435,613	435,268	452,869	547,110	569,266
Services & Other	251,681	246,633	290,212	242,984	222,537	225,141
Supplies	4,226	3,952	7,505	4,727	8,456	4,886
Capital	58,089	-	8,800	-	-	-
Transfers Out	-	-	-	-	-	-
Total Human Resources	\$ 737,621	\$ 686,198	\$ 741,785	\$ 700,580	\$ 778,103	\$ 799,293

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Employee Recognition costs increase based on anticipated awards

2017

- A Senior Office Assistant position is proposed to be added to support the Human Resources area

2018

- No significant changes are included at this time

Community Relations

Personnel	245,429	346,866	328,545	362,532	377,563	393,254
Services & Other	164,695	207,114	226,222	310,834	265,414	270,091
Supplies	14,923	18,923	14,900	13,557	13,692	13,829
Capital	-	71,000	71,000	-	50,000	-
Transfers Out	-	-	-	-	-	-
Total Community Relations	\$ 425,047	\$ 643,903	\$ 640,667	\$ 686,923	\$ 706,669	\$ 677,174

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Increased video production and community marketing initiatives
- Increased web hosting fees

2017

- Capital expenditures are included to upgrade the Town's mobile application

2018

- No significant changes are included at this time

2016-2018 Balanced Financial Plan - General Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
DoIT						
Personnel	1,227,411	1,467,650	1,474,574	1,712,467	1,883,576	2,061,024
Services & Other	584,880	772,869	764,237	849,673	847,497	863,787
Supplies	210,462	139,147	124,147	177,289	106,574	107,163
Capital	16,784	238,000	238,000	175,000	85,000	200,000
Transfers Out	3,250	3,949	3,949	4,086	4,086	4,086
Total DoIT	\$ 2,042,787	\$ 2,621,615	\$ 2,604,907	\$ 2,918,515	\$ 2,926,733	\$ 3,236,060

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Addition of salary and benefits for a Public Safety Technical Coordinator position
- Increased expenditures for aerial imagery, software/hardware licensing costs, additional software licenses, malware protection and IT Governance projects

2017

- Addition of salary and benefits for a Network Infrastructure Engineer position

2018

- Addition of salary and benefits for a Security Engineer position

Facilities

Personnel	483,576	558,010	505,096	704,214	733,939	763,182
Services & Other	507,952	505,272	431,933	485,706	485,336	494,796
Supplies	78,583	80,784	77,423	81,826	83,559	85,329
Capital	9,315	500	-	15,000	16,036	14,518
Transfers Out	23,365	50,226	50,226	45,199	45,378	45,501
Total Facilities	\$ 1,102,791	\$ 1,194,792	\$ 1,064,678	\$ 1,331,945	\$ 1,364,248	\$ 1,403,326

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Transition from contracted to in-house custodial service requiring additional personnel, capital and supply costs
- Preventative maintenance program for HVAC systems at Town facilities

2017

- No significant changes are included at this time

2018

- No significant changes are included at this time

2016-2018 Balanced Financial Plan - General Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Town Attorney						
Personnel	327,002	481,957	439,409	543,597	565,297	587,478
Services & Other	162,684	195,790	180,310	186,726	187,177	187,636
Supplies	8,332	12,300	18,350	5,372	5,479	5,589
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Attorney	\$ 498,018	\$ 690,047	\$ 638,069	\$ 735,695	\$ 757,953	\$ 780,703

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Upgrades for Asst. Town Attorney to Deputy Town Attorney and part time Administrative Assistant from 20- to 30+ are included

2017

- Continuation of position upgrades from 2016. No other changes are included at this time

2018

- No significant changes are included at this time

Town Clerk

Personnel	224,835	233,259	237,210	243,144	253,283	263,851
Services & Other	113,650	83,623	62,553	135,128	95,829	136,545
Supplies	10,534	1,000	1,470	1,010	1,020	1,030
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Clerk	\$ 349,019	\$ 317,882	\$ 301,233	\$ 379,282	\$ 350,132	\$ 401,426

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- One election and one potential coordinated election are included due to elections being held in even numbered years

2017

- One election is included with no other significant changes expected

2018

- One election and one potential coordinated election are included due to elections being held in even numbered years

2016-2018 Balanced Financial Plan - General Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Municipal Court						
Personnel	248,622	285,432	286,679	337,181	349,309	363,332
Services & Other	33,793	37,297	31,068	38,031	38,779	39,543
Supplies	13,767	10,641	15,586	16,176	12,127	12,236
Capital	22,082	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Municipal Court	\$ 318,264	\$ 333,370	\$ 333,333	\$ 391,388	\$ 400,215	\$ 415,111

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Additional Judge time included to accommodate additional court sessions added in 2015 and a small amount has been added for one additional Full Court license

2017

- Continuation of ongoing Judge time included for additional court date added in 2015 and software maintenance for additional Full Court license added in 2016

2018

- No significant changes expected at this time and ongoing Judge time for additional court date and software maintenance for additional Full Court license will continue in 2018

Finance - Departmental

Personnel	1,406,498	1,612,754	1,578,457	1,702,199	1,772,948	1,845,818
Services & Other	509,681	366,481	369,712	410,208	410,841	417,216
Supplies	25,255	34,985	33,800	29,755	26,542	26,987
Capital	8,136	-	-	25,000	-	-
Transfers Out	-	-	-	-	-	-
Total Finance - Departmental	\$ 1,949,570	\$ 2,014,220	\$ 1,981,969	\$ 2,167,162	\$ 2,210,331	\$ 2,290,021

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- New sales tax software to be used for revenue reporting issuing business licences, tax enforcement, and auditing of taxpayers
- Reporting software upgrade to improve financial transparency, reporting, and data mining
- Increase in training costs to be used for leadership training, GFOA and CGFOA conferences, Colorado Tax Audit Coalition (CTAC) conferences, CPA continuing education requirements and other miscellaneous training opportunities

2017

- No significant changes are included at this time

2018

- No significant changes are included at this time

2016-2018 Balanced Financial Plan - General Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Police						
Personnel	8,275,464	9,119,355	9,149,147	9,871,769	10,909,567	11,907,065
Services & Other	764,053	771,938	768,078	741,360	764,320	787,132
Supplies	447,177	549,978	506,637	576,980	585,821	591,708
Capital	448,850	185,681	197,572	245,440	240,149	97,488
Transfers Out	157,259	361,434	361,434	431,915	477,798	504,876
Total Police	\$ 10,092,803	\$ 10,988,386	\$ 10,982,868	\$ 11,867,464	\$ 12,977,655	\$ 13,888,269

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions
 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Four new Patrol Officers, one Animal Control Officer and associated costs are included as well as two vehicles for Investigations and one for the Traffic Unit Sergeant. Body cameras with Taser replacements, twelve mobile Toughbook computers and continuation of payments on the portable radio contract are include in 2016

2017

- Two new Patrol Officers, one Special Operations Sergeant and associated costs are included in 2017. Other inclusions are mobile property room shelving, continuation of the body camera payments, ExecuTime scheduling module, continuation of mobile computer replacements and the final payment on the portable replacement contract

2018

- Two new Patrol Officers, two Dispatchers, one Detective and associated costs are included in 2018. Continuation of the body camera payments and software maintenance for ExecuTime scheduling are included as well

Fire						
Personnel	8,075,212	9,214,357	9,037,026	9,952,617	10,603,458	12,614,461
Services & Other	951,068	1,063,368	1,121,538	1,125,519	1,125,179	1,408,052
Supplies	496,705	552,339	551,815	606,497	597,258	859,091
Capital	720,472	371,564	376,949	233,459	490,141	-
Debt & Financing	230,257	-	-	-	-	-
Transfers Out	665,040	834,455	834,453	898,810	869,035	1,036,422
Total Fire	\$ 11,138,754	\$ 12,036,083	\$ 11,921,781	\$ 12,816,902	\$ 13,685,071	\$ 15,918,026

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions
 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- One Assistant Training Officer, one Support Services/Emergency Technician and associated costs are included. Additional training funds and an allocation for accreditation was also included in 2016

2017

- One Office Assistant with associated costs, 5 CPR devices, 5 power stretchers, Paramedic training, and final payment on the portable radio replacement contract are included in 2017

2018

- Twelve new personnel members and associated costs to staff the new Fire Station are included in 2018

2016-2018 Balanced Financial Plan - General Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Development Services						
Personnel	404,066	427,356	418,270	451,512	550,537	572,438
Services & Other	18,244	81,110	66,445	66,305	68,710	69,511
Supplies	5,108	7,469	6,067	4,254	8,665	5,978
Capital	62,751	60,000	60,000	-	-	-
Transfers Out	2,119	2,647	2,647	2,647	27,497	6,379
Total Development Services	\$ 492,288	\$ 578,582	\$ 553,429	\$ 524,718	\$ 655,409	\$ 654,306

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- No significant changes are included at this time

2017

- One Code Compliance Liaison with associated costs is included in 2017

2018

- Continuation of the position added in 2017 is included in 2018

Parks						
Personnel	1,880,390	2,214,829	1,978,443	2,163,087	2,248,674	2,336,483
Services & Other	1,053,368	1,441,709	1,233,111	1,303,768	1,266,772	1,296,531
Supplies	280,784	350,334	320,895	357,823	357,739	364,392
Capital	1,279,586	877,691	987,705	-	204,686	500,000
Transfers Out	248,593	192,825	192,825	203,867	204,657	207,047
Total Parks	\$ 4,742,721	\$ 5,077,388	\$ 4,712,979	\$ 4,028,545	\$ 4,282,528	\$ 4,704,453

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Salary adjustments associated with reorganizing existing positions are included
- Other items include Cartegraph software license and hardware expenses; trail map printing costs; demolition of a vacant structure at Gateway Mesa Open Space; and, consulting costs to determine rock scaling needs at Rock Park

2017

- Annual trail improvement funding related to East Plum Creek Trail

2018

- Annual trail improvement funding related to East Plum Creek Trail

2016-2018 Balanced Financial Plan - General Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Finance Non-Departmental						
Personnel	-	-	-	-	-	-
Services & Other	1,989,366	1,198,534	1,057,521	900,868	797,102	670,584
Supplies	2,200	644	2,303	651	658	665
Capital	116,599	1,200,000	1,200,000	220,000	-	-
Debt & Financing	-	2,500	-	2,500	-	-
Transfers Out	200,000	2,500,000	2,500,000	-	4,000,000	-
Total Finance Non-Departmental	\$ 2,308,165	\$ 4,901,678	\$ 4,759,824	\$ 1,124,019	\$ 4,797,760	\$ 671,249

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- No significant changes are included at this time

2017

- \$3 million interfund loan made to the Fire Capital Fund for construction of the new Crystal Valley Fire Station.
- \$ 1 million transfer to the Economic Development Fund to accommodate the Public Finance Agreement for the Promenade at Castle Rock development

2018

- No significant changes are included at this time

Total Expenditures	\$ 37,501,553	\$ 43,648,831	\$ 42,769,198	\$ 41,166,144	\$ 47,494,478	\$ 47,452,492
Net Revenues/Expenditures	1,138,139	(1,866,404)	(1,678,894)	257,507	(2,918,579)	73,848
Ending Funds Available	16,222,134	14,355,730	14,543,240	14,800,747	11,882,168	11,956,016
Reserves & Internal Designations						
Contractual Reserve	-	-	-	300,000	300,000	300,000
Operational Capacity Reserve*	-	-	-	1,000,000	-	-
Revenue Stabilization Reserve	-	-	-	1,668,000	1,806,240	1,955,937
Catastrophic Events Reserve	-	-	-	1,000,000	1,000,000	1,000,000
Capital Reserve	-	-	-	1,765,000	1,765,000	1,765,000
Opportunity/Economic Dev. Reserve	-	-	-	1,000,000	1,000,000	1,000,000
TABOR Reserve	-	-	-	1,672,908	1,667,242	1,834,755
Total Reserves & Internal Designations				8,405,908	7,538,482	7,855,692
Unobligated Reserves				\$ 6,394,839	\$ 4,343,686	\$ 4,100,324

*The Operational Capacity Reserve is not necessary in 2017 due to funds included in the budget as a transfer into the Fire Capital Fund in 2017 related to the new fire station

2016-2018 Balanced Financial Plan - Economic Development Fund						
Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	5,648,954	2,695,860	2,695,860	1,995,220	1,781,522	3,048,076
Revenues						
Taxes						
Use	\$ 315,802	\$ 623,870	\$ 623,870	\$ 586,029	\$ 349,201	\$ 207,360
Investment Earnings	35,464	7,965	20,471	10,670	17,353	17,952
Transfers In	-	-	-	-	1,000,000	-
Other Revenue	63	-	8,035	-	-	-
Total Revenues	\$ 351,329	\$ 631,835	\$ 652,376	\$ 596,699	\$ 1,366,554	\$ 225,312
Expenditures						
Services & Other	\$ 3,304,423	\$ 2,155,286	\$ 1,353,016	\$ 810,397	\$ 100,000	\$ 100,000
Total Expenditures	\$ 3,304,423	\$ 2,155,286	\$ 1,353,016	\$ 810,397	\$ 100,000	\$ 100,000
Net Revenues/Expenditures	(2,953,094)	(1,523,451)	(700,640)	(213,698)	1,266,554	125,312
Ending Funds Available	2,695,860	1,172,409	1,995,220	1,781,522	3,048,076	3,173,388
Reserves & Internal Designations						
Future Incentive Obligation				-	2,000,000	2,000,000
Committed for Fund Purpose				1,781,522	1,048,076	1,173,388
Total Reserves & Internal Designations*				1,781,522	3,048,076	3,173,388
Unobligated Reserves				\$ -	\$ -	\$ -

* In addition to reserves in the Economic Development Fund, an additional \$1 million is reserved in the General Fund for Economic Development opportunities

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Use Tax revenue is based on anticipated commercial development with a total valuation of \$26,801,460; Services & Other budgeted to meet current obligated amounts related to existing economic development agreements and to allow for additional agreements should they be approved. Funds totaling \$750k are included to accommodate the Public Finance Agreement for the Promenade at Castle Rock as approved by Town Council on February 17, 2015
- Includes loan amount of \$50,000 for the Urban Renewal Authority; the deficit in this fund for 2016 is related to using fund balance for economic development initiatives as identified during the year

2017

- Use Tax revenue is based on anticipated commercial development with a total valuation of \$14,960,060. Includes loan amount of \$50,000 for the Urban Renewal Authority
- Additional reserve amount of \$2 million added to accommodate the Public Finance Agreement for the Promenade at Castle Rock development as approved by Town Council on February 17, 2015

2018

- Use Tax revenue is based on anticipated commercial development with a total valuation of \$7,868,020. Includes loan amount of \$50,000 for the Urban Renewal Authority

2016-2018 Balanced Financial Plan - Transportation Fund

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	8,151,995	4,459,326	4,459,326	3,302,203	2,247,719	3,040,037
Revenues						
Taxes						
Use	\$ 1,850,694	\$ 1,543,747	\$ 1,839,398	\$ 2,076,110	\$ 1,770,185	\$ 1,900,486
Sales	10,683,425	11,660,595	11,029,412	11,474,592	12,592,508	13,406,392
Motor Vehicle	1,983,130	1,966,632	2,036,227	2,158,400	2,282,509	2,400,222
Intergovernmental	2,945,407	2,894,983	2,894,983	3,141,507	4,317,786	3,030,836
Charges for Service	7,775	-	7,552	3,000	3,000	3,000
Investment Earnings	44,012	13,780	17,205	11,524	15,305	29,381
Contributions & Donations	105,551	160,000	160,000	127,000	6,000	6,000
Other Revenue	18,661	3,000	9,991	1,200	1,200	1,200
Total Revenues	\$ 17,638,655	\$ 18,242,737	\$ 17,994,768	\$ 18,993,333	\$ 20,988,493	\$ 20,777,517
Expenditures						
Personnel	\$ 3,097,854	\$ 3,420,910	\$ 3,346,312	\$ 3,444,880	\$ 3,585,025	\$ 3,727,064
Services & Other	5,916,355	8,887,177	8,890,242	9,989,855	11,546,296	11,231,817
Supplies	478,737	528,938	567,011	620,594	643,309	667,669
Capital	130,700	71,000	40,906	20,000	-	31,407
5 Year Capital Improvement Program	222,632	1,667,678	1,667,678	2,332,000	2,482,000	445,000
Debt & Financing	1,603,013	1,602,075	1,602,075	1,605,763	903,613	906,050
Transfers Out	9,882,033	4,037,667	3,037,667	2,034,725	1,035,932	1,037,923
Total Expenditures	\$ 21,331,324	\$ 20,215,445	\$ 19,151,891	\$ 20,047,817	\$ 20,196,175	\$ 18,046,930
Net Revenues/Expenditures	(3,692,669)	(1,972,708)	(1,157,123)	(1,054,484)	792,318	2,730,587
Ending Funds Available	4,459,326	2,486,618	3,302,203	2,247,719	3,040,037	5,770,624
Reserves & Internal Designations						
Revenue Stabilization Reserve				215,632	226,414	237,735
Catastrophic Events Reserve				1,629,227	1,629,227	1,629,227
Total Reserves & Internal Designations				1,844,859	1,855,641	1,866,962
Unobligated Reserves				\$ 402,860	\$ 1,184,396	\$ 3,903,662

2016-2018 Notes and Assumptions

 Click [here](#) to view projected increases and Townwide assumptions

 Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- \$6,965,000 for the Pavement Maintenance Program
- Significant Capital Projects include improvements to downtown crosswalks and alleyways, improvements at Sunset Drive, Transportation Master Plan update, and the addition of two traffic signals
- Transfer of \$1 million to the Transportation Capital Fund, which was previously accumulated for the purpose of supporting the North Meadows Extension project
- Final payment of \$688,500 for the 2004 Sales and Use Tax Revenue Refunding Bonds
- Debt service payments of \$914,763 for the 2008 Transportation Action Plan (TAP) Revenue Bonds

2017

- \$8,590,000 for the Pavement Maintenance Program
- Significant capital projects include \$1,667,000 for the reconstruction of Meadows Parkway and \$600,000 for traffic signal system improvements
- Debt service payments of \$903,613 for the 2008 TAP Revenue Bonds

2018

- \$8,260,000 for the Pavement Maintenance Program
- Significant capital projects include \$230,000 for traffic signal system improvements
- Debt service payments of \$906,050 for the 2008 TAP Revenue Bonds

2016-2018 Balanced Financial Plan - Conservation Trust Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	1,109,606	1,124,314	1,124,314	229,970	383,929	1,290,725
Revenues						
Licenses & Permits	\$ 115,515	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Intergovernmental	1,401,612	1,249,363	1,229,892	913,363	913,363	913,363
Investment Earnings	4,238	4,274	3,094	1,096	5,933	10,308
Other Revenue	9	-	-	-	-	-
Total Revenues	\$ 1,521,374	\$ 1,363,637	\$ 1,342,986	\$ 1,024,459	\$ 1,029,296	\$ 1,033,671
Expenditures						
Services & Other	\$ 45,510	\$ 3,965	\$ 70,000	\$ -	\$ -	\$ -
Supplies	30,333	-	80,000	-	-	-
Capital	212,341	198,825	51,330	870,500	122,500	212,500
Transfers Out	1,218,482	2,218,482	2,036,000	-	-	-
Total Expenditures	\$ 1,506,666	\$ 2,421,272	\$ 2,237,330	\$ 870,500	\$ 122,500	\$ 212,500
Net Revenues/Expenditures	14,708	(1,057,635)	(894,344)	153,959	906,796	821,171
Ending Funds Available	1,124,314	66,679	229,970	383,929	1,290,725	2,111,896
Reserves & Internal Designations						
Committed for Fund Purpose				383,929	1,290,725	2,111,896
Total Reserves & Internal Designations				383,929	1,290,725	2,111,896
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Capital improvements including Metzler Ranch Park dugout covers, turf repair and hockey board replacement; Butterfield Park improvements; Fibar mulch replenishment at playgrounds at Town parks; tree removal and replacement; furniture replacement; irrigation system improvements; parks maintenance equipment and, POST Partners program funding

2017

- Capital improvements include the addition of a shed and utility cart at Paintbrush Park; Fibar mulch replenishment at playgrounds at Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

2018

- Capital improvements include playground replacement at Mitchell Gulch Park; Fibar mulch replenishment at playgrounds at Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

2016-2018 Balanced Financial Plan - Philip S. Miller Trust Fund

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	164,183	124,099	124,099	187,092	172,833	143,766
Revenues						
Investment Earnings	\$ 234	\$ 726	\$ 166	\$ 1,145	\$ 1,224	\$ 1,230
Contributions & Donations	283,000	283,000	285,000	285,000	285,000	285,000
Other Revenue	34,177	30,000	29,532	29,141	28,751	28,361
Total Revenues	\$ 317,411	\$ 313,726	\$ 314,698	\$ 315,286	\$ 314,975	\$ 314,591
Expenditures						
Personnel	\$ -	\$ -	\$ -	\$ 41,995	\$ 43,764	\$ 45,276
Services & Other	230,000	251,705	251,705	287,550	300,278	313,624
Transfers Out	127,495	-	-	-	-	-
Total Expenditures	\$ 357,495	\$ 251,705	\$ 251,705	\$ 329,545	\$ 344,042	\$ 358,900
Net Revenues/Expenditures	(40,084)	62,021	62,993	(14,259)	(29,067)	(44,309)
Ending Funds Available	124,099	186,120	187,092	172,833	143,766	99,457
Reserves & Internal Designations						
Committed for Fund Purpose				172,833	143,766	99,457
Total Reserves & Internal Designations				172,833	143,766	99,457
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Personnel costs are added to fund half of a Special Events Specialist position. The other half is funded in the Community Center Fund
- Ongoing costs for holiday lighting are included in the Services & Other category

2017

- Personnel costs continue to fund half of a Special Events Specialist position. The other half is funded in the Community Center Fund
- Ongoing costs for holiday lighting are included in the Services & Other category

2018

- Personnel costs continue to fund half of a Special Events Specialist position. The other half is funded in the Community Center Fund
- Ongoing costs for holiday lighting are included in the Services & Other category

2016-2018 Balanced Financial Plan - Public Art Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	66,023	79,099	79,099	29,649	29,808	29,967
Revenues						
Investment Earnings	\$ 167	\$ 310	\$ 134	\$ 159	\$ 159	\$ 160
Contributions & Donations	25,000	25,000	25,000	25,000	25,000	25,000
Other Revenue	1	-	-	-	-	-
Total Revenues	\$ 25,168	\$ 25,310	\$ 25,134	\$ 25,159	\$ 25,159	\$ 25,160
Expenditures						
Services & Other	\$ 12,092	\$ 75,000	\$ 73,938	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	-	-	646	-	-	-
Total Expenditures	\$ 12,092	\$ 75,000	\$ 74,584	\$ 25,000	\$ 25,000	\$ 25,000
Net Revenues/Expenditures	13,076	(49,690)	(49,450)	159	159	160
Ending Funds Available	79,099	29,409	29,649	29,808	29,967	30,127
Reserves & Internal Designations						
Committed for Fund Purpose				29,808	29,967	30,127
Total Reserves & Internal Designations				29,808	29,967	30,127
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Funds are included for annual public art initiatives that are yet to be determined

2017

- Funds are included for annual public art initiatives that are yet to be determined

2018

- Funds are included for annual public art initiatives that are yet to be determined

2016-2018 Balanced Financial Plan - Police Forfeiture Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	12,610	23,821	23,821	23,833	5,032	10,086
Revenues						
Intergovernmental	\$ 11,200	\$ 23,816	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Investment Earnings	11	95	12	27	54	82
Total Revenues	\$ 11,211	\$ 23,911	\$ 12	\$ 5,027	\$ 5,054	\$ 5,082
Expenditures						
Services & Other	\$ -	\$ 23,816	\$ -	\$ -	\$ -	\$ -
Capital	-	-	-	23,828	-	-
Total Expenditures	\$ -	\$ 23,816	\$ -	\$ 23,828	\$ -	\$ -
Net Revenues/Expenditures	11,211	95	12	(18,801)	5,054	5,082
Ending Funds Available	23,821	23,916	23,833	5,032	10,086	15,168
Reserves & Internal Designations						
Committed for Fund Purpose				5,032	10,086	15,168
Total Reserves & Internal Designations				5,032	10,086	15,168
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Additional funds needed for the purchase of body cameras with Taser replacements are included for 2016

2017

- No significant changes are included at this time

2018

- No significant changes are included at this time

2016-2018 Balanced Financial Plan - Downtown Development TIF Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	-	-	-	187,742	187,742	187,742
Revenues						
Taxes						
Property	\$ -	\$ -	\$ -	\$ 9,600	\$ 9,600	\$ 9,600
Sales	-	800,000	987,742	1,221,202	1,519,090	1,795,756
Investment Earnings	-	-	-	989	989	989
Other Revenue	-	800,000	800,000	909,000	9,000	9,000
Total Revenues	\$ -	\$ 1,600,000	\$ 1,787,742	\$ 2,140,791	\$ 1,538,679	\$ 1,815,345
Expenditures						
Capital	\$ -	\$ 800,000	\$ 800,000	\$ 1,240,791	\$ 1,538,679	\$ 1,815,345
Debt & Financing	-	800,000	800,000	900,000	-	-
Total Expenditures	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 2,140,791	\$ 1,538,679	\$ 1,815,345
Net Revenues/Expenditures	-	-	187,742	-	-	-
Ending Funds Available	-	-	187,742	187,742	187,742	187,742
Reserves & Internal Designations						
Debt Service Reserve				-	-	-
Committed for Fund Purpose				187,742	187,742	187,742
Total Reserves & Internal Designations				187,742	187,742	187,742
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Includes receipt of funds from a line of credit and subsequent issuance of a loan totaling \$900,000 for the The Move, LLC. Capital expenditures are estimated and require Council approval

2017

- Capital expenditures are estimated and require Council approval

2018

- Capital expenditures are estimated and require Council approval

Fund Description & History: Established in 2008, the Downtown Development Authority (DDA) is charged with encouraging redevelopment utilizing tax increment. The tax increment is the amount of sales and property tax collected over the base amount that was established in 2008. This increment is received in this fund at the end of the year for the purpose of paying debt incurred to fund improvements to the downtown area. Due to TIF requirements, debt is issued on behalf of the Town for improvements and is then repaid through the tax increment funds received.

There are two sources of revenue into this fund including a property tax increment and a sales tax increment. The property tax increment is adjusted for natural growth and is received fully in this fund. The base used to calculate the sales tax increment is static and the proportion contributed to the Downtown Development Tax Increment Financing Fund (DDA TIF Fund) is determined by Town Council after accommodating debt service needs and other agreements.

Incremental revenue amounts earned from 2012 to 2014 totaled \$1.2 million, but were not able to be received into the DDA TIF Fund since the Town had not yet incurred debt on behalf of the DDA. These funds, however, were budgeted for use in the Finance Non-Departmental division in 2015. This 2015 amount is intended to be spent on Council approved downtown projects and may need to be carried forward in a future budget amendment into 2016. The Town incurred debt on behalf of the DDA in 2015 which then prompted the creation of this fund. Projects in this fund include a \$900,000 loan for The Move construction project in 2016. Although the budget reflects using all available resources within each year, actual use of available funds requires approval by Town Council.

2016-2018 Balanced Financial Plan - Parks & Recreation Capital Fund						
Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	16,205,387	1,859,262	1,859,262	414,060	1,509,853	2,010,863
Revenues						
Intergovernmental	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
Investment Earnings	25,779	4,370	9,551	10,136	12,773	7,532
Impact Fees	2,340,112	1,985,200	2,439,055	2,694,620	2,209,700	2,416,240
Contributions & Donations	320,000	520,000	40,000	20,000	20,000	20,000
Transfers In	1,163,467	7,536,000	7,536,000	-	-	-
Total Revenues	\$ 3,849,358	\$ 10,295,570	\$ 10,274,606	\$ 2,724,756	\$ 2,242,473	\$ 2,443,772
Expenditures						
Services & Other	\$ 11,819	\$ 28,839	\$ 28,839	\$ -	\$ -	\$ -
Capital	15,806,201	9,293,747	9,293,747	175,000	300,000	2,000,000
Debt & Financing	710,463	708,763	708,763	711,963	709,963	707,863
Interfund Loan	455,000	1,701,875	1,688,459	742,000	731,500	721,000
Transfers Out	1,212,000	-	-	-	-	-
Total Expenditures	\$ 18,195,483	\$ 11,733,224	\$ 11,719,808	\$ 1,628,963	\$ 1,741,463	\$ 3,428,863
Net Revenues/Expenditures	(14,346,125)	(1,437,654)	(1,445,202)	1,095,793	501,010	(985,091)
Ending Funds Available	1,859,262	421,608	414,060	1,509,853	2,010,863	1,025,772
Reserves & Internal Designations						
Committed for Fund Purpose				1,509,853	2,010,863	1,025,772
Total Reserves & Internal Designations				1,509,853	2,010,863	1,025,772
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Special Assessments are based on 700 new single family and 316 multi family permits
- Capital funding is included for the purchase of a sweeper, the addition of an LED sign at Philip S. Miller Park and the addition of a connect to a parking lot for the aerial trekking course anticipated to open in the spring of 2016

2017

- Special Assessments are based on 700 new single family and 100 multi family permits
- Capital funding is included for a link to future parking and for the design of a new neighborhood park

2018

- Special Assessments are based on 700 new single family and 192 multi family permits
- Capital funding is included for the construction of a new neighborhood park

2016-2018 Balanced Financial Plan - Municipal Facilities Capital Fund						
Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	997,443	1,313,947	1,313,947	1,414,116	1,871,974	2,312,063
Revenues						
Investment Earnings	\$ 5,751	\$ 5,092	\$ 3,647	\$ 9,929	\$ 11,787	\$ 13,817
Impact Fees	444,330	395,510	481,246	526,802	428,824	462,058
Transfers In	14,631	-	-	-	-	-
Interfund Loan Revenue	-	-	-	7,246	4,050	29,277
Total Revenues	\$ 464,712	\$ 400,602	\$ 484,893	\$ 543,977	\$ 444,661	\$ 505,152
Expenditures						
Services & Other	\$ 148,208	\$ 93,238	\$ 91,224	\$ 86,119	\$ 4,572	\$ 4,572
Transfers Out	-	293,500	293,500	-	-	-
Total Expenditures	\$ 148,208	\$ 386,738	\$ 384,724	\$ 86,119	\$ 4,572	\$ 4,572
Net Revenues/Expenditures	316,504	13,864	100,169	457,858	440,089	500,580
Ending Funds Available	1,313,947	1,327,811	1,414,116	1,871,974	2,312,063	2,812,643
Reserves & Internal Designations						
Committed for Fund Purpose				1,871,974	2,312,063	2,812,643
Total Reserves & Internal Designations				1,871,974	2,312,063	2,812,643
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Special Assessments are based on 700 new single family and 316 multi family permits
- Scheduled increase in lease payments related to space rental for the Division of Innovation and Technology

2017

- Special Assessments are based on 700 new single family and 100 multi family permits
- Scheduled increase in lease payments related to space rental for the Division of Innovation and Technology

2018

- Special Assessments are based on 700 new single family and 192 multi family permits
- Scheduled increase in lease payments related to space rental for the Division of Innovation and Technology

2016-2018 Balanced Financial Plan - Fire Capital Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	2,335,261	2,581,259	2,581,259	2,851,889	3,102,235	256,374
Revenues						
Investment Earnings	\$ 15,574	\$ 10,149	\$ 9,097	\$ 16,260	\$ 843	\$ 1,203
Impact Fees	458,638	438,220	531,827	581,948	465,300	481,588
Transfers In	15,977	-	-	-	3,000,000	-
Other Revenue	31	-	-	-	-	-
Total Revenues	\$ 490,220	\$ 448,369	\$ 540,924	\$ 598,208	\$ 3,466,143	\$ 482,791
Expenditures						
Services & Other	\$ 50,480	\$ 59,372	\$ 59,372	\$ 46,939	\$ 46,939	\$ 46,939
Supplies	34,300	-	-	-	-	-
Capital	124,722	170,000	170,000	245,864	5,124,065	-
Interfund Loan	-	-	-	-	-	325,303
Transfers Out	34,720	40,922	40,922	55,059	1,141,000	-
Total Expenditures	\$ 244,222	\$ 270,294	\$ 270,294	\$ 347,862	\$ 6,312,004	\$ 372,242
Net Revenues/Expenditures	245,998	178,075	270,630	250,346	(2,845,861)	110,549
Ending Funds Available	2,581,259	2,759,334	2,851,889	3,102,235	256,374	366,923
Reserves & Internal Designations						
Committed for Fund Purpose				3,102,235	256,374	366,923
Total Reserves & Internal Designations				3,102,235	256,374	366,923
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Funds for the architectural design of the new Crystal Valley Fire Station, lease payments for the Public Safety Training Center and vehicle purchases associated with new positions are included in 2016

2017

- Funds to begin construction of the new Crystal Valley Fire Station and vehicle acquisition associated with the station are included in 2017

2018

- Interfund loan payments associated with the new Crystal Valley Fire Station are included in 2018

2016-2018 Balanced Financial Plan - Police Capital Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	219,700	271,093	271,093	53,073	70,768	115,607
Revenues						
Investment Earnings	\$ 587	\$ 1,001	\$ 518	\$ 382	\$ 652	\$ 652
Impact Fees	253,565	241,590	290,339	321,527	248,728	266,082
Transfers In	8,316	270,000	270,000	-	-	-
Total Revenues	\$ 262,468	\$ 512,591	\$ 560,857	\$ 321,909	\$ 249,380	\$ 266,734
Expenditures						
Services & Other	\$ 1,153	\$ 26,075	\$ 26,075	\$ 20,117	\$ 20,117	\$ 20,117
Capital	-	600,000	600,000	-	-	-
Interfund Loan	61,599	60,173	60,173	67,420	64,224	89,451
Transfers Out	148,323	92,629	92,629	216,677	120,200	171,127
Total Expenditures	\$ 211,075	\$ 778,877	\$ 778,877	\$ 304,214	\$ 204,541	\$ 280,695
Net Revenues/Expenditures	51,393	(266,286)	(218,020)	17,695	44,839	(13,961)
Ending Funds Available	271,093	4,807	53,073	70,768	115,607	101,646
Reserves & Internal Designations						
Committed for Fund Purpose				70,768	115,607	101,646
Total Reserves & Internal Designations				70,768	115,607	101,646
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Lease payments for the Public Safety Training Center, interfund loan payments, and vehicle purchases associated with new positions are included in 2016

2017

- Lease payments for the Public Safety Training Center, interfund loan payments, and vehicle purchases associated with new positions are included in 2017

2018

- Lease payments for the Public Safety Training Center, interfund loan payments, and vehicle purchases associated with new positions are included in 2018

2016-2018 Balanced Financial Plan - Transportation Capital Projects Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	39,343,939	39,717,855	39,717,855	8,226,201	1,163,003	1,292,372
Revenues						
Taxes						
Use	\$ 1,375,846	\$ 1,391,456	\$ 1,428,974	\$ 1,555,807	\$ 1,326,551	\$ 1,424,197
Intergovernmental	-	-	-	-	284,000	269,000
Investment Earnings	108,542	147,858	105,870	1,839	1,735	8,309
Impact Fees	2,188,142	2,199,850	2,612,710	2,852,990	2,335,400	2,371,426
Contributions & Donations	1,009,083	2,791,000	2,066,868	3,601,382	577,333	3,277,333
Transfers In	24,018,668	3,000,000	2,000,000	1,000,000	-	-
Other Revenue	4	-	50	-	-	-
Total Revenues	\$ 28,700,285	\$ 9,530,164	\$ 8,214,472	\$ 9,012,018	\$ 4,525,019	\$ 7,350,265
Expenditures						
Personnel	\$ 73,592	\$ 112,759	\$ 112,130	\$ 117,153	\$ -	\$ -
Services & Other	11,243	27,680	27,680	-	-	-
Capital	-	-	-	-	-	-
5 Year Capital Improvement Program	27,369,446	36,553,003	27,069,228	14,033,775	505,000	4,637,000
Debt & Financing	872,088	871,788	872,088	871,788	1,353,150	1,350,838
Interfund Loan	-	11,435,000	11,435,000	1,052,500	2,537,500	-
Transfers Out	-	190,000	190,000	-	-	-
Total Expenditures	\$ 28,326,369	\$ 49,190,230	\$ 39,706,126	\$ 16,075,216	\$ 4,395,650	\$ 5,987,838
Net Revenues/Expenditures	373,916	(39,660,066)	(31,491,654)	(7,063,198)	129,369	1,362,427
Ending Funds Available	39,717,855	57,789	8,226,201	1,163,003	1,292,372	2,654,799
Reserves & Internal Designations						
Committed for Fund Purpose				1,163,003	1,292,372	2,654,799
Total Reserves & Internal Designations				1,163,003	1,292,372	2,654,799
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Estimated \$9.5 million of remaining construction costs to complete the North Meadows Extension Project
- Capital projects include \$3.05 million for improvements to the Plum Creek Parkway & Perry Street and Plum Creek Parkway & Wilcox Street intersections and \$1.5 million for the initial design and planning costs of the Crystal Valley Parkway & I-25 interchange
- Repayment of \$1 million principal to the Utilities Department for 2014 interfund loan
- Interest payment of \$871,788 for the 2013 Transportation Action Plan (TAP) Bonds

2017

- Capital projects include \$355,000 for the design of improvements to Founders Parkway (SH86) and Allen Way and \$150,000 for the design of an expansion to the Service Center Building
- Repayment of \$2.5 million principal to the Utilities Department for 2014 interfund loan
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds

2018

- Capital projects include \$1.35 million for the construction of the Service Center expansion, \$337,000 for right of way acquisition for improvements to Founders Parkway (SH86) and Allen Way, \$650,000 design of improvements at Founders Parkway (SH86) and Crowfoot Valley Road and \$2.3 million for further project costs associated with the Crystal Valley Parkway interchange at I-25
- Principal and interest payments of \$1,350,838 for the 2013 TAP Bonds

2016-2018 Balanced Financial Plan - General Long Term Planning Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	1,856,858	1,902,132	1,902,132	1,800,753	1,803,828	1,621,315
Revenues						
Taxes						
Use	\$ 1,071,362	\$ 1,080,070	\$ 1,063,183	\$ 1,208,939	\$ 1,030,796	\$ 1,106,671
Investment Earnings	7,804	7,167	5,268	9,605	8,618	6,597
Other Revenue	828	-	-	-	-	-
Total Revenues	\$ 1,079,994	\$ 1,087,237	\$ 1,068,451	\$ 1,218,544	\$ 1,039,414	\$ 1,113,268
Expenditures						
Services & Other	\$ 75,941	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	115,180	-	-	-	-	-
Capital	843,599	1,302,284	1,169,830	1,215,469	1,221,927	1,492,358
Total Expenditures	\$ 1,034,720	\$ 1,302,284	\$ 1,169,830	\$ 1,215,469	\$ 1,221,927	\$ 1,492,358
Net Revenues/Expenditures	45,274	(215,047)	(101,379)	3,075	(182,513)	(379,090)
Ending Funds Available	1,902,132	1,687,085	1,800,753	1,803,828	1,621,315	1,242,225
Reserves & Internal Designations						
Committed for Fund Purpose				1,803,828	1,621,315	1,242,225
Total Reserves & Internal Designations				1,803,828	1,621,315	1,242,225
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2016

- Special Assessments are based on 700 new single family and 316 multi family permits
- Capital funding is included for numerous facilities, parks and IT related projects including completion of the Town's fiber network, parking lot and concrete repair, various building improvements, server and other device replacement, computer replacement program and Microsoft licensing

2017

- Special Assessments are based on 700 new single family and 100 multi family permits
- Capital funding is included for numerous facilities, parks and IT related projects including parking lot and concrete repair, various building improvements, server and other device replacement, computer replacement program, Microsoft licensing and synthetic turf replacement. The projects that are currently planned will require the use of available fund balance as shown by the deficit represented above

2018

- Special Assessments are based on 700 new single family and 192 multi family permits
- Capital funding is included for numerous facilities, parks and IT related projects including parking lot and concrete repair, various building improvements, server and other device replacement, computer replacement program, Microsoft licensing, door security system improvements and synthetic turf replacement. The projects that are currently planned will require the use of available fund balance as shown by the deficit represented above

2016-2018 Balanced Financial Plan - Water Fund						
Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	19,482,549	12,374,849	12,374,849	16,623,884	17,547,756	18,576,752
Revenues						
Intergovernmental	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	10,919,743	12,648,167	12,196,558	12,947,433	13,668,564	14,426,723
Fines & Forfeitures	359,944	390,200	344,539	348,552	348,552	348,552
Investment Earnings	101,377	42,280	65,036	92,547	82,371	85,925
System Development Fees	1,672,910	1,621,998	2,440,493	2,034,686	2,082,388	2,158,700
Contributions & Donations	-	-	-	-	-	-
Interfund Loan Revenue	-	4,780,500	4,780,500	1,072,750	20,250	695,250
Debt & Financing Revenue	-	6,252,192	6,252,192	-	-	-
Other Revenue	103,773	71,550	231,022	71,550	71,550	71,550
Total Revenues	\$ 13,257,747	\$ 25,806,887	\$ 26,310,340	\$ 16,567,518	\$ 16,273,675	\$ 17,786,700
Expenditures						
Personnel	\$ 2,270,638	\$ 2,591,459	\$ 2,515,831	\$ 2,902,826	\$ 3,132,247	\$ 3,255,498
Services & Other	3,744,651	4,268,867	4,160,952	4,366,503	4,447,850	4,675,830
Supplies	926,049	1,056,850	1,078,928	1,158,903	1,141,300	1,188,392
Capital	55,652	853,619	184,974	991,319	868,874	868,374
5 Year Capital Improvement Program	1,031,353	4,779,383	4,471,910	3,281,945	2,218,502	2,363,000
Debt & Financing	1,768,826	8,019,971	8,125,695	1,253,587	1,740,767	1,746,879
Transfers Out	10,568,278	1,413,707	1,523,015	1,688,563	1,695,139	1,823,925
Total Expenditures	\$ 20,365,447	\$ 22,983,856	\$ 22,061,305	\$ 15,643,646	\$ 15,244,679	\$ 15,921,898
Net Revenues/Expenditures	(7,107,700)	2,823,031	4,249,035	923,872	1,028,996	1,864,802
Ending Funds Available	12,374,849	15,197,880	16,623,884	17,547,756	18,576,752	20,441,554
Reserves & Internal Designations						
Operating Designations				1,404,705	1,453,566	1,519,953
Catastrophic Events Reserve				3,916,415	4,054,983	4,199,203
Revenue Stabilization Reserve				1,590,000	1,685,400	1,786,524
Capital Reserve				9,743,336	10,489,503	12,042,574
Total Reserves & Internal Designations				16,654,456	17,683,452	19,548,254
Unobligated Reserves				\$ 893,300	\$ 893,300	\$ 893,300

2016-2018 Balanced Financial Plan - Water Resources Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	81,410,163	76,796,700	76,796,700	78,350,770	53,218,396	48,092,423
Revenues						
Charges for Service	\$ 7,003,357	\$ 7,257,600	\$ 7,258,582	\$ 7,785,184	\$ 8,308,624	\$ 8,848,864
Fines & Forfeitures	49,605	58,500	57,587	51,500	51,500	51,500
Investment Earnings	379,391	247,221	344,995	193,321	120,077	53,992
System Development Fees	11,144,560	10,285,198	10,791,000	10,418,100	10,776,500	11,147,500
Transfers In	1,040,972	1,157,413	1,266,721	1,492,462	1,498,849	1,626,142
Interfund Loan Revenue	455,000	4,046,875	4,046,875	-	-	-
Debt & Financing Revenue	-	129,000	114,500	129,000	129,000	129,000
Other Revenue	57,238	240	118,490	240	240	240
Total Revenues	\$ 20,130,123	\$ 23,182,047	\$ 23,998,750	\$ 20,069,807	\$ 20,884,790	\$ 21,857,238
Expenditures						
Personnel	\$ 1,372,440	\$ 1,441,001	\$ 1,583,930	\$ 1,731,103	\$ 1,837,389	\$ 1,975,760
Services & Other	1,172,712	2,203,040	1,771,227	1,882,070	4,214,973	4,623,593
Supplies	256,858	281,583	279,323	302,025	314,600	323,628
Capital	2,034	51,838	45,487	129,885	127,651	127,767
5 Year Capital Improvement Program	16,015,703	14,008,645	14,077,668	36,528,303	14,883,990	6,005,830
Debt & Financing	2,420,895	4,624,283	4,662,619	4,624,212	4,627,577	4,625,258
Transfers Out	3,502,944	24,430	24,426	4,583	4,583	4,583
Total Expenditures	\$ 24,743,586	\$ 22,634,820	\$ 22,444,680	\$ 45,202,181	\$ 26,010,763	\$ 17,686,419
Net Revenues/Expenditures	(4,613,463)	547,227	1,554,070	(25,132,374)	(5,125,973)	4,170,819
Ending Funds Available	76,796,700	77,343,927	78,350,770	53,218,396	48,092,423	52,263,242
Reserves & Internal Designations						
Operating Designations				652,533	1,061,160	1,153,830
Catastrophic Events Reserve				1,283,183	1,607,435	1,760,610
Debt Service Reserve				4,621,825	4,621,825	4,621,825
Variable Interest Rate Reserve				1,632,000	1,632,000	1,632,000
Capital Reserve				44,528,855	38,670,003	42,594,977
Total Reserves & Internal Designations				52,718,396	47,592,423	51,763,242
Unobligated Reserves				\$ 500,000	\$ 500,000	\$ 500,000

2016-2018 Balanced Financial Plan - Stormwater Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	4,127,459	6,649,615	6,649,615	4,975,031	4,214,361	5,719,436
Revenues						
Intergovernmental	\$ -	\$ 544,000	\$ 544,000	\$ -	\$ -	\$ -
Charges for Service	2,623,690	2,730,581	3,400,949	3,446,642	3,435,687	3,541,557
Fines & Forfeitures	460	1,500	157	1,500	1,500	1,500
Investment Earnings	19,329	18,089	23,671	22,780	19,134	11,096
System Development Fees	506,534	603,124	1,098,000	1,062,600	1,101,100	1,141,000
Contributions & Donations	286,944	2,315	2,315	2,315	2,315	2,315
Transfers In	1,364,941	-	-	-	-	-
Other Revenue	5,733	3,440	3,440	3,504	3,569	3,636
Total Revenues	\$ 4,807,631	\$ 3,903,049	\$ 5,072,532	\$ 4,539,341	\$ 4,563,305	\$ 4,701,104
Expenditures						
Personnel	\$ 1,094,995	\$ 1,290,821	\$ 1,308,800	\$ 1,506,658	\$ 1,604,302	\$ 1,668,949
Services & Other	407,567	646,642	577,641	515,301	542,081	551,619
Supplies	93,305	101,760	96,620	93,672	97,273	94,991
Capital	9,732	15,563	15,562	117,808	117,808	117,808
5 Year Capital Improvement Program	601,961	4,652,331	4,589,866	2,950,062	579,902	504,864
Interfund Loan	-	40,500	40,500	20,250	20,250	695,250
Transfers Out	77,915	118,127	118,127	96,260	96,614	97,034
Total Expenditures	\$ 2,285,475	\$ 6,865,744	\$ 6,747,116	\$ 5,300,011	\$ 3,058,230	\$ 3,730,515
Net Revenues/Expenditures	2,522,156	(2,962,695)	(1,674,584)	(760,670)	1,505,075	970,589
Ending Funds Available	6,649,615	3,686,920	4,975,031	4,214,361	5,719,436	6,690,025
Reserves & Internal Designations						
Operating Designations				352,605	373,943	385,927
Catastrophic Events Reserve				1,125,482	1,163,890	1,201,565
Capital Reserve				2,236,274	3,681,603	4,602,533
Total Reserves & Internal Designations				3,714,361	5,219,436	6,190,025
Unobligated Reserves				\$ 500,000	\$ 500,000	\$ 500,000

2016-2018 Balanced Financial Plan - Wastewater Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	11,070,644	10,930,426	10,930,426	15,286,418	17,358,541	20,228,405
Revenues						
Intergovernmental	\$ 8,270	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	8,605,549	9,038,400	8,923,707	9,400,850	9,850,891	10,317,132
Fines & Forfeitures	657	1,500	216	1,500	1,500	1,500
Investment Earnings	55,878	40,248	54,122	84,966	92,844	99,959
System Development Fees	1,626,268	1,510,175	2,292,626	2,213,349	2,289,511	2,367,877
Contributions & Donations	29,510	59,022	59,022	59,022	59,022	59,022
Interfund Loan Revenue	-	3,090,000	3,090,000	-	-	-
Other Revenue	136,313	16,690	48,340	18,100	18,100	18,100
Total Revenues	\$ 10,462,445	\$ 13,756,035	\$ 14,468,033	\$ 11,777,787	\$ 12,311,868	\$ 12,863,590
Expenditures						
Personnel	\$ 1,144,250	\$ 1,249,563	\$ 1,155,786	\$ 1,331,795	\$ 1,493,700	\$ 1,553,357
Services & Other	3,217,496	3,625,254	3,458,417	3,293,959	3,435,820	3,570,396
Supplies	220,864	243,291	296,793	278,734	297,470	298,129
Capital	21,457	84,313	34,312	73,623	109,873	134,873
5 Year Capital Improvement Program	2,568,259	4,765,802	4,766,747	4,328,521	3,705,360	3,682,636
Debt & Financing	333,261	331,446	331,446	332,538	333,258	333,546
Transfers Out	3,097,076	68,540	68,540	66,494	66,523	66,926
Total Expenditures	\$ 10,602,663	\$ 10,368,209	\$ 10,112,041	\$ 9,705,664	\$ 9,442,004	\$ 9,639,863
Net Revenues/Expenditures	(140,218)	3,387,826	4,355,992	2,072,123	2,869,864	3,223,727
Ending Funds Available	10,930,426	14,318,252	15,286,418	17,358,541	20,228,405	23,452,132
Reserves & Internal Designations						
Operating Designations				817,415	871,165	903,647
Catastrophic Events Reserve				1,675,712	1,784,709	1,895,931
Capital Reserve				13,865,414	16,572,531	19,652,554
Total Reserves & Internal Designations				16,358,541	19,228,405	22,452,132
Unobligated Reserves				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

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2016

- Revenue projections reflect the 2014 adopted Rates & Fees Study, while expenditures reflect updated financial plans for 2015 through 2018 which are also being used for the 2015 Rates & Fees Study; in 2016, there is no projected rate increase for Wastewater Fund charges and a 6% increase, or approximately \$187 per single family unit, to the Wastewater Fund System Development Fee
- The Capital Improvement Program reflects updates to each funds capital project projection through 2050; significant projects include \$2.3 million for capacity expansion and treatment for the Plum Creek Water Reclamation Authority (PCWRA) and \$750,000 for sewer system upsizing at Plum Creek

2017

- Significant capital projects include \$2.4 million for capacity expansion and treatment for the PCWRA

2018

- Significant capital projects include \$2.5 million for capacity expansion and treatment for the PCWRA

2016-2018 Balanced Financial Plan - Golf Course Fund

Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	1,685,172	1,928,462	1,928,462	2,021,731	1,311,042	1,013,723
Revenues						
Charges for Service	\$ 2,770,713	\$ 2,834,879	\$ 2,775,420	\$ 2,859,877	\$ 2,930,207	\$ 3,018,114
Investment Earnings	2,875	7,121	3,000	11,529	9,888	9,387
Transfers In	80,000	80,000	80,000	80,000	80,000	80,000
Debt & Financing Revenue	-	5,805,000	5,795,123	303,446	-	235,795
Other Revenue	2,674	-	504	-	-	-
Total Revenues	\$ 2,856,262	\$ 8,727,000	\$ 8,654,047	\$ 3,254,852	\$ 3,020,095	\$ 3,343,296
Expenditures						
Personnel	\$ 1,066,283	\$ 1,142,273	\$ 1,186,921	\$ 1,147,941	\$ 1,194,988	\$ 1,243,334
Services & Other	442,363	636,461	599,371	626,058	633,950	649,450
Supplies	509,646	503,266	502,539	549,951	549,006	555,489
Capital	30,189	350,000	340,123	953,446	247,875	235,868
Debt & Financing	545,351	5,340,770	5,340,664	677,632	681,082	732,204
Interfund Loan	16,397	16,397	587,867	7,825	7,825	7,825
Transfers Out	2,743	574,768	3,293	2,688	2,688	2,688
Total Expenditures	\$ 2,612,972	\$ 8,563,935	\$ 8,560,778	\$ 3,965,541	\$ 3,317,414	\$ 3,426,858
Net Revenues/Expenditures	243,290	163,065	93,269	(710,689)	(297,319)	(83,562)
Ending Funds Available	1,928,462	2,091,527	2,021,731	1,311,042	1,013,723	930,161
Reserves & Internal Designations						
Revenue Stabilization Reserve				200,000	200,000	200,000
Capital Reserve				150,000	-	-
Debt Service Reserve				521,665	521,665	521,665
Total Reserves & Internal Designations				871,665	721,665	721,665
Unobligated Reserves				\$ 439,377	\$ 292,058	\$ 208,496

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

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2016

- No rate increase is planned for golf course fees. Changes include the addition of a lease for golf course maintenance equipment is included; increased personnel costs for an Assistant Food & Beverage Manager and capital expenditures of \$650,000 for course and clubhouse improvements

2017

- A rate increase may be implemented and will be determined during the 2017 budget development process. Changes include funding for the purchase of golf course maintenance equipment to replace equipment that is at the end of its useful life and capital expenditures of \$150,000 for course and clubhouse improvements

2018

- A rate increase may be implemented and will be determined during the 2018 budget development process. Projections include a lease for golf course maintenance equipment to replace equipment that is at the end of its useful life

2016-2018 Balanced Financial Plan - Development Services Fund

Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	6,014,004	6,338,733	6,338,733	6,600,540	4,100,540	4,237,040
Revenues						
Licenses & Permits	\$ 3,230,192	\$ 3,728,732	\$ 3,890,788	\$ 4,036,612	\$ 4,347,588	\$ 4,830,442
Charges for Service	821,652	1,170,913	1,252,413	1,199,412	1,074,412	799,412
Investment Earnings	28,591	23,260	18,178	34,603	28,169	18,060
Other Revenue	992	-	115	-	-	-
Total Revenues	\$ 4,081,427	\$ 4,922,905	\$ 5,161,494	\$ 5,270,627	\$ 5,450,169	\$ 5,647,914
Expenditures						
Personnel	\$ 2,768,293	\$ 3,481,808	\$ 3,452,008	\$ 4,218,058	\$ 4,393,654	\$ 4,568,316
Services & Other	845,319	1,152,525	1,304,053	925,178	791,312	813,293
Supplies	85,878	157,962	72,039	79,871	81,135	82,237
Capital	-	-	-	2,500,000	-	-
Transfers Out	57,208	130,610	71,587	47,520	47,568	47,568
Total Expenditures	\$ 3,756,698	\$ 4,922,905	\$ 4,899,687	\$ 7,770,627	\$ 5,313,669	\$ 5,511,414
Net Revenues/Expenditures	324,729	-	261,807	(2,500,000)	136,500	136,500
Ending Funds Available	6,338,733	6,338,733	6,600,540	4,100,540	4,237,040	4,373,540
Reserves & Internal Designations						
Revenue Stabilization Reserve				4,100,540	4,237,040	4,373,540
Total Reserves & Internal Designations				4,100,540	4,237,040	4,373,540
Unobligated Reserves				\$ -	\$ -	\$ -

* Net Revenues/Expenditures will be monitored and if unknown development does not materialize in outgoing years then expenditures will be reduced

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

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2016

- Continuation of positions with associated costs added in 2015 are included in 2016

2017

- Continuation of positions with associated costs added in 2015 are included in 2017

2018

- Continuation of positions with associated costs added in 2015 are included in 2018

2016-2018 Balanced Financial Plan - Community Center Fund						
Category	2014 Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	1,963,773	3,483,498	3,483,498	708,778	480,955	1,161,710
Revenues						
Taxes						
Use	\$ 230,787	\$ 238,645	\$ 228,514	\$ 260,151	\$ 221,817	\$ 238,144
Sales	1,868,374	2,026,471	1,919,279	1,985,261	2,187,475	2,327,122
Motor Vehicle	292,385	305,226	317,814	336,883	356,254	375,848
Intergovernmental	15,000	-	-	-	-	-
Charges for Service	3,020,280	3,841,095	3,809,068	3,920,000	4,038,530	4,159,691
Investment Earnings	15,725	12,449	18,532	5,114	8,815	13,725
Transfers In	1,212,000	-	-	-	-	-
Interfund Loan Revenue	-	430,000	430,000	424,000	418,000	412,000
Other Revenue	27,085	27,236	39,965	44,000	46,200	47,587
Total Revenues	\$ 6,681,636	\$ 6,881,122	\$ 6,763,172	\$ 6,975,409	\$ 7,277,091	\$ 7,574,117
Expenditures						
Personnel	\$ 2,586,827	\$ 3,117,662	\$ 3,119,290	\$ 3,609,294	\$ 3,745,826	\$ 3,871,500
Services & Other	1,619,726	1,876,500	1,948,693	1,990,701	2,041,270	2,099,446
Supplies	604,556	465,261	477,122	501,274	516,053	531,275
Capital	215,485	1,515,030	1,338,843	942,000	195,020	67,510
Debt & Financing	41,256	41,426	41,426	61,796	-	-
Transfers Out	94,061	2,612,518	2,612,518	98,167	98,167	98,167
Total Expenditures	\$ 5,161,911	\$ 9,628,397	\$ 9,537,892	\$ 7,203,232	\$ 6,596,336	\$ 6,667,898
Net Revenues/Expenditures	1,519,725	(2,747,275)	(2,774,720)	(227,823)	680,755	906,219
Ending Funds Available	3,483,498	736,223	708,778	480,955	1,161,710	2,067,929
Reserves & Internal Designations						
Capital Reserve				368,524	368,524	368,524
Revenue Stabilization Reserve				91,200	45,600	45,600
Total Reserves & Internal Designations				459,724	414,124	414,124
Unobligated Reserves				\$ 21,231	\$ 747,586	\$ 1,653,805

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

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2016

- No rate increase is planned for recreation center fees. Personnel costs increase due to the transition from a contracted service to an in-house custodial service and for half of the salary/benefits of a Special Events Specialist position. The other half is funded in the Philip S. Miller Trust Fund
- Capital expenditures include Butterfield pool improvements, fitness equipment replacement and other recreation center improvements

2017

- A rate increase may be implemented and will be determined during the 2017 budget development process. Projected capital expenditures include fitness equipment replacement and improvements at the recreation center gymnasium

2018

- A rate increase may be implemented and will be determined during the 2018 budget development process. Projected capital expenditures include resurfacing the pool at Community Center

2016-2018 Balanced Financial Plan - Employee Benefits Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	3,388,318	3,196,852	3,196,852	2,873,186	2,892,449	2,917,248
Revenues						
Charges for Service	\$ 4,511,530	\$ 5,274,016	\$ 5,061,650	\$ 6,169,184	\$ 6,726,912	\$ 7,437,414
Investment Earnings	17,591	12,593	10,428	19,263	24,799	32,630
Contributions & Donations	1,021,244	1,266,574	1,228,861	1,459,047	1,514,435	1,572,592
Interfund Loan Revenue	-	507,500	503,350	-	-	-
Other Revenue	9,600	-	10,150	-	-	-
Total Revenues	\$ 5,559,965	\$ 7,060,683	\$ 6,814,439	\$ 7,647,494	\$ 8,266,146	\$ 9,042,636
Expenditures						
Personnel	\$ 58,518	\$ 60,726	\$ 54,454	\$ 56,641	\$ 58,991	\$ 61,420
Services & Other	5,689,865	6,592,459	6,582,201	7,569,090	8,179,856	8,946,086
Supplies	3,048	2,500	1,450	2,500	2,500	2,500
Transfers Out	-	500,000	500,000	-	-	-
Total Expenditures	\$ 5,751,431	\$ 7,155,685	\$ 7,138,105	\$ 7,628,231	\$ 8,241,347	\$ 9,010,006
Net Revenues/Expenditures	(191,466)	(95,002)	(323,666)	19,263	24,799	32,630
Ending Funds Available	3,196,852	3,101,850	2,873,186	2,892,449	2,917,248	2,949,878
Reserves & Internal Designations						
Claims Reserve				1,438,226	1,438,226	1,438,226
Health Care Cost Reserve				801,150	801,150	801,150
Total Reserves & Internal Designations				2,239,376	2,239,376	2,239,376
Unobligated Reserves				\$ 653,073	\$ 677,872	\$ 710,502

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

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2016

- Healthcare plan costs are anticipated to increase by 8% for Town employees and will vary based on actual benefit selections; and, claim costs are projected to increase

2017

- Estimated 5% increase in employee contribution for medical, dental and vision benefits coverage is included

2018

- Estimated 5% increase in employee contribution for medical, dental and vision benefits coverage is included

2016-2018 Balanced Financial Plan - Fleet Services Fund						
Category	2014Actual	2015 Amended Budget	2015 Year-End Estimate	2016 Proposed Budget	2017 Forecast	2018 Forecast
Beginning Funds Available	1,383,261	1,868,021	1,868,021	1,845,222	1,750,138	1,007,939
Revenues						
Charges for Service	\$ 2,426,391	\$ 3,025,676	\$ 3,037,507	\$ 3,257,727	\$ 3,387,112	\$ 3,666,544
Investment Earnings	1,269	6,509	2,881	11,064	8,034	1,386
Transfers In	401,044	465,333	466,298	321,112	1,286,050	171,127
Other Revenue	321,247	169,973	160,000	150,606	210,472	265,260
Total Revenues	\$ 3,149,951	\$ 3,667,491	\$ 3,666,686	\$ 3,740,509	\$ 4,891,668	\$ 4,104,317
Expenditures						
Personnel	\$ 427,278	\$ 459,477	\$ 461,146	\$ 490,454	\$ 510,330	\$ 530,975
Services & Other	141,077	166,852	157,866	158,641	162,964	167,424
Supplies	247,028	270,500	266,338	275,843	281,141	286,542
Capital	3,661	-	-	50,000	-	-
5 Year Capital Improvement Program	1,835,724	2,841,292	2,789,227	2,849,288	4,668,065	3,805,602
Transfers Out	10,423	14,908	14,908	11,367	11,367	11,501
Total Expenditures	\$ 2,665,191	\$ 3,753,029	\$ 3,689,485	\$ 3,835,593	\$ 5,633,867	\$ 4,802,044
Net Revenues/Expenditures	484,760	(85,538)	(22,799)	(95,084)	(742,199)	(697,727)
Ending Funds Available	1,868,021	1,782,483	1,845,222	1,750,138	1,007,939	310,212
Reserves & Internal Designations						
Committed for Fund Purpose				1,750,138	1,007,939	310,212
Total Reserves & Internal Designations				1,750,138	1,007,939	310,212
Unobligated Reserves				\$ -	\$ -	\$ -

2016-2018 Notes and Assumptions

Click [here](#) to view projected increases and Townwide assumptions

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2016

- Capital costs include \$2,356,158 for 40 vehicles/equipment
- Estimated \$110,000 for Fleet Management software upgrade
- \$50,000 for heavy duty mobile lifts
- Transfers in from other departments to pay for new vehicle additions

2017

- Capital costs include \$4,347,804 for 51 vehicles/equipment
- Transfers in from other departments to pay for new vehicle additions

2018

- Capital costs include \$4,083,616 for 36 vehicles/equipment
- Transfers in from other departments to pay for new vehicle additions



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Appendix II: Fund Department Structure

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
Public Works		Transportation Fund, Transportation Capital Projects Fund, Fleet Fund
Utilities		Water Fund, Water Resources Fund, Stormwater Fund, Wastewater Fund



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Appendix III: Debt & Lease Schedules

DEBT & LEASE SCHEDULES
Transportation Fund:

Sales & Use Tax Revenue Refunding Bonds - Series 2004					
Purpose: Refunding of the Sales and Use Tax Revenue Bonds, Series 1996. The 1996 Bonds were issued to fund the Perry Street extension project.					
Year	Principal		Interest		Total Annual Payment
2016	\$	675,000	\$	13,500	\$ 688,500
	\$	<u>675,000</u>	\$	<u>13,500</u>	\$ <u>688,500</u>

Transportation Action Plan (TAP) Revenue Bonds - Series 2008					
Purpose: Finance portions of the Southeast and Southwest Arterial Connection Roads.					
Year	Principal		Interest		Total Annual Payment
2016	\$	465,000	\$	449,763	\$ 914,763
2017		475,000		428,613	903,613
2018		500,000		406,050	906,050
2019		525,000		381,050	906,050
2020		550,000		353,488	903,488
2021		590,000		321,350	911,350
2022		625,000		284,900	909,900
2023		660,000		246,350	906,350
2024		700,000		205,550	905,550
2025		745,000		162,200	907,200
2026		790,000		116,150	906,150
2027		835,000		70,009	905,009
2028		885,000		23,784	908,784
	\$	<u>8,345,000</u>	\$	<u>3,449,257</u>	\$ <u>11,794,257</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
2016	\$	-	\$	871,788	\$ 871,788
2017		485,000		868,150	1,353,150
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>20,000,000</u>	\$	<u>12,862,359</u>	\$ <u>32,862,359</u>

DEBT & LEASE SCHEDULES (Continued)

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
2016	\$ 798,000	\$ 255,037	\$ 1,053,037
2017	832,200	223,117	1,055,317
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>\$ 7,166,800</u>	<u>\$ 1,266,198</u>	<u>\$ 8,432,998</u>

Water & Wastewater Revenue Bonds - Series 2015

Purpose: Construction of raw water supply infrastructure, (six wells, three well houses and 11,000 ft of raw water transmission line), to deliver water to the Ray Waterman Regional Water Treatment Center.

Year	Principal	Interest	Total Annual Payment
2016	\$ 5,000	\$ 195,150	\$ 200,150
2017	490,000	195,050	685,050
2018	505,000	185,250	690,250
2019	515,000	175,150	690,150
2020	525,000	159,700	684,700
2021	535,000	149,200	684,200
2022	555,000	133,150	688,150
2023	575,000	116,500	691,500
2024	590,000	93,500	683,500
2025	625,000	64,000	689,000
2026	655,000	32,750	687,750
	<u>\$ 5,575,000</u>	<u>\$ 1,499,400</u>	<u>\$ 7,074,400</u>

DEBT & LEASE SCHEDULES (Continued)
Water Resources Fund:
Water Resources Certificates of Participation - Series 2008

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
2016	\$ 1,765,000	\$ 2,144,538	\$ 3,909,538
2017	1,850,000	2,082,685	3,932,685
2018	1,930,000	2,021,016	3,951,016
2019	2,020,000	1,955,609	3,975,609
2020	2,110,000	1,888,119	3,998,119
2021	2,205,000	1,814,858	4,019,858
2022	2,305,000	1,741,006	4,046,006
2023	2,410,000	1,662,912	4,072,912
2024	2,520,000	1,582,059	4,102,059
2025	2,635,000	1,495,173	4,130,173
2026	2,755,000	1,406,603	4,161,603
2027	2,880,000	1,313,266	4,193,266
2028	3,010,000	1,216,345	4,226,345
2029	3,145,000	1,113,209	4,258,209
2030	3,290,000	1,007,169	4,297,169
2031	3,440,000	895,701	4,335,701
2032	3,595,000	779,624	4,374,624
2033	3,755,000	657,078	4,412,078
2034	3,925,000	530,186	4,455,186
2035	4,105,000	397,195	4,502,195
2036	4,290,000	258,367	4,548,367
2037	4,485,000	112,719	4,597,719
	<u>\$ 64,425,000</u>	<u>\$ 28,075,437</u>	<u>\$ 92,500,437</u>

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
2016	\$ 252,000	\$ 80,538	\$ 332,538
2017	262,800	70,458	333,258
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
	<u>\$ 2,263,200</u>	<u>\$ 399,852</u>	<u>\$ 2,663,052</u>

DEBT & LEASE SCHEDULES (Continued)
Parks and Recreation Capital Fund:

Parks and 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	
2016	\$ 350,000	\$ 359,963	\$ 709,963	
2017	355,000	352,963	707,963	
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>\$ 8,570,000</u>	<u>\$ 4,175,556</u>	<u>\$ 12,745,556</u>	

Golf Fund:

Golf Fund Revenue and Refunding Bonds - Series 2015				
Purpose: Refunding of the the Golf Course Enterprise Refunding Bonds, Series 2005. The bonds were issued in 2015 to fund improvements at Red Hawk Golf Course and restructure existing debt. Information below is preliminary due to bonds not being refunded at the time of preparing this information. Actual information will be provided after completing the refunding process.				
Year	Principal	Interest	Total Annual Payment	
2016	\$ 350,000	\$ 167,475	\$ 517,475	
2017	365,000	155,925	520,925	
2018	375,000	143,880	518,880	
2019	390,000	131,505	521,505	
2020	400,000	118,635	518,635	
2021	415,000	105,435	520,435	
2022	425,000	91,740	516,740	
2023	440,000	77,715	517,715	
2024	455,000	63,195	518,195	
2025	470,000	48,180	518,180	
2026	485,000	32,670	517,670	
2027	505,000	16,665	521,665	
	<u>\$ 5,075,000</u>	<u>\$ 1,153,020</u>	<u>\$ 6,228,020</u>	

DEBT & LEASE SCHEDULES (Continued)

Lease Schedules

General Fund:

Police and Fire Department Portable Radio Lease				
Purpose: Finance the replacement of portable radios for the Police and Fire Departments.				
Year	Principal	Interest	Total Annual Payment	
2016	\$ 312,801	\$ -	\$ 312,801	
2017	312,801	-	312,801	
	<u>\$ 625,601</u>	<u>\$ -</u>	<u>\$ 625,601</u>	

Golf Fund:

Golf Equipment Lease - 2015				
Purpose: Acquisition of golf carts, beverage carts, marshal carts and utility vehicles				
Year	Principal	Interest	Total Annual Payment	
2016	\$ 86,336	\$ 2,900	\$ 89,236	
2017	87,435	1,801	89,236	
2018	88,563	673	89,236	
	<u>\$ 262,334</u>	<u>\$ 5,374</u>	<u>\$ 267,708</u>	

Community Center Fund:

Cardio Equipment Lease - 2013				
Purpose: Acquisition of Exercise equipment for the Recreation Center.				
Year	Principal	Interest	Total Annual Payment	
2016	\$ 59,445	\$ 2,351	\$ 61,797	
	<u>\$ 59,445</u>	<u>\$ 2,351</u>	<u>\$ 61,797</u>	



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Appendix IV: Interfund Loan Schedules

INTERFUND LOAN SCHEDULES

General Fund:

Purpose: Construction of the Police Station						
Loan from:	General Fund			Loan to:	Police Capital Fund	
Loan Amount:	\$	1,287,703		Interest Rate:	1.50%	
Loan Date:		01/01/04		Number of Years:	30	
Payment Date	Principal	Interest	Total	Principal Balance		
2016	\$ 46,028	\$ 14,146	\$ 60,174	\$ 897,047		
2017	46,718	13,456	60,174	850,330		
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	60,174	606,016		
2023	51,083	9,090	60,174	554,932		
2024	51,850	8,324	60,174	503,083		
2025	52,627	7,546	60,174	450,455		
2026	53,417	6,757	60,174	397,038		
2027	54,218	5,956	60,174	342,820		
2028	55,031	5,142	60,174	287,789		
2029	55,857	4,317	60,174	231,932		
2030	56,695	3,479	60,174	175,238		
2031	57,545	2,629	60,174	117,693		
2032	58,408	1,765	60,174	59,284		
2033	59,284	889	60,174	-		

General Fund:

Purpose: Construction of the Philip S. Miller Park Amenities						
Loan from:	General Fund			Loan to:	Parks & Rec Capital	
Loan Amount:	\$	1,500,000		Interest Rate:	1.50%	
Loan Date:		02/18/15		Number of Years:	5	
Payment Date	Principal	Interest	Total	Principal Balance		
2016	\$ 300,000	\$ 18,000	\$ 318,000	\$ 900,000		
2017	300,000	13,500	313,500	600,000		
2018	300,000	9,000	309,000	300,000		
2019	300,000	4,500	304,500	-		

INTERFUND LOAN SCHEDULES (Continued)

General Fund:

Purpose: Meet obligations of the Series 2015 Bonds and to fund Golf Course operations						
Loan from:	<i>General Fund</i>			Loan to:	<i>Golf Fund</i>	
Loan Amount:	\$521,665			Interest Rate:	1.50%	
Loan Date:	01/01/16			Number of Years:	12	
Payment Date	Principal	Interest	Total	Principal Balance		
2016	\$ -	\$ 7,825	\$ 7,825	\$521,665		
2017	-	7,825	7,825	521,665		
2018	-	7,825	7,825	521,665		
2019	-	7,825	7,825	521,665		
2020	-	7,825	7,825	521,665		
2021	-	7,825	7,825	521,665		
2022	-	7,825	7,825	521,665		
2023	-	7,825	7,825	521,665		
2024	-	7,825	7,825	521,665		
2025	-	7,825	7,825	521,665		
2026	-	7,825	7,825	521,665		
2027	521,665	7,825	529,490	-		

Municipal Facilities Capital Fund:

Purpose: Police Station Basement Remodel						
Loan from:	<i>Municipal Facilities Capital Fund</i>			Loan to:	<i>Police Capital Fund</i>	
Loan Amount:	\$ 270,000			Interest Rate:	1.50%	
Loan Date:	03/18/15			Number of Years:	13	
Payment Date	Principal	Interest	Total	Principal Balance		
2016	\$ -	\$ 7,246	\$ 7,246	\$ 270,000		
2017	-	4,050	4,050	270,000		
2018	25,227	4,050	29,277	244,773		
2019	25,606	3,672	29,277	219,167		
2020	25,990	3,288	29,277	193,177		
2021	26,380	2,898	29,277	166,798		
2022	26,775	2,502	29,277	140,023		
2023	27,177	2,100	29,277	112,846		
2024	27,585	1,693	29,277	85,261		
2025	27,998	1,279	29,277	57,263		
2026	28,418	859	29,277	28,845		
2027	28,845	433	29,277	-		

Water Fund:

Purpose: Funded a portion of the North Meadows Extension project.						
Loan from:	<i>Water Fund</i>			Loan to:	<i>Transportation Capital Fund</i>	
Loan Amount:	\$8,000,000			Interest Rate:	1.50%	
Loan Date:	01/01/14			Number of Years:	3	
Payment Date	Principal	Interest	Total	Principal Balance		
2016	\$ 1,000,000	\$ 52,500	\$ 1,052,500	\$ 2,500,000		
2017	2,500,000	37,500	2,537,500	-		

INTERFUND LOAN SCHEDULES (Continued)

Water Fund:

Purpose: Funded a portion of the Tributary B Stabilization project.

Loan from: <i>Water Fund</i>	Loan to: <i>Stormwater Fund</i>
Loan Amount: \$1,350,000	Interest Rate: 1.50%
Loan Date: 01/01/14	Number of Years: 5

Payment Date	Principal	Interest	Total	Principal Balance
2016	\$ -	\$ 20,250	\$ 20,250	\$ 1,350,000
2017	-	20,250	20,250	1,350,000
2018	675,000	20,250	695,250	675,000
2019	675,000	10,125	685,125	-

Community Center Fund:

Purpose: Construction of the Philip S. Miller Park Amenities

Loan from: <i>Community Center Fund</i>	Loan to: <i>Parks & Rec Capital</i>
Loan Amount: \$ 2,000,000	Interest Rate: 1.50%
Loan Date: 02/18/15	No. of Years: 5

Payment Date	Principal	Interest	Total	Principal Balance
2016	\$ 400,000	\$ 24,000	\$ 424,000	\$ 1,200,000
2017	400,000	18,000	418,000	800,000
2018	400,000	12,000	412,000	400,000
2019	400,000	6,000	406,000	-



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Appendix V: Deferred Revenues

DEVELOPMENT PROJECTS DEFERRED REVENUES BY FUND

The Development Projects Deferred Revenues are funds that have been received by the Town of Castle Rock 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, and water and waste water improvements. These revenues are included in the Town bank accounts, however they are not reflected in the fund balance of the financial section of the budget document. Net activity identified below includes anticipated revenues and expenditures in a given year.

General Fund:				
12/31/14	2015	2016	2016	
Audited	Estimated	Budgeted Net	Estimated	
Balance	Net Activity	Activity	Balance	Purpose
\$ 165,000	\$ -	\$ -	\$ 165,000	Funds were received from Standard Pacific of Colorado in 2004 for park development in Metzler Ranch Filing 7.
107,961	(12,305)	28,000	123,656	Comcast collects fees and submits quarterly payments for cable and television production equipment for Town Council meetings.
<u>\$ 272,961</u>	<u>\$ (12,305)</u>	<u>\$ 28,000</u>	<u>\$ 288,656</u>	

Transportation Fund:				
12/31/14	2015	2016	2016	
Audited	Estimated	Budgeted Net	Estimated	
Balance	Net Activity	Activity	Balance	Purpose
\$ 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.
105,000	-	-	105,000	Funds were received from Flamingo Partners for the Founders Marketplace south entrance traffic signal.
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 (reference Meadows Filing 16).
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
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 /
85,000	-	-	85,000	Funds were received from Castle Rock Development Co. for traffic signals (reference Meadows Filing No 20).

Transportation Fund (continued):				
12/31/14	2015	2016	2016	
Audited	Estimated	Budgeted Net	Estimated	Purpose
Balance	Net Activity	Activity	Balance	
\$ 180,000	\$ -	\$ -	\$ 180,000	Funds were received from Castle Rock Star Development Co. LLC for traffic signals at Crystal Valley Parkway (reference Heckendorf Ranch
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
155,600	(155,600)	-	-	Funds were received from M.D.C Land Corp for a traffic signal at Castle Oaks Drive / State Highway 83.
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.
-	-	-	-	Funds were received from Dev-Vic Ltd. (Lowes) for Meadows Parkway Development.
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 Wolfensburger: \$6,970 , and two traffic lights:
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
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 Road.
2,424	-	-	2,424	Funds received from Eugene Noble for sidewalk improvements.
48,059	-	-	48,059	Alexander Place roadway improvements from Montana Vista Offices
121,000	-	(121,000)	-	Funds were received from the Castle Oaks Metropolitan District for 50% of the cost of three traffic signals and 25% of the signal Ridge Road and Enderud.
104,297	-	-	104,297	Funds were received from Land Title Guarantee Co for improvements on Plum Creek Parkway between I-25 and Wolfensberger.
\$ 2,462,716	\$ (174,678)	\$ (209,332)	\$ 2,078,706	

Transportation Capital Fund:				
12/31/14	2015	2016	2016	
Audited Balance	Estimated Net Activity	Budgeted Net Activity	Estimated Balance	Purpose
3,590,917	(2,066,868)	(1,524,049)	-	Funds were received from CDOT to pay for package 2 of the North Meadows Extension Project, from I-25 to the interchange at Hwy 85.
<u>\$ 3,590,917</u>	<u>\$ (2,066,868)</u>	<u>\$ (1,524,049)</u>	<u>\$ -</u>	

Conservation Trust Fund:				
12/31/14	2015	2016	2016	
Audited Balance	Estimated Net Activity	Budgeted Net Activity	Estimated Balance	Purpose
291,336	(110,000)	228,000	409,336	Funds received from Douglas County for open space shareback. These funds are anticipated to be used to contribute to the P.S. Miller Park
<u>\$ 291,336</u>	<u>\$ (110,000)</u>	<u>\$ 228,000</u>	<u>\$ 409,336</u>	

Philip S Miller Trust Fund:				
12/31/14	2015	2016	2016	
Audited Balance	Estimated Net Activity	Budgeted Net Activity	Estimated Balance	Purpose
234,175	(26,019)	(26,019)	182,137	Funds related to a loan to the Downtown Development Authority (DDA) for facilities at the Rink at the Rock.
<u>\$ 234,175</u>	<u>\$ (26,019)</u>	<u>\$ (26,019)</u>	<u>\$ 182,137</u>	

Water Fund:				
12/31/14	2015	2016	2016	
Audited Balance	Estimated Net Activity	Budgeted Net Activity	Estimated Balance	Purpose
\$ 1,439,264	\$ (160,000)	\$ 141,000	\$ 1,420,264	Funds received from Meadows Metro Districts No's 1-7 for the developing, restoring, rehabilitating, improving or repairing any Water or Wastewater Facilities utilized, in whole or in part, to provide services to the Meadows (the "Capital Reserve").
162,267	500	500	163,267	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 Reserve").
140,541	6,100	-	146,641	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.
-	-	-	-	- Funds received from Metro Mix, LLC for the extension of water transmission main from the property service connection to the southerly boundary of the property. Citadel Station Filing 6.
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.
<u>\$ 1,905,174</u>	<u>\$ (153,400)</u>	<u>\$ 141,500</u>	<u>\$ 1,893,274</u>	

Wastewater Fund:				
12/31/14	2015	2016	2016	
Audited	Estimated	Budgeted Net	Estimated	Purpose
Balance	Net Activity	Activity	Balance	
\$ 3,010,497	\$ 30,000	\$ 205,000	\$ 3,245,497	Funds received from Meadows Metro Districts No's 1-7 for the developing, restoring, rehabilitating, improving or repairing any Water or Wastewater Facilities utilized, in whole or in part, to provide services to the Meadows (the "Capital Reserve").
158	-	-	158	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 Reserve").
4,272	-	-	4,272	Funds received from the Epiphany Evangelical Lutheran Church for sanitary sewer upgrades.
66,942	(6,086)	(6,086)	54,771	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.
169,219	(15,384)	(15,384)	138,452	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.
560,016	160,000	85,000	805,016	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.
53,025	(4,079)	(4,079)	44,867	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.
47,547	(3,962)	(3,962)	39,623	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.
\$ 3,911,676	\$ 160,490	\$ 260,490	\$ 4,332,655	



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Appendix VI: Ordinance Adopting 2016 Budget

THIS PAGE IS A PLACE HOLDER FOR THE
ORDINANCE ADOPTING THE 2016 BUDGET



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Appendix VII: Certification of Mill Levy

THIS PAGE IS A PLACE HOLDER FOR THE
CERTIFICATION OF THE MILL LEVY



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Appendix VIII: Resolution Approving 2016 CIP

THIS PAGE IS A PLACE HOLDER FOR THE
RESOLUTION APPROVING THE 2016 CAPITAL
IMPROVEMENT PROGRAM



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Appendix IX: Financial Policies & Procedures

FINANCIAL POLICIES AND PROCEDURES

The Financial Policies for the Town of Castle Rock, as summarized below, in coordination with all other policies 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 2020 for the 2016 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

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
- 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

FINANCIAL POLICIES AND PROCEDURES

- 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 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 October; the goal is approval of the Budget Ordinance at the second regular Council meeting in November (First Reading), Second Reading of Ordinance in December, 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

FINANCIAL POLICIES AND PROCEDURES

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:

- 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.

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

- 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

FINANCIAL POLICIES AND PROCEDURES

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
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

FINANCIAL POLICIES AND PROCEDURES

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
<u>2002-2015</u>	<u>.00</u>	
Total	\$9,186,447.40	

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.

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

FINANCIAL POLICIES AND PROCEDURES

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
- 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

FINANCIAL POLICIES AND PROCEDURES

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
 - 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.

FINANCIAL POLICIES AND PROCEDURES

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
 - 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:

FINANCIAL POLICIES AND PROCEDURES

- 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 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

FINANCIAL POLICIES AND PROCEDURES

- 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
- 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

FINANCIAL POLICIES AND PROCEDURES

methods, procedures and practices, which must be exercised to ensure effective and judicious fiscal and investment management of the Town's funds.

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.

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 deviations from expectations are reported in a timely fashion to the Town Manager and appropriate action is taken to control adverse developments. The

FINANCIAL POLICIES AND PROCEDURES

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 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

FINANCIAL POLICIES AND PROCEDURES

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 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

FINANCIAL POLICIES AND PROCEDURES

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:

- 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.

FINANCIAL POLICIES AND PROCEDURES

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”.

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

FINANCIAL POLICIES AND PROCEDURES

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

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

FINANCIAL POLICIES AND PROCEDURES

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.

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.

Debt Limit Calculation:		
Estimated Actual Property Value (as stated in 2014 CAFR)		\$5,519,719,668
3% of Property Valuation		\$ 165,591,590
Amount of Debt Applicable to Debt Limit:		
Gross Debt		\$ 131,396,352
Less: Sales Tax Revenue Bonds	\$(32,694,171)	
Parks Capital COP's	\$ (8,910,000)	
Capital Leases	\$ (1,034,575)	
Golf Course Revenue Bonds	\$ (4,472,475)	
Water & Wastewater Revenue Bonds	\$(18,170,131)	
Water Resources COP's	\$(66,115,000)	
Total	\$ (131,396,352)	
Total Debt Applicable to Debt Limit		\$ - *
Legal Debt Margin		\$ 165,591,590

*Currently there are no general obligation bonds applicable to the debt limit

FINANCIAL POLICIES AND PROCEDURES

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 Towns 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.

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.

FINANCIAL POLICIES AND PROCEDURES

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.

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 Colotruster rates. This will ensure that the fund making the loan receives any interest it may have received.

FINANCIAL POLICIES AND PROCEDURES

BOND RATING INFORMATION FOR THE TOWN OF CASTLE ROCK

The Town of Castle Rock currently maintains an insured rating of “AA3”, and an underlying rating of “AA-” with Moody’s Investors Service. These ratings signify the Town’s strong capacity to repay interest and principal.