



Excellence · Dedication · Service

Town of Castle Rock, Colorado

PROPOSED 2017 BUDGET

CRgov.com/2017Budget



This proposed 2017 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.

2017 Operating and Capital Improvement Budget for The Town of Castle Rock Douglas County, Colorado

**Fiscal Year
January 1, 2017 – December 31, 2017**

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

***Trish Muller
Finance Director***

***Kristin Zagurski
Senior Management Analyst***

***Nicole Carner
Finance & Budget Manager***

***Matt Gohl, Senior Financial Analyst
Jamie Authier, Financial Analyst
Matt Kipp, Financial Analyst***



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

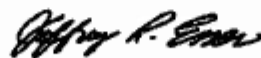
*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Castle Rock
Colorado**

For the Fiscal Year Beginning

January 1, 2016



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, 2016**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. In 2016, the Town was also awarded a Special Performance Measure Recognition for outstanding ratings.

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 2017 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 2017 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 years' 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:

- (New for 2017)Townwide Fund Summary includes summarized financial information by fund category and fund
- Overview of the fund structure within the Town
- Summary with descriptions of major revenues and expenditures
- An update on the Towns 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 2017 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 2017-2019 Three Year Balanced Financial Plan for each Town fund to demonstrate the anticipated sustainability of planned initiatives
- The relationships between Town funds and departments
- Schedules regarding debt, leases and interfund loans
- Deferred revenues, identifies funds which have been received but will be recognized in the year that specific projects occur
- To include in Adopted Budget: Ordinance to adopt the Budget and Ordinance to certify mill levy for the Town of Castle Rock
- To include in Adopted Budget: Resolution approving the 2017 to 2021 five-year capital improvement program
- Financial policies and procedures



LIST OF OFFICIALS

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

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

Administration

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

Boards and Commissions

Board of Adjustment	Parks & Recreation Commission
Board of Building Appeals	Planning Commission
Election Commission	Public Art Commission
Historic Preservation Board	Public Safety Commission
Liquor Licensing Authority	Public Works Commission
Design Review Board	Utilities Commission
Downtown Development Authority	Urban Renewal Authority

LIST OF OFFICIALS – 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



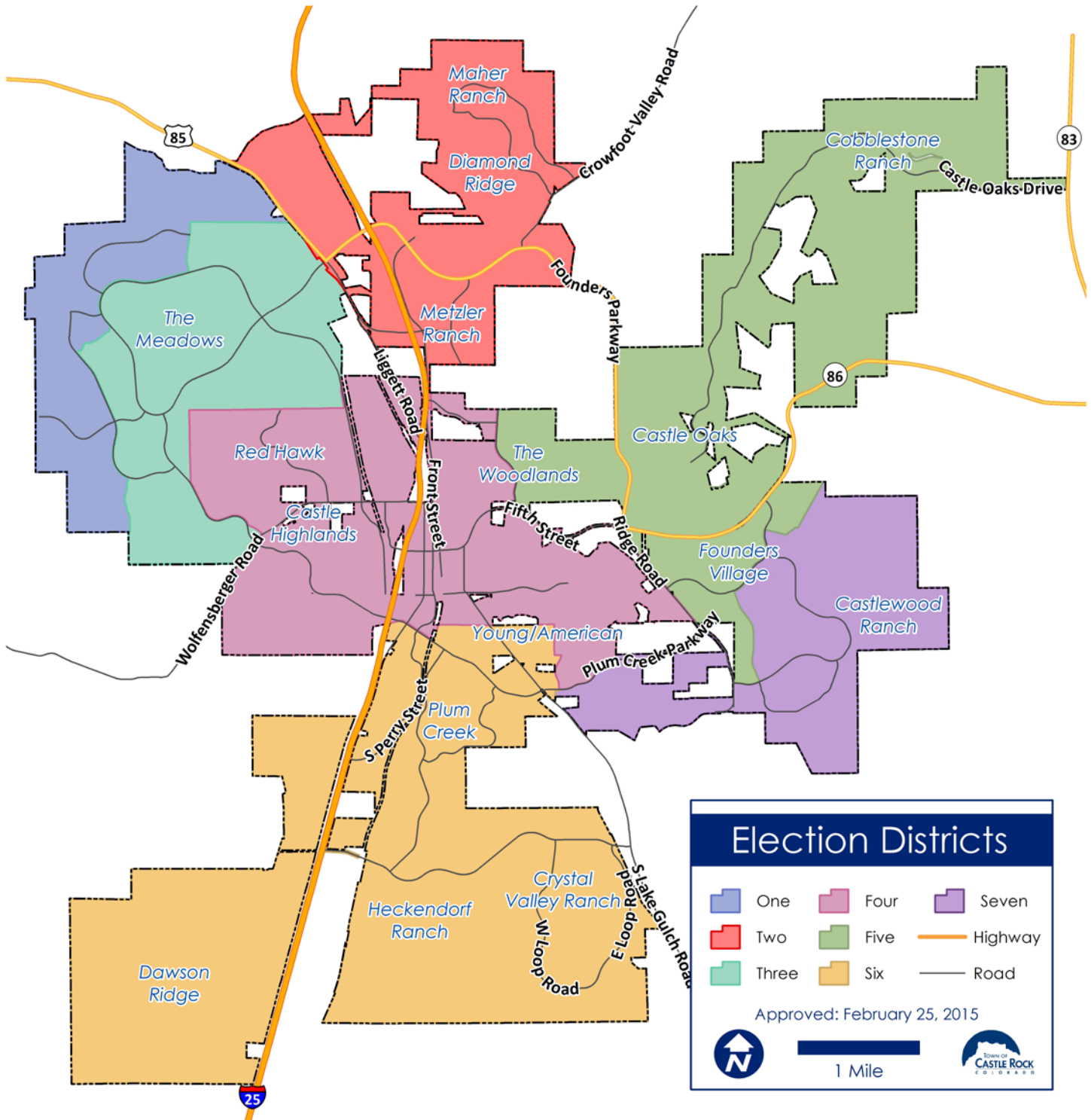
Brett Ford
District 7

Council liaison to:

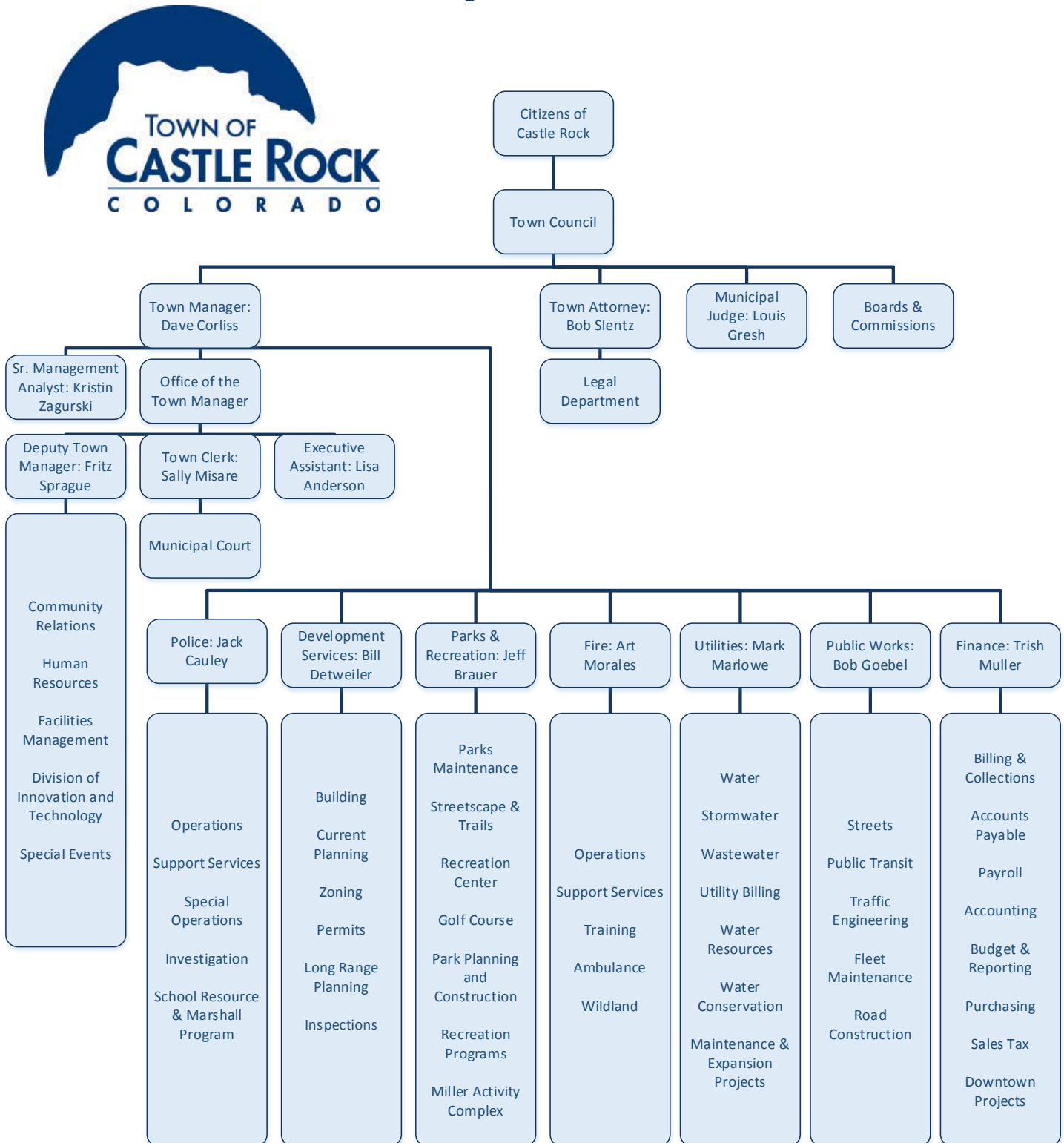
- Castle Rock Economic Partnership (alternate)
- Water Resources Commission

**Please note that regular elections occur in November of even numbered years. Based on election results and term limitations the officials listed in this section will be different than shown for the 2017 Budget year.*

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 and Comprehensive Master Plan have served as the Town's goal of what the community wants to become. Many changes have occurred in Castle Rock over the past 16 years. In 2015, the Town reached out to residents, business owners and a variety of interested parties to determine the appropriate steps to take to amend the existing Vision 2020 and Comprehensive Master Plan with a goal to plan for the year 2030 and beyond. The team conducted 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. Following completion of the input process, the Development Services Department and independent consultants summarized all information gathered and created a draft update to the Vision and Plan. Revisions to these documents are in process. The Vision 2030 Statement shown below continues Castle Rock's common themes with the goal to unite the community with a common purpose and to motivate residents and leaders to strive toward the Vision goals.

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. Updates to the Town Cornerstones are in process.

A Distinct Town Identity

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 community that values its history, arts, and culture
- A highly accessible and well-distributed system of parks, recreation facilities, open space, and trails
- 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

Responsible Growth & Development

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
- Integrating a mixture of housing types

High Quality Community Services

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:

- A renewable water supply to serve the long-term needs of the community
- A safe community
- Adequate community facilities and levels of service
- Planning for regional and local transit related services
- 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

A Healthy & Growing Economy

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
- Expanding higher education opportunities
- Strong business partnerships and collaboration locally and within the region
- Enhanced tourism and local awareness of what Castle Rock has to offer

AWARDS, RECOGNITIONS AND ACCOMPLISHMENTS

- The **Town of Castle Rock** was named one of the safest communities in Colorado (2015) by SafeWise, a consumer research firm, based on the FBI crime report data of cities with 3,000 or more residents
- **Castle Rock Water, Utilities** was the first water provider in the State to earn the **Pursuing Excellence Gold 2016**, the highest ranking by the Colorado Department of Public Health and Environment for actions taken for going above and beyond regulatory compliance for drinking water
- The **Community Relations team** won a Silver Telly (first place, as there is only a Silver and a Bronze) in the 37th Annual Telly Awards; Government Relations category for the "I Am a Rock" campaign. The Telly Awards honors the very best film & video productions, groundbreaking online video content, and outstanding local, regional, & cable TV commercials and programs. The 36th Annual Telly Awards received over 13,000 entries from all 50 states and 5 continents
- The **Finance Department** received the **Distinguished Budget Presentation Award** for the **2016 Annual Budget** submitted to the **Government Finance Officers Association of the United States**, for the 8th consecutive year. The Town was also honored with a Special Performance Measure Recognition for outstanding ratings



- The **Finance Department** received a **Certificate of Achievement for Excellence in financial reporting for 2014** from the **Government Finance Officers Association of the United States** for the **2014 Comprehensive Annual Financial Report**, for the 25th consecutive year



- **Finance Department, Jamie Authier and Fire Department, Debbie Stanley** completed the Martinet Group, LLC Disaster Cost Recovery Training Program
- The **Parks and Recreation Department** recently joined the ranks of the most elite parks and recreation departments across the country by earning accreditation from the Commission for Accreditation of Parks and Recreation Agencies and the National Recreation and Park Association. As part of the accreditation process, Castle Rock Parks and Recreation had to demonstrate compliance with more than 150 recognized standards. Additionally, the Department had to document all policies and procedures, engage in a site visit from a team of trained visitors with the accreditation commission, and participate in a final hearing with the commission to be granted accreditation

The **Parks and Recreation Department** received the following awards from Colorado Community Media in 2016:

- * Best Swimming Pool / Water Park - Miller Activity Complex
- * Best Park - Philip S. Miller Park
- * Best Swimming Lessons - Recreation Center
- * Best Family Entertainment Center - Miller Activity Complex

- **Police Department, Sergeant Todd Brown** graduated from Northwestern University (School of Police Staff & Command-SPSC)
- **Police Department, Sergeant Tim Ratcliff** graduated from the Rocky Mountain Leadership Program, Buechner Institute for Governance, School of Public Affairs, University of Colorado
- **Police Department, Detective Scott Webster** graduated from Colorado State University with a Bachelor of Science Degree in Criminal Justice and Law Enforcement



- **Police Department, Sergeant Varela** graduated from the Force Science Institute and earned their Force Science Analysis certification. The agency provides advanced training in the proper assessment of officer involved use of force issues based on the latest developments in behavioral science and human performance research
- Through the hard work of the **Fire Department's administration and staff**, along with work by **Utilities, GIS, and DCSO Dispatch**, the Town's Insurance Service Office (ISO) rating has decreased from a 5 to a 2, with 1 being the best possible score to obtain
- **Fire Department, Lt. Mike Moore, Engineer Matt Osborn and FF/Paramedic Greg Gravitt** received **special recognition** from the **United States Forest Service** in the form of a **Unit Citation** for life saving actions for pulling 2 individuals out of the water after their car crashed into a river in Willow Springs, California during a wildland deployment

AWARDS, RECOGNITIONS AND ACCOMPLISHMENTS (Continued)

- **Fire Department, Battalion Chief Martin**, was reappointed by the Governor to serve on the State Emergency Medical and Trauma Advisory Council (SEMTAC)
- **Fire Department, Engineer Mike Horn, Lt. Michael Moore and Lt. Jay Allen** were all designated as Fire Officers by the Center for Public Safety Excellence's Commission on Professional Credentialing
- **Fire Department, Deputy Chief Croom** was certified as a Colorado Executive Fire Administrator
- **Division of Innovation & Technology, Stan Gorski** received a Certified Wireless Network Administrator certification (Enterprise Wi-Fi Administration)
- **Division of Innovation & Technology, Jeff Caldwell** received the Distinguished Service Award from DRCOG for his work on a joint municipal Planimetrics project
- **Division of Innovation & Technology, George Theil and Joe Smith** earned certifications for Netapp Data Protection and Clustered Data Administration
- **Division of Innovation & Technology, Matt Gartner and Ben Cearley** received Microsoft System Center Configuration Manager certifications
- **Division of Innovation & Technology, George Theil** received certifications for Commvault Implementation and Maintenance and Core Fundamentals
- The **Public Works Department** was awarded a prestigious **American Public Works Association (APWA) Accreditation**. The APWA Accreditation program recognizes public works agencies that go beyond the requirements of the management practices established nationally in the public works industry, as contained in the APWA Public Works Management Practices Manual. Castle Rock's Accreditation indicates the department has met all applicable Accreditation documentation and practices. The Castle Rock Public Works Department becomes the 110th agency in North America to receive Accreditation and is the 6th agency in the State of Colorado, joining Arvada, Aurora, Cherry Hills Village, Golden, and Greeley
- **Public Works, Engineering Division** was awarded the "Best in Colorado – Preventive Maintenance Surface Treatment – Slurry Seal Program" from the Colorado Asphalt Pavement Association
- **Public Works, Frank Castillo**, successfully completed the requirement of the Roads Scholar II Program from the Colorado Local Technical Assistance Program (sponsored by the Federal Highway Administration and Colorado Department of Transportation). This involved 84 hours of training in safety, transportation management, environment, and technical skills
- **Public Works, Jay Monroe**, is working toward his Roads Scholar II Program certification and has completed 28 hours of training in Roundabout Design, Chemical Safety for Public Works, Permeable Pavements, and Element Level Bridge Inspection
- **Public Works, Jay Monroe and Michael Kopek**, have successfully completed the Mueller Company Product Training 6-Hour Course covering the Proper Use and Maintenance of Fire Hydrants, Valves, Service Line Products and Drilling/Tapping Machines
- **Public Works, Megan Bednar and Michael Medina**, successfully completed the requirement of the Colorado Road Scholar Program from the Colorado Local Technical Assistance Program (sponsored by the Federal Highway Administration and Colorado Department of Transportation). This involved instruction in Four Core Classes: Drainage, Safety on the Job, Signing, Pavement Markings & Manual on Uniform Traffic Control Devices (MUTCD), Roadway Safety & Work Zone Traffic Control, in addition to completing coursework in five electives for a total of 63 hours on topics related to Transportation Maintenance and Construction



AWARDS, RECOGNITIONS AND ACCOMPLISHMENTS (Continued)

- **Public Works, Megan Bednar and Michael Medina**, received Sign & Pavement Marking Technician Level I certification from the International Municipal Signal Association
- **Public Works, Fleet Services Division**, was awarded the National Institute for Automotive Service Excellence Blue Seal Certified Shop
- **Public Works, Fleet Services Division**, received “Leading Fleet” recognition from Government Fleet Magazine
- **Public Works, Fleet Services Division**, was awarded the Green Leaf Award for 2016. The Fleet team worked hard to identify, develop, and implement environmentally and fiscally sustainable programs and procedures for the Town
- **Eric Dena, Fleet Services Technician, Public Works**, received his T6 Electrical Systems/medium truck, T7 Heating, Ventilation, and Air Conditioning/medium truck and the T8 Preventative Maintenance & Inspection/medium truck certifications from the National Institute for Automotive Service Excellence (ASE)
- **Public Works, Michael (Mac) McKelvy**, received his certified Diesel Emissions inspector from the State of Colorado
- **Public Works, Will Layne, Jim Quayle, Kris Wood, Don Chrestensen, and John Brooks**, successfully completed Flagger Certification from the Colorado Local Technical Assistance Program (sponsored by the Federal Highway Administration and Colorado Department of Transportation)
- **Castle Rock Water, Utilities**, Dwight Keller, Rob Chrestensen, John Whitesel and Eric Layton, Castle Rock Water, received Collection I certification
- **Castle Rock Water, Utilities**, Dwight Keller and Dominic Roybal, Castle Rock Water, passed and received their Commercial Driving License
- **Castle Rock Water, Utilities**, John Chrestensen, Loran Delong, Shawn Griffith, Jon Stapp, Rich Platt and Denise Lannan, Castle Rock Water, received and passed Competent Person training associated with trench safety
- **Castle Rock Water, Utilities**, John Chrestensen, Shawn Griffith, Denise Lannan, Rob Chrestensen, Charles Roubidoux, Rick Schultz, David Montgomery, Tim Lambert and Nikki Hoyt are certified Backflow Prevention Assembly Testers
- **Castle Rock Water, Utilities**, Castle Rock Water, Drinking Water Distribution professionals, Distribution 1 - Casey Devol, Cassie Grotheer, Clayton Baker, Dwight Keller, Evan Bahn, John Ferguson, John Grahn, John Whitesel, Jon Stapp, Kristen Reaves, Loran Delong, and Rob Chrestensen; Distribution 2 – Loran Giezen and Thomas Hecker; Distribution 3 – Randy Mullins; and Distribution 4 – Andrew Dieter, John Chrestensen, Kenneth Ritchie, Kenneth Timm, Rich Platt, Shawn Griffith and Tim Lambert
- **Castle Rock Water, Utilities**, Kurtis Cotten, passed and received a Colorado Professional Engineer’s license
- **Castle Rock Water, Utilities**, received the **Environmental Leadership Program Silver Award** by the Colorado Department of Public Health and Environment for voluntarily going beyond compliance with State and Federal regulations, increasing sustainability and commitment to continual environmental improvement
- **Castle Rock Water, Utilities**, was recognized in the **State Water Plan** for its statewide leadership in water conservation
- **Castle Rock Water, Utilities**, Castle Rock residents proved their commitment to water conservation by participating in the **Mayor’s Challenge to Fill the Rock**. In the first year of participation, Castle Rock’s national ranking went from 357th to 4th and filled the rock an estimated 107 percent or 17 million gallons



COMMUNITY CONTRIBUTIONS

In addition to providing services directly to the Castle Rock community, the Town contributes to community members' greater good through these initiatives and programs totaling almost \$300,000 in direct benefits, plus in-kind assistance:

Organizational partnerships

- Castle Rock Senior Center: Annual financial contribution from the Town supports transportation, educational, social, health and recreational programs for seniors, \$120,000 requested in 2017
- Douglas County Housing Authority: Annual financial support from the Town helps provide homebuyer education classes, down payment assistance and foreclosure mitigation and reverse mortgage counseling, \$35,000 requested in 2017
- Douglas County Youth Initiative: Annual financial support helps fund the WrapAround program for families in need, as well as a Family Resource Guide and several youth programs and events, \$19,800 requested in 2017



Castle Rock Senior Center

Grant programs

- Philip S. Miller Resource Grant Program: This program is geared toward the support of social and human services and must include provisions for necessities of life including water, energy, food or shelter, \$40,000 proposed in 2017
- Council Community Grant Program: Eligible projects must contribute to Castle Rock's quality of life, with special emphasis on youth programs and activities, senior programs and activities, community-based environmental and sustainability programs and activities, and community-based visual arts programs and activities, \$8,000 proposed in 2017

Transportation programs

- Taxi voucher program: The Town sponsors a reduced-fare taxi service, generally for residents 18 and older without access to a vehicle or who cannot drive due to a disability, \$25,000 proposed in 2017

Youth programs

- Castle Rock Teen Court: This community-based, juvenile intervention/prevention program offers an alternative to the juvenile justice system for first-time, nonviolent, misdemeanor offenders, \$4,828 in supplies proposed for 2017, plus staffing and other resources
- Juvenile Assessment Center: The Town is a financial partner in the Juvenile Assessment Center, which helps youth in Arapahoe, Douglas, Elbert and Lincoln counties, \$18,989 proposed in 2017
- Spirit days at the MAC: This program encourages school-aged children to enjoy the Miller Activity Complex and gives back 15 percent of admission revenue directly to participating schools

Other programs

- Recreation Empowerment and Active Living (REAL) program: Provides programming (social events, private swim lessons and outdoor and athletic programs) and inclusion support for persons with disabilities, a \$15,000 grant from the State of Colorado helped offset the cost of these programs in 2016
- Paint-A-Thon: Castle Rock Fire and Rescue annually sponsors this event, where volunteers paint up to three homes for people who are in financial or physical need of help, supplies and services provided in-kind
- Santa's Second Chance/Heroes & Helpers: These programs provide gifts for children in need during the holiday season, the Town contributes \$10,000 annually to Santa's Second Chance and partners with the Target Corp. on Heroes & Helpers
- Recreation Center programs: Scholarships are available for qualifying residents who cannot pay to participate in Parks and Recreation programs, 40 people were assisted during the first half of 2016, and up to \$7,500 is planned to be available in 2017 for this purpose; additionally, the center works with the Douglas/Elbert Task Force to offer free shower access to those who do not have access to housing – 55 individuals used this service during the first half of 2016
- Utilities senior discount: Castle Rock Water offers a \$3 monthly water bill discount to customers age 65 and older

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.



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 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.

Additionally, in 2016, Project Green held the first Shoe Drive for the Town of Castle Rock. The Town partnered with the Nike Grind shoe recycling program that keeps old sneakers out of the landfill and reuses all parts of the shoe for a new purpose. The rubber from the shoe outsole is used in track and playground surfaces, foam from the midsole is used for cushioning in sport courts and fiber from the shoe is used for athletic surface padding. A truckload of shoes was received during the shoe drive in January, delivered to the local Nike outlet store and saved from the landfill!



TOWN INITIATIVES (Continued)

OPEN HOUSES:

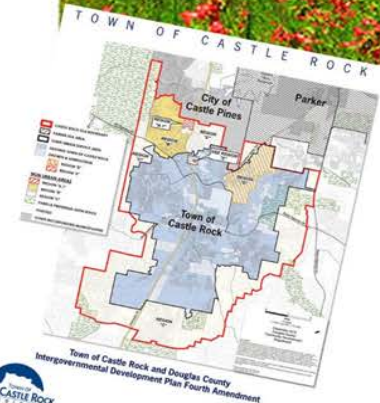
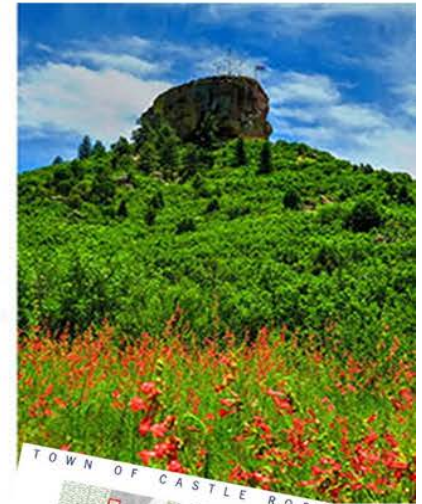
Continuing the conversation
about **GROWTH IN CASTLE ROCK**

In 2016, the Town of Castle Rock held six Open House events in May and June to engage the community on two topics – Town Growth and the Town Budget. The goal of the Open House events was to listen to questions from the community about these two topics. Additionally, an online form was made available for submission of questions and comments for residents that may have been unable to attend one of an open house. Below is the schedule of events that was offered by the Town:

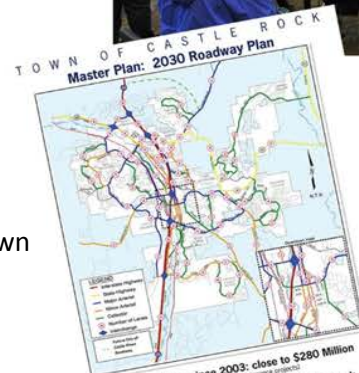
- April 26, 2016: Growth Open House at Town Hall
- May 11, 2016: Growth Open House at the Community Center
- May 24, 2016: Budget Open House at Town Hall
- June 13, 2016: Budget Open House at the Community Center
- June 20, 2016: Growth Open House at the Terrain Swim Club
- June 28, 2016: Growth Open House at the Grange in the Meadows

Staff estimates that a total of roughly 375 residents attended the Growth Open Houses and about 15 total residents attended the Budget Open Houses. In addition, about 20 online forms were submitted with additional comments and questions for Town consideration. Attendees had the opportunity to talk with Town staff and also received a packet of Town information including recent survey statistics, capital project planning, funding sources and uses, public safety levels of service and long range planning.

Each Town department was represented at the Open House events to provide information, answer questions and to receive feedback from Town residents. Samples of presentation boards are shown to the right along with photos from some of the Open House events.



Town of Castle Rock and Douglas County
Intergovernmental Development Plan Fourth Amendment



Total Investment since 2003: close to \$280 Million
Total 10-Year Prioritized Projects Need:
close to \$125 Million



TOWN INITIATIVES (Continued)

Community Involvement

The Town of Castle Rock started a new program in 2016 to add another level of transparency and another way for residents to connect with the Town. Your Town Academy is an eight-week class designed to provide Castle Rock residents and business owners a broad formal education on their Town government.

The program's purpose is to increase governmental transparency by increasing community awareness about Town operations, with a hope of improving understanding of service levels. The program consists of eight 2.5-hour sessions, plus a graduation ceremony at a Town Council meeting. Class size is limited to 30 participants and the inaugural class for 2016 had an overwhelming number of applicants.



Generally, each of the Town's six major departments, Development Services, Fire and Rescue, Parks and Recreation, Police, Public Works/Streets and Utilities/Water, will host an evening of information and interactive demonstrations regarding their service areas. Topics addressed in Your Town Academy include:

Your Town Overview: Introductions of Town leadership, Town history and general overview

Your Town Inside: Finance, Town Attorney, Town Clerk, HR, IT Community Relations and Events overview

Your Town Character: Land development processes including Development Services Department, Boards and Commissions

Your Town Roads: Future traffic management planning and Public Works Department functions discussion

Your Town Water: Current and future water supply information, water treatment including facility tour

Your Town Activities: Parks and Recreation Department information including programming and open space planning

Your Town Rescue: Fire and Rescue Department Overview including future growth planning and hands-on activities

Your Town Protection: Police Department Operations, Investigations, Special Operations and Support Services overview

Your Town Celebration: Recognition of program completion for Your Town Academy participants at a Town Council Meeting

In addition to Your Town Academy, the Town of Castle Rock offers many ways to stay connected and informed such as:

CRgov.com



Facebook.com/crgov



Twitter.com/crgov



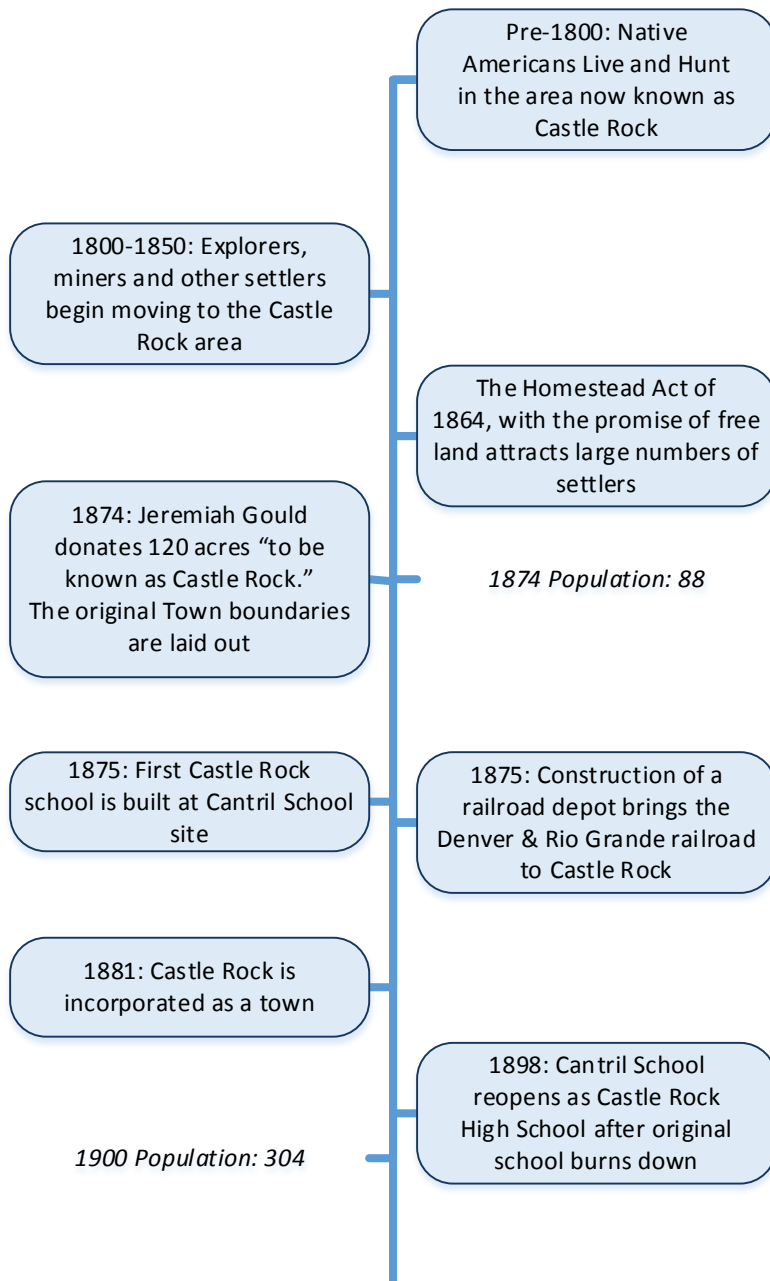
Instagram.com/crgov



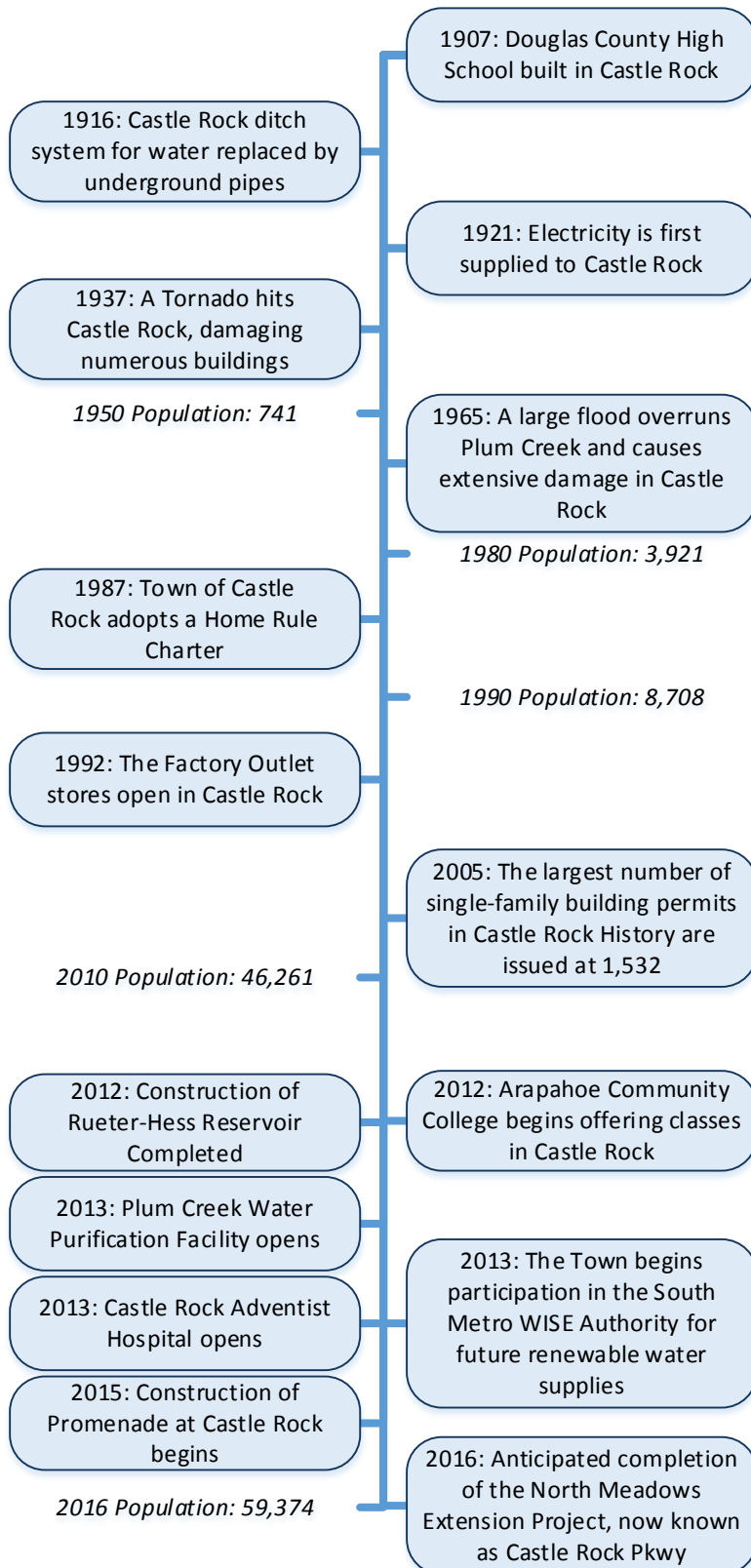
Youtube.com/crgov

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.



HISTORY AND GENERAL INFORMATION (Continued)



DEMOGRAPHICS & ECONOMICS

DEMOGRAPHICS

The Town of Castle Rock is unique among other communities along the Front Range in both history and natural setting. Founded in 1874, Castle Rock residents love the small town charm, wide open spaces, fresh clean air and outstanding education system the Town provides. Castle Rock is home to approximately 59,189 people as of December 2015. Castle Rock was incorporated in 1881, after having been selected the Douglas County seat of government seven years earlier. Located midway between Denver, 30 miles to the north, and Colorado Springs, 34 miles to the south, the Town encompasses 33 square miles and sits in the East Plum Creek Valley at the base of the Rocky Mountains at an elevation of 6,202 feet. To prevent urban sprawl, the Town has fixed its borders and makes strategic open space purchases to protect special locations and separate Castle Rock from nearby communities.

Castle Rock General Statistics

- Population estimate as of May 2016: 60,939
- 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
- Median age: 33.8 years
- Median household income: \$78,608
- Median cost of a single-family home: \$411,000
- 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



Town Services

Castle Rock is a full-service municipality. The Town employs about 425 full-time employees to provide residents police, fire, emergency medical, parks, recreation, water and transportation services. The Town serves as the Douglas County seat of government and is home to headquarters for Douglas County School District, Douglas County, Douglas County Sheriff's Office and a local Colorado State Patrol troop.

Town Services Include:

- 24-Hour Police Protection
- 24-Hour Fire Protection
- Animal Control Services
- School Safety Services
- Code Enforcement Services
- Building Inspection and Permitting Services
- Maintenance and Planning of Town Streets
- Town Planning Services
- Water, Wastewater and Stormwater Utility Services
- Long-term renewable water
- 84,000 Square Foot Recreation Center
- 60,000 Square Foot Miller Activity Complex
- 5,475 Acres of Open Space (Public & Private Combined)
- 73 Miles of Trails
- 351 Acres of Developed Parks



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 November with the general election. Castle Rock Town Council members serve four-year terms and are elected by their district. The Council selects the Mayor and Mayor Pro Tem every two years. In addition to serving on Council, individual members also represent the Town on various local, County, and regional boards. Regular Town Council meetings are held on the first and third Tuesdays of each month, beginning at 6 p.m. at Town Hall, 100 North Wilcox Street.

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

EDUCATION SYSTEMⁱ

The Douglas County School District (DCSD) is the third largest school district in Colorado, and the 59th largest in the nation. With more than 67,000 students, 7,700 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.

Students in Douglas County are consistently strong learners, with \$65 million in scholarships awarded to Douglas County School district students in 2015. In addition, Douglas County students have continued to perform well on the ACT assessment, increasing the district's average composite score to 21.9, up from 20.9 in 2009. The district also provides significant opportunities for students to showcase their ideas and accomplishments through events such as the annual Student Innovation Expoⁱⁱ



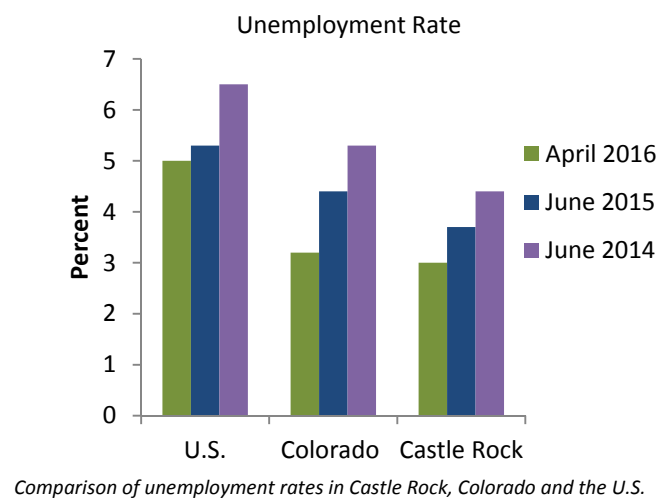
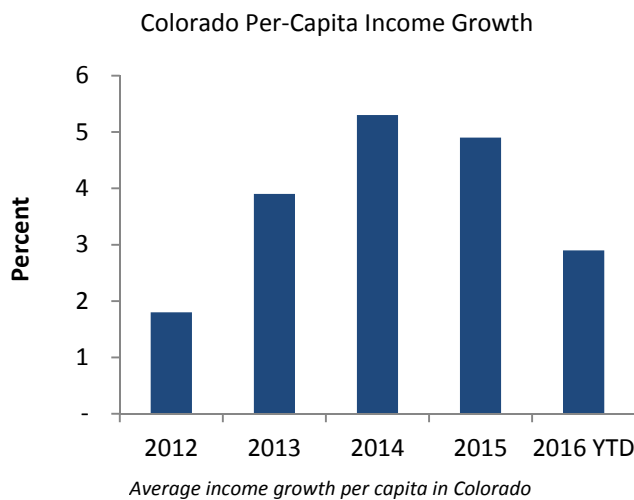
Student Innovation Expo

DEMOGRAPHICS & ECONOMICS (Continued)

UNEMPLOYMENT INFORMATIONⁱⁱⁱ

Colorado employment growth has continued to slow since 2014, but is still above the national rate. The monthly year-over-year growth rate for Colorado in January 2016 was 2.9 percent, as compared to the national rate of 1.96 percent. The unemployment rate in Castle Rock continues to be lower than state and nationwide numbers. As of April 2016 the unemployment rate was approximately 2% lower than the national average at 5%, with Castle Rock following at 3%.

Personal income growth in Colorado slowed in 2015 to 4.9 percent, down from 5.2 percent in 2014. This decrease is primarily due to slowing in the oil and gas industry. State of Colorado projections suggest that this trend will likely continue in 2016.



ECONOMICS^{iv}

State of Colorado

General Fund revenue for the State of Colorado is expected to slow for the 2015-2016 fiscal year, with moderate revenue growth forecasted of just 1.5 percent. 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. In addition, slowing of the economy in Colorado can also be attributed to global economic pressures and decreased consumer spending.

Housing

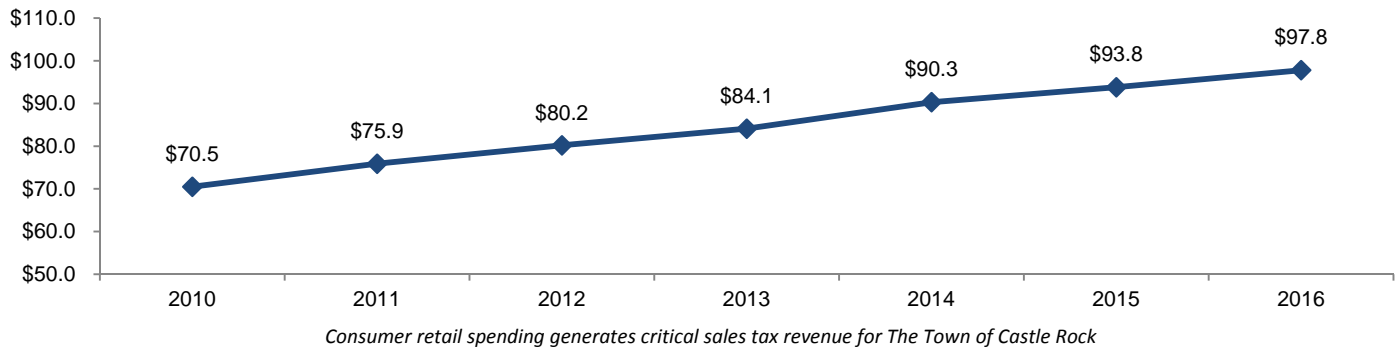
Colorado housing prices in the state's largest cities grew faster than the national average in 2015, and 4 of these large cities ranked in the top 20 nationwide for home-price appreciation. The large jump in prices is primarily due to low market inventory, low interest rates and significant population growth, all of which drive up demand for homes. Projections for 2017 suggest that the market may continue to slow.

Consumer Spending

Retail trade spending growth will increase in 2016 by a projected 4.3 percent, compared to the moderated growth of 2015 which was 3.9 percent. Colorado's growth rate was 2.1 percent in 2015, which was significantly higher as compared to the rest of the country. However, nationwide retail trade growth is projected to be nearly the state rate in 2016 at 4.1 percent. In addition, the consumer price index in Colorado is projected to increase by 1.8 percent in 2016, an increase over 2015's 1.2 percent growth. This moderate increase is due to the lessened impact of lower gasoline prices.

DEMOGRAPHICS & ECONOMICS (Continued)

Colorado Retail Trade Spending (In Billions)



Douglas County^v

Douglas County ranks second on a list of the “10 Best Counties in America” by Movoto Real Estate in 2014. 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, 2016 is 327,230. This represents a 2.5 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 2012 and 2016 Douglas County’s population grew by approximately 34,000 people or 11 percent.

Jobs

The number of jobs located in Douglas County grew by 4% percent in 2015, bringing the total number of jobs to 107,528 and are projected to continue growing in 2016. Retail trade is consistently the largest employer group with 15.8 percent of the jobs, followed by government at 11.1 percent and professional and technical services at 10.9 percent.

Housing

The median sale price for a house sold in Douglas County was \$411,000 in the first quarter of 2016. This represents a 14.1 percent increase over the prior 12 month period. The total housing stock in Douglas County as of January 1, 2016 was 117,290, an increase of 2,913 from 2015. The majority of housing stock and new builds in the county continues to be in urban designated areas such as Castle Rock and Highlands Ranch.

Castle Rock

Town-wide Growth

Development and growth have been a primary focus in Castle Rock, with new building activity taking place in multiple areas in Town. Commercial and residential development have continued at a high growth rate in 2015 and the first half of 2016, 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 has also seen significant new multi-family developments

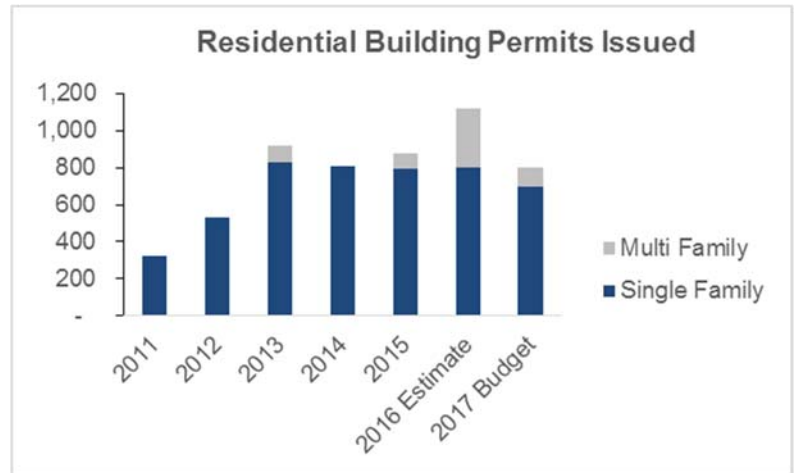
With large residential development and population growth, comes significant commercial growth and development. One of the largest commercial developments includes The Promenade at Castle Rock, a 166 acre multi-use development. The development will include nearly 1 million square feet of retail space and 316 apartment homes. Multiple retail and restaurant offerings opened in late 2015 and significant additions are anticipated by the end of 2016. Other significant commercial developments include construction of The Move in Downtown Castle Rock to provide for additional office space for local businesses and construction of the Mercantile Commons, which is a mixed use development which will include retail and office space.

DEMOGRAPHICS & ECONOMICS (Continued)

New Development

Building activity has been consistently strong over the past three years with 794 single family permits issued in 2015 and an additional 800 projected in 2016. The Meadows, Liberty Village/Cobblestone Ranch and Castle Oaks were the geographical areas with the most new residential construction in both 2015 and 2016 year to date. Multifamily development is also anticipated to increase in 2016, with 316 units expected, compared to 83 units in 2015.

Commercial building permit activity is also expected to be strong in Castle Rock, with 191,100 in commercial square footage anticipated in 2016 and 582,400 square feet projected for 2017.



	Single Family Residential		Multi Family Residential		Commercial		Total Value of Permits
	Permits Issued	Value of Permits	Permits Issued	Value of Permits	Square feet of permits	Value of Permits	
2011	321	\$70,840,901	-	\$0	463,654	\$4,649,995	\$75,490,896
2012	533	\$122,687,840	-	\$0	89,614	\$10,036,936	\$132,724,776
2013	827	\$205,176,742	90	\$7,160,807	151,637	\$12,637,596	\$224,975,145
2014	805	\$191,917,696	-	\$0	220,239	\$9,078,939	\$200,996,635
2015	794	\$173,450,250	83	\$11,000,000	470,000	\$28,693,500	\$213,143,750
2016 Estimate	800	\$161,886,900	316	\$54,982,420	191,100	\$11,186,805	\$228,056,125
2017 Budget	700	\$161,886,900	100	\$17,399,500	582,400	\$53,565,664	\$232,852,064
Total	4,780	1,087,847,229	589	90,542,727	2,168,644	129,849,435	1,308,239,391

Businesses

Castle Rock has evolved into a place that encourages industry and entrepreneurial spirit and is currently working towards becoming a self-sufficient, free-standing community. With the Town's highly educated and skilled workforce, Castle Rock continues to be the focus of new development. The Town is highly dependent upon retail sales taxes, which account for 79 percent of sales tax collected. The Outlets at Castle Rock continue to represent a large portion of Castle Rock's retail trade businesses and the new Promenade at Castle Rock will continue to add new businesses through 2016 and 2017. Business growth in Castle Rock continues to be strong with 647 new business licenses issued in 2015 and 336 issued as of May 2016. A number of notable businesses opened their doors in 2016, including:

- Kneaders Bakery, Tokyo Joes, Café Rio, Mod Pizza, Smashburger and Mad Greens have added to the restaurant offerings at the Promenade at Castle Rock
- Other retail additions in the Promenade include Mattress Firm, Great Clips and The Joint Chiropractic
- Areas outside of the promenade have seen the addition of various businesses, including Starbucks near the Castle Rock Outlet Mall and 100% Chiropractic on Founders Parkway

Sales Tax

As of the end of 2015, sales tax revenue in the Town of Castle Rock rose 8% from 2014 to \$38,297,882. As of the end of May 2016, sales tax revenue continues to grow with a 6.2% increase YTD. The top sales tax remitters for the Town of Castle Rock in 2016 continue to include Food and General Merchandise, Apparel & Accessories, Restaurants & Bars, Home and Garden, Miscellaneous Retail, and Utilities. Food and General Merchandise alone accounted for 26.8% of all sales tax remittance for 2016. As of May 2016, Castle Rock has 3,755 active and licensed accounts, a figure which grows each day.

DEMOGRAPHICS & ECONOMICS (Continued)

Miscellaneous Statistics (as of May 2016)

Date of incorporation	1881
Home rule charter adopted	1987
Area-Square miles	33
Population (estimate)	60,939

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	5,475
---------------------	-------

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

Employees (excluding Police and Fire)

Full-time	257
Part-time	220

Sales Tax:

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

Property Tax Mill Levies (2016 Collection Year)

Douglas County Government	1.9774%
Douglas County Government Disabilities	0.1000%
Douglas County School District	4.2439%
Town of Castle Rock	0.1474%
Douglas County Libraries	0.4035%
Cedar Hill Cemetery	0.0160%

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 County Libraries
- 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
- Castle Rock Recreation Center
- Miller Activity Complex

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

2017 BUDGET & THREE-YEAR BALANCED FINANCIAL PLAN PREPARATION CALENDAR

January 2016

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 4: First 2016 Budget Amendment packet to Town Clerk
- January 8: Budget and Financial Planning Session; Budget Amendment and Year-end reporting calendar development
- January 19: First 2016 Budget Amendment presentation to Town Council, First Reading
- January 29: A certified copy of the adopted budget must be filed with the Colorado Division of Local Governments per CRS 29-1-113

February 2016

S	M	T	W	T	F	S
	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

- February 2: First 2016 Budget Amendment approved by Town Council, Second Reading
- February 29: Second 2016 Budget Amendment to Town Clerk, First Reading

March 2016

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 15: Second 2016 Budget Amendment approved by Town Council, First Reading
- March 24: Begin preparation of Payroll projections for 2017-2019 budget
- March 25: Three Year Balanced Financial Plan and Five Year CIP packet to Town Clerk
- March 29: Begin initial review of 2017-2019 budget requests with departments

April 2016

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
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24	25	26	27	28	29	30

- April 1 - April 15: Continue review of 2017-2019 budget requests with departments
- April 1 - April 22: Analysts enter preliminary items into financial system to determine feasibility of requests
- April 4 - April 8: Revenue forecasting for major revenue sources
- April 5 - 2015 Year-end Financial Report presentation to Town Council
- April 19: Second 2016 Budget Amendment scheduled for Town Council, Second Reading
- April 29: First draft of 2017-2019 budget numbers generated with all requests included for review and feasibility; second round meetings identified as necessary

May 2016

S	M	T	W	T	F	S
1	2	3	4	5	6	7
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- May 2-13: Second round meetings with departments as necessary for further refinement, identification of pending unknown items, and discussion of CIP items
- May 4: Incorporate Townwide increases (Utilities, gas, etc.) into financial system
- May 13: 5-year CIP sections completed
- May 16-31: Analysts work with departments to develop narratives, complete by May 31, drafts due June 1
- May 17: Fleet data updated in system, Fleet CIP drafts complete
- May 19: Update all reserve amounts per policy
- May 25: Next run of Three Year Plan generated to review
- May 26: Draft of Revenue and Expenditure detail for 2017 generated

June 2016

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 2 – 9: Revenue & Expenditure detail review
- June 8: Year End estimates completed and notes for the Three Year Financial Plan
- June 13: Budget Open House
- June 14: Town Council Budget Work Session; Third 2016 Budget Amendment approved by Town Council, First Reading
- June 15: Fund Summaries completed for inclusion in budget document

2017 BUDGET & THREE-YEAR BALANCED FINANCIAL PLAN PREPARATION CALENDAR

July 2016

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 1: Review of Department narratives
- July 6: Goal date for finalization of 2017 – 2019 budget numbers
- July 7: Second review of Revenue & Expenditure detail
- July 19: Preliminary presentation of draft proposed 2017 Budget document to Town Manager and Finance Director

August 2016

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 2: Fourth 2016 Budget Amendment presented to Town Council, First Reading
- August 16: Midyear Financial Report presentation to Town Council; Preliminary 2017 Budget presentation to Town Council; Fourth 2016 Budget Amendment presented to Town Council, Second Reading

September 2016

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
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25	26	27	28	29	30	

- September 6: Public Hearing and First Reading of ordinances adopting the Proposed 2016 Budget and certifying the annual mill levy (first reading)
- September 12-October 6: Revision to the 2016 Year End Estimates for the Third Quarter Financial Review for Council
- September 20: Public Hearing and the Proposed 2017 Budget, including 2017 – 2019 Balanced Financial Plan and 2017 – 2021 CIP (second reading)

October 2016

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

- October 7: Goal date for posting Final Adopted 2017 Budget to Town Website (CRGov.com)

November 2016

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 15: 2015 Third Quarter Financial Review presentation to Town Council

December 2016

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

TAXPAYERS BILL OF RIGHTS UPDATE

The Taxpayers Bill of Rights (TABOR), Amendment X of the Colorado Constitution restricts revenues collected by the Town of Castle Rock. Amendment X specifically and significantly addresses the following issues: 1) imposes revenue limits, 2) requires elections for tax changes and increases or new bonded debt, 3) requires emergency reserves, and 4) prohibits multiple fiscal year financial obligations. If revenue limits are exceeded, as determined by a calculation which incorporates an allowance for local growth, then the calculated TABOR Surplus amount must be rebated to taxpayers within 12 months of the end of the year of the identified surplus; or, voters can determine to allow the Town to keep surplus funds. As surpluses have been determined, the following amounts have been rebated to Town of Castle Rock residents:

<u>Year</u>	<u>Amount</u>	<u>Rebate Method</u>
1999	\$ 455,099	Utility bill credit
2000	7,467,311	\$1,400 to each household
2001	1,264,037	Utility bill credit
2002-2014	-	No surplus
2015	714,580	To be determined

Treatment of the 2015 TABOR surplus amount will ultimately be determined by Castle Rock voters in November 2016. Voters will be asked to decide if the preferred use of these funds is a refund to each household of approximately \$30 - \$40; or, if the Town can keep the surplus funds for a designated purpose. Town staff will take appropriate actions pending the results of the November election.

At present, no TABOR surplus is projected for 2016 and staff will continue to monitor TABOR projections throughout the year. The final TABOR calculations for 2016 will be completed once the Town's financial audit is complete in 2017.

As development of the Proposed 2017 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 2017 year's end financial outcome will drive the final determination of the calculation, it is currently projected that the Town will end the 2017 year with a TABOR deficit.

The 2017-2019 Preliminary Three Year Balanced Plan information has guided the future forecast of TABOR calculations and the current revenue estimates for 2017, 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.

2017 APPROPRIATIONS BY FUND

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

GOVERNMENTAL FUNDS

General Fund	\$ 47,936,117
Economic Development Fund	2,615,379
Total Governmental Funds	\$ 50,551,496

SPECIAL REVENUE FUNDS

Transportation Fund	\$ 20,699,541
Conservation Trust Fund	221,834
Philip S. Miller Trust Fund	265,900
Public Art Fund	25,000
Police Forfeiture Fund	-
Downtown Development Authority TIF Fund	1,954,544
Special Events Fund	337,304
Total Special Revenue Funds	\$ 23,504,123

CAPITAL PROJECT FUNDS

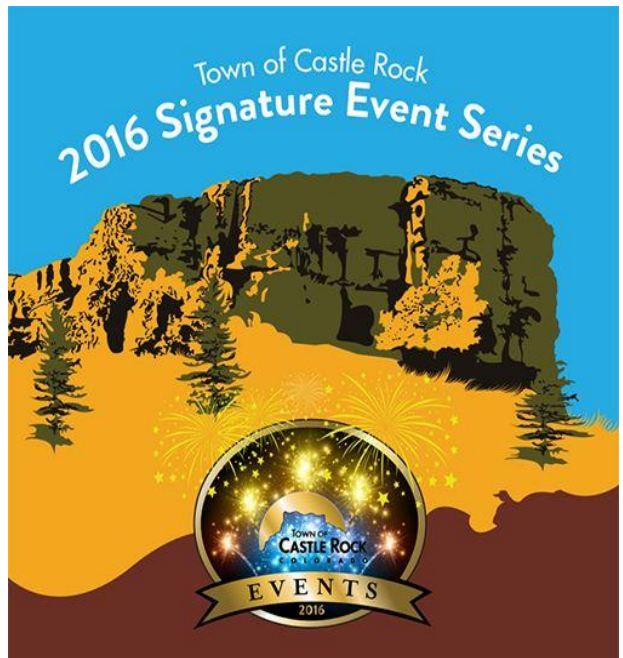
Parks and Recreation Capital Fund	\$ 3,211,463
Municipal Facilities Capital Fund	4,104,265
Fire Capital Fund	6,324,311
Police Capital Fund	166,228
Transportation Capital Project Fund	5,479,618
General Long Term Planning Fund	2,418,100
Total Capital Project Funds	\$ 21,703,985

ENTERPRISE FUNDS

Water Fund	\$ 17,861,986
Water Resources Fund	27,685,672
Stormwater Fund	4,509,062
Wastewater Fund	11,370,089
Golf Fund	3,320,800
Development Services Fund	6,668,393
Community Center Fund	6,979,785
Total Enterprise Funds	\$ 78,395,787

INTERNAL SERVICE FUNDS

Employee Benefits Fund	\$ 8,011,548
Fleet Services Fund	6,309,402
Total Internal Service Funds	\$ 14,320,950
Total All Funds	\$ 188,476,341



PROPOSED 2017 BUDGET MESSAGE

August 16, 2016

Honorable Mayor and Town Council Members,

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

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

OVERALL TOWN FINANCIAL CONDITION

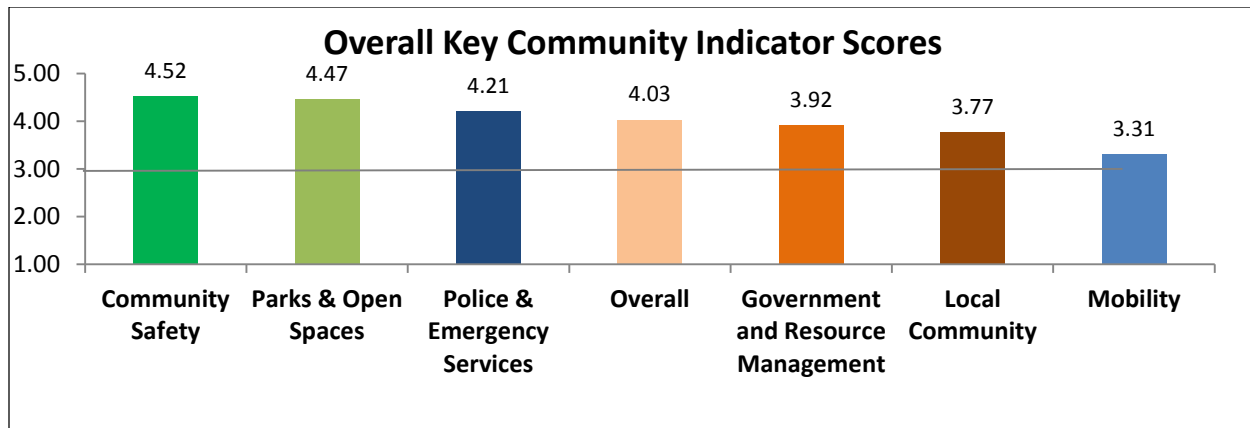
The Town's overall financial condition is strong for 2017. Looking further ahead, some capital funds presently indicate imbalances between revenues and expenditures that will need to be resolved prior to the adoption of future years' budgets. Our continuing work on a recommendation for increases in impact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

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

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

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

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



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

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

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

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

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

PROPOSED 2017 BUDGET OVERVIEW

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

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

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

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

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

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

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

PROPOSED 2017 BUDGET PRIORITIES

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

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

1) Enhance surface transportation

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

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

2) Provide outstanding public safety services

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

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

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

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

4) Adopt a balanced budget

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

5) Plan and manage for balanced community growth

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

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

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

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

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

8) Maintain community character, including a vibrant Downtown

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

9) Maintain high-quality Town services

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

OTHER MAJOR INITIATIVES

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

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

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

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

ITEMS REQUIRING COUNCIL DIRECTION

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

2017 Contracts for Service Funding Requests

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

Impact Fee Adjustments

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

Parking Study Outcomes

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

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

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

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

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

OUTSTANDING ISSUES

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

TABOR

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

Public Safety Training Facility

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

Snowflex Loan

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

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

Riverwalk Project

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

Rueter-Hess Recreation

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

Needs Not Accounted for in the Proposed 2017 Budget

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

Additional Town and Strategic Priorities

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

CONCLUSION

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

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

Respectfully submitted,



David L. Corliss
Town Manager

Resource Allocation Prioritization Recommendations per 2015 Community Survey Data

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

➡ = Key Driver;

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

 = Key driver, near average agreement, invest as allowed

 = Key driver, above-average agreement, maintain

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

 = Not a driver, near average agreement; maintain

 = Not a driver, above-average agreement; maintain

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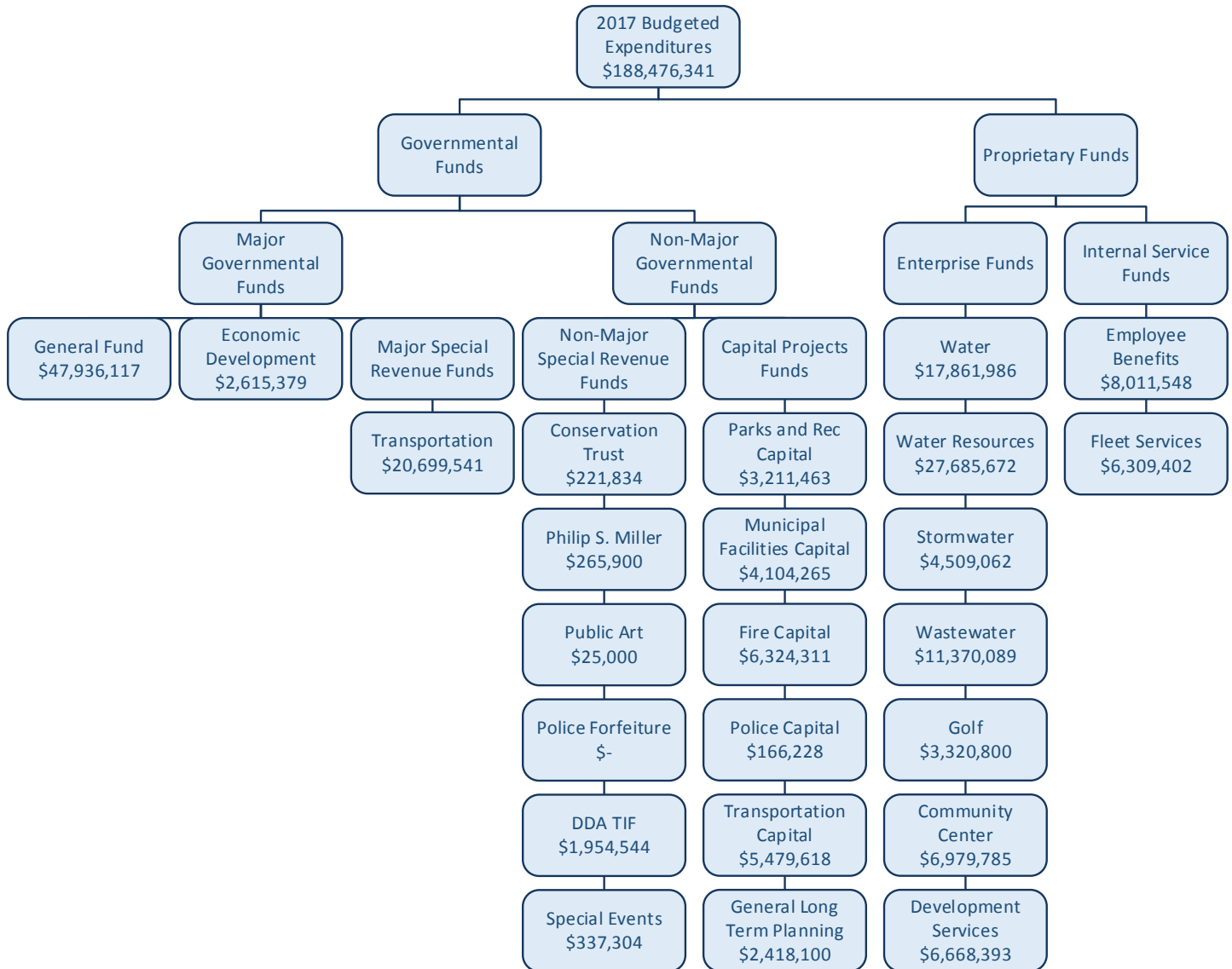
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FUND STRUCTURE OVERVIEW

Fund Types

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



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

FUND STRUCTURE OVERVIEW (Continued)

Major Governmental Funds include:

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

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

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

Non-Major Governmental Funds Include:

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

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

Philip S. Miller Trust Fund – This fund accounts for 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 fund.

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

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

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

Special Events Fund – The Special Events Fund is new in 2016 and is managed by the Special Events Division under the authority of the Deputy Town Manager. This fund was established in order to account for Town managed event revenues and expenditures.

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

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

FUND STRUCTURE OVERVIEW (Continued)

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

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

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

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

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

Proprietary Funds include:

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

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

FUND STRUCTURE OVERVIEW (Continued)

Community Center Fund – The Community Center Fund accounts for the Town’s recreational facilities including a recreation center, two outdoor pools, inline skating rinks, multi-purpose ball fields, and a skateboard park. This fund includes management of the Miller Activity Complex (MAC) at Philip S. Miller Park which opened in 2014. This fund also accounts for recreational and child care programs. The Community Center Fund is managed by the Parks and Recreation Department.

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

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

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

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

Budgetary Basis of Accounting

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

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

OVERVIEW OF REVENUES

Major Revenue Assumptions for 2017

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 33.5% of total anticipated revenue for 2017 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 about \$61.7 million projected in 2017. 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 are several rate increases incorporated in the 2017 budget, including an increase in the Golf fund of \$3 for an 18-hole round of golf and 1\$ increase for 9 holes. Other increases are specific to Utilities and include a 3.5% increase in water resources fixed charges and a 5% increase in stormwater fixed charges that residents pay monthly on their water bills. These increased charges will help to ensure that ongoing capital needs in the community can be fulfilled.
- **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

OVERVIEW OF REVENUES (Continued)

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 7% in 2017.

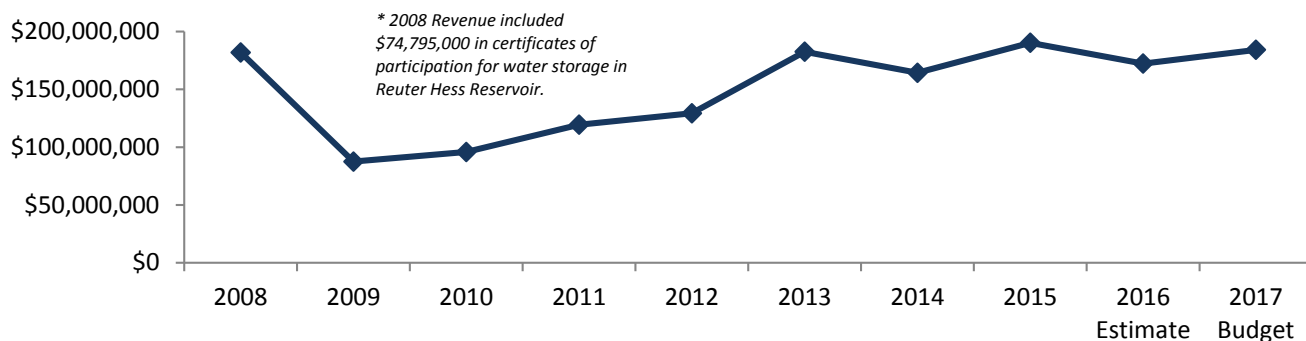
- **Impact Fees and System Development Fees** are charged as a part of the building permit process. These fees are projected based on anticipated residential and commercial growth in the coming year and are used to meet infrastructure needs caused by growth. These revenue sources make up nearly 15% of the revenue projected to be received in 2017 and are projected based upon the residential homes and commercial building projected for 2017. There are currently 700 single family homes and 100 multifamily units projected to be built in 2017 and it is anticipated that approximately 582,000 square feet of commercial property will initiate permit activity which would generate these revenues. An Impact Fee study has been undertaken in 2016 and any potential changes in fees will occur at a later date.
- **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 2017 and are projected based upon analysis of trending in the year the projection occurs and incorporating local economic factors or other general information regarding local and regional vehicle purchasing trends. In 2017, it is projected that revenue will increase by an estimated 6% over 2016.
- **Building Use Tax** is collected at the time a permit is issued and makes up about 4% of total Town revenue projected in 2017. 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 2017.
- **Transfers** from one fund to another account for 5.4% of the total revenue budget for 2017 and include the repayment of interfund loans, payments to the Fleet fund for vehicle purchases and contributions from one fund to another for significant projects. Each of these revenue items is evaluated and determined individually and no general assumptions are applied.

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

Description of Major Revenues

The Town of Castle Rock collects **taxes** to provide revenues to the General, Transportation, Community Center, General Long Term Planning, and Transportation Capital Projects Funds. **Tax support makes up about 34% of total projected Town revenues for 2017** 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



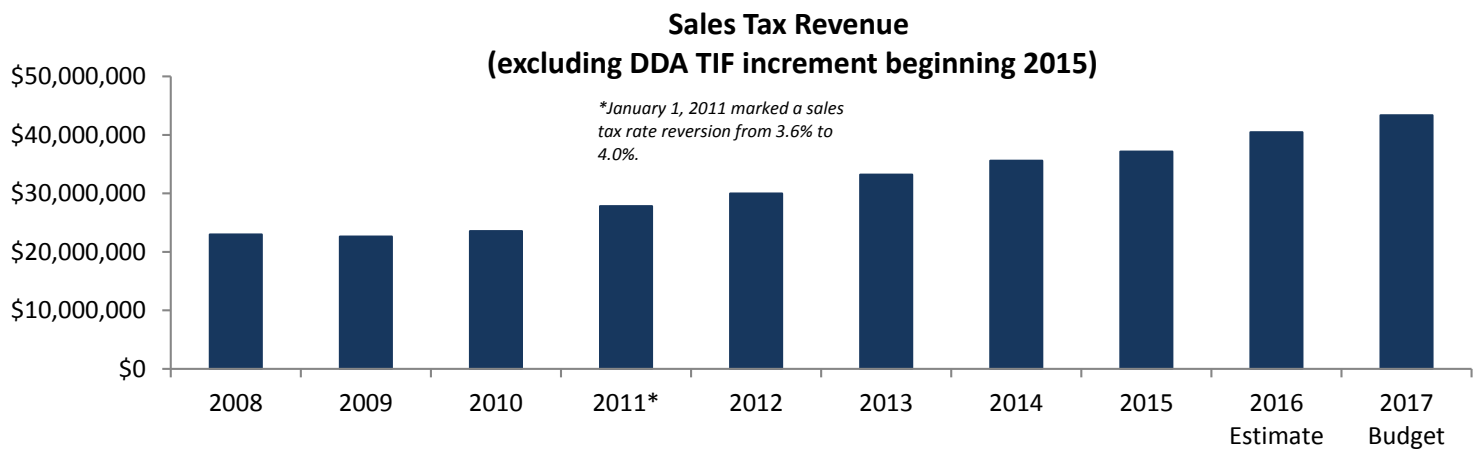
Sales Taxes - The Town levies a 4% tax for all local retail sales and also receives an additional 0.3% based on a “shareback” agreement with the County whereby the county shares back 0.3% of the sales and use tax it collects in the Town of Castle Rock. Castle Rock places this “shareback” revenue in the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

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

OVERVIEW OF REVENUES (Continued)

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

<u>Sales Tax Revenue by Operating Fund</u>	<u>2017 Percent Allocation</u>	<u>Percent of Total Fund Revenue for 2017</u>
General	70.29%	65.75%
Transportation	24.46%	57.99%
Community Center	5.25%	30.39%



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

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

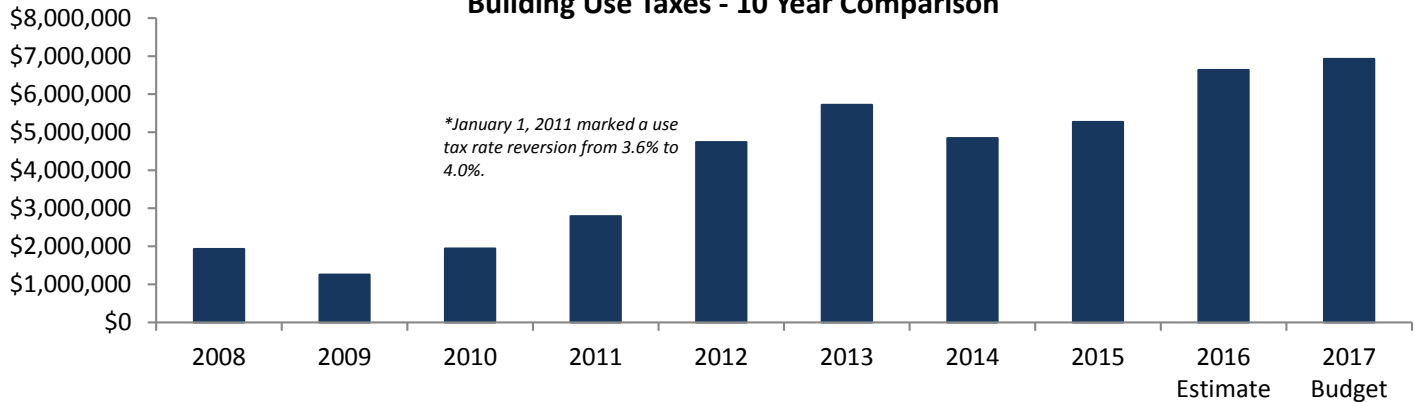
<u>Residential Building Use Tax Revenue by Fund</u>	<u>2017 Percent Allocation</u>	<u>Percent of Total Fund Revenue for 2017</u>
Transportation	36.29%	9.89%
Transportation Capital Projects	32.71%	30.43%
General Long Term Planning	25.39%	99.71%
Community Center	5.61%	3.75%

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 2017 are anticipated to be about 14% higher than the 2016 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 2017, including residential and commercial is projected to be about \$6,925,229, or about 3.8% of total budgeted revenues.**

OVERVIEW OF REVENUES (Continued)

Building Use Taxes - 10 Year Comparison



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

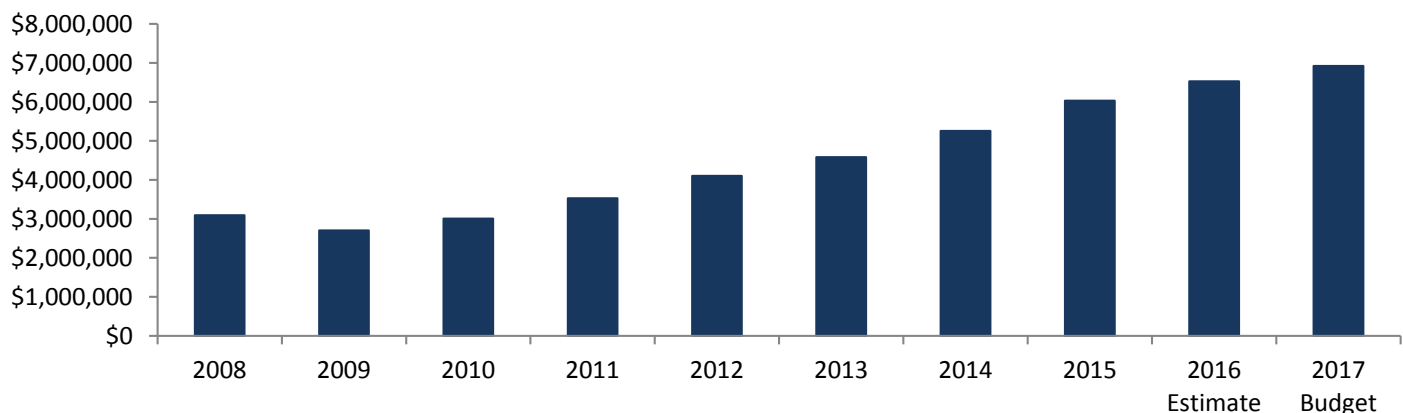
Motor Vehicle Taxes - Motor vehicle taxes are sales tax paid on the purchase price of a vehicle by Town residents. The County normally collects the tax through the licensing process and remits the Town's share monthly. These taxes are levied at the same rate as sales taxes, 4%.

Motor Vehicle Taxes are allocated over specific funds as follows:

<u>Motor Vehicle Tax Revenue by Fund</u>	<u>2017 Percent Allocation</u>	<u>Percent of Total Fund Revenue for 2017</u>
General Fund	60.96%	8.46%
Transportation	33.06%	11.56%
Community Center	5.98%	5.14%

2016 year end estimates indicate that total collections will likely be over the revenue budget by about 10%, and revenues for 2017 are anticipated to be about 6% higher than the 2016 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 2017 is projected to be about \$6,919,934, or about 3.8% of total budgeted revenues.**

Motor Vehicle Taxes - 10 Year Comparison

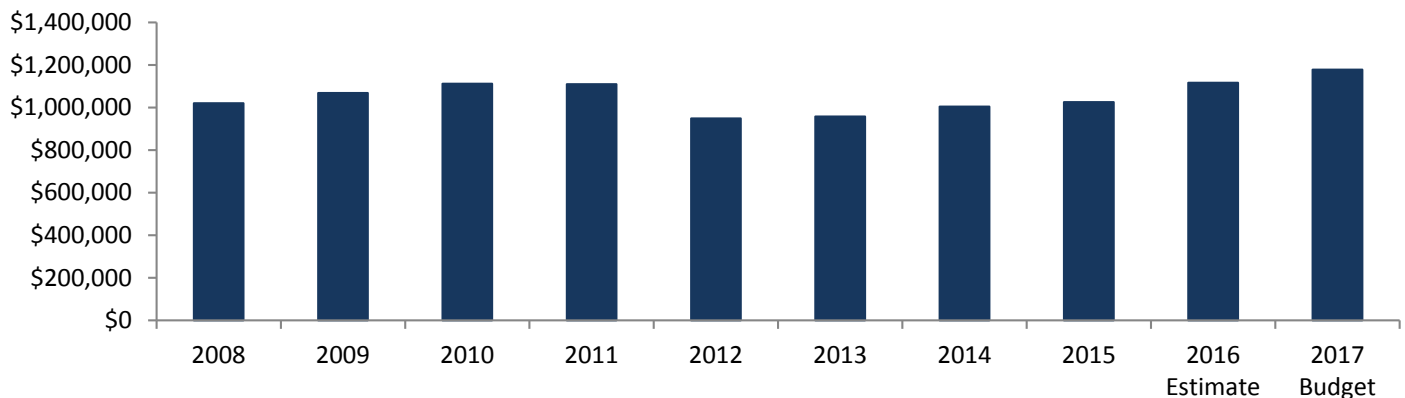


OVERVIEW OF REVENUES (Continued)

Specific Ownership Taxes – The Department of Motor Vehicles collects specific ownership tax when a vehicle is licensed. This tax is collected based on the value of the vehicle when it was new. This taxable value does not change throughout the life of the vehicle; however, the tax rate charged on the taxable value continues to decrease until the vehicle is 10 or more years old at which time the taxes paid are \$3.00 per year. The Douglas County Treasurer’s Office distributes 29% of this tax to various local districts (including the Town) based on their mill levy. Specific Ownership Taxes are estimated based upon actual revenues tracked ongoing; these revenues are projected to increase slightly from 2016 as indicated by revenue trending and make up **less than 1%** of General Fund revenues.

Property Taxes – Taxes are levied against both residential and commercial real property located within the Town limits. Taxes are levied in the current year and due in the following year, i.e. 2017 receipts are for taxes levied for 2016. Property tax revenues are restricted to a 5.5% increase by the Town of Castle Rock Municipal Code. **Property taxes make up about 2.6% of the General Fund budgeted revenues for 2017 and less than 1% of total Town revenues.** Property Tax revenue projected for 2017 is anticipated to increase by the restricted maximum of 5.5%. This includes the continued reduction in revenue related to the approved increased exemption of Business Personal Property Tax in 2015 from \$7,000 up to \$100,000.

Property Tax - 10 Year Comparison



Tobacco Taxes – A \$0.01 tax is levied by the State of Colorado on each cigarette sold. Approximately 27% of this tax is distributed to municipalities based on the percentage of state sales taxes collected in the jurisdiction compared to the statewide collection. The Town receives these taxes on or near the 15th of the month; two months after the vendor collected the taxes. **Tobacco taxes make up less than 1% of the General Fund budgeted revenue for 2017** and are anticipated to increase slightly when compared to the amount estimated to be received by the end of 2016. Current trending in 2016 has generated the projection for 2017 for this revenue source.

Franchise Fees – The Town imposes franchise fees on utility companies that provide services within the Town limits. This fee grants the company access to public streets and provides easements that enable them to supply and maintain services to Town residents. The Town has franchise agreements with Intermountain Rural Electric Association (IREA), Black Hills Energy Corporation, Comcast Cable and Centurylink. The Town collects 3% of Black Hills Energy Corporation’s gross sales within the Town, 5% of Centurylink and Comcast’s gross sales, 3% of the gross revenue of each IREA customer up to \$10,000, and 2% of gross revenue over \$10,000 from each customer. **Franchise Fees make up about 5.2% of the budgeted revenues of the General Fund for 2017** 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 2016, this amount is anticipated to remain the same in 2017. **PEG Fees make up less than 1% of General Fund revenue for 2017.**

OVERVIEW OF REVENUES (Continued)

Highway User Tax – This revenue is collected at the State level and locally shared revenue that is distributed monthly. These funds are collected through gas taxes and motor vehicle registration fees and are earmarked specifically for the construction, maintenance or improvement of streets, roads and highways. Monies are distributed to municipalities based on a formula that includes the number of vehicles registered and the miles of streets in each municipality. Distribution percentages are recalculated every year in July based on the previous year's vehicle registrations and the previous year's miles of open and maintained streets. A Local Highway Finance Report must be completed and returned to the Colorado Department of Transportation each year in order to receive a portion of this revenue. Highway User Taxes are anticipated to be approximately 7.7% of the total revenue for the Transportation Fund and are expected to be about 2% higher than the revenue estimated to be received in 2016. 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 2017 Road and Bridge Taxes are projected to make up about 6% of the total revenue in the Transportation Fund and are anticipated to increase by about 1% over 2016. This projected budget amount was determined based on actual revenue received in 2015 and current trending in 2016.

Development impact fees and system development fees, make up about 15% of all Town revenues for 2017 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; with year-end estimates for 2016 based upon an estimated single family housing forecast of 800 houses and 316 multi-family home units. Current year growth within 2016 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 2017 of 700; 2018 of 700 and 2019 of 600 new homes for each respective year. Multi-family homes are additionally incorporated as anticipated development increases; current projections incorporate 100 multi-family units in 2017, 192 in 2018, and 70 in 2019.

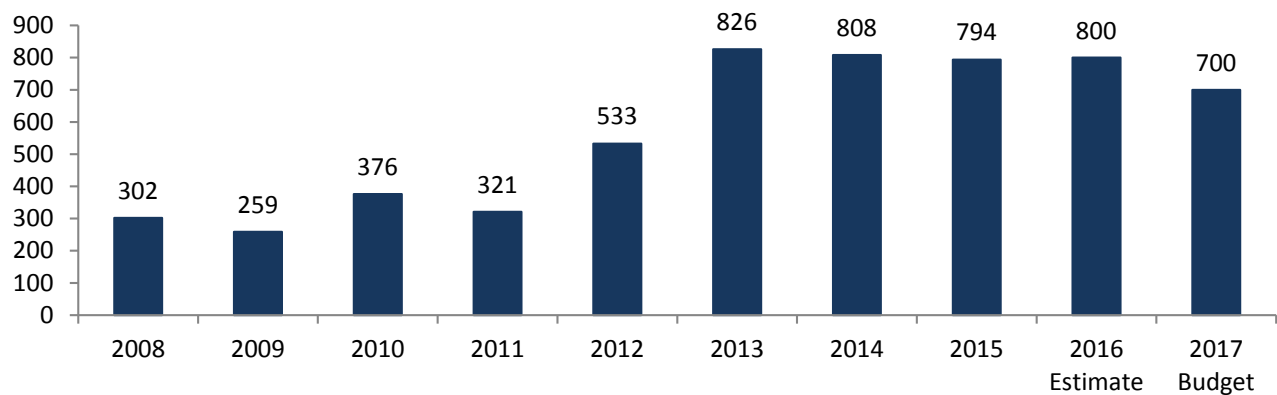
Development Impact Fees – These fees are set in the Town Code and are collected at building permit issuance. The revenue generated by these fees must be used to pay for growth related improvements, facilities and equipment in the areas of parks, fire, police, municipal facilities, stormwater, recreation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

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

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

OVERVIEW OF REVENUES (Continued)

Single Family Building Permits Issued/Projected



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

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

Charges for Services – *This category is used mainly by enterprise funds to support operations and make up about 32% of total Town budgeted revenues for 2017.* The operating expenses of the Water, Wastewater, Golf, Development Services and Community Center Funds are funded almost entirely by charges for services. Governmental funds may record charges for services if services are provided to outside customers; however, it is not generally a significant source of revenue for these funds. Ambulance services in the General Fund are supported in part by user charges. Charges for Services are projected by analyzing each charge category, identifying trends and market pricing for services rendered.

Transfers In – Transfers between funds occur for a variety of reasons as funds may be required for projects or for interfund loans to fund large scale projects. Transfers also occur to accommodate purchases of new vehicles that take place through the Fleet Fund. It is important to note that Transfers In are recorded as expenditure in one fund and revenue in another fund, for the singular purpose of appropriately moving funds. *Transfers In make up about 5.4% of total Town revenue budgeted in 2017.*

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 2017; however it is prudent to include the budgeted revenue and expense after the award is confirmed.

OVERVIEW OF EXPENDITURES

Major Expenditure Assumptions for 2017

The 2017 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 2017 are in the following categories:

- **Capital** projects are the largest planned expenditure category item in 2017 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 2017 is related to the Town of Castle Rock's ongoing initiative to ensure that reliable water sources are available for the long term. Funds budgeted in the Water Resources Fund toward this effort include a total of nearly \$18.2 million. Additional large initiatives planned for 2017 include \$4.8 million planned to construct a new fire station in the Crystal Valley Ranch subdivision.

OVERVIEW OF EXPENDITURES (Continued)

- **Personnel** related costs are also a significant portion of the total proposed expenditures; within the proposed 2017 budget, there are 11 additional benefitted positions requested. In terms of compensation, 4% 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. Health insurance costs are budgeted to increase by 8% for both employer and employee contributions and retirement contributions are budgeted at 6%.
- **Service and Other** category costs are projected to increase about 11% over 2016 estimated costs and include services contracts, insurance and general utilities costs. Each service item is evaluated separately and considerations are incorporated based upon information received, trending and usage. Some of the increases within the 2016 budget include an anticipated 8% increase in electricity expense and as technology increases occur, costs for software maintenance and maintenance agreements are projected to increase correspondingly.

Description of Major Expenditures

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

Personnel – Costs for all employees including regular, part-time, and seasonal and overtime salaries and general benefit costs.

Personnel costs make up about 28% of the total 2017 Expenditure Budget. The 2017 budget proposal includes a number of position additions which have been evaluated and deemed necessary to maintain existing levels of service to the community. These are identified and explained in each department narrative.

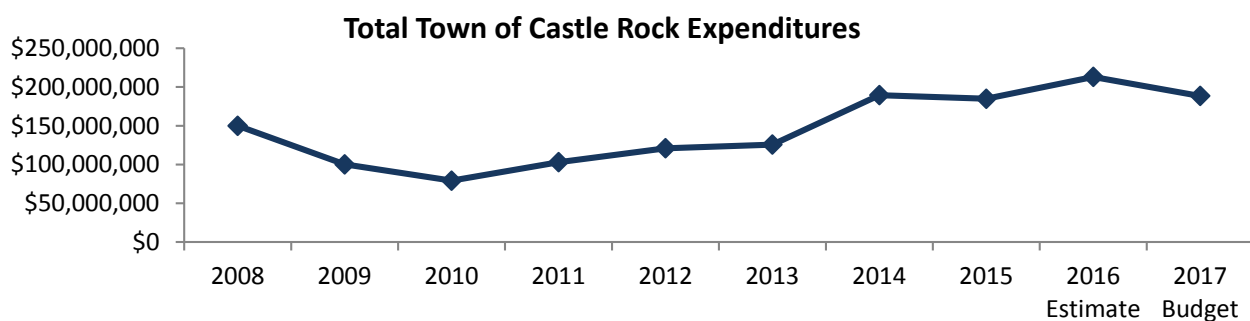
Supplies – Costs for general operating necessities including office and cleaning supplies, parts, gasoline, chemicals and fertilizers, computer hardware, software, communication equipment, etc. **Budgeted Supply expenditures make up about 4% of the budget for 2017.**

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 24% of the total budgeted expenses for 2017.**

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 30% of the total budget for 2017 consists of Capital Outlay and Capital Improvement Program related projects.**

Debt and Financing – Costs associated with the purchasing and financing of general obligation bonds and Certificates of Participation are included in this category. **Amounts budgeted for Debt Service make up approximately 5% of the total budget for 2017.**

Transfers Out – Costs attributed to the internal service fund user charges are included here. **Amounts budgeted for Transfers Out account for just over 8% of the total budget for 2017.** Items which are considered ongoing transfers have been included in this category and items of a material nature include transfers between funds for the repayment of interfund loans as well as Vehicle Replacement Program transfers to the Fleet Fund to accumulate for future vehicle replacement costs.



TOWN WIDE FTE INFORMATION

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
<u>By Fund</u>					
General Fund	276.41	282.79	285.29	286.76	0.5%
Transportation Fund	36.45	36.45	36.45	41.45	13.7%
Special Events Fund	0.00	0.00	0.00	1.00	100.0%
Transportation Capital Fund	1.00	1.00	1.00	0.00	-100.0%
Water Fund	31.80	33.67	33.67	31.65	-6.0%
Water Resources Fund	15.35	17.15	17.15	19.72	15.0%
Stormwater Fund	14.85	16.04	16.04	15.78	-1.6%
Wastewater Fund	14.71	14.85	14.85	14.55	-2.0%
Golf Fund	8.30	9.30	9.30	9.30	0.0%
Development Services Fund	37.45	45.57	45.57	50.85	11.6%
Community Center Fund	28.52	28.52	29.02	29.27	0.9%
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	471.58	492.08	495.08	507.08	2.4%

By Department

Town Council	7.00	7.00	7.00	7.00	0.0%
Town Manager's Office	2.00	3.00	3.00	3.00	0.0%
Deputy Town Manager's Office	3.00	2.00	2.00	2.00	0.0%
Special Events	0.00	2.00	2.00	2.00	0.0%
Community Relations	4.00	4.00	4.00	4.00	0.0%
Human Resources	5.00	5.00	5.00	5.00	0.0%
Innovation & Technology	16.00	18.00	18.00	19.00	5.6%
Facilities	7.00	11.25	11.25	11.25	0.0%
Town Attorney's Office	3.50	3.75	3.75	3.75	0.0%
Town Clerk's Office	2.00	2.00	2.00	2.00	0.0%
Municipal Court	5.00	5.00	5.00	5.00	0.0%
Finance	18.50	18.50	18.50	19.50	5.4%
Police	90.38	95.38	95.38	97.88	2.6%
Fire & Rescue	78.50	80.50	80.50	81.00	0.6%
Development Services	49.45	49.45	51.45	53.45	3.9%
Parks & Recreation	60.10	60.10	61.10	62.10	1.6%
Public Works	43.45	43.45	43.45	47.45	9.2%
Utilities	76.70	81.70	81.70	81.70	0.0%
Total All Departments FTE's	471.58	492.08	495.08	507.08	2.4%

New Full Time Positions added in 2017 include:

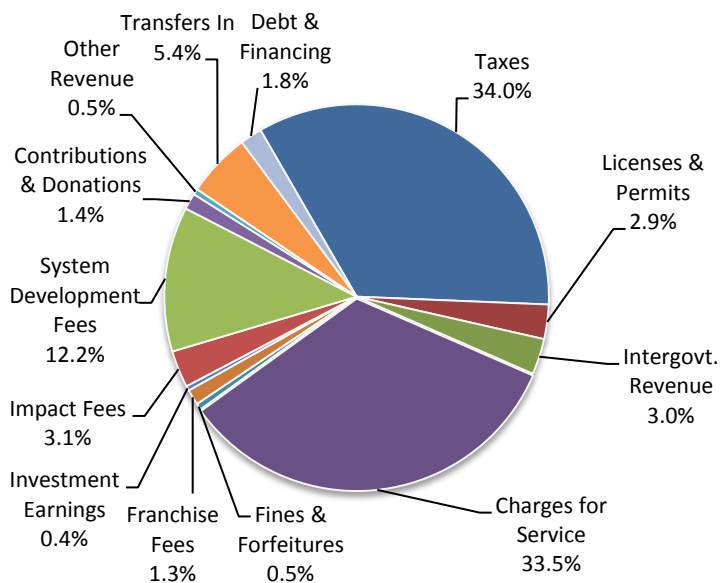
GIS Analyst (DoIT)	Field Supervisor (Transportation)
Business Use Tax Auditor (Finance)	Combination Building Inspector (Development Services)
Neighborhood Services Liasion (Development Services)	Facility Coordinator 30+ (Community Center Fund)
Two Patrol Officers (Police)	
Fire Prevention Officer (Fire and Development Services)	
Sr. Traffic Signal Technician (Transportation)	
Two Operators (Transportation)	

TOWNWIDE SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY

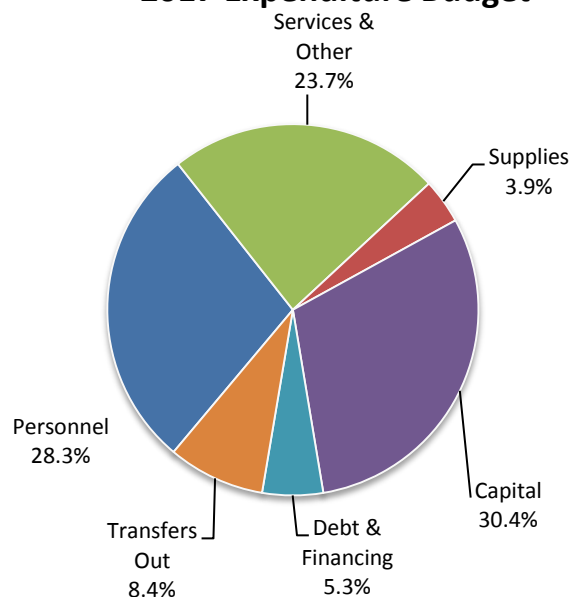
	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget
Beginning Fund Balance	\$ 195,941,357	\$ 201,418,022	\$ 201,418,022	\$ 160,693,735
REVENUES				
Taxes	\$ 53,139,060	\$ 54,325,225	\$ 58,645,842	\$ 62,599,528
Licenses & Permits	3,472,872	4,227,342	4,249,387	5,333,793
Intergovernmental Revenue	4,926,558	4,571,628	4,690,294	5,539,797
Charges for Service	52,625,961	56,316,870	57,235,961	61,720,044
Fines & Forfeitures	1,206,515	1,240,362	942,330	979,683
Franchise Fees	2,164,096	2,361,239	2,293,554	2,413,335
Investment Earnings	778,168	623,503	613,823	723,952
Impact Fees	5,691,343	6,977,887	7,736,116	5,725,029
System Development Fees	20,984,485	15,728,735	19,206,895	22,433,738
Contributions & Donations	4,912,681	5,611,066	2,943,762	2,509,271
Other Revenue	1,639,597	3,146,293	3,352,048	906,513
Transfers In	12,916,348	7,543,574	7,173,796	9,941,136
Debt & Financing	25,833,177	3,229,687	3,229,687	3,383,745
Total Revenues	\$ 190,290,861	\$ 165,903,411	\$ 172,313,495	\$ 184,209,564
EXPENDITURES				
Personnel	\$ 44,513,944	\$ 50,124,902	\$ 48,848,214	\$ 53,272,555
Services & Other	39,656,079	40,451,605	40,239,400	44,721,562
Supplies	5,489,867	5,941,903	5,937,253	7,348,230
Capital	46,478,388	96,337,261	93,799,336	57,238,687
Debt & Financing	19,608,727	11,556,057	12,272,757	9,970,343
Transfers Out	29,067,191	11,948,622	11,940,822	15,924,964
Total Expenditures*	\$ 184,814,196	\$ 216,360,350	\$ 213,037,782	\$ 188,476,341
Contribution to or (Use of) Fund Balance	\$ 5,476,665	\$ (50,456,939)	\$ (40,724,287)	\$ (4,266,777)
Ending Funds Available	\$ 201,418,022	\$ 150,961,083	\$ 160,693,735	\$ 156,426,958

*Difference between revenues and expenditures equates to the planned use of available fund balance for 2016 and 2017. Funds have been accumulated and saved in specific accounts for significant, one-time, capital projects as reflected in the Beginning Fund Balance Amounts.

2017 Revenue Budget



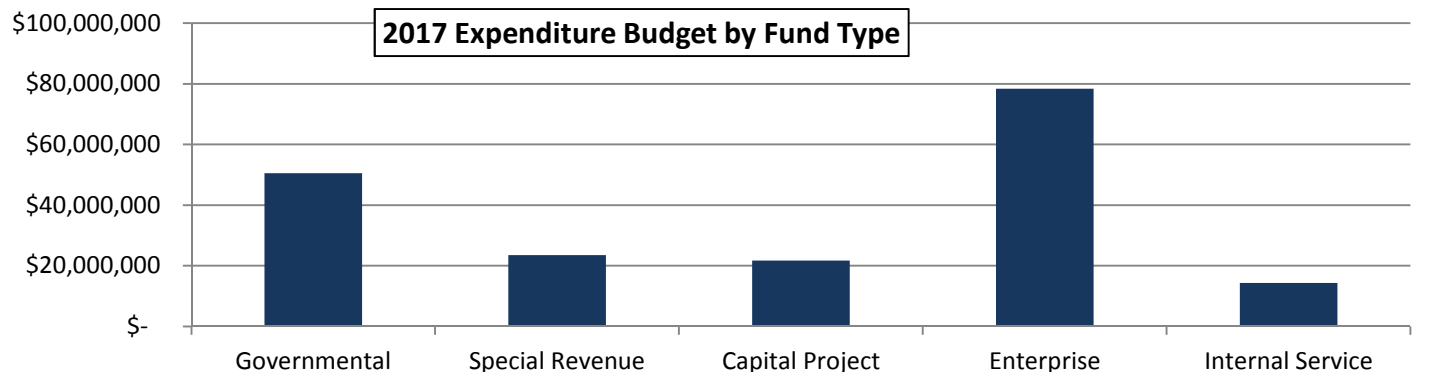
2017 Expenditure Budget



TOWNWIDE FUNDS AVAILABLE PROJECTION SUMMARY

	2017 Estimated Beginning Fund Balance	2017 Revenues	2017 Expenditures	Designations & Reservations ^	Remaining Funds Available for Appropriation
GOVERNMENTAL FUNDS					
General Fund	\$ 18,498,447	\$ 46,356,808	\$ 47,936,117	\$ 7,920,802	\$ 8,998,336
Economic Development Fund	3,136,406	1,478,973	2,615,379	2,000,000	-
Total Governmental Funds	\$ 21,634,853	\$ 47,835,781	\$ 50,551,496	\$ 9,920,802	\$ 8,998,336
SPECIAL REVENUE FUNDS					
Transportation Fund	\$ 4,007,300	\$ 22,589,818	\$ 20,699,541	\$ 1,927,865	3,969,712
Conservation Trust Fund	44,905	571,741	221,834	394,812	-
Philip S. Miller Trust Fund	202,428	275,155	265,900	211,683	-
Public Art Fund	40,441	25,265	25,000	40,706	-
Police Forfeiture Fund	5,452	5,008	-	10,460	-
Downtown Development Authority TIF	963,810	1,350,222	1,954,544	359,488	-
Special Events Fund	247,250	372,582	337,304	282,528	-
Total Special Revenue Funds	\$ 5,511,586	\$ 25,189,791	\$ 23,504,123	\$ 3,227,542	\$ 3,969,712
CAPITAL PROJECT FUNDS					
Parks and Recreation Capital Fund	\$ 1,275,426	\$ 2,169,412	\$ 3,211,463	\$ 233,375	\$ -
Municipal Facilities Capital Fund	1,553,108	2,804,426	4,104,265	253,269	-
Fire Capital Fund	3,094,653	3,526,319	6,324,311	296,661	-
Police Capital Fund	76,276	263,111	166,228	173,159	-
Transportation Capital Projects Fund	2,306,331	5,495,792	5,479,618	2,322,505	-
General Long Term Planning Fund	1,224,356	1,305,839	2,418,100	112,095	-
Total Capital Project Funds	\$ 9,530,150	\$ 15,564,899	\$ 21,703,985	\$ 3,391,064	\$ -
ENTERPRISE FUNDS					
Water Fund	\$ 20,301,036	\$ 20,155,602	\$ 17,861,986	\$ 22,594,652	\$ -
Water Resources Fund	65,420,866	26,021,898	27,685,672	63,757,092	-
Stormwater Fund	4,079,377	5,182,409	4,509,062	4,752,724	-
Wastewater Fund	21,865,829	13,585,110	11,370,089	24,080,850	-
Golf Fund	1,426,160	3,083,426	3,320,800	845,876	342,910
Development Services Fund	5,037,679	6,614,748	6,668,393	1,557,678	3,426,357
Community Center Fund	685,601	7,489,788	6,979,785	487,637	707,967
Total Enterprise Funds	\$ 118,816,548	\$ 82,132,981	\$ 78,395,787	\$ 118,076,508	\$ 4,477,234
INTERNAL SERVICE FUNDS					
Employee Benefits Fund	\$ 2,867,743	\$ 7,955,748	\$ 8,011,548	\$ 2,109,505	\$ 702,439
Fleet Services Fund	2,332,855	5,530,364	6,309,402	1,553,817	-
Total Internal Service Funds	\$ 5,200,598	\$ 13,486,112	\$ 14,320,950	\$ 3,663,322	\$ 702,439
Total All Funds	\$ 160,693,735	\$ 184,209,564	\$ 188,476,341	\$ 138,279,237	\$ 18,147,720

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



2017 Townwide Fund Summary

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	Major Governmental Funds			Non-Major Special Revenue Governmental Funds	
	General Fund	Economic Development Fund	Transportation Fund	Conservation Trust Fund	Philip S. Miller Trust Fund
<i>*2017 Estimated Beginning Fund Balance will be updated upon approval of the requested 4th Budget amendment of 2016</i>					
2017 Estimated Beginning Fund Balance	\$ 18,498,447	\$ 3,136,406	\$ 4,007,300	\$ 44,905	\$ 202,428
Revenues					
Taxes	\$ 35,961,762	\$ 1,436,067	\$ 17,944,467	\$ -	\$ -
Franchise Fees	2,413,335	-	-	-	-
Licenses & Permits	91,588	-	-	150,000	-
Intergovernmental	318,284	-	4,430,016	417,497	-
Charges for Service	2,453,273	-	3,000	-	-
Management Fees	3,274,465	-	-	-	-
Fines & Forfeitures	545,683	-	-	-	-
Investment Earnings	92,975	42,906	20,135	4,244	155
Impact Fees	-	-	-	-	-
System Development Fees	-	-	-	-	-
Contributions & Donations	30,000	-	191,000	-	275,000
Transfers In	525,000	-	-	-	-
Interfund Loan Revenue	381,186	-	-	-	-
Debt & Financing Revenue	-	-	-	-	-
Other Revenue	269,257	-	1,200	-	-
Total Revenues	\$ 46,356,808	\$ 1,478,973	\$ 22,589,818	\$ 571,741	\$ 275,155
Expenditures					
Personnel	31,292,303	-	3,961,810	85,334	-
Services & Other	8,089,095	2,615,379	8,578,706	-	265,900
Supplies	2,561,942	-	676,415	74,500	-
Capital	1,066,780	-	6,104,455	62,000	-
Debt & Financing	312,802	-	296,700	-	-
Interfund Loan	-	-	-	-	-
Transfers Out	4,613,195	-	1,081,455	-	-
Total Expenditures	\$ 47,936,117	\$ 2,615,379	\$ 20,699,541	\$ 221,834	\$ 265,900
Contribution to/(Use of) Fund Balance	\$ (1,579,309)	\$ (1,136,406)	\$ 1,890,277	\$ 349,907	\$ 9,255
Ending Funds Available	\$ 16,919,138	\$ 2,000,000	\$ 5,897,577	\$ 394,812	\$ 211,683
Reserves & Internal Designations*					
Contractual Reserve	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Revenue Stabilization Reserve	1,774,398	-	298,638	-	-
Catastrophic Events Reserve	1,000,000	-	1,629,227	-	-
Capital Reserve	2,039,766	-	-	-	-
Operating Designations	-	-	-	-	-
Opportunity/Economic Dev. Reserve	1,100,000	-	-	-	-
TABOR Reserve	1,706,638	-	-	-	-
Future Incentive Obligation	-	2,000,000	-	-	-
Committed for Fund Purpose	-	-	-	394,812	211,683
Debt Service Reserve	-	-	-	-	-
Claims Reserve	-	-	-	-	-
Health Care Cost Reserve	-	-	-	-	-
Total Reserves & Internal Designations	\$ 7,920,802	\$ 2,000,000	\$ 1,927,865	\$ 394,812	\$ 211,683
Unobligated Fund Balance	\$ 8,998,336	\$ -	\$ 3,969,712	\$ -	\$ -

2017 Townwide Fund Summary

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	Non-Major Special Revenue Governmental Funds (Continued)					Capital Projects Gvt. Funds
	Downtown					
	Police	Development	Authority TIF	Special Events	Parks and	
	Public Art Fund	Forfeiture Fund	Fund	Fund	Recreation	Capital Fund
<i>*2017 Estimated Beginning Fund Balance will be updated upon approval of the requested 4th Budget amendment of 2016</i>						
2017 Estimated Beginning Fund Balance	\$ 40,441	\$ 5,452	\$ 963,810	\$ 247,250	\$ 1,275,426	
Revenues						
Taxes	\$ -	\$ -	\$ 1,341,016	\$ -	\$ -	
Franchise Fees	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	
Intergovernmental	-	5,000	-	-	-	
Charges for Service	-	-	-	370,875	-	
Management Fees	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	
Investment Earnings	265	8	206	1,707	9,351	
Impact Fees	-	-	-	-	2,130,200	
System Development Fees	-	-	-	-	-	
Contributions & Donations	25,000	-	-	-	20,000	
Transfers In	-	-	-	-	9,861	
Interfund Loan Revenue	-	-	-	-	-	
Debt & Financing Revenue	-	-	-	-	-	
Other Revenue	-	-	9,000	-	-	
Total Revenues	\$ 25,265	\$ 5,008	\$ 1,350,222	\$ 372,582	\$ 2,169,412	
Expenditures						
Personnel	-	-	-	70,189	-	
Services & Other	25,000	-	58,512	201,815	-	
Supplies	-	-	-	65,300	-	
Capital	-	-	1,596,495	-	300,000	
Debt & Financing	-	-	299,537	-	709,963	
Interfund Loan	-	-	-	-	731,500	
Transfers Out	-	-	-	-	1,470,000	
Total Expenditures	\$ 25,000	\$ -	\$ 1,954,544	\$ 337,304	\$ 3,211,463	
Contribution to/(Use of) Fund Balance	\$ 265	\$ 5,008	\$ (604,322)	\$ 35,278	\$ (1,042,051)	
Ending Funds Available	\$ 40,706	\$ 10,460	\$ 359,488	\$ 282,528	\$ 233,375	
Reserves & Internal Designations*						
Contractual Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenue Stabilization Reserve	-	-	-	-	-	
Catastrophic Events Reserve	-	-	-	-	-	
Capital Reserve	-	-	-	-	-	
Operating Designations	-	-	-	-	-	
Opportunity/Economic Dev. Reserve	-	-	-	-	-	
TABOR Reserve	-	-	-	-	-	
Future Incentive Obligation	-	-	-	-	-	
Committed for Fund Purpose	40,706	10,460	45,762	282,528	233,375	
Debt Service Reserve	-	-	313,726	-	-	
Claims Reserve	-	-	-	-	-	
Health Care Cost Reserve	-	-	-	-	-	
Total Reserves & Internal Designations	\$ 40,706	\$ 10,460	\$ 359,488	\$ 282,528	\$ 233,375	
Unobligated Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	

2017 Townwide Fund Summary

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Capital Projects Governmental Funds (Continued)

**2017 Estimated Beginning Fund Balance will be updated upon approval of the requested 4th Budget amendment of 2016*

2017 Estimated Beginning Fund Balance

Revenues

	Municipal Facilities Capital Fund	Fire Capital Fund	Police Capital Fund	Transportation Capital Projects Fund	General Long Term Planning Fund
2017 Estimated Beginning Fund Balance	\$ 1,553,108	\$ 3,094,653	\$ 76,276	\$ 2,306,331	\$ 1,224,356
Revenues					
Taxes	\$ -	\$ -	\$ -	\$ 1,672,548	\$ 1,302,029
Franchise Fees	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	269,000	-
Charges for Service	-	-	-	-	-
Management Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Investment Earnings	5,382	12,237	616	22,377	3,810
Impact Fees	287,235	514,082	262,495	2,531,017	-
System Development Fees	-	-	-	-	-
Contributions & Donations	-	-	-	577,333	-
Transfers In	2,485,000	3,000,000	-	423,517	-
Interfund Loan Revenue	26,809	-	-	-	-
Debt & Financing Revenue	-	-	-	-	-
Other Revenue	-	-	-	-	-
Total Revenues	\$ 2,804,426	\$ 3,526,319	\$ 263,111	\$ 5,495,792	\$ 1,305,839

Expenditures

Personnel	-	-	-	-	-
Services & Other	106,887	60,175	20,895	-	520,000
Supplies	-	-	-	-	113,100
Capital	3,500,000	4,762,155	-	1,412,000	770,000
Debt & Financing	-	-	-	1,353,150	-
Interfund Loan	-	-	86,983	2,537,500	-
Transfers Out	497,378	1,501,981	58,350	176,968	1,015,000
Total Expenditures	\$ 4,104,265	\$ 6,324,311	\$ 166,228	\$ 5,479,618	\$ 2,418,100

Contribution to/(Use of) Fund Balance

	\$ (1,299,839)	\$ (2,797,992)	\$ 96,883	\$ 16,174	\$ (1,112,261)
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Ending Funds Available

Reserves & Internal Designations*

Contractual Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Stabilization Reserve	-	-	-	-	-
Catastrophic Events Reserve	-	-	-	-	-
Capital Reserve	-	-	-	-	-
Operating Designations	-	-	-	-	-
Opportunity/Economic Dev. Reserve	-	-	-	-	-
TABOR Reserve	-	-	-	-	-
Future Incentive Obligation	-	-	-	-	-
Committed for Fund Purpose	253,269	296,661	173,159	2,322,505	112,095
Debt Service Reserve	-	-	-	-	-
Claims Reserve	-	-	-	-	-
Health Care Cost Reserve	-	-	-	-	-
Total Reserves & Internal Designations	\$ 253,269	\$ 296,661	\$ 173,159	\$ 2,322,505	\$ 112,095

Unobligated Fund Balance

	\$ -	\$ -	\$ -	\$ -	\$ -
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2017 Townwide Fund Summary

CRgov.com

Enterprise Funds

**2017 Estimated Beginning Fund Balance will be updated upon approval of the requested 4th Budget amendment of 2016*

2017 Estimated Beginning Fund Balance

Revenues

	Water Fund	Water Resources Fund	Stormwater Fund	Wastewater Fund	Golf Fund
2017 Estimated Beginning Fund Balance	\$ 20,301,036	\$ 65,420,866	\$ 4,079,377	\$ 21,865,829	\$ 1,426,160
Revenues					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Franchise Fees	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	100,000	-	-	-	-
Charges for Service	14,114,336	8,676,054	3,948,295	10,335,752	3,000,152
Management Fees	-	-	-	-	-
Fines & Forfeitures	379,500	51,500	1,500	1,500	-
Investment Earnings	105,885	235,257	20,615	81,747	3,274
Impact Fees	-	-	-	-	-
System Development Fees	2,825,581	15,401,681	1,206,115	3,000,361	-
Contributions & Donations	-	-	2,315	29,510	-
Transfers In	-	1,528,166	-	-	80,000
Interfund Loan Revenue	2,557,750	-	-	-	-
Debt & Financing Revenue	-	-	-	-	-
Other Revenue	72,550	129,240	3,569	136,240	-
Total Revenues	\$ 20,155,602	\$ 26,021,898	\$ 5,182,409	\$ 13,585,110	\$ 3,083,426

Expenditures

Personnel	2,944,848	1,875,148	1,483,474	1,370,608	1,253,192
Services & Other	4,595,827	3,020,268	630,418	3,591,783	611,587
Supplies	1,220,833	326,722	91,250	294,446	543,800
Capital	5,630,902	18,188,899	2,185,160	5,712,993	247,729
Debt & Financing	1,740,767	4,269,928	-	333,258	654,238
Interfund Loan	-	-	20,250	-	7,512
Transfers Out	1,728,809	4,707	98,510	67,001	2,742
Total Expenditures	\$ 17,861,986	\$ 27,685,672	\$ 4,509,062	\$ 11,370,089	\$ 3,320,800

Contribution to/(Use of) Fund Balance **\$ 2,293,616** **\$ (1,663,774)** **\$ 673,347** **\$ 2,215,021** **\$ (237,374)**

Ending Funds Available **\$ 22,594,652** **\$ 63,757,092** **\$ 4,752,724** **\$ 24,080,850** **\$ 1,188,786**

Reserves & Internal Designations*

Contractual Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Stabilization Reserve	1,590,000	-	-	-	200,000
Catastrophic Events Reserve	5,346,135	2,429,715	-	1,647,022	-
Capital Reserve	13,198,266	59,957,021	3,885,200	20,557,688	145,061
Operating Designations	1,460,251	870,356	367,524	876,140	-
Opportunity/Economic Dev. Reserve	-	-	-	-	-
TABOR Reserve	-	-	-	-	-
Future Incentive Obligation	-	-	-	-	-
Committed for Fund Purpose	1,000,000	500,000	500,000	1,000,000	-
Debt Service Reserve	-	-	-	-	500,815
Claims Reserve	-	-	-	-	-
Health Care Cost Reserve	-	-	-	-	-
Total Reserves & Internal Designations	\$ 22,594,652	\$ 63,757,092	\$ 4,752,724	\$ 24,080,850	\$ 845,876

Unobligated Fund Balance **\$ -** **\$ -** **\$ -** **\$ -** **\$ 342,910**

2017 Townwide Fund Summary

CRgov.com

	Enterprise Funds (Continued)		Internal Service Funds		
	Development Services Fund	Community Center Fund	Employee Benefits Fund	Fleet Services Fund	Total (All Funds)
<i>*2017 Estimated Beginning Fund Balance will be updated upon approval of the requested 4th Budget amendment of 2016</i>					
2017 Estimated Beginning Fund Balance	\$ 5,037,679	\$ 685,601	\$ 2,867,743	\$ 2,332,855	\$ 160,693,735
Revenues					
Taxes	\$ -	\$ 2,941,639	\$ -	\$ -	\$ 62,599,528
Franchise Fees	-	-	-	-	2,413,335
Licenses & Permits	5,092,205	-	-	-	5,333,793
Intergovernmental	-	-	-	-	5,539,797
Charges for Service	1,495,493	4,073,530	6,576,035	3,398,784	58,445,579
Management Fees	-	-	-	-	3,274,465
Fines & Forfeitures	-	-	-	-	979,683
Investment Earnings	27,050	10,419	20,600	2,731	723,952
Impact Fees	-	-	-	-	5,725,029
System Development Fees	-	-	-	-	22,433,738
Contributions & Donations	-	-	1,359,113	-	2,509,271
Transfers In	-	-	-	1,889,592	9,941,136
Interfund Loan Revenue	-	418,000	-	-	3,383,745
Debt & Financing Revenue	-	-	-	-	-
Other Revenue	-	46,200	-	239,257	906,513
Total Revenues	\$ 6,614,748	\$ 7,489,788	\$ 7,955,748	\$ 5,530,364	\$ 184,209,564
Expenditures					
Personnel	4,561,547	3,797,840	59,147	517,115	53,272,555
Services & Other	1,396,302	2,221,310	7,950,401	161,302	44,721,562
Supplies	594,818	507,387	2,000	275,717	7,348,230
Capital	-	355,000	-	5,344,119	57,238,687
Debt & Financing	-	-	-	-	9,970,343
Interfund Loan	-	-	-	-	3,383,745
Transfers Out	115,726	98,248	-	11,149	12,541,219
Total Expenditures	\$ 6,668,393	\$ 6,979,785	\$ 8,011,548	\$ 6,309,402	\$ 188,476,341
Contribution to/(Use of) Fund Balance	\$ (53,645)	\$ 510,003	\$ (55,800)	\$ (779,038)	\$ (4,266,777)
Ending Funds Available	\$ 4,984,034	\$ 1,195,604	\$ 2,811,943	\$ 1,553,817	\$ 156,426,958
Reserves & Internal Designations*					
Contractual Reserve	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Revenue Stabilization Reserve	1,557,678	88,249	-	-	5,508,963
Catastrophic Events Reserve	-	-	-	-	12,052,099
Capital Reserve	-	399,388	-	-	100,182,389
Operating Designations	-	-	-	-	3,574,271
Opportunity/Economic Dev. Reserve	-	-	-	-	1,100,000
TABOR Reserve	-	-	-	-	1,706,638
Future Incentive Obligation	-	-	-	-	2,000,000
Committed for Fund Purpose	-	-	-	1,553,817	8,930,832
Debt Service Reserve	-	-	-	-	814,541
Claims Reserve	-	-	1,407,066	-	1,407,066
Health Care Cost Reserve	-	-	702,439	-	702,439
Total Reserves & Internal Designations	\$ 1,557,678	\$ 487,637	\$ 2,109,505	\$ 1,553,817	\$ 138,279,237
Unobligated Fund Balance	\$ 3,426,357	\$ 707,967	\$ 702,439	\$ -	\$ 18,147,720

FUND BALANCE RESERVES

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

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

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

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

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

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

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

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

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

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

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

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



General Fund Combined Revenue and Expense Summary

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

Category	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 16,222,134	\$ 16,746,964	\$ 16,746,964	\$ 18,498,447	10%
Revenues					
Taxes	30,895,909	31,452,251	33,611,016	35,961,762	7%
Franchise Fees	2,164,096	2,361,239	2,293,554	2,413,335	5%
Licenses & Permits	88,355	80,730	82,775	91,588	11%
Intergovernmental	327,450	311,758	312,028	318,284	2%
Charges for Service	2,102,349	2,174,750	2,300,457	2,453,273	7%
Management Fees	2,770,586	2,886,561	2,886,561	3,274,465	13% (1)
Fines & Forfeitures	815,713	837,310	526,330	545,683	4%
Investment Earnings	61,208	74,555	74,555	92,975	25% (2)
Contributions & Donations	57,779	32,300	30,000	30,000	0%
Transfers In	589,130	500,000	500,000	525,000	5%
Interfund Loan Revenue	986,382	393,245	393,245	381,186	-3%
Other Revenue	345,784	318,952	318,371	269,257	-15% (3)
Total Revenues	\$ 41,204,741	\$ 41,423,651	\$ 43,328,892	\$ 46,356,808	7%
Expenditures					
Personnel	26,864,244	29,400,453	29,048,076	31,292,303	8%
Services & Other	6,839,018	7,403,042	7,326,588	8,089,095	10% (4)
Supplies	1,539,961	2,021,869	1,954,779	2,561,942	31% (5)
Capital	624,311	288,553	294,548	100,000	-66% (5)
Debt & Financing	312,800	315,300	315,300	312,802	-1%
Transfers Out	3,943,646	1,586,524	1,586,524	1,613,195	2%
Total Expenditures (Excluding One-Time)	\$ 40,123,980	\$ 41,015,741	\$ 40,525,815	\$ 43,969,337	8%
Net Change Excluding One-Time Capital	\$ 1,080,761	\$ 407,910	\$ 2,803,077	\$ 2,387,471	-15% (6)
Interfund loan for Fire Station 152 Construction				3,000,000	100% (7)
5 Year CIP (One-Time Expenditures)	555,931	1,051,594	1,051,594	966,780	-8%
Total Expenditures (Including One-Time)	40,679,911	42,067,335	41,577,409	47,936,117	15% (7)
Contribution to or (Use of) Fund Balance	524,830	(643,684)	1,751,483	(1,579,309)	-190% (7)
Ending Funds Available	\$ 16,746,964	\$ 16,103,280	\$ 18,498,447	\$ 16,919,138	-9%
Reserves & Internal Designations*					
Contractual Reserve		300,000	300,000	300,000	
Revenue Stabilization Reserve		1,668,000	1,668,000	1,774,398	
Catastrophic Events Reserve		1,000,000	1,000,000	1,000,000	
Capital Reserve		1,765,000	1,765,000	2,039,766	
Opportunity/Economic Dev. Reserve		1,000,000	1,000,000	1,100,000	
Operational Capacity Reserve		1,000,000	1,000,000	-	
TABOR Reserve		1,672,908	1,672,908	1,706,638	
Total Reserves & Internal Designations		8,405,908	8,405,908	7,920,802	
Unobligated Fund Balance	\$ 16,746,964	\$ 7,697,372	\$ 10,092,539	\$ 8,998,336	

(General Fund Notes are reflected on the following page)

General Fund Combined Revenue and Expense Summary (Continued)

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Management Fees reflect a 13% increase based from 2016 based on corresponding operating budget increases for supporting departments plus a full year of operations at the Miller Activity Complex; management fees attribute support costs, including Facilities, Technology, Human Resources, and others, to receiving departments

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

(3) Other Revenue decreases due to reduction in rent paid by the Development Services Fund as a result of expanding Town Hall and elimination of funds received from the Douglas County Emergency Telephone Authority

(4) Services & Other increases are related to an assessment of efficiency and automation options, funding for the biennial community survey, utility cost increases, software cost increases and other general town services

(5) The expenditure increase in the Supplies category is due to many factors including costs for open house events, Your Town Academy, computer replacement and other technology costs being moved to the General Fund from the General Long-term Planning fund and equipment costs for the Police Department

(6) The net change excluding one-time capital expenditures increases due to projected tax revenue increases, offset partially by increases in personnel and other categories

(7) The increase in total expenditures, and the Use of Fund Balance, is related to a one-time interfund loan to the Fire Capital Fund for construction of Fire Station 152; repayment of this loan from the Fire Capital Fund is scheduled begin in 2018 and last for a 10 year term

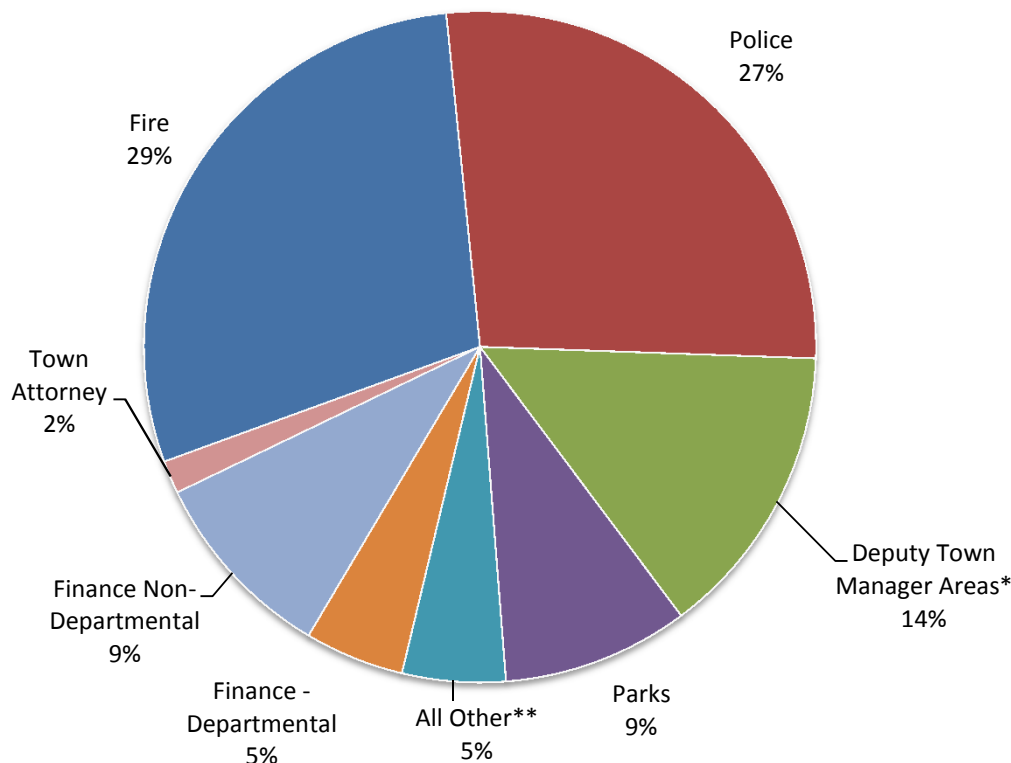


Sunrise in Castle Rock

General Fund Expense Summary by Department

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget
Expenditures				
Town Council	\$ 638,838	\$ 716,209	\$ 700,645	\$ 750,530
Town Manager	351,945	491,238	470,700	593,872
Deputy Town Manager	504,795	404,554	404,170	401,531
Human Resources	725,908	700,580	700,283	739,536
Community Relations	643,564	686,923	686,581	819,271
DoIT	2,314,213	2,927,775	2,823,463	3,467,924
Facilities	1,129,629	1,331,945	1,331,446	1,334,890
Town Attorney	522,430	735,695	697,161	754,644
Town Clerk	305,805	379,282	368,014	366,800
Municipal Court	319,059	391,388	375,152	417,925
Finance - Departmental	1,936,355	2,167,162	2,125,445	2,273,583
Police	10,787,774	11,867,464	11,827,668	12,904,621
Fire	11,764,869	12,816,902	12,791,986	13,755,858
Development Services	513,199	536,510	479,778	649,051
Parks	4,253,853	4,326,428	4,207,637	4,268,688
Finance Non-Departmental	3,312,887	1,017,829	1,017,829	4,437,393
Downtown Projects	654,788	569,451	569,451	-
Total Expenditures	\$ 40,679,911	\$ 42,067,335	\$ 41,577,409	\$ 47,936,117

General Fund Expenditures by Department



56% of the General Fund appropriated budget provides direct funding for the Town established priority of providing outstanding public safety services for the Town of Castle Rock

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

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

- Town Council: 1.6%
- Development Services: 1.4%
- Town Manager: 1.2%
- Town Clerk: .8%
- Municipal Court: <1%

Town Council

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Town Council is the legislative body of Castle Rock town government. Seven Town Council members are elected for four-year terms in their respective districts. Responsibilities of the Town Council are to establish overall direction and policy including the adoption of ordinances, approval of the budget, approval of major contracts, 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 November 2016 to elect council representatives from Districts 1, 2, 4 and 6. Council members from Districts 3, 5 and 7 are elected at a subsequent election. In November 2015, Castle Rock voters responded to six ballot questions, summarized below with election results:

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

- Changing the Town's elections from April to November, starting in 2016: Yes 79%
- Publishing public notices online instead of in the local newspaper: Yes 65%
- Changing the window of time in which referendum or initiative petitioners challenging or proposing a Town ordinance can withdraw a petition: Yes 60%
- Creating a legal process for voters to withdraw their name from a petition before it is filed with the Town Clerk: Yes 58%
- Increasing the percentage of signatures required for a referendum to 10 percent: Yes 56%
- Increasing the percentage of signatures required for an initiative to 15 percent: No 57%

Town Council 2017 Budget Initiatives:

The Town Council division is funded through the General Fund and has a total 2017 budget request of \$750,530, an increase of 7% over the 2016 year-end estimate. The Town Council budget requests funding for operating costs and service agreement contracts. Requested operating costs for seven Council members including their wages, training, dues, supplies and other associated expenses totals \$156,604 for 2017. Funds totaling \$593,926 are requested 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 increases for some service contracts that are funded in the Town Council division. The six service contracts, and respective amounts for 2017, are as follows:

- Castle Rock Chamber of Commerce: \$99,720
- Castle Rock Economic Development Council: \$197,586
- Downtown Merchants Association: \$75,000
- Douglas County Housing Authority: \$35,000
- Douglas County Youth Program: \$19,800
- Downtown Development Authority: \$158,820

Town Council also oversees the Philip S. Miller Trust Fund and the Public Art Fund. The 2017 budget for the Philip S. Miller Trust Fund is \$265,900 and is designated to fund preservation and pursuit of a sense of community and small town character. The 2017 budget request represents a 47% decrease since a one-time transfer out to the Special Events Fund occurred in 2016 as well as shifting personnel costs for the Special Events Specialist position to the Special Events Fund. In 2016, funding for this position was split equally between the Philip S. Miller Trust and Community Center Funds. The Philip S. Miller Trust Fund includes service contract requests with the Castle Rock Historical Society for \$73,000, a 3% increase from 2016, and the Castle Rock Senior Center for \$70,000, no change from 2016.

The Public Art Fund has a 2017 budget request of \$25,000 to fund the acquisition of art that is unique to Castle Rock that reflects the community. No changes are reflected in the 2017 budget as compared to the 2016 year-end estimate.

Town Council

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Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Town Objectives</i>	<i>2015 Outcomes Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</i>
Ensure a town government accountable for its vision, mission and values	Establish policies and direction necessary to effectively implement the Strategic Plan	Ongoing	Ongoing	Ongoing
	Establish policies and direction necessary to effectively implement established Town Council priorities including: <ol style="list-style-type: none"> 1. Renewable Water 2. Surface Transportation 3. Public Safety 4. Parks and Recreation 5. Economic Development 6. Community Character 7. Balanced Budget 8. Managed Growth 9. Services and Staff 	<ol style="list-style-type: none"> 1. 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 2. Progress continues on the contract for the North Meadows Extension including approved construction contract phasing approach in 2014 3. Continued prioritization of Public Safety levels of service to the community 4. Progress continues on the Philip S. Miller Park and Miller Activity Complex opening this year and consideration for future amenities 5. 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 	<ol style="list-style-type: none"> 1. Progress with long term renewable water program including commencement of construction for WISE water infrastructure, design of a surface water diversion on East Plum Creek 2. North Meadows Extension construction progresses with anticipated completion Summer of 2016 3. Continued prioritization of Public Safety levels of service to the community 4. Amenities at Philip S. Miller Park are open including a Core Plaza, Mill house and Amphitheater 5. 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 6. Continue to coordinate, improve and increase events, and amenities, to enhance our community character and identity. 	<ol style="list-style-type: none"> 1. Utilize WISE by 2017, implementation of Box Elder Wellfield, construct Plum Creek diversion project 2. Upgrade traffic signal system; maintain, reconstruct and rehabilitate roadways 3. Maintain competitive compensation, construct fire station 152 4. Festival Park renovations and planning for the next neighborhood park 5. Maintain \$2M to pursue economic development opportunities, use Downtown Development Authority TIF Fund to facilitate redevelopment projects 6. Improve and expand community events 7. Adopt balanced budget with no tax increases and maintain reserves 8. Plan balanced community growth that adds value and enhances community character 9. Maintain quality service and provide planned employee pay and benefits

Town Council

CRgov.com/council

Town Council Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 638,838	\$ 716,209	\$ 700,645	\$ 750,530	7%
Philip S. Miller Trust Fund	219,185	529,545	497,259	265,900	-47%
Public Art Fund	64,172	25,000	25,000	25,000	0%
TOTAL	\$ 922,195	\$ 1,270,754	\$ 1,222,904	\$ 1,041,430	-15%

Expenditures by Fund and Function

General Fund

Personnel	\$ 65,497	\$ 67,511	\$ 67,006	\$ 66,870	0%
Supplies	1,587	3,182	3,182	3,182	0%
Services & Other	571,754	645,516	630,457	680,478	8%
TOTAL FUND	\$ 638,838	\$ 716,209	\$ 700,645	\$ 750,530	7%

Philip S. Miller Trust Fund

Personnel	\$ -	\$ 41,995	\$ 26,919	\$ -	-100%
Services & Other	219,185	287,550	268,000	265,900	-1%
Transfers Out	-	200,000	200,000	-	-100%
TOTAL FUND	\$ 219,185	\$ 529,545	\$ 494,919	\$ 265,900	-46%

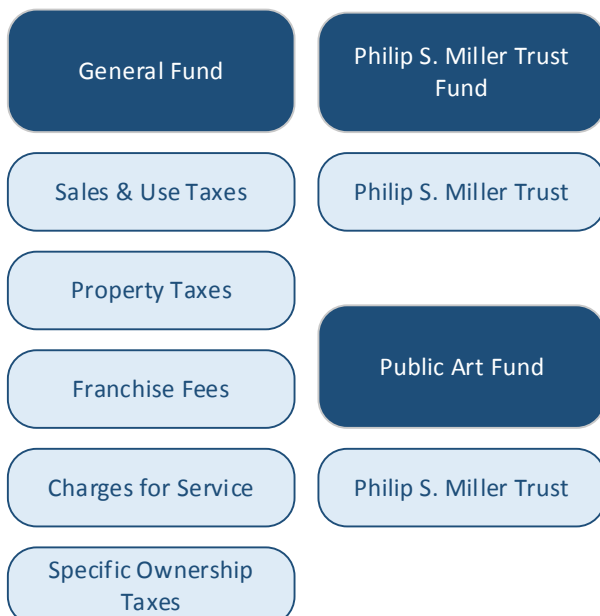
Public Art Fund

Supplies	\$ 373	\$ -	\$ -	\$ -	0%
Services & Other	7,049	25,000	25,000	25,000	0%
Capital	56,750	-	-	-	0%
TOTAL FUND	\$ 64,172	\$ 25,000	\$ 25,000	\$ 25,000	0%

Employees - FTE

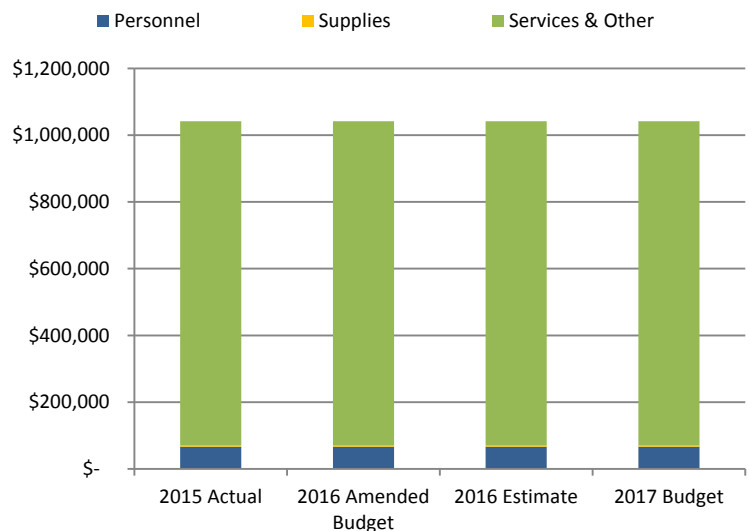
Town Council	7.00	7.00	7.00	7.00	0%
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Money comes from...



Money goes to...

Expenditures by Category



Town Council

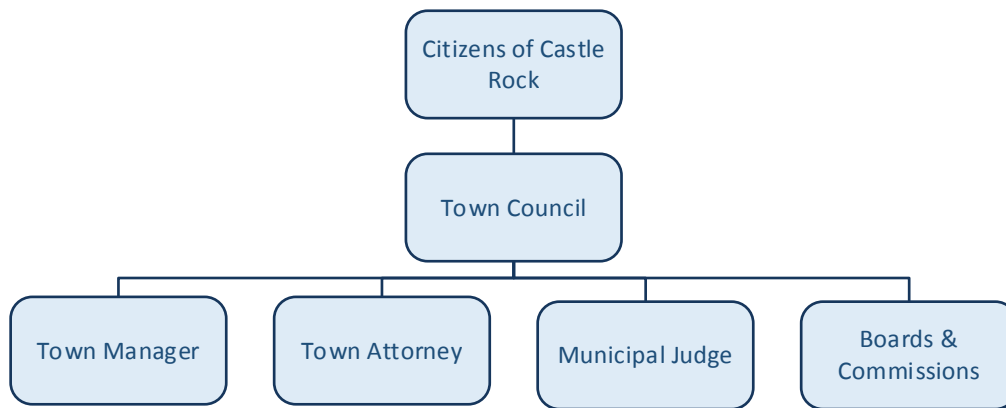
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Future Strategic Planning:

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.

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.



"Lyric" – Installed in front of Castle Rock Town Hall as part of the annual Art Encounters program

Town Council

CRgov.com/council

Philip S. Miller Trust Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 124,099	\$ 424,328	\$ 424,328	\$ 202,428	-52%
Revenues					
Investment Earnings	239	1,145	359	155	-57%
Contributions & Donations	285,000	285,000	275,000	275,000	0%
Other Revenue	234,175	29,141	-	-	0%
Total Revenues	\$ 519,414	\$ 315,286	\$ 275,359	\$ 275,155	0%
Expenditures					
Personnel	-	41,995	26,919	-	-100% (1)
Services & Other	219,185	287,550	268,000	265,900	-1%
Supplies	-	-	2,340	-	-100%
Transfers Out	-	200,000	200,000	-	-100% (2)
Total Expenditures (Excluding One-Time)	\$ 219,185	\$ 529,545	\$ 497,259	\$ 265,900	-47%
Net Change Excluding One-Time Capital	\$ 300,229	\$ (214,259)	\$ (221,900)	\$ 9,255	-104% (3)
5 Year CIP (One-Time Expenditures)	-	-	-	-	0%
Total Expenditures (Including One-Time)	219,185	529,545	497,259	265,900	-47%
Contribution to or (Use of) Fund Balance	300,229	(214,259)	(221,900)	9,255	-104% (3)
Ending Funds Available	\$ 424,328	\$ 210,069	\$ 202,428	\$ 211,683	5%
Reserves & Internal Designations*					
Committed for Fund Purpose		210,069	202,428	211,683	
Total Reserves & Internal Designations		\$ 210,069	\$ 202,428	\$ 211,683	
Unobligated Reserves	\$ 424,328	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (year-end estimates are based on information through April and will be revised the 3rd quarter of 2016)

Notes:

(1) Personnel costs related to the Special Events Specialist position are transitioned to the Special Events Fund in 2017; this position was split with the Community Center Fund in 2016

(2) Transfers out are lower due to a one-time transfer to the Special Events Fund in 2016 that will not occur in 2017

(3) The change in fund balance is primarily related to the one-time transfer that took place in 2016 that will not recur in 2017

Town Council

CRgov.com/council

Public Art Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 79,099	\$ 40,131	\$ 40,131	\$ 40,441	1%
Revenues					
Investment Earnings	201	159	310	265	-15%
Contributions & Donations	25,000	25,000	25,000	25,000	0%
Other Revenue	3	-	-	-	0%
Total Revenues	\$ 25,204	\$ 25,159	\$ 25,310	\$ 25,265	0%
Expenditures					
Services & Other	7,049	25,000	25,000	25,000	0%
Supplies	373	-	-	-	0%
Total Expenditures (Excluding One-Time)	\$ 7,422	\$ 25,000	\$ 25,000	\$ 25,000	0%
Net Change Excluding One-Time Capital	\$ 17,782	\$ 159	\$ 310	\$ 265	-15%
5 Year CIP (One-Time Expenditures)	56,750	-	-	-	0%
Total Expenditures (Including One-Time)	64,172	25,000	25,000	25,000	0%
Contribution to or (Use of) Fund Balance	(38,968)	159	310	265	-15%
Ending Funds Available	\$ 40,131	\$ 40,290	\$ 40,441	\$ 40,706	1%
Reserves & Internal Designations*					
Committed for Fund Purpose		40,290	40,441	40,706	
Total Reserves & Internal Designations		\$ 40,290	\$ 40,441	\$ 40,706	
Unobligated Reserves	\$ 40,131	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (year-end estimates are based on information through April and will be revised the 3rd quarter of 2016)

Notes:

No significant changes are anticipated for the Public Art Fund in 2017

Town Manager's Office

CRgov.com/manager

Castle Rock is a full-service municipality, with 507 employees and a proposed \$188.5 million budget for 2017. The Town operates under a home-rule Council/Manager form of government, widely regarded as the best structure of leading a community while supporting successful, professional management. An elected Town Council appoints a Town Manager, who serves as chief executive officer of the organization.

Town Manager's Office 2017 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 in the General Fund is \$593,872 which represents a 26% increase from the 2016 year-end estimate. This increase is related to funding of \$70,000 for the community survey that occurs every two years plus operating costs of \$26,000 for open house and Your Town Academy costs. Your Town Academy began in 2016 with the purpose of increasing governmental transparency by facilitating community awareness about Town operations, with a hope of improving understanding of service levels. Eight classes take place consisting of presentations by Town departments, Town history, structure, funding and general services.

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 2017 budget request is \$2,615,379, representing a 223% increase from the 2016 year-end estimate. This increase is related to budgeting the available fund balance in order to include payments for current economic development obligation and allows for additional agreements to be fulfilled should they arise.

As of July 2016, the Town has ten active Economic Development Assistance agreements with local businesses

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objectives</i>	<i>2015 Outcome Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</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	100%	On Track	100%
	Effectively lead a values based organization	Accomplished	On Track	100%
	Effectively lead toward achieving the Community Vision through excellence, dedication and service	Accomplished	On Track	100%
	Administer the Town's service contract program and oversee the Town's franchise agreements with utility companies (IREA, Black Hills, Comcast, Century Link)	Accomplished	Accomplished	100%
	Lead the biennial community survey process	Completed in 2015, next survey in 2017	Set for 2017 with some polling in 2016	Complete in 2017
	Lead the Your Town Academy initiative and Community Open House discussions	New for 2016	On Track	100%

Town Manager's Office

CRgov.com/manager

Performance Objectives and Measurable Outcomes (Continued):

Long-Term Organization Vision	Department Objectives	2015 Outcome	2016 YTD Outcome	2017 Goal
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	Accomplished	On Track	100%
	Effectively implement the Annual Major Works Projects Work Program within established time frames and project scope expectations 95% of the time	Accomplished	On Track	95%
	Effectively implement Council direction on core priorities <ol style="list-style-type: none"> 1. Surface Transportation 2. Public Safety 3. Parks and Recreation 4. Economic Development 5. Community Character 6. Balanced Budget 7. Managed Growth 8. Services and Staff 9. Renewable Water 	Accomplished	On Track	100%
	Oversee internal government functions, supervise nine department heads and interface with Municipal Judge and Town Attorney	Accomplished	On Track	100%
	Monitor legislative activity and engage issues as deemed necessary	Accomplished	On Track	100%

Town Manager's Office

CRgov.com/manager

Town Manager's Office Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 351,945	\$ 491,238	\$ 470,700	\$ 593,872	26%
Economic Development Fund	922,401	810,397	810,397	2,615,379	223%
TOTAL	\$ 1,274,347	\$ 1,301,635	\$ 1,281,097	\$ 3,209,251	151%

Expenditures by Fund and Function

General Fund

Personnel	\$ 329,439	\$ 462,937	\$ 441,931	\$ 466,007	5%
Supplies	12,360	3,952	4,111	29,952	>500%
Services & Other	10,146	24,349	24,658	97,913	297%
TOTAL FUND	\$ 351,945	\$ 491,238	\$ 470,700	\$ 593,872	26%

Economic Development Fund

Services & Other	\$ 922,401	\$ 810,397	\$ 810,397	\$ 2,615,379	223%
TOTAL FUND	\$ 922,401	\$ 810,397	\$ 810,397	\$ 2,615,379	223%

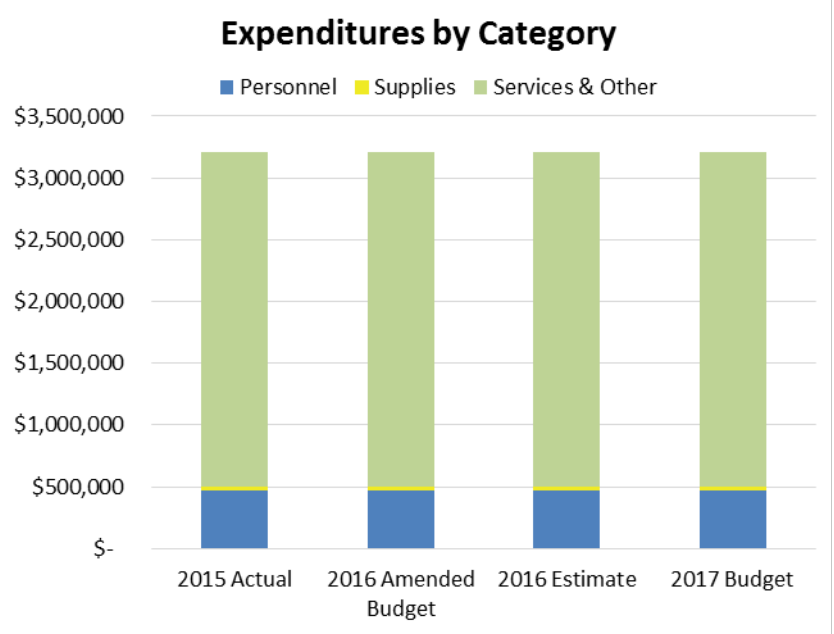
Employees - FTE

Town Manager's Office	2.00	3.00	3.00	3.00	0%
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Money comes from...



Money goes to...



Future Strategic Planning:

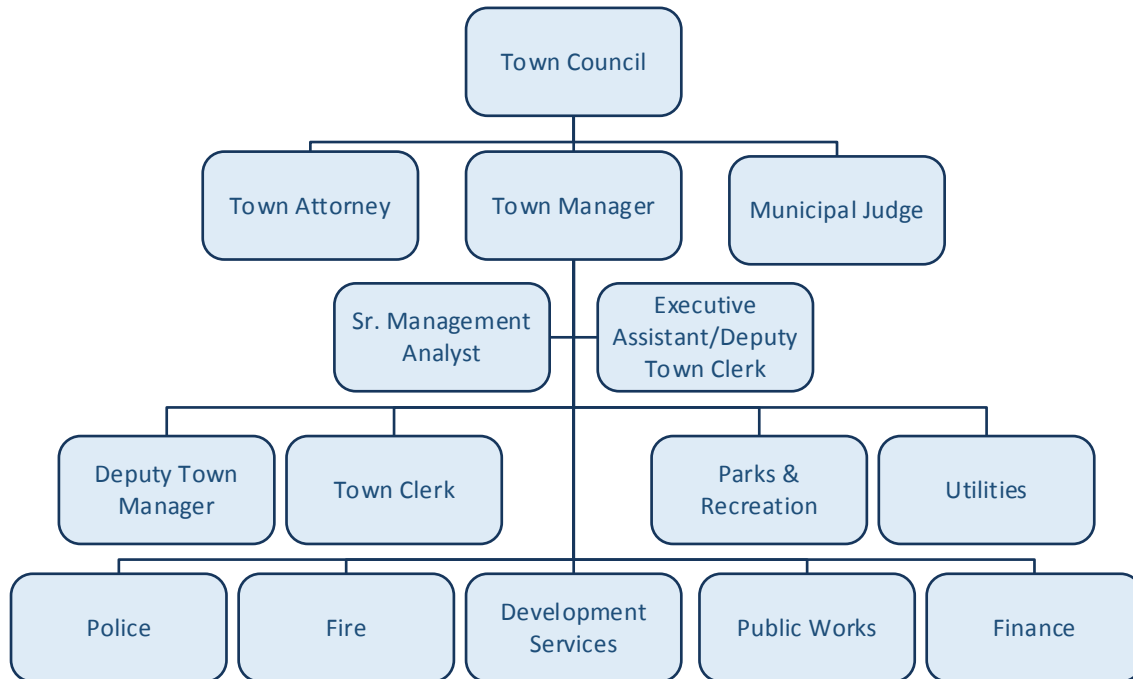
There are no significant changes included for the Town Manager's Office through the 2019 planning period. However, funding for the Community Survey that occurs every other year is removed for 2018 and included in 2019. The Economic Development Fund supports ongoing payment of existing Economic Development incentive agreements through 2018. Additionally for 2018-2019, 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/manager

Organizational Structure:

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



Town Manager's Office

CRgov.com/manager

Economic Development Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 2,695,860	\$ 2,670,491	\$ 2,670,491	\$ 3,136,406	17%
Revenues					
Taxes	688,397	586,029	1,256,319	1,436,067	14% (1)
Investment Earnings	28,633	10,670	19,993	42,906	115% (2)
Other Revenue	180,002	-	-	-	0%
Total Revenues	\$ 897,032	\$ 596,699	\$ 1,276,312	\$ 1,478,973	16%
Expenditures					
Services & Other	922,401	810,397	810,397	2,615,379	223% (3)
Total Expenditures (Excluding One-Time)	\$ 922,401	\$ 810,397	\$ 810,397	\$ 2,615,379	223% (3)
Net Change Excluding One-Time Capital	\$ (25,369)	\$ (213,698)	\$ 465,915	\$ (1,136,406)	-344% (4)
5 Year CIP (One-Time Expenditures)	-	-	-	-	
Total Expenditures (Including One-Time)	922,401	810,397	810,397	2,615,379	223% (3)
Contribution to or (Use of) Fund Balance	(25,369)	(213,698)	465,915	(1,136,406)	-344% (4)
Ending Funds Available	\$ 2,670,491	\$ 2,456,793	\$ 3,136,406	\$ 2,000,000	-36%
Reserves & Internal Designations*					
Future Incentive Obligation		-	-	2,000,000	
Committed for Fund Purpose		2,456,793	3,136,406	-	
Total Reserves & Internal Designations		\$ 2,456,793	\$ 3,136,406	\$ 2,000,000	
Unobligated Reserves	\$ 2,670,491	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Commercial Building Use tax is based on estimated 582,400 square feet of development in 2017 and uses the August 2015 valuation data from the International Code Council

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

(3) Expenditures are budgeted to accommodate obligations for existing economic development agreements and allow for future agreements as they may arise

(4) The change in funds available is primarily related to budgeting the available capacity in this fund for possible future agreements as they may arise

Deputy Town Manager's Office

CRgov.com/dtmo

The Deputy Town Manager's Office (DTMO) team works to 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 and Municipal Facilities Capital funds. This section includes discussion related only to the DTMO and General Long Term Planning Funds. Information about other funds can be seen in the applicable sections.

The Deputy Town Manager's Office (DTMO) provides organizational leadership, linking employee performance to the organization's strategic direction

Deputy Town Manager's Office 2017 Budget Initiatives:

The Deputy Town Manager's Office (DTMO) budget is included as part of the General Fund and has a budget request of \$401,531 for 2017. This represents a decrease of 1% from the 2016 year-end estimate. A slight increase related to annual employee increases and training costs is offset by savings that result from shifting costs for the biennial community survey to the Town Manager's Office.

The General Long Term Planning fund has a 2017 budget request of \$2,418,100 to fund numerous facilities, parks and IT related projects including parking lot improvements, concrete repair at Town parks, various building improvements, networking device replacements, a new records management system for the Fire and Rescue Department, and a wireless network ring for Town facilities. More information about these projects can be found in the General Long Term Planning Fund Five Year CIP by clicking [here](#). Additionally, this fund includes a transfer out of \$1,015,000 as a contribution to the Municipal Facilities Capital Fund for the construction of a Parks and Facility Maintenance building. The 2017 budget request reflects an increase of 23% as compared to the 2016 year-end estimate. The General Long Term Planning Fund was established in 2011 to establish a source to prioritize and perform needed repairs, improvements and replacement of Town facilities, technology and infrastructure.

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objectives	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
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	100%	100%	100%
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 Oversee the Town's LED sign program, including monthly reporting	100% of the time Ran 477 slides on the Town Hall LED sign	100% Report monthly regarding program activity	100% 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

Deputy Town Manager's Office

CRgov.com/dtmo

Deputy Town Manager's Office Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 504,795	\$ 404,554	\$ 404,170	\$ 401,531	-1%
General Long Term Planning Fund	1,086,051	1,967,043	1,967,043	2,418,100	23%
TOTAL	\$ 1,590,846	\$ 2,371,597	\$ 2,371,213	\$ 2,819,631	19%

Expenditures by Fund and Function

General Fund

Personnel	\$ 390,903	\$ 372,817	\$ 361,665	\$ 380,088	5%
Supplies	21,524	1,272	2,583	1,272	-51%
Services & Other	92,368	30,465	39,922	20,171	-49%
TOTAL FUND	\$ 504,795	\$ 404,554	\$ 404,170	\$ 401,531	-1%

General Long Term Planning Fund

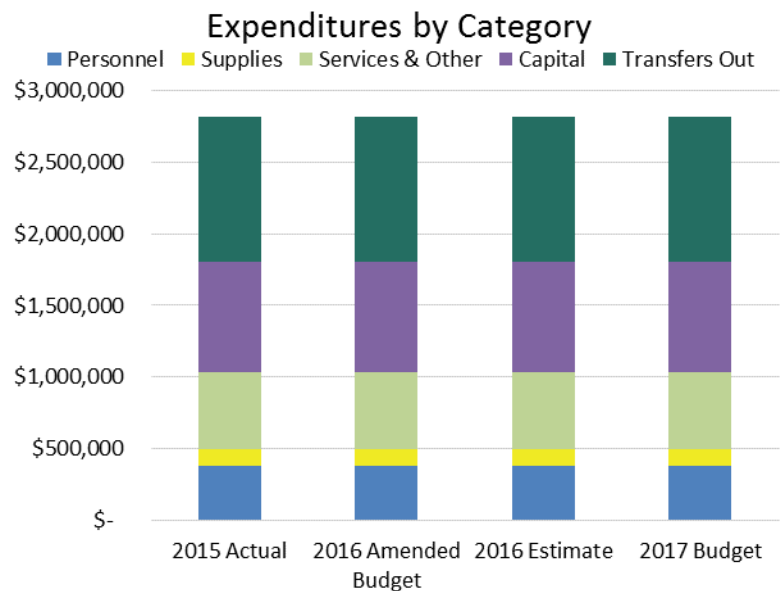
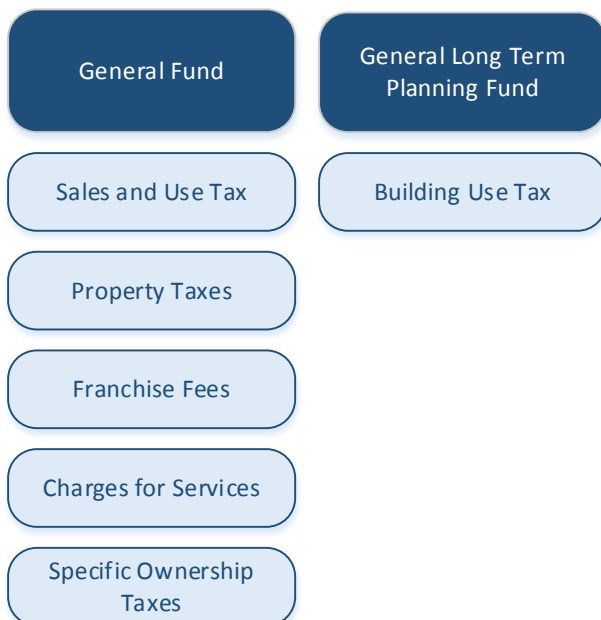
Supplies	\$ 231,694	\$ -	\$ 64,639	\$ 113,100	75%
Services & Other	417,656	-	10,631	520,000	>500%
Capital	436,701	1,467,043	1,391,773	770,000	-45%
Transfers Out	-	500,000	500,000	1,015,000	103%
TOTAL FUND	\$ 1,086,051	\$ 1,967,043	\$ 1,967,043	\$ 2,418,100	23%

Employees - FTE

Deputy Town Manager's Office	4.00	3.00	3.00	3.00	0%
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Money comes from...

Money goes to...



Deputy Town Manager's Office

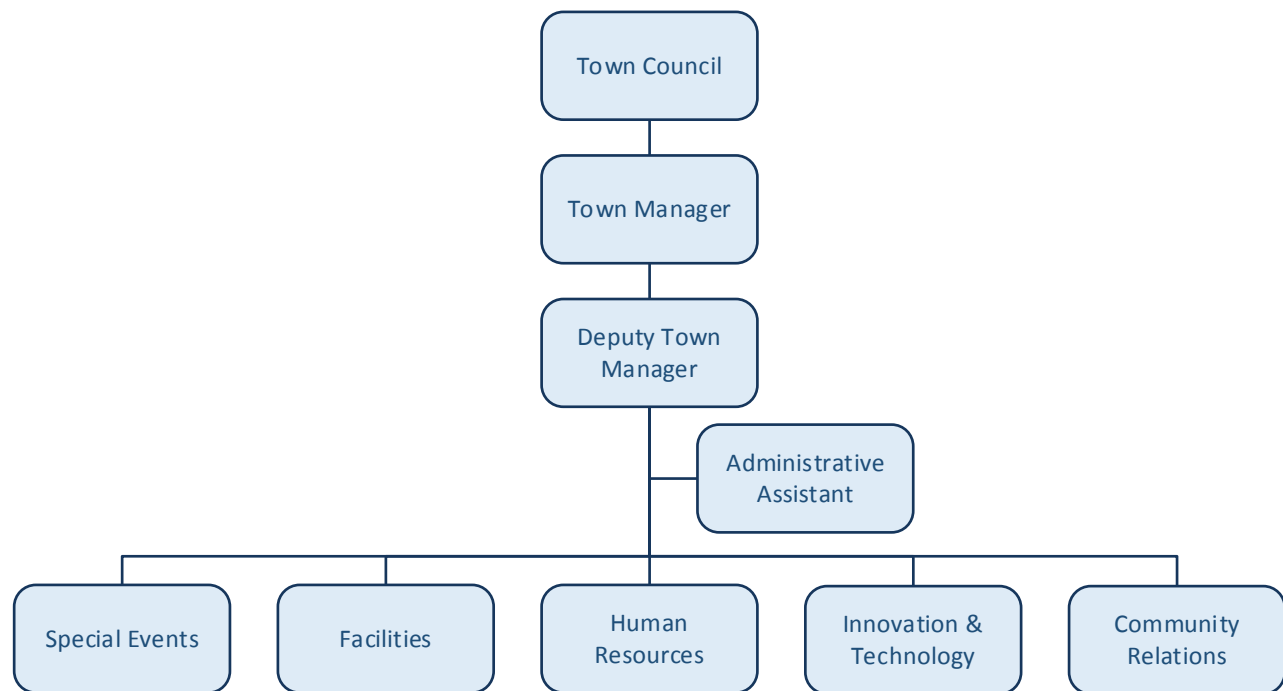
CRgov.com/dtmo

Future Strategic Planning:

No significant changes are included for 2018 for the Deputy Town Manager's Office. Planning for 2019 includes shifting personnel costs for the Events Manager position from the Deputy Town Manager's Office to the Special Events Fund.

Organizational Structure:

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



Deputy Town Manager's Office

CRgov.com/dtmo

General Long Term Planning Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 1,902,132	\$ 1,907,442	\$ 1,907,442	\$ 1,224,356	-36%
Revenues					
Taxes	1,083,450	1,208,939	1,275,666	1,302,029	2%
Investment Earnings	7,391	9,605	8,291	3,810	-54%
Other Revenue	520	-	-	-	0%
Total Revenues	\$ 1,091,361	\$ 1,218,544	\$ 1,283,957	\$ 1,305,839	2%
Expenditures					
Services & Other	417,656	-	10,631	520,000	>500% (1)
Supplies	231,694	-	64,639	113,100	75% (1)
Capital	436,701	1,467,043	1,391,773	770,000	-45% (1)
Transfers Out	-	500,000	500,000	1,015,000	103% (2)
Total Expenditures	\$ 1,086,051	\$ 1,967,043	\$ 1,967,043	\$ 2,418,100	23%
Net Revenues/Expenditures	5,310	(748,499)	(683,086)	(1,112,261)	63% (3)
Contribution to or (Use of) Fund Balance	\$ 1,907,442	\$ 1,158,943	\$ 1,224,356	\$ 112,095	-91%
Reserves & Internal Designations*					
Committed for Fund Purpose		1,158,943	1,224,356	112,095	
Total Reserves & Internal Designations		\$ 1,158,943	\$ 1,224,356	\$ 112,095	
Unobligated Reserves	\$ 1,907,442	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Amounts vary from 2016 due to assigning expenditure categories differently for projects in 2017; projects were previously classified as capital although all or part of the project costs were more appropriately designated as Supplies or Services

(2) Transfers Out include funds for construction of a Parks and Facility Maintenance Building that will be transferred to the Municipal Facilities Capital Fund

(3) The change in fund balance for 2017 is primarily affected by one time Transfers Out for the construction of a Parks and Maintenance Facility; the transfer in 2016 was a contribution toward renovation of Festival Park

(4) The 5 Year CIP costs for 2017 include the implementation of a wireless network ring to support Town facilities that cannot connect to the existing fiber network based on location

DTMO – Special Events Division

CRgov.com/townevents

The Special Events division is supervised by the Deputy Town Manager's Office. The strategic plan for Special Events was approved by Town Council in 2016 and includes 20 events for the Town of Castle Rock. The Castle Rock Special Events Division is dedicated to excellence through community outreach, programming initiatives, and quality of service. Our mission is achieved by providing exceptional experiences, delivering outstanding customer service, and discovering innovative methods to celebrate, communicate and enhance the quality of life in Castle Rock. A three year strategic plan was approved in 2016 that outlines objectives which include economic impact to the community, heightened programming offerings and marketing initiatives that will help position the brand and identity for our community. More information about Town events can be found on our website [here](#).

The Events Division launched a new 20 event series in 2016 including concerts, downtown events, a Harvest Festival, Rocky Mountain Sports Festival and more

Special Events 2017 Budget Initiatives:

The 2017 budget request for Special Events totals \$337,304, representing a 69% increase over the 2016 year-end estimate. This increase is related to anticipated growth in events since 2017 will be the second full year of special event offerings for the Town. Requested increases include shifting personnel costs for the Events Specialist position into this fund. Costs for this position in 2016 were split between the Community Center and Philip S. Miller Trust Funds. Increased operating costs are also requested to more fully support the Special Events team and programming. These items include \$40,000 for marketing and advertising; \$9,635 for training, travel and supply costs; and, \$8,600 for printing and postage costs.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Town Objectives</i>	<i>2015 Outcomes Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</i>
Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation	Log and return all phone calls within 1 business day Respond to all event permitting requests within 1 week	Division established in 2016	100%	100%
Maintain a vibrant downtown	Receive recognition in International Festivals and Events Association Industry awards for new event programming initiatives Implement five regionally recognized events per year	Division established in 2016	Awards will be given in September 100% on implementation	100%
Ensure a town government accountable for its vision, mission and values	Survey event participants, volunteers, sponsors, vendors and staff by taking a strategic and immediate approach to gain valuable feedback on their experience Conduct economic impact surveys at events to better determine impact and benefit on local community Utilize online resources such a feedback on forums and post event surveys to track success of the special events program	Division established in 2016	100%	100%

DTMO – Special Events Division

CRgov.com/townevents

Special Events Consolidated Financial Information

Casey Willis, Events Manager – 100 North Wilcox Street, Castle Rock, CO 80104

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Special Events Fund	\$ -	\$ 200,000	\$ 200,000	\$ 337,304	69%
TOTAL	\$ -	\$ 200,000	\$ 200,000	\$ 337,304	69%

Expenditures by Fund and Function

Special Events Fund

Personnel	\$ -	\$ -	\$ -	\$ 70,189	100%
Supplies	-	62,700	62,700	65,300	4%
Services & Other	-	137,300	137,300	201,815	47%
TOTAL FUND	\$ -	\$ 200,000	\$ 200,000	\$ 337,304	69%

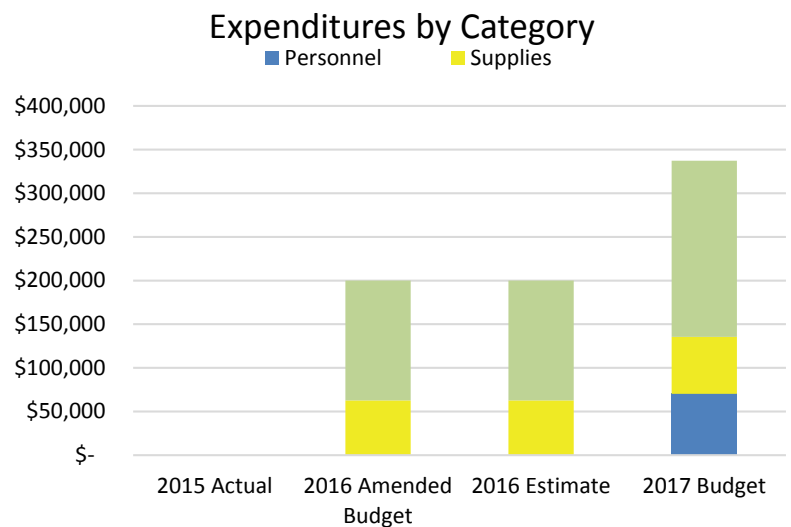
Employees - FTE

Special Events	-	-	-	1.00	100%
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Money comes from...



Money goes to...



Celebration Series Concerts at the Amphitheater at Philip S. Miller Park

DTMO – Special Events Division

CRgov.com/townevents

Future Strategic Planning:

Planning includes continued growth in 2018 and 2019, including shifting half of the personnel costs for the Event Manager from the Deputy Town Manager's Office in the General Fund to the Special Events Fund in 2019.

Organizational Structure:

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



Downtown After 5 event at Festival Park

Deputy Town Manager's Office

CRgov.com/townevents

Special Events Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 247,250	100%
Revenues					
Charges for Service	-	247,250	247,250	370,875	50% (1)
Investment Earnings	-	-	-	1,707	100%
Transfers In	-	200,000	200,000	-	-100% (2)
Total Revenues	\$ -	\$ 447,250	\$ 447,250	\$ 372,582	-17%
Expenditures					
Personnel	-	-	-	70,189	100% (3)
Services & Other	-	137,300	137,300	201,815	47% (4)
Supplies	-	62,700	62,700	65,300	4%
Total Expenditures (Excluding One-Time)	\$ -	\$ 200,000	\$ 200,000	\$ 337,304	69%
Net Change Excluding One-Time Capital	\$ -	\$ 247,250	\$ 247,250	\$ 35,278	-86% (5)
5 Year CIP (One-Time Expenditures)	-	-	-	-	0%
Total Expenditures (Including One-Time)	-	200,000	200,000	337,304	69%
Contribution to or (Use of) Fund Balance	-	247,250	247,250	35,278	-86% (5)
Ending Funds Available	\$ -	\$ 247,250	\$ 247,250	\$ 282,528	14%
Reserves & Internal Designations*					
Committed for Fund Purpose		247,250	247,250	282,528	
Total Reserves & Internal Designations		\$ 247,250	\$ 247,250	\$ 282,528	
Unobligated Reserves	\$ -	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (year-end estimates are based on information through April and will be revised the 3rd quarter of 2016)

Notes:

(1) Revenue is expected to increase as a result of anticipated growth in the second year of special events offered by the Town

(2) Transfers In for 2016 included a one-time transfer from the Philip S. Miller Trust Fund that will not recur in 2017

(3) Personnel costs related to the Special Events Specialist position are included for 2017; funding for this position was split between the Philip S. Miller Trust and Community Center Funds in 2016

(4) Services & Other costs are planned to increase for operational costs for the staff and events in this area; these costs were included in other divisions for 2016

(5) Net revenue is expected to decrease primarily due the one-time transfer in 2016 that is not planned to recur in 2017

DTMO – Community Relations

CRgov.com/newsroom

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 management and interaction – including on-call crisis communications, writing and designing printed and publication materials, creating and managing communications plans for Town initiatives including elections, events, managing community engagement and serving as liaisons with community and business groups.

In 2015, the Community Relations team posted 678 social media updates for the Town, an increase of nearly 150% over 2014

Community Relations Division 2017 Budget Initiatives:

The 2017 budget request for the Community Relations Division totals \$819,271, representing a 19% increase over the 2016 year-end estimate. Operating costs increase by \$75,986 and include increases to software maintenance agreement, printing, postage, contract labor, computer software and cell phone costs. Additionally, \$40,000 is included for website video production and a one-time expenditure of \$50,000 to upgrade the Town's Mobile Application. This upgrade will allow users to report concerns and connect with Town departments.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Division Objectives</i>	<i>2015 Outcomes Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</i>
Provide outstanding cultural, entertainment and educational opportunities	Develop and execute communications plans to provide outstanding educational opportunities on Town initiatives and evaluate progress on active plans monthly	40 plans developed/tracked	55 plans developed/tracked (as of May 2016)	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% (0 incidents as of May 2016)	90%
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation	Support an accessible, transparent and professional local government by providing an initial response to public queries, including those from the news media and those submitted via social media (Facebook/Twitter), within one business day, 100 percent of the time	100%	434 responses to social media questions and responses to local media inquiries, 100% within one business day (as of May 2016)	100%
	Meet internal deadlines for Town publications (Outlook/Recreation Guide, MAC guide, Town Talk, annual reports and special publications), 75 percent of the time	100%	85% (as of May 2016)	75%

DTMO – Community Relations

CRgov.com/newsroom

Performance Objectives and Measurable Outcomes (Continued):

Long-Term Organization Vision	Division Objectives	2015 Outcomes Attained	2016 YTD Outcome	2017 Goal
Maintain a strong sense of community and small-town community character	Support an accessible, transparent and professional local government by providing an initial response to public queries, including those from the news media and those submitted via social media (Facebook/Twitter), within one business day, 100 percent of the time	100%	522 social media posts, external publication projects, news releases, media calls, public meetings and other special projects (as of May 2016)	100%

Community Relations Division Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 643,564	\$ 686,923	\$ 686,581	\$ 819,271	19%
TOTAL	\$ 643,564	\$ 686,923	\$ 686,581	\$ 819,271	19%
Expenditures by Fund and Function					
General Fund					
Personnel	\$ 332,232	\$ 362,532	\$ 368,190	\$ 380,390	3%
Supplies	13,556	13,557	13,557	15,973	18%
Services & Other	227,131	310,834	304,834	372,908	22%
Capital	70,645	-	-	50,000	100%
TOTAL FUND	\$ 643,564	\$ 686,923	\$ 686,581	\$ 819,271	19%
Employees - FTE					
Community Relations	3.00	4.00	4.00	4.00	0%

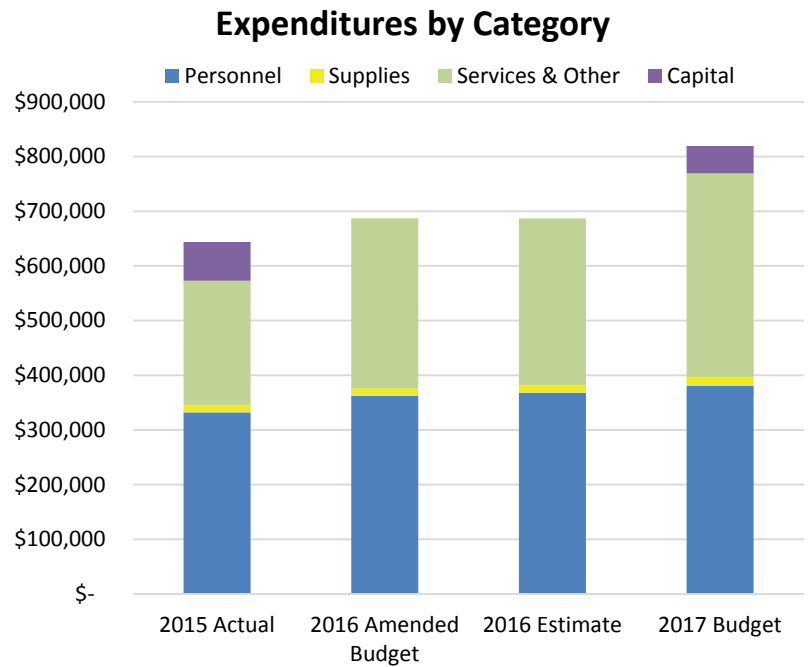
DTMO – Community Relations

CRgov.com/newsroom

Money comes from...



Money goes to...

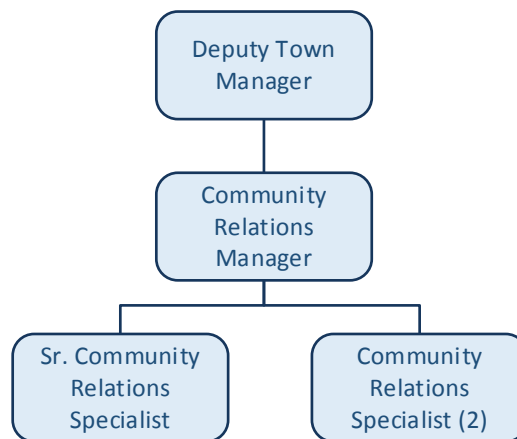


Future Strategic Planning:

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

Organizational Structure:

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



DTMO – Human Resources Division

CRgov.com/hr

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

The Town received 3,587 applications for 149 job postings in 2015

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

Human Resources Division 2017 Budget Initiatives:

The 2017 General Fund budget for the Human Resources Division is \$739,536. This represents an increase of 6% from the 2016 year-end estimate. Costs for Townwide training increase by \$10,000 and the employee recognition program is increasing by \$42,600. The employee recognition program consists of awards given to employees for years of service and for special recognition within the Town.

The Employee Benefits Fund has a budget of \$8,011,548 for 2017, an increase of 13% over the 2016 year-end estimate. This increase is directly related to the requested addition of 11.75 new full-time benefit eligible employees for 2017, an increase in healthcare premium costs and an anticipated growth in claim activity. The Town changed medical insurance providers in 2016 and continue to monitor health benefit costs for employees. Employee and employer contributions are estimated to increase by 8% in 2017 to help offset the increased costs related to the Town's self-insured health plan. This fund includes a budget of \$75,000 for the employee Wellness Program that represents a \$25,000 decrease from 2016. This decrease is due to the Town's insurance provider contributing funds to support employee wellness initiatives throughout the year.



Some of the 2016 Employee Recognition Award winners

DTMO – Human Resources Division

CRgov.com/hr

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Division Objectives</i>	<i>2015 Outcome Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</i>
Ensure a Town government accountable for its vision, mission, and values	Conduct an annual evaluation of compensation and benefit programs and make recommendations regarding competitive offerings	Accomplished	Accomplished	Complete by third quarter
	Provide new employee orientation to all new hires within 30 days of the employee's hire date, 100 percent of the time	90% of new employees attended orientation within 30 days of hire	97.5% of new employees attended orientation within 30 days of hire (through July)	100%
	Provide monthly reports to departments regarding performance evaluation due dates, to help supervisors ensure the timely completion of employees' performance evaluations; and review all evaluations prior to filing to ensure comments are consistent with ratings and that the Town's performance management standards are being met	Human Resources provided this report every month except February and May (through July) and reviewed an average of 26 evaluations per month	Human Resources provided this report every month through June and reviewed an average of 43 evaluations per month	Provide reports monthly and review all evaluations prior to their filing
	Communicate regarding recent recognitions and/or promote the recognition program monthly via the Rock Talk newsletter, 100 percent of the time	There was no Rock Talk in January, March or April. The 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 to promote 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/hr

Human Resources Division's Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 725,908	\$ 700,580	\$ 700,283	\$ 739,536	6%
Employee Benefits Fund	7,065,934	7,628,231	7,062,009	8,011,548	13%
TOTAL	\$ 7,791,842	\$ 8,328,811	\$ 7,762,292	\$ 8,751,084	13%

Expenditures by Fund and Function

General Fund

Personnel	\$ 432,588	\$ 452,869	\$ 438,297	\$ 462,218	5%
Supplies	23,693	4,727	16,810	4,727	-72%
Services & Other	269,627	242,984	245,176	272,591	11%
TOTAL FUND	\$ 725,908	\$ 700,580	\$ 700,283	\$ 739,536	6%

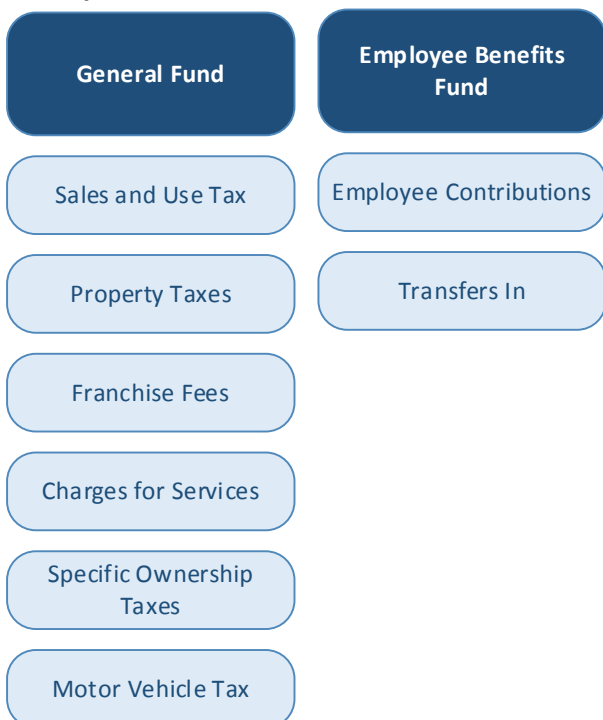
Employee Benefits Fund

Personnel	\$ 54,155	\$ 56,641	\$ 56,256	\$ 59,147	5%
Supplies	1,087	2,500	2,500	2,000	-20%
Services & Other	6,510,692	7,569,090	7,003,253	7,950,401	14%
Transfers Out	500,000	-	-	-	0%
TOTAL FUND	\$ 7,065,934	\$ 7,628,231	\$ 7,062,009	\$ 8,011,548	13%

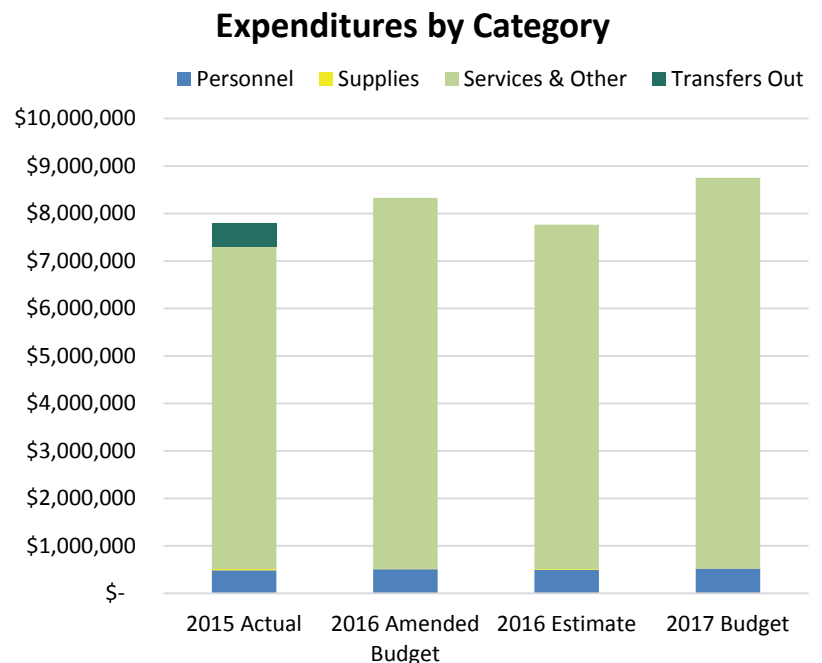
Employees - FTE

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%

Money comes from...



Money goes to...



DTMO – Human Resources Division

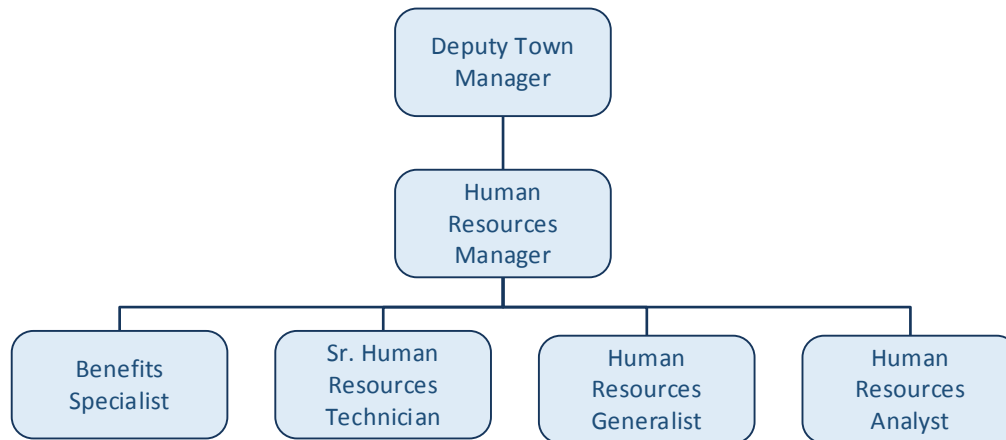
CRgov.com/hr

Future Strategic Planning:

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

Organizational Structure:

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



DTMO - Human Resources Division

CRgov.com/hr

Employee Benefits Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 3,196,852	\$ 2,930,393	\$ 2,930,393	\$ 2,867,743	-2%
Revenues					
Charges for Service	5,043,088	6,169,184	5,706,350	6,576,035	15% (1)
Investment Earnings	15,145	19,263	13,750	20,600	50%
Contributions & Donations	1,217,502	1,459,047	1,279,259	1,359,113	6%
Interfund Loan Revenue	503,349	-	-	-	0%
Other Revenue	20,392	-	-	-	0%
Total Revenues	\$ 6,799,476	\$ 7,647,494	\$ 6,999,359	\$ 7,955,748	14%
Expenditures					
Personnel	54,155	56,641	56,256	59,147	5%
Services & Other	6,510,693	7,569,090	7,003,253	7,950,401	14% (1)
Supplies	1,087	2,500	2,500	2,000	-20%
Transfers Out	500,000	-	-	-	0%
Total Expenditures (Excluding One-Time)	\$ 7,065,935	\$ 7,628,231	\$ 7,062,009	\$ 8,011,548	13%
Net Change Excluding One-Time Capital	\$ (266,459)	\$ 19,263	\$ (62,650)	\$ (55,800)	-11% (2)
5 Year CIP (One-Time Expenditures)	-	-	-	-	0%
Total Expenditures (Including One-Time)	7,065,935	7,628,231	7,062,009	8,011,548	13% (3)
Contribution to or (Use of) Fund Balance	(266,459)	19,263	(62,650)	(55,800)	-11% (2)
Ending Funds Available	\$ 2,930,393	\$ 2,949,656	\$ 2,867,743	\$ 2,811,943	-2%
Reserves & Internal Designations*					
Claims Reserve		1,438,226	1,438,226	1,407,066	
Health Care Cost Reserve		801,150	801,150	702,439	
Total Reserves & Internal Designations		\$ 2,239,376	\$ 2,239,376	\$ 2,109,505	
Unobligated Reserves	\$ 2,930,393	\$ 710,280	\$ 628,367	\$ 702,439	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

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) The change in fund balance for 2017 is based on estimated increases in healthcare plan and claim costs plus a planned use of fund balance for a one month premium holiday for Town Employees

(3) Total expenditures increase due to estimated increases in healthcare costs as noted in (1) above

DTMO – Division of Innovation and Technology

CRgov.com/technology

The Division of Innovation and Technology (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 resolved 4,115
helpdesk tickets in 2015,
an increase of 5.6% over
2014**

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 2017 Budget Initiatives:

DoIT has a 2017 budget request in the General Fund of \$3,467,924, which represents a 23% increase over the 2016 year-end estimate. Personnel costs increase due to the addition of a new GIS Analyst position, totaling \$101,661 for salary and benefits. This position will be responsible for providing support and development of Town GIS data with emphasis on public safety and asset management Geographic Information System data. Additionally, costs for computer replacement, server replacement, annual Microsoft licensing, networking devices and battery backup device replacement are shifted to the General Fund from the General Long Term Planning Fund due to the ongoing nature of these projects. Moving these expenses to the General Fund result in higher expenditures for DoIT in the Supplies and Capital categories. Although costs for Contract Labor increase related to the Town Wireless Ring project, this increase is offset by savings in Technical Services.

The budgeted expenditures for IT Governance projects is \$85,000 for 2017. This initiative includes \$57,000 to purchase necessary hardware related to the Town Wireless Ring that is included in the General Long Term Planning Fund. Click [here](#) to see more information about this project. The remaining IT Governance funds will be considered by the committee between citizen, public safety, and/or Town-wide facing initiatives.



The DoIT Team

DTMO – Division of Innovation and Technology

CRgov.com/technology

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objectives	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
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%	100%	At least 88%
Provide outstanding community services including Police, Fire, emergency medical, parks, recreation, water and transportation	Public Safety Spatial Information Program: Keep public safety (and other Town services) updated with the most recent information, maps and services so they have accurate information to find and navigate to calls for service. 1. Annexations, Zoning Changes and Parcel updates: Map updates will be complete and reflected in the Geographic Information Systems (GIS) database within one week of receipt from Development Services.	Annexation: 100%, Zoning: 85%, Parcel: 53%	Annexation: 100%, Zoning: 100%, Parcel: 100%	At least 90%
	Technology Business Process Improvement Program: Increase productivity by aligning new technology processes. 1. Achieve a customer satisfaction rating (good or excellent)	88%	Rating not available	At least 88%
	Technology Strategy and Training Program: Educate customers about existing and future technology solutions available to meet business needs. 1. Achieve satisfaction rating on survey of DoIT's ability to manage the IT Governance process each year. 2. Beginning in 2014, coordinate and hold six training classes per year for customers, performed either by internal personnel or a professional trainer.	90%	97%	85%
		36 classes held	24 classes held YTD	42 classes
Ensure a town government accountable for its vision, mission and values	Technology Operations and Support Services Program: Minimize time employees can't work because of a technical problem. 1. Close all emergency priority tickets within one calendar day	100%	100%	80%
	2. Close all urgent priority tickets within two calendar days	97%	99%	85%
	3. Close all medium priority tickets within 10 calendar days	95%	95%	90%
	4. Achieve a customer satisfaction rating (good or excellent) on all helpdesk services	88%	96%	88%
	Security and Recovery Services Program: Protect the assets our customers use to make decisions and provide service 1. Complete a successful off-site backup of all important data used by the Town each week. Success is defined as being able to restore files 99% of the time, based on the data being saved on authorized storage locations and authorized timeframes as defined by the backup policy.	100%	100%	99%

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

Division of Innovation and Technology Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 2,314,213	\$ 2,927,775	\$ 2,823,463	\$ 3,467,924	23%
TOTAL	\$ 2,314,213	\$ 2,927,775	\$ 2,823,463	\$ 3,467,924	23%

Expenditures by Fund and Function

General Fund

Personnel	\$ 1,492,090	\$ 1,712,467	\$ 1,604,607	\$ 1,872,492	17%
Supplies	117,496	177,289	180,837	356,532	97%
Services & Other	547,263	849,673	849,673	822,636	-3%
Capital	153,415	184,260	184,260	412,094	124%
Transfers Out	3,949	4,086	4,086	4,170	2%
TOTAL FUND	\$ 2,314,213	\$ 2,927,775	\$ 2,823,463	\$ 3,467,924	23%

Employees - FTE

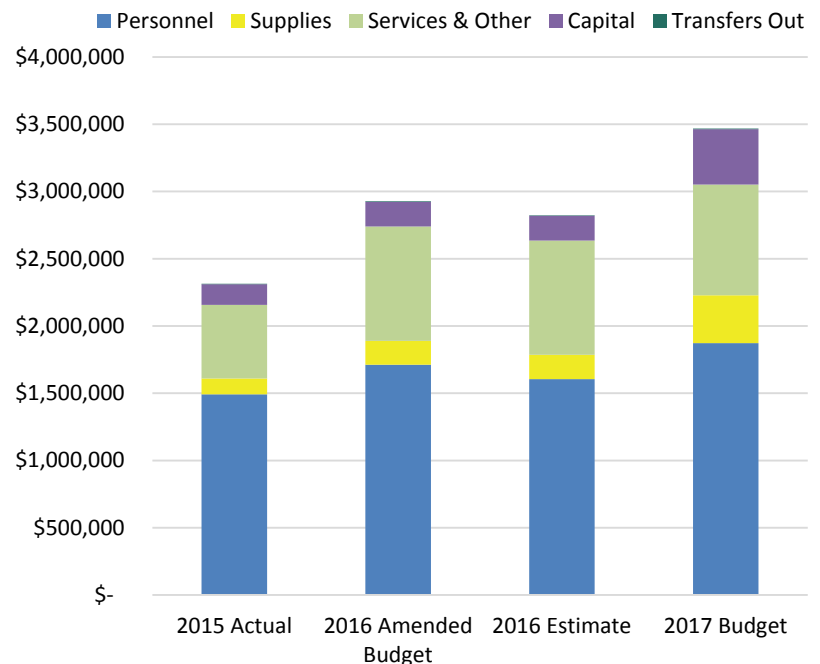
Innovation & Technology	16.00	18.00	18.00	19.00	6%
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Money comes from...



Money goes to...

Expenditures by Category



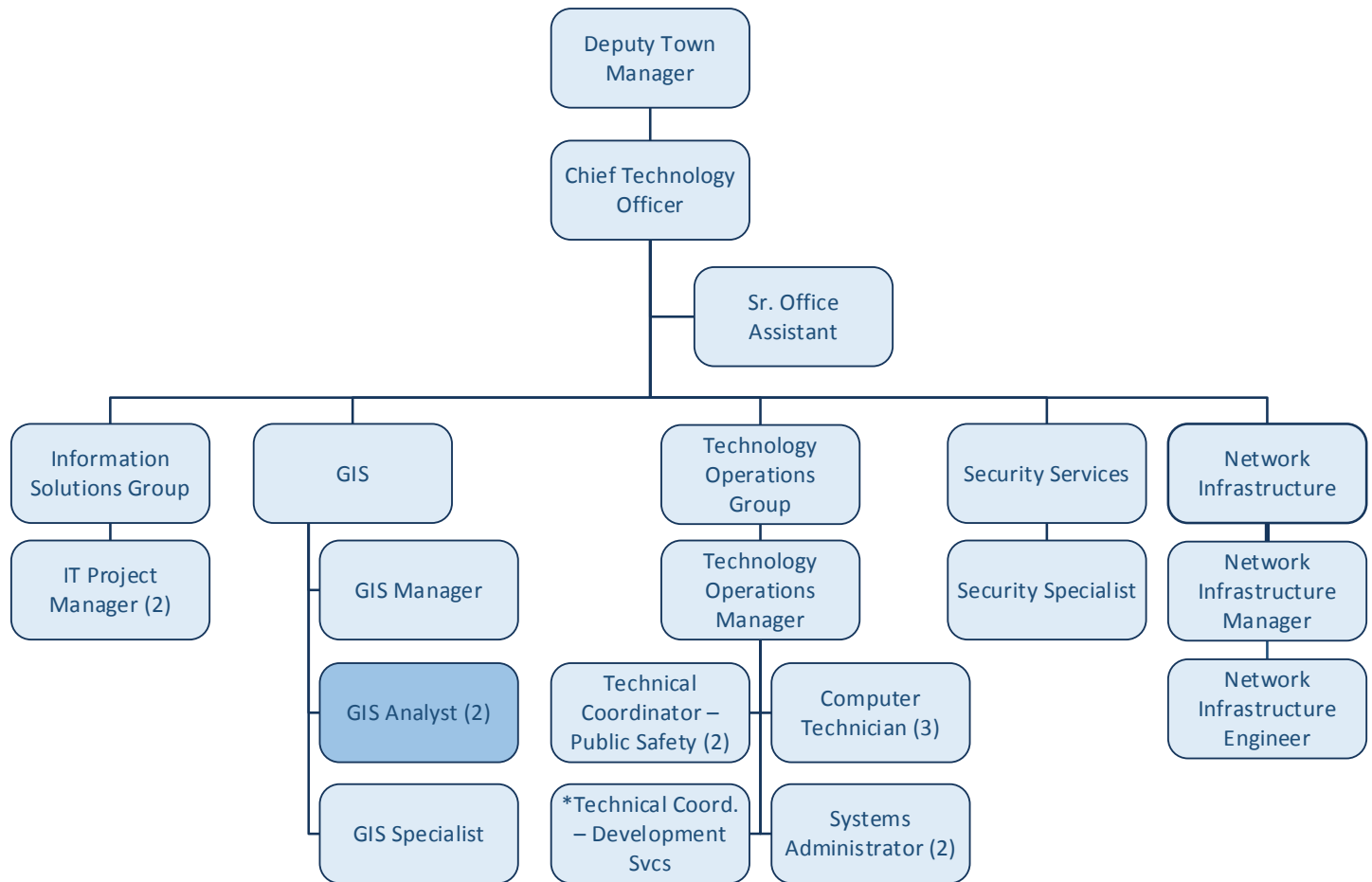
DTMO – Division of Innovation and Technology CRgov.com/technology

Future Strategic Planning:

Planning for the Division of Innovation and Technology includes a personnel costs for a Network Engineer position in 2018 and a Systems Administrator position in 2019.

Organizational Structure:

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



The position in dark blue represents new personnel requested for 2017. One new GIS Analyst position is included in the total number shown.

*Position paid in the Development Services Fund

DTMO - Facilities Division

CRgov.com

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 2017 Budget Initiatives:

The 2017 budget request for the General Fund Facilities Division is \$1,334,890. This is an increase of less than 1% over the 2016 year-end estimate. Items included for 2017 include increased overtime costs and other costs related to construction of additional Town facilities including expanding Town Hall. The majority of these costs is offset by savings in other items, so the increase to the Facilities Division is minimal for 2017.

The 2017 requested budget for the Municipal Facilities Capital Fund is \$4,104,265. The Municipal Facilities Capital Fund accounts for growth related expansion needs of Town facilities. As such, the 2017 budget includes \$3.5M in funding for the construction of a new Parks and Facility Maintenance building. Funding for this project includes \$1,015,000 from Municipal Facilities Capital and General Long Term Planning Funds, plus \$1,470,000 from the Parks and Recreation Capital Fund. Additionally, this fund includes the office space lease for the Division of Innovation and Technology and a portion of the lease for the Public Safety Training Facility.

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 2017 include costs related to the expansion of Town Hall and subsequent office relocations.

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objective	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation	Complete all routine Facilities Maintenance service requests within one working day, when possible, or schedule to be completed as soon as parts or labor are available	100%	100%	100%
	Respond to after-hours emergency Facilities Maintenance requests within 30 minutes – 24 hours a day, seven days a week	Responded to 32 emergencies, all within 30 minutes	Responded to 20 emergencies, all within 30 minutes (through May)	100%
	Deliver all room/event setup requests in the timeframe requested 100% of the time	Delivered 70 room/event setup requests, all in the timeframe requested	Through May, delivered 44 setups, all but one of which was on time	100%
	Complete preventive maintenance tasks at scheduled intervals	Completed 1,114 preventive maintenance tasks during 2015	Through May, completed 528 preventive maintenance tasks	As needed

The Facilities Division completed 1,502 work orders in 2015. A new Facility Services team was established in 2016 to keep Town Facilities clean.

DTMO - Facilities Division

CRgov.com

Performance Objectives and Measurable Outcomes (Continued):

Long-Term Organization Vision	Department Objective	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation	Provide custodial services as scheduled 90% of the time, and complete all custodial service requests within one working day	New objective for 2016	Through May, completed 43 custodial service requests, all within one working day	100% of service requests within one working day
Ensure a Town government accountable for its vision, mission and values	Conduct bimonthly custodial inspections on each Town facility cleaned by Facility Services and issue a monthly inspection report	New objective for 2016	In April and May, completed 57 inspections	Issue monthly reports 100% of the time
	Achieve overall performance rating of Average or greater from 90% of respondents to the annual Facility Services survey	New objective for 2016	93%	90%
	Achieve overall performance rating of Average or greater from 90% of respondents to the annual Facilities Maintenance survey	New objective for 2016	Survey to be completed in fall 2016	90%
	Conduct an annual safety inspection on each Town facility and issue an inspection report within 30 days	25%	100%	100%

Facilities Division Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 1,129,629	\$ 1,331,945	\$ 1,331,446	\$ 1,334,890	0%
Municipal Facilities Capital Fund	372,235	94,021	94,021	4,104,265	>500%
TOTAL	\$ 1,501,865	\$ 1,425,966	\$ 1,425,467	\$ 5,439,155	282%

Expenditures by Fund and Function

General Fund

Personnel	\$ 512,897	\$ 704,214	\$ 697,910	\$ 706,523	1%
Supplies	134,101	81,826	84,511	83,341	-1%
Services & Other	426,706	485,706	488,826	496,895	2%
Capital	7,589	15,000	15,000	-	-100%
Transfers Out	48,336	45,199	45,199	48,131	6%
TOTAL FUND	\$ 1,129,629	\$ 1,331,945	\$ 1,331,446	\$ 1,334,890	0%

Municipal Facilities Capital Fund

Services & Other	\$ 78,735	\$ 94,021	\$ 94,021	\$ 106,887	14%
Capital	\$ -	\$ -	\$ -	\$ 3,500,000	100%
Transfers Out	293,500	-	-	497,378	100%
TOTAL FUND	\$ 372,235	\$ 94,021	\$ 94,021	\$ 4,104,265	>500%

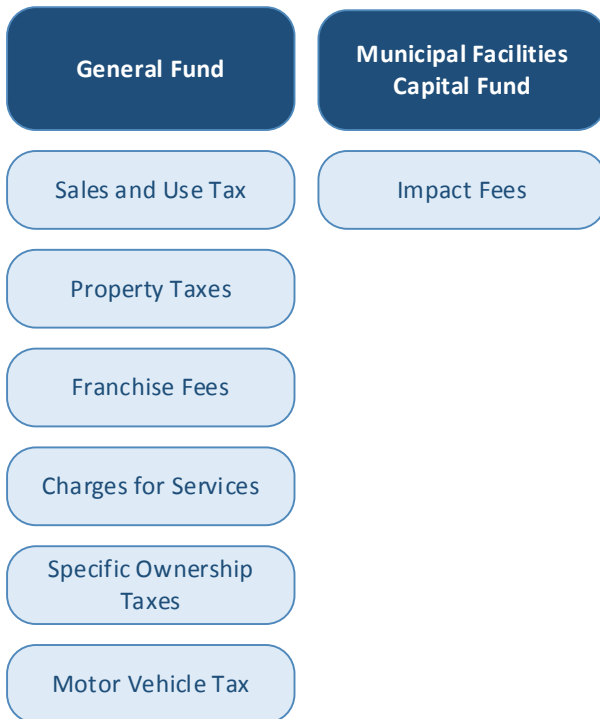
Employees - FTE

Facilities	7.00	11.25	11.25	11.25	0%
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DTMO - Facilities Division

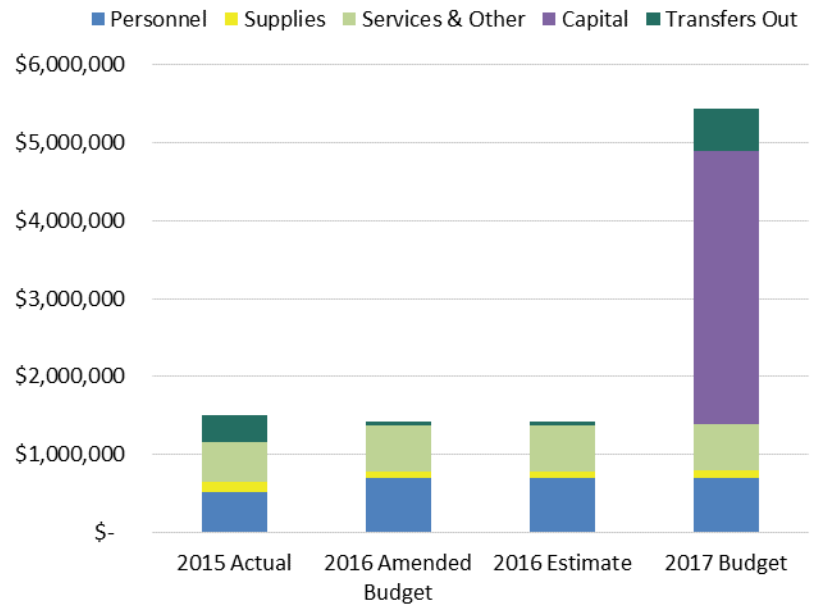
CRgov.com

Money comes from...



Money goes to...

Expenditures by Category

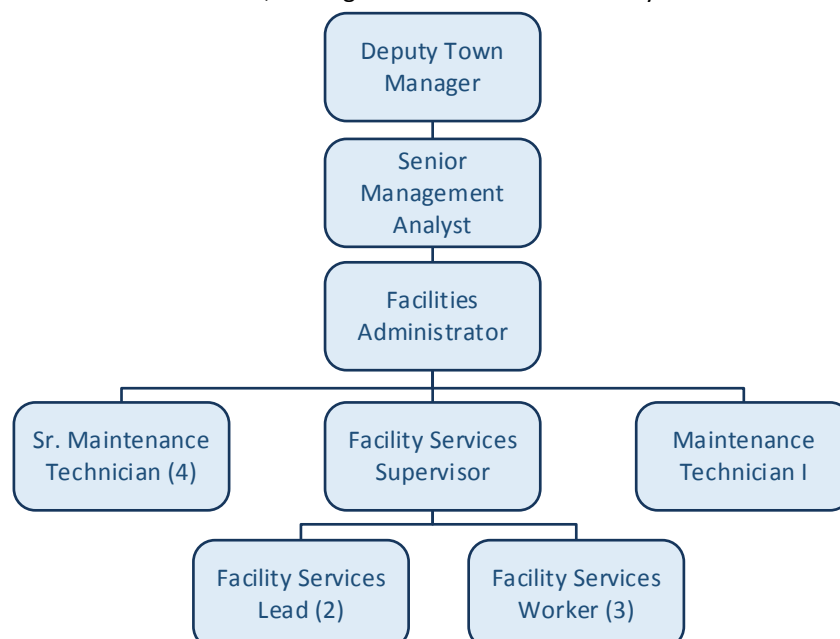


Future Strategic Planning:

Planning for the Facilities Division in the General Fund includes the addition of two new Facility Services positions to focus on floor care at Town facilities in 2018 plus additional operating costs related to maintaining additional Town Facilities. Planning for the Municipal Facilities Capital Fund for 2019 includes elimination of lease costs for IT office space. Upon completion of the Town Hall expansion in 2017, IT staff will relocate to Town Hall.

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.



DTMO - Facilities Division

CRgov.com

Municipal Facilities Capital Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 1,313,947	\$ 1,244,324	\$ 1,244,324	\$ 1,553,108	25%
Revenues					
Investment Earnings	5,110	9,929	4,717	5,382	14%
Impact Fees	297,502	526,802	390,842	287,235	-27% (1)
Transfers In	-	-	-	2,485,000	100% (2)
Interfund Loan Revenue	-	7,246	7,246	26,809	270% (3)
Total Revenues	\$ 302,612	\$ 543,977	\$ 402,805	\$ 2,804,426	>500%
Expenditures					
Services & Other	78,735	94,021	94,021	106,887	14% (4)
Capital	-	-	-	3,500,000	100% (2)
Transfers Out	293,500	-	-	497,378	100% (5)
Total Expenditures	\$ 372,235	\$ 94,021	\$ 94,021	\$ 4,104,265	>500%
Contribution to or (Use of) Fund Balance	(69,623)	449,956	308,784	(1,299,839)	-521% (6)
Ending Funds Available	\$ 1,244,324	\$ 1,694,280	\$ 1,553,108	\$ 253,269	-84%
Reserves & Internal Designations*					
Committed for Fund Purpose		1,694,280	1,553,108	253,269	
Total Reserves & Internal Designations		\$ 1,694,280	\$ 1,553,108	\$ 253,269	
Unobligated Reserves	\$ 1,244,324	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Impact fee revenue is projected for 700 single family and 100 multi-family homes for 2017

(2) Transfers in consist of funds from Parks and Recreation Capital and General Long-term Planning Funds for the construction of a Parks and Facility Maintenance Building that is included as a capital expenditure

(3) Interfund Loan Revenue increases as principal payments from a loan to the Police Capital Fund are received

(4) Services & Other costs increase due to more space leased for the Division of Innovation and Technology

(5) Transfers out include the cost of two new vehicles for the Division of Innovation and Technology plus transfers to Parks & Recreation Capital and Transportation Capital Funds to accurately reflect impact fee collections from 2011 - 2014

(6) The change in fund balance for 2017 is primarily affected by transfers and capital expenditures for the construction of a Parks and Facility Maintenance Building

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 2017 Budget Initiatives

The Town Attorney's Office 2017 budget request is \$754,644 for 2017 which represents an increase of approximately 8% increase over the 2016 year-end estimate. The increase is due to the reclassification of the Assistant Town Attorney to Deputy Town Attorney and an increase in hours from 20 hours per week to 30 hours per week for the part-time Administrative Assistant in 2016 for a portion of the year. These expenditures are lower in 2016 due to the timing of implementation with the entire annual amount included for 2017 and outgoing years. The Deputy Town Attorney 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. Overall outside legal service costs are expected to decrease in 2016 compared to historical years and this is reflected in the 2016 year end estimate based on current staffing levels.

The Town Attorney's Office reviews, prepares and approves all contracts related to Town activities. In 2015, they prepared and reviewed approximately 500 agreements

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objectives</i>	<i>2015 Objective Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</i>
<p>Ensure a town government accountable for its vision, mission, and values.</p> <p>Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation.</p> <p>Achieve the financial capability necessary to accomplish this Vision.</p> <p>Protect and enhance our natural environment.</p>	<p>The Town Attorney's Office will be available for legal oversight and consultation to Town Staff and departments as needed</p>	100%	100%	100% of the time

Town Attorney's Office Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 522,430	\$ 735,695	\$ 697,161	\$ 754,644	8%
TOTAL	\$ 522,430	\$ 735,695	\$ 697,161	\$ 754,644	8%

Expenditures by Fund and Function

General Fund

Personnel	\$ 432,214	\$ 543,597	\$ 538,943	\$ 562,497	4%
Supplies	15,292	5,372	5,372	5,372	0%
Services & Other	74,924	186,726	152,846	186,775	22%
TOTAL FUND	\$ 522,430	\$ 735,695	\$ 697,161	\$ 754,644	8%

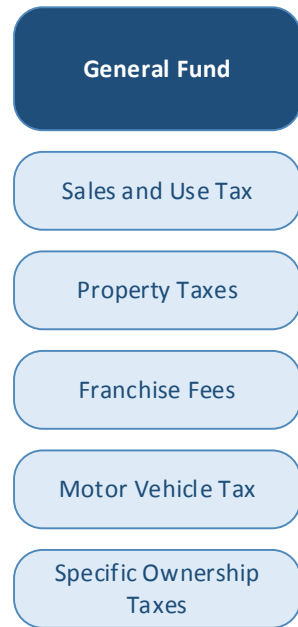
Employees - FTE

Town Attorney's Office	3.50	3.75	3.75	3.75	0%
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Town Attorney's Office

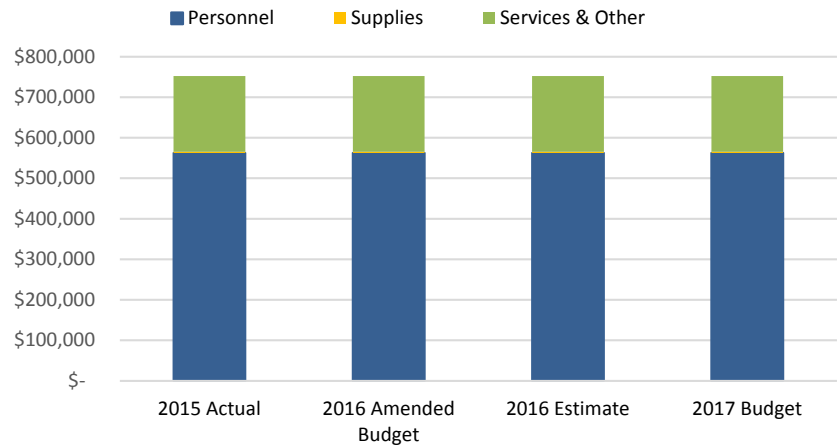
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Money comes from...



Money goes to...

Expenditures by Category

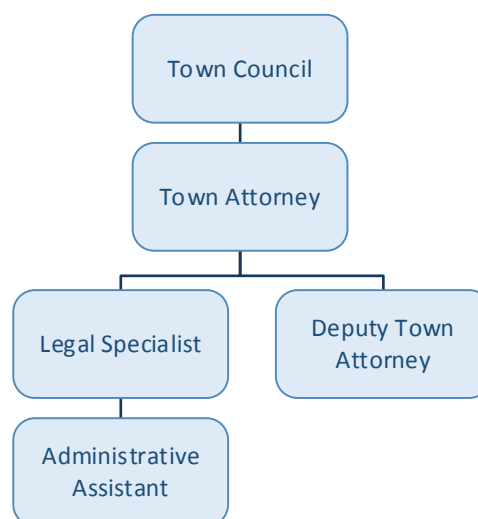


Future Strategic Planning:

The planning period through 2019 includes the continuation of the Deputy Town Attorney and part time Administrative Assistant reclassifications.

Organizational Structure:

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



Town Clerk's Office

CRgov.com/clerk

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

13,600 residents voted during the election held in 2015

Town Clerk 2017 Budget Initiatives:

The Town Clerk Office's 2017 budget is \$366,800 and reflects a decrease over the prior year-end estimate. Requested changes in 2017 are as follows: election expenses decrease in 2017 due to Council elections being held in even years as well as seasonal help to assist with databases and data entry of documents.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objective</i>	<i>2015 Outcome Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</i>
Ensure a town government accountable for its vision, mission, and values.	Prepare Council Agenda with supporting documentation for distribution to Town Council and the public four days prior to the meeting	100%	100%	100%
	Respond to open records request within time permitted under Colorado State Statutes and respond to other citizen requests and inquiries within 48 hours	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 review Town's participation in Special Events on an as needed basis	85%	80%	80%
	Process all liquor license applications in accordance with the requirements of the Colorado State Statutes, and within no more than 60 days of receipt of completed application for a new license and 30 days of receipt of other types of applications	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 North Wilcox Street, Castle Rock, CO 80104

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 305,805	\$ 379,282	\$ 368,014	\$ 366,800	0%
TOTAL	\$ 305,805	\$ 379,282	\$ 368,014	\$ 366,800	0%

Expenditures by Fund and Function

General Fund

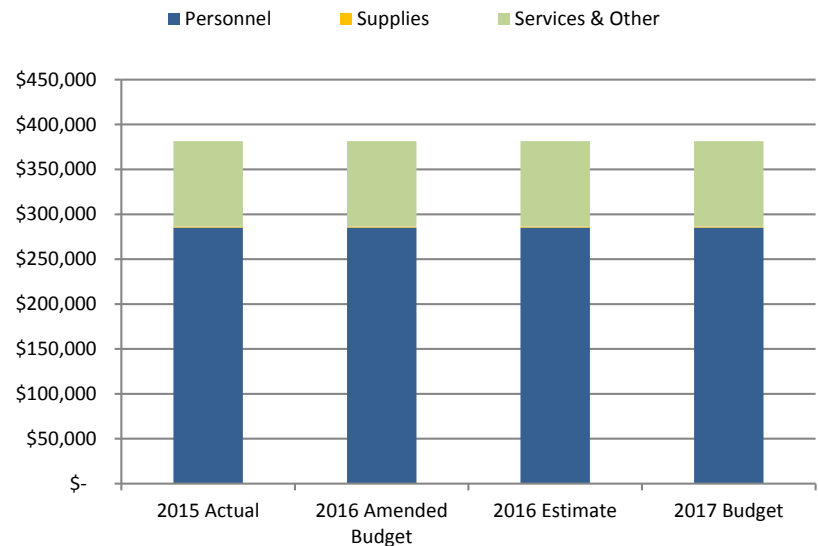
Personnel	\$ 236,707	\$ 243,144	\$ 240,883	\$ 270,654	12%
Supplies	1,718	1,010	1,010	1,010	0%
Services & Other	67,380	135,128	126,121	95,136	-25%
TOTAL FUND	\$ 305,805	\$ 379,282	\$ 368,014	\$ 366,800	0%

Money comes from...

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

Money goes to...

Expenditures by Category



Town Clerk's Office

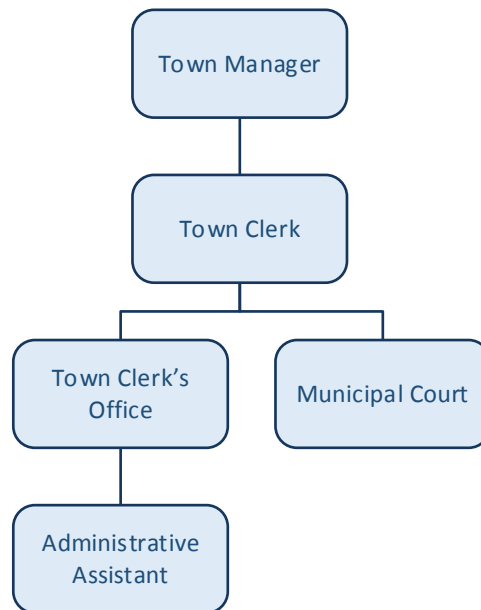
CRgov.com/clerk

Future Strategic Planning:

Future initiatives for the Town Clerk's Office include election expenses. These expenses increase in even years due to Council elections being held in even years. Otherwise, there are no significant changes incorporated into the 2018 – 2019 planning period for this area.

Organizational Structure:

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



Municipal Court Division

CRgov.com/court

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

Teen Court has seen 59 cases in 2015 and 36 cases through May of 2016

Municipal Court Division 2017 Budget Initiatives:

The Municipal Court Division's 2017 budget is \$417,925 and reflects an 11% increase over the prior year-end estimate. Changes in 2017 include an additional software license for \$5,428, funds for court appointed council for \$4,000, computer software associated with additional functionality needed to identify driver's license type at a cost of \$2,000 and to provide DMV electronic transcripts for \$2,000.

Performance Objectives and Measurable Outcomes:

<i>Long-Term Organization Vision</i>	<i>Department Objective</i>	<i>2015 Outcome Attained</i>	<i>2016 YTD Outcome</i>	<i>2017 Goal</i>
Ensure a town government accountable for its vision, mission, and values.	Wait times at arraignment will be no more than 1.5 hours for traffic cases and general ordinance violations	97%	80%	80%
	All referrals to Teen Court defendants will be heard by the Teen Court within five weeks	95%	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	86%	88%	85%

Municipal Court Division's Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 319,059	\$ 391,388	\$ 375,152	\$ 417,925	11%
TOTAL	\$ 319,059	\$ 391,388	\$ 375,152	\$ 417,925	11%

Expenditures by Fund and Function

General Fund

Personnel	\$ 280,216	\$ 337,181	\$ 320,384	\$ 354,421	11%
Supplies	16,827	16,176	16,795	21,447	28%
Services & Other	22,016	38,031	37,973	42,057	11%
TOTAL FUND	\$ 319,059	\$ 391,388	\$ 375,152	\$ 417,925	11%

Employees - FTE

Municipal Court	5.00	5.00	5.00	5.00	0%
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Municipal Court Division

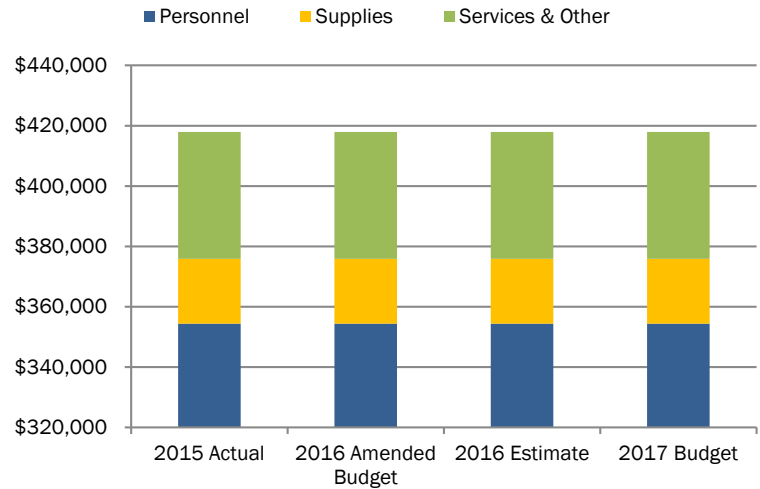
CRgov.com/court

Money comes from...

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

Money goes to...

Expenditures by Category



Future Strategic Planning:

The planning period through 2019 includes ongoing funds for court appointed council with no other significant changes expected.



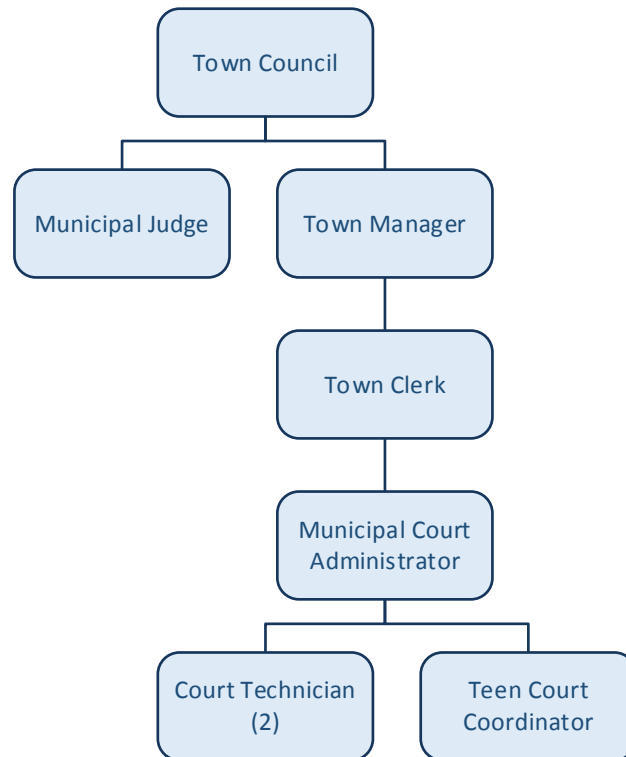
Teen Court members

Municipal Court Division

CRgov.com/court

Organizational Structure:

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



Finance Department

CRgov.com/finance

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

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

The Finance Department is 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 2017 Budget Initiatives:

The total proposed budget for Finance in 2017, including Departmental, Non-Departmental and DDA TIF Fund amounts is \$8,665,520. The 2017 Finance Departmental budget request represents a 7% increase over the 2016 year end estimate. This increase is primarily due to the following additions:

- The addition of a Building Use Tax Auditor for half the year to begin auditing building use tax revenues, and to assist with general operations in the Sales Tax Division
- 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
- An increase to accommodate financial advising services primarily related to debt refinancing transactions

The items above will assist the Finance Department staff in continuing to provide exceptional customer service and to meet the growing demands of the organization. The Non-departmental budget in 2017 represents a 336% increase compared to the 2016 year and estimate. This increase is due to a one-time \$3 million interfund loan from the General Fund to the Fire Capital Fund to partially fund the construction of a new fire station in Crystal Valley Ranch.

The 2017 Downtown Development Authority TIF Fund (DDA TIF Fund) budget of \$1,954,544 is based upon estimated sales tax TIF of approximately \$1.3 million. Expenditures in this fund include debt service for a loan issued to help fund the renovation of Festival Park and for a loan issued to the Move, LLC in 2016. Revenue will be received in 2017 for repayment of the loan to the Move, LLC according to the agreed upon terms. Additionally, two agreements are in place identifying that a portion of property tax and sales tax receipts from specific Downtown areas will be shared back to the development. Although use of available fund balance is appropriated for use in 2017, actual use of funds for downtown projects will be identified through the DDA board and approved by Council.

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

Finance Department

CRgov.com/finance

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objectives	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
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%
	Submit to an audit of the Town's finances Our goal is to receive no findings in the Town's financial statements in the annual independent audit.	2014 Audit: 0 Findings	2015 Audit: 0 Findings	2016 Audit: 0 Findings
	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 submit the CAFR to the GFOA for review.	2014 CAFR: Submitted	2015 CAFR: Will be submitted 3 rd Qtr	2016 CAFR: Will be submitted 3 rd Qtr
Achieve the financial capability necessary to accomplish the Town's Vision	Prepare the budget document on an annual basis, to meet the vision, goals, and expectations of the Castle Rock Community. The budget will be submitted each year to the Government Finance Officers Association (GFOA) for evaluation and review. This document is rated by reviewers who supply feedback and ratings. Our goal is to produce an outstanding document, demonstrated by "outstanding" ratings given by reviewers.	14	40	Increase number of outstanding ratings for 2017 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 Consolidated Financial Information

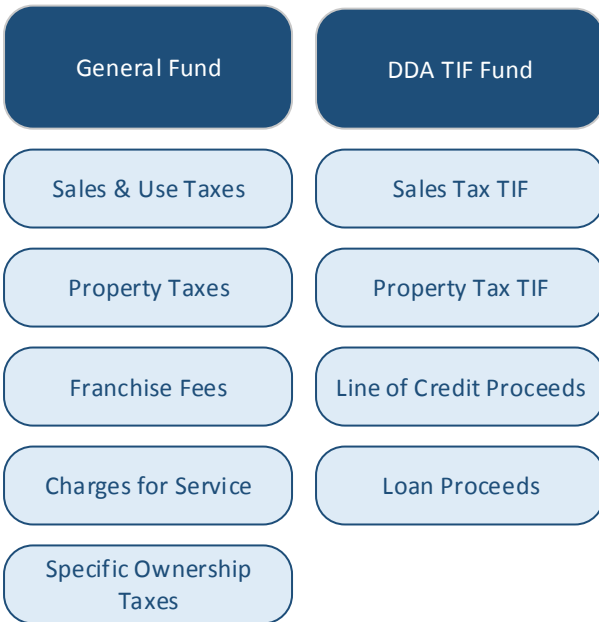
Trish Muller, Finance Director– 100 North Wilcox Street, Castle Rock, CO 80104

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
<u>Expenditure Summary by Fund</u>					
General Fund Finance	\$ 1,936,356	\$ 2,167,162	\$ 2,125,445	\$ 2,273,583	7%
General Fund Non-Departmental	3,312,887	1,017,829	1,017,829	4,437,393	336%
Downtown Development TIF Fund	222,350	4,640,791	4,640,791	1,954,544	-58%
TOTAL	\$ 5,471,592	\$ 7,825,782	\$ 7,784,065	\$ 8,665,520	11%
<u>Expenditures by Fund and Function</u>					
General Fund Finance					
Personnel	\$ 1,552,069	\$ 1,702,199	\$ 1,668,765	\$ 1,812,377	9%
Supplies	29,256	29,755	30,354	28,655	-6%
Services & Other	355,029	410,208	401,326	432,551	8%
Capital	-	25,000	25,000	-	-100%
TOTAL FUND	\$ 1,936,355	\$ 2,167,162	\$ 2,125,445	\$ 2,273,583	7%
General Fund Non-Departmental					
Personnel	\$ 241,183	\$ -	\$ -	\$ -	0%
Supplies	2,933	651	651	320,651	>500%
Services & Other	568,771	794,678	794,678	1,116,742	41%
Capital	-	220,000	220,000	-	-100%
Debt & Financing	-	2,500	2,500	-	-100%
Transfers Out	2,500,000	-	-	3,000,000	100%
TOTAL FUND	\$ 3,312,887	\$ 1,017,829	\$ 1,017,829	\$ 4,437,393	336%
Downtown Development TIF Fund					
Services & Other	40,014	-	6,901	58,512	>500%
Capital	181,600	1,019,981	1,013,080	1,596,495	58%
Debt & Financing	736	1,120,810	1,120,810	299,537	-73%
Transfers Out	-	2,500,000	2,500,000	-	-100%
TOTAL FUND	\$ 222,350	\$ 4,640,791	\$ 4,640,791	\$ 1,954,544	-58%
<u>Employees - FTE</u>					
Finance	18.50	18.50	18.50	19.50	5%

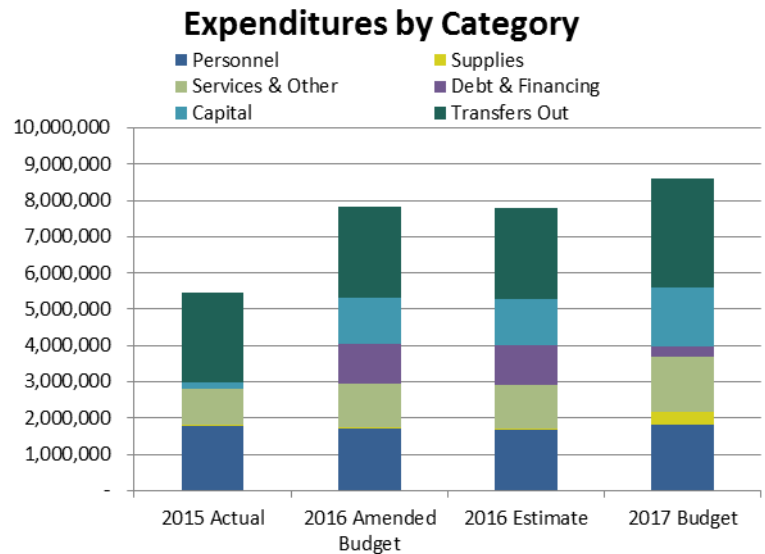
Finance Department

CRgov.com/finance

Money comes from...



Money goes to...



Future Strategic Planning:

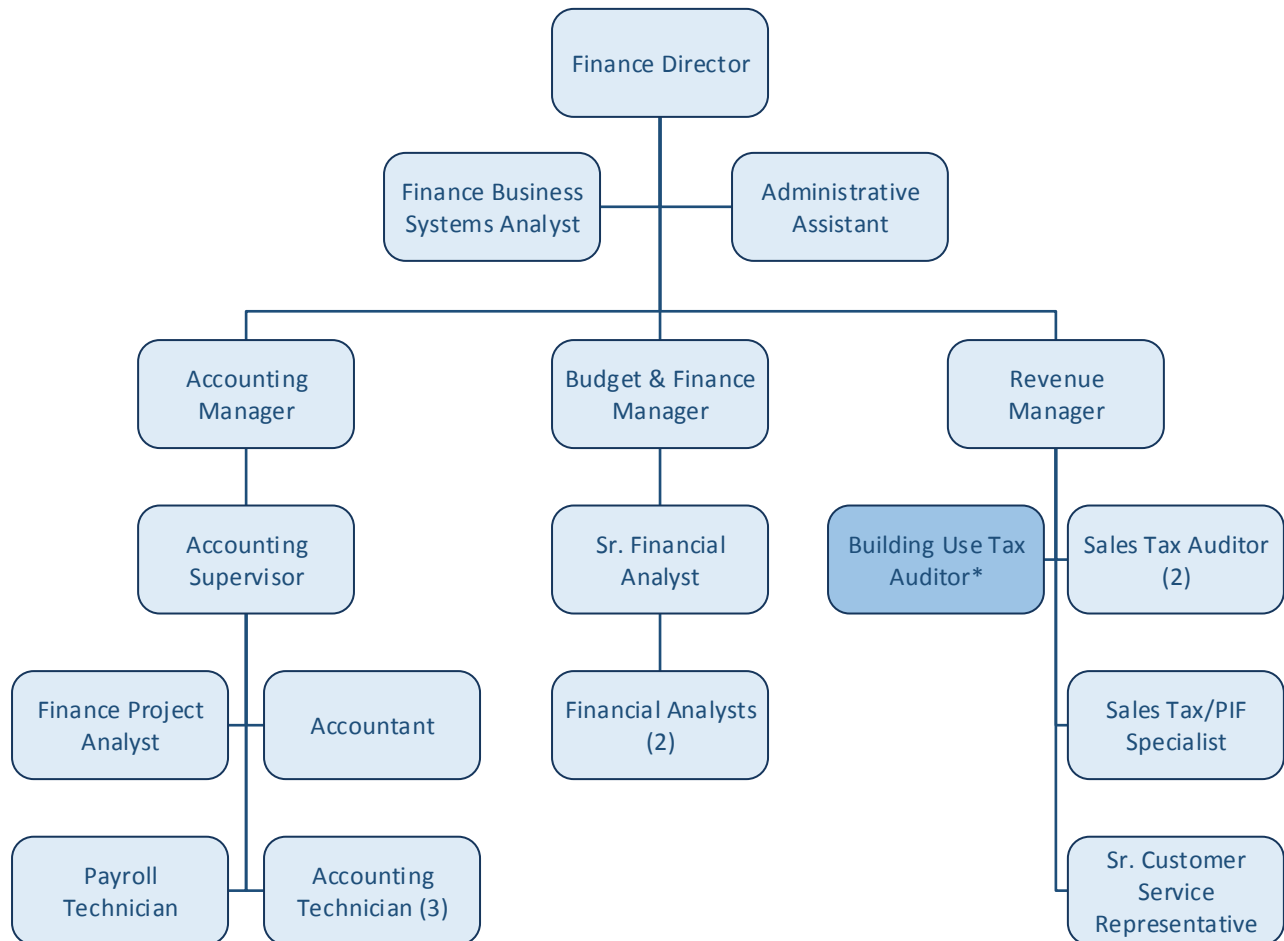
Planning years 2018 and 2019 include a continuation of prior year initiatives in the Finance departmental and non-departmental divisions at this time. The DDA TIF Fund includes anticipated increases in TIF revenue in future years that will be available for revitalization projects in Downtown Castle Rock. Future agreements will be considered to assist strategic partners with gaps in project funding as deemed appropriate and as approved by Town Council.

Finance Department

CRgov.com/finance

Organizational Structure:

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



**The positions in dark blue represent new personnel requested for 2017.*

Finance Department

CRgov.com/finance

Downtown Development Authority TIF Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ -	\$ 963,810	\$ 963,810	\$ 963,810	0%
Revenues					
Taxes	1,186,160	1,230,802	1,230,802	1,341,016	9%
Investment Earnings	-	989	989	206	-79%
Debt & Financing Revenue	-	900,000	900,000	-	-100% (1)
Other Revenue	-	2,509,000	2,509,000	9,000	-100% (1)
Total Revenues	\$ 1,186,160	\$ 4,640,791	\$ 4,640,791	\$ 1,350,222	-71%
Expenditures					
Services & Other	40,014	-	6,901	58,512	>500% (2)
Capital	181,600	1,019,981	1,013,080	1,596,495	58% (3)
Debt & Financing	736	1,120,810	1,120,810	299,537	-73% (1)
Transfers Out	-	2,500,000	2,500,000	-	-100% (1)
Total Expenditures (Excluding One-Time)	\$ 222,350	\$ 4,640,791	\$ 4,640,791	\$ 1,954,544	-58% (4)
Net Change Excluding One-Time Capital	\$ 963,810	\$ -	\$ -	\$ (604,322)	0%
5 Year CIP (One-Time Expenditures)	-	-	-	-	0%
Total Expenditures (Including One-Time)	222,350	4,640,791	4,640,791	1,954,544	-58% (4)
Contribution to or (Use of) Fund Balance	963,810	-	-	(604,322)	0%
Ending Funds Available	\$ 963,810	\$ 963,810	\$ 963,810	\$ 359,488	-63%
Reserves & Internal Designations*					
Debt Service Reserve		-	313,726	313,726	
Committed for Fund Purpose		-	-	45,762	
Total Reserves & Internal Designations		\$ -	\$ 313,726	\$ 359,488	
Unobligated Reserves	\$ 963,810	\$ 963,810	\$ 650,084	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (year-end estimates are based on information through April and will be revised the 3rd quarter of 2016)

Notes:

(1) Planning for this fund does not include receipt of loan funds or debt/transfer costs for 2017; these items for 2016 include funding for renovation of Festival Park and a loan for The Move, LLC as stipulated in a Town Council approved agreement

(2) Services & Other costs include legal and other costs related to projects in this fund

(3) Capital expenditures include appropriation of all available fund balance to be used for Council approved downtown projects as they may arise throughout the year

(4) Expenditures are lower due to a planned one time transfer out for renovation of Festival Park in 2016

Police Department

CRgov.com/police

The Police Department works to make Castle Rock one of the safest communities along Colorado's Front Range as evidenced by violent and property crime rates 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 budgets in three funds:

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

The Police Department's Patrol Division handled 73,827 calls for service in 2015

Police Department 2017 Budget Initiatives:

The Police Department's 2017 General Fund budget request is \$12,904,621 and reflects a 9% increase over the prior year-end estimate. There are 3 new positions requested including two Patrol Officers and one part time Property Evidence Technician. 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 two patrol officers in 2017 as a result of the increase in growth-related calls for service 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 71,062 in 2014 to 73,827 calls for service in 2015, an increase of 4%. The additional officers will begin in January 2017 with the total allocation of \$300,261, which includes salary, benefits, technology, equipment, supplies, officer training, vehicles and associated benefits.
- One part time Property and Evidence Technician is recommended. As calls for service continue to increase, the amount of property and evidence has also increased. In 2015, it had grown to 3,898 pieces of property and evidence. In 2016, the current part time Property and Evidence Technician was introduced to the processing of open records requests for in car cameras and body-worn cameras. The time requirement to evaluate the in-car camera and body-worn camera record requests requires additional staff. The 2017 allocation for adding this part time position including salary, benefits, technology and equipment is \$42,066.
- Other personnel, equipment and technology purchases in 2017 include property and evidence room shelving for \$40,000, continuation of body-worn cameras and Taser payments for \$109,488, 12 replacement mobile Toughbook computers for \$46,392, additional software maintenance for \$30,584, recruitment at a cost of \$20,000, overtime expenses for \$82,356 and continuation of payments on the portable radio replacement contract at a cost of \$102,661.



The Police Capital Fund has a 2017 budget request of \$166,228, a 66% decrease from the 2016 year-end estimate. This decrease is due to a one-time expenditure in 2016 for the Police Department renovation. The Police Capital Fund will continue to share the lease payments with the Fire Capital Fund for the Public Safety Training Facility; however, other divisions using this facility share 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. An assessment is underway to develop options to present to Town Council to address the Town's long-term needs in this area. The inclusion of new vehicle purchases, interfund loan payments to the General Fund and addition of payments to the Municipal Facilities Capital Fund for the Police Department Basement Renovation are also included in 2017.

There is no 2017 budget request for the Police Forfeiture Fund as most of the fund balance was used in 2016 toward the purchase of body-worn cameras. Funds in the Police Forfeiture Fund are a result of State or Federal cooperative efforts since 2012. Expenditures occur only if revenues are received.

Police Department

CRgov.com/police

Performance Objectives and Measurable Outcomes:

Long-Term Organizational Vision	Department Objective	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation.	Violent Crimes ≤ 2.6 (Aggravated Assault, Homicide, Sex Offenses, Robbery)	0.9	0.42	≤ 2.6
	Property Crimes ≤ 27.5 (Burglary, Fraud, Motor Vehicle Theft)	18.5	6.66	≤ 27.5
	Violent Clearance Rates ≥ 60.6	77%	52%	≥ 60.6
	Property Clearance Rates ≥ 24.0	30%	27%	≥ 24
	Recovered Stolen Property $\geq 9.2\%$	13%	Data attained annually for accuracy	$\geq 9.2\%$
	Accidents (Injury) ≤ 4.9	0.9%	0.29	≤ 4.9
	Accidents (Non- Injury) ≤ 18.0	15.4%	4.95	≤ 18
	Alcohol-Related Fatalities $\leq .014$	0.0	0.0	$\leq .014$
	Response Times (min:sec) $\leq 5:53$	5:22	5:19	$\leq 5:53$



Chief Jack Cauley speaking with children at a local elementary school

Police Department

CRgov.com/police

Police Department Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 10,787,775	\$ 11,867,464	\$ 11,827,668	\$ 12,904,621	9%
Police Capital Fund	588,127	492,749	492,749	166,228	-66%
Police Forfeiture Fund	-	23,828	23,828	-	-100%
TOTAL	\$ 11,375,902	\$ 12,384,041	\$ 12,344,245	\$ 13,070,849	6%

Expenditures by Fund and Function

General Fund

Personnel	\$ 9,119,172	\$ 9,871,769	\$ 9,843,243	\$ 10,863,967	10%
Supplies	370,906	691,206	645,964	710,057	10%
Services & Other	738,691	741,360	769,337	822,635	7%
Capital	94,911	28,553	34,548	-	-100%
Debt & Financing	102,661	102,661	102,661	102,661	0%
Transfers Out	361,434	431,915	431,915	405,301	-6%
TOTAL FUND	\$ 10,787,775	\$ 11,867,464	\$ 11,827,668	\$ 12,904,621	9%

Police Capital Fund

Services & Other	\$ 23,113	\$ 21,991	\$ 21,991	\$ 20,895	-5%
Capital	410,176	186,661	186,661	-	-100%
Transfers Out	154,838	284,097	284,097	145,333	-49%
TOTAL FUND	\$ 588,127	\$ 492,749	\$ 492,749	\$ 166,228	-66%

Police Forfeiture Fund

Capital	-	23,828	23,828	-	-100%
TOTAL FUND	\$ -	\$ 23,828	\$ 23,828	\$ -	-100%

Employees - FTE

Police	90.38	95.38	95.38	97.88	3%
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Town of Castle Rock Explorer members

Police Department

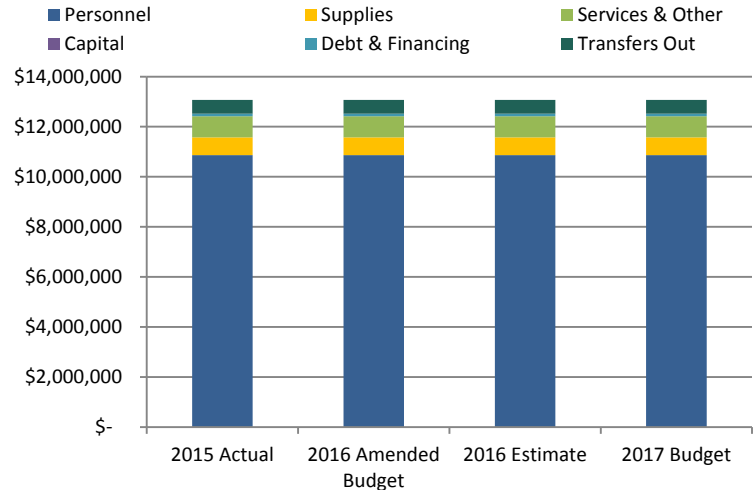
CRgov.com/police

Money comes from...



Money goes to...

Expenditures by Category



Future Strategic Planning:

The Police Department is planning for two new Patrol Officers at a total cost of \$343,463, a Training Officer at \$125,876, two Dispatchers costing \$187,320, a Detective for \$177,706 and a Special Operations Sergeant at \$214,299 in 2018. These additional positions are based on increasing development, population and growth related calls for service as the Police Department strives to maintain levels of service. In 2014, there were 71,062 calls for service, a 10.8% increase over previous year; calls for service in 2015 were 73,827, an increase of 4% over 2014. This continual growth coupled with increased traffic volumes will continue to effect the Police Department's ability to maintain current levels of service. Other initiatives projected for 2018 include continued costs for:

- body-worn camera payments for \$109,488
- annual Software maintenance at a cost of \$31,713
- mobile computer replacements for \$46,392
- recruitment for \$20,000

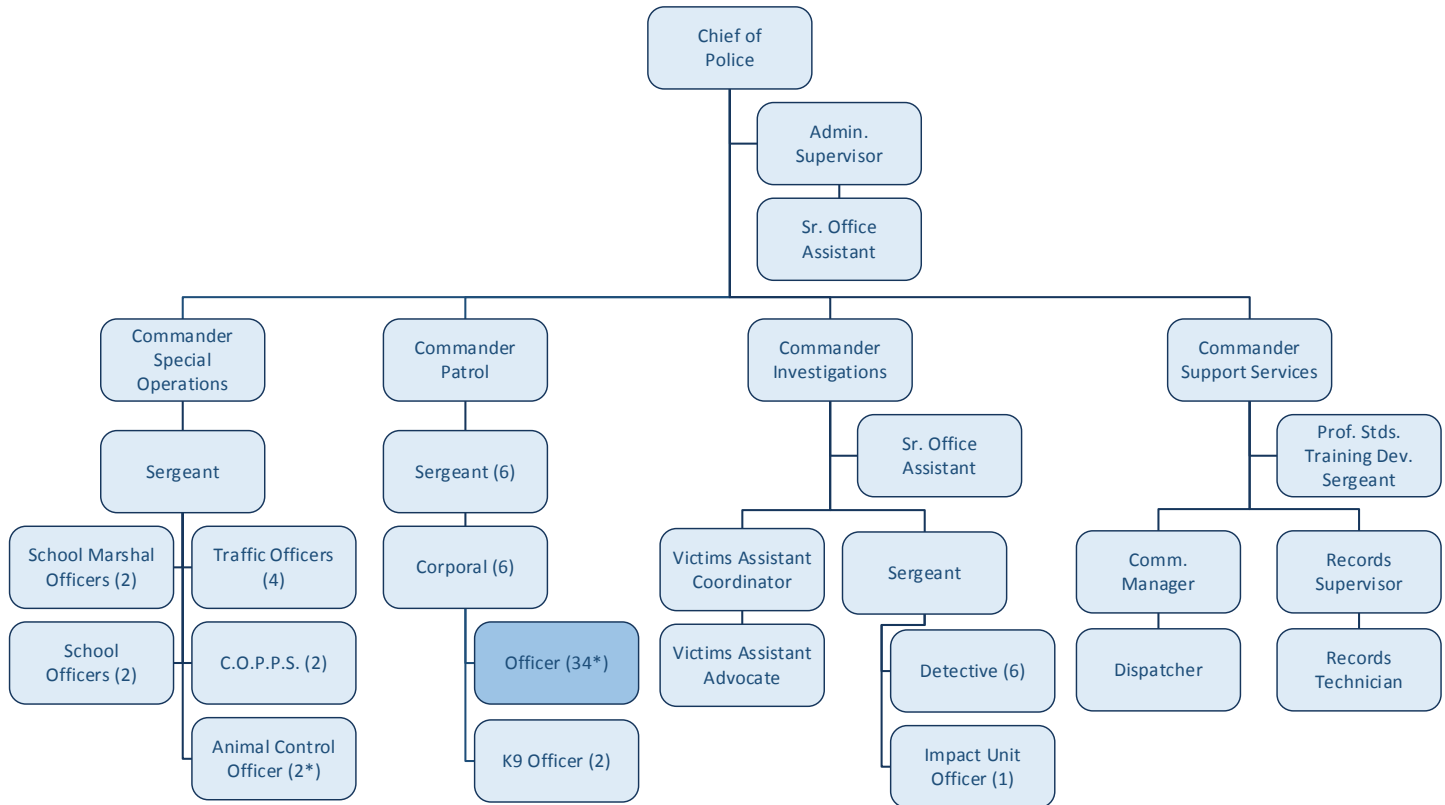
Future planning for 2019 includes the request for two additional Patrol Officers for the Community Policing Unit costing \$389,637 and two Patrol Officers at \$327,734. Other initiatives planned for 2019 include continuation of the body-worn camera payments at a cost of \$109,488, software maintenance for \$31,713, mobile computer replacements for \$46,392 and recruitment for \$20,000.

Police Department

CRgov.com/police

Organizational Structure:

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



**The positions in dark blue represent new personnel requested for 2017. Two new Police Officers are included in the numbers shown.*

Police Department

CRgov.com/police

Police Capital Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 271,093	\$ 211,786	\$ 211,786	\$ 76,276	-64%
Revenues					
Investment Earnings	795	382	1,298	616	-53%
Impact Fees	258,025	321,527	355,941	262,495	-26% (1)
Transfers In	270,000	-	-	-	0%
Total Revenues	\$ 528,820	\$ 321,909	\$ 357,239	\$ 263,111	-26%
Expenditures					
Services & Other	23,113	21,991	21,991	20,895	-5%
Capital	410,176	186,661	186,661	-	-100% (2)
Interfund Loan	60,173	67,420	67,420	86,983	29% (3)
Transfers Out	94,665	216,677	216,677	58,350	-73% (4)
Total Expenditures	\$ 588,127	\$ 492,749	\$ 492,749	\$ 166,228	-66%
Contribution to or (Use of) Fund Balance	(59,307)	(170,840)	(135,510)	96,883	-171% (5)
Ending Funds Available	\$ 211,786	\$ 40,946	\$ 76,276	\$ 173,159	127%
Reserves & Internal Designations*					
Committed for Fund Purpose		40,946	76,276	173,159	
Total Reserves & Internal Designations		\$ 40,946	\$ 76,276	\$ 173,159	
Unobligated Reserves	\$ 211,786	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Impact fee revenue is projected for 700 single family and 100 multi-family homes for 2017

(2) Decrease is associated with the one time Police Department basement renovation completion in 2016

(3) Interfund Loan increase accommodates payments to the Municipal Facilities Capital Fund for the basement renovation

(4) Transfers out decrease in 2017 as one time vehicle purchases for new officers in 2016 is complete

(5) Changes in fund balance is primarily affected by impact fee projections noted above and capital expenditures associated with the one time Police Department basement renovation completion in 2016

Police Department

CRgov.com/police

Police Forfeiture Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 23,821	\$ 24,253	\$ 24,253	\$ 5,452	-78%
Revenues					
Intergovernmental	407	5,000	5,000	5,000	0%
Investment Earnings	25	27	27	8	-70%
Total Revenues	\$ 432	\$ 5,027	\$ 5,027	\$ 5,008	0%
Expenditures					
Total Expenditures (Excluding One-Time)	\$ -	\$ -	\$ -	\$ -	0% (1)
Net Change Excluding One-Time Capital	\$ 432	\$ 5,027	\$ 5,027	\$ 5,008	0% (1)
5 Year CIP (One-Time Expenditures)	-	23,828	23,828	-	-100% (2)
Total Expenditures (Including One-Time)	-	23,828	23,828	-	-100% (1)
Contribution to or (Use of) Fund Balance	432	(18,801)	(18,801)	5,008	-127% (1)
Ending Funds Available	\$ 24,253	\$ 5,452	\$ 5,452	\$ 10,460	92%
Reserves & Internal Designations*					
Committed for Fund Purpose		5,452	5,452	10,460	
Total Reserves & Internal Designations		\$ 5,452	\$ 5,452	\$ 10,460	
Unobligated Reserves	\$ 24,253	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Difference in total expenditures, net change and new revenues/expenditures is associated with one time Body-Worn Camera costs in 2016

(2) Capital expenditures are lower in 2017 primarily due to one-time Body-Worn Camera costs for Police Officers that are planned in 2016

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.” According to the Commission on Fire Accreditation International (CFAI), the Castle Rock Fire & Rescue Department is among the top 1 percent performing fire agencies in the United State when compared to the number of Fire Agencies accredited versus those who are not accredited. There are just over 200 accredited agencies worldwide out of over 26,000 in America alone.

The Fire Department received 9.9% more calls for service in 2015 than 2014. Year to date calls for service through May 2016 are 9% higher than the same period in 2015

The Department manages budgets in two funds:

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

Fire and Rescue Department 2017 Budget Initiatives:

The Fire and Rescue Department has submitted a 2017 General Fund budget request of \$13,755,858, which reflects an 8% increase over the prior year-end estimates. One Fire Prevention Officer has been requested in 2017 to maintain levels of service for which funding is to be shared with the Development Services Fund. The Fire Department also requested funds for two training manikins for \$50,000, five power stretchers for \$225,000, Community Wildfire Protection Plan at a cost of \$20,000, five CPR devices for \$100,000, and VHF radio replacements for \$70,000. Additional funds requested for accreditation at a cost of \$28,000, Operations Division travel associated with vehicle acquisitions for \$28,000, public education for \$5,700, Life Safety for \$14,300, and portable radio replacements for \$210,141 were also requested in 2017.

The Fire Capital Fund has a 2017 budget request of \$6,324,311, which represents a significant increase over 2016 as it includes funds to construct the new Crystal Valley Fire Station for approximately \$4.7M and vehicle acquisitions for just under \$1.5M. 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. This project will be funded by accrued Fire Capital Fund residential development impact fees collected in the Fire Capital Fund and from an interfund loan from the General Fund for \$3M to be paid back with future impact fees. Click [here](#) for additional information on this project.

The Fire Capital Fund also includes requested funds for the continuation of the Fire Department’s portion of the Public Safety Training Facility lease payments. Lease costs are shared with the Police Capital Fund and other divisions using this facility as well. This facility is used for training purposes and is necessary due to current space challenges throughout the Town. An assessment is underway to develop options to present to Town Council to address the Town’s long-term needs in this area.



Fire and Rescue Department

CRgov.com/fire

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objective	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation.	The Fire and Rescue Department will achieve a rating of 4 or better on customer survey cards	99.97%	94.8%	95%
	A Paramedic will arrive at the scene of all Emergency Medical Service calls	99.6%	99.9%	99%
	The Fire and Rescue Department will follow and perform correct medical procedures	98.99%	99.1%	90%
	Call to arrival time in Metro/Urban/Suburban areas of the Town in 7 minutes and 30 seconds or less	87.8%	79.4%	90%
	Call to arrival time in Rural areas of the Town in 8 minutes and 20 seconds or less	81.0%	77.0%	90%
	The Fire and Rescue Department will complete plan reviews within 10 days or less 100% of the time	96.3%	92.0%	100%
	Plan reviews will be completed on tenant improvements less than 8,000 sq ft	98.3%	100%	100%

Fire and Rescue Department Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 11,764,870	\$ 12,816,902	\$ 12,791,986	\$ 13,755,858	8%
Fire Capital Fund	164,375	541,378	541,378	6,324,311	>500%
TOTAL	\$ 11,929,245	\$ 13,358,280	\$ 13,333,364	\$ 20,080,169	51%

Expenditures by Fund and Function

General Fund

Personnel	\$ 9,123,235	\$ 9,952,617	\$ 10,003,243	\$ 10,418,443	4%
Supplies	491,624	629,817	586,903	629,283	7%
Services & Other	1,004,029	1,125,519	1,092,891	1,223,101	12%
Capital	101,388	-	-	375,000	100%
Debt & Financing	210,139	210,139	210,139	210,141	0%
Transfers Out	834,455	898,810	898,810	899,890	0%
TOTAL FUND	\$ 11,764,870	\$ 12,816,902	\$ 12,791,986	\$ 13,755,858	8%

Fire Capital Fund

Services & Other	121,146	50,455	50,455	60,175	19%
Capital	-	435,864	435,864	4,762,155	>500%
Transfers Out	43,229	55,059	55,059	1,501,981	>500%
TOTAL FUND	\$ 164,375	\$ 541,378	\$ 541,378	\$ 6,324,311	>500%

Employees - FTE

Fire & Rescue	78.50	80.50	80.50	81.00	1%
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Fire and Rescue Department

CRgov.com/fire

Money comes from...

Money goes to...

General Fund

Fire Capital Fund

Sales and Use Tax

Impact Fees

Property Taxes

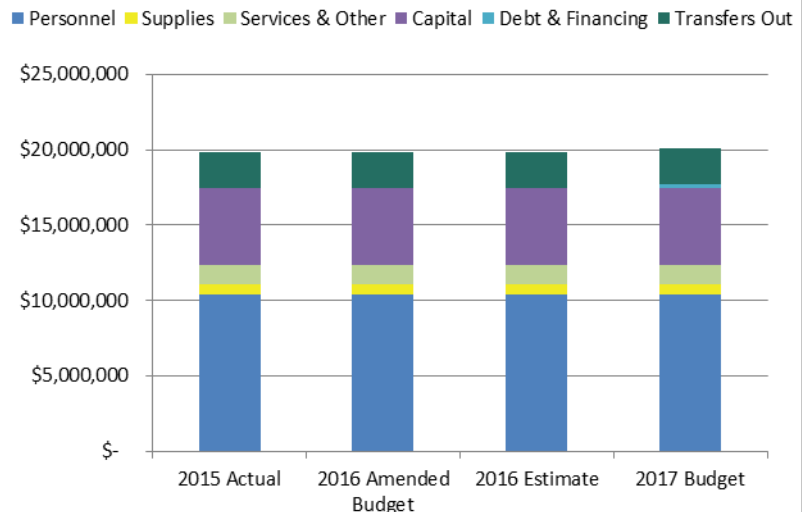
Franchise Fees

Motor Vehicle Tax

Intergovernmental
Agreements

Ambulance Transports

Expenditures by Category



Future Strategic Planning:

In 2018, the Fire Department in the General Fund will include a fully operational Crystal Valley Ranch Fire Station. Estimated ongoing operational costs including staffing of 12 personnel for \$1.5M, services including facility maintenance and utilities for \$202k, supplies with a cost of \$243k, and vehicle replacement program costs for \$126k are included. Planning for 2019 includes the continuation of personnel and associated costs to staff the new Fire Station for approximately \$2M.

In 2018, the Fire Capital Fund includes amounts for furnishings and equipment associated with the Crystal Valley Fire Station for \$589,282. The Crystal Valley Fire Station is anticipated to open for service in the summer/fall of 2018. Interfund loan payments to the General Fund associated with the Crystal Valley Fire Station are also included in 2018. The continuation of interfund loan payments to the General fund are included in 2019 as well.



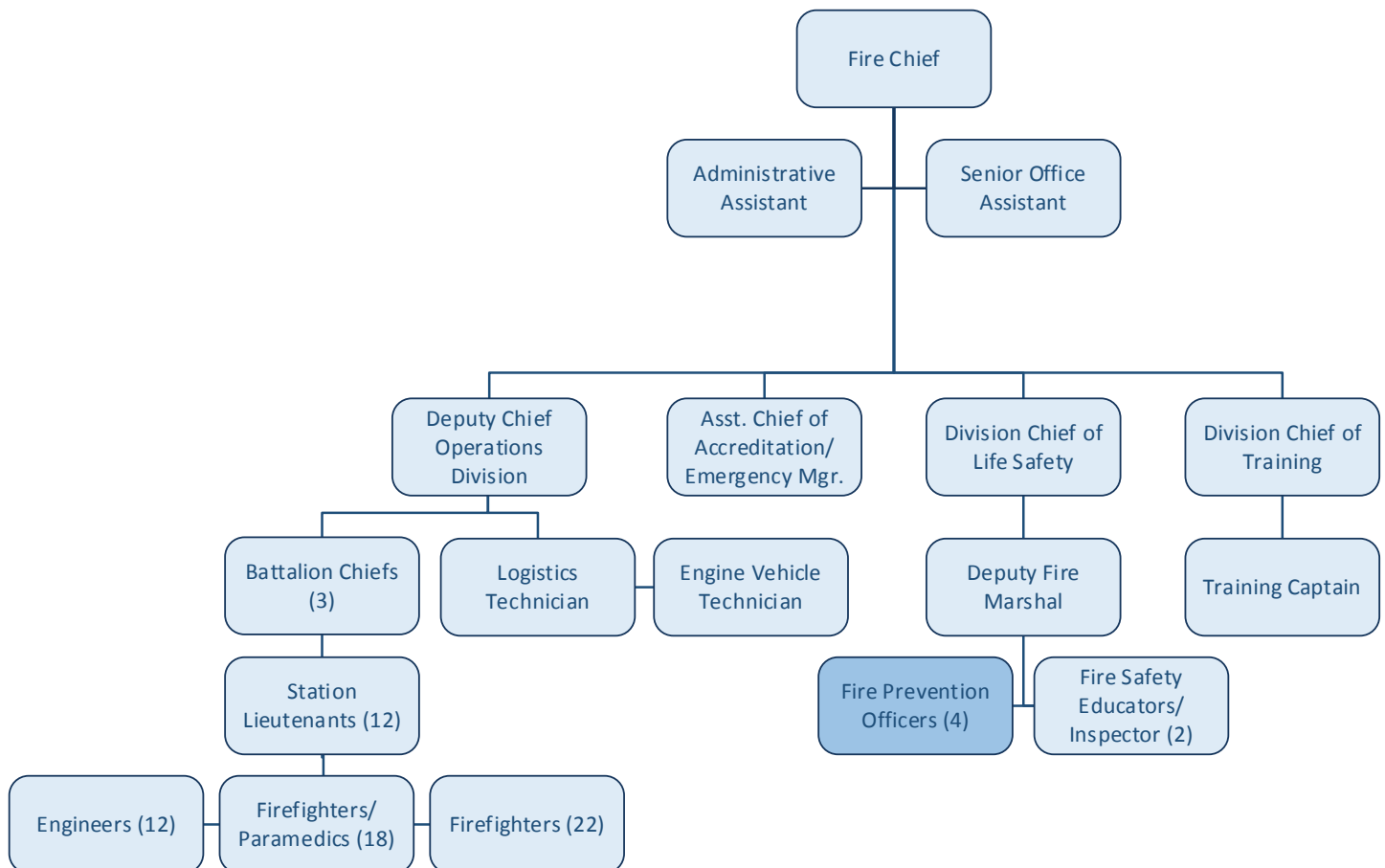
The Fire Department team working to put out a structure fire

Fire and Rescue Department

CRgov.com/fire

Organizational Structure:

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



**The position in dark blue represents new personnel requested for 2017. A new Fire Prevention Officer is included in the total numbers shown.*

Fire and Rescue Department

CRgov.com/fire

Fire Capital Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 2,581,259	\$ 2,919,725	\$ 2,919,725	\$ 3,094,653	6%
Revenues					
Investment Earnings	12,783	16,260	16,260	12,237	-25%
Impact Fees	490,058	581,948	700,046	514,082	-27% (1)
Transfers In	-	-	-	3,000,000	100% (2)
Total Revenues	\$ 502,841	\$ 598,208	\$ 716,306	\$ 3,526,319	392%
Expenditures					
Services & Other	121,146	50,455	50,455	60,175	19%
Capital	-	435,864	435,864	4,762,155	>500% (3)
Transfers Out	43,229	55,059	55,059	1,501,981	>500% (3)
Total Expenditures	\$ 164,375	\$ 541,378	\$ 541,378	\$ 6,324,311	>500%
Contribution to or (Use of) Fund Balance	338,466	56,830	174,928	(2,797,992)	-1700% (4)
Ending Funds Available	\$ 2,919,725	\$ 2,976,555	\$ 3,094,653	\$ 296,661	-90%
Reserves & Internal Designations*					
Committed for Fund Purpose		2,976,555	3,094,653	296,661	
Total Reserves & Internal Designations		\$ 2,976,555	\$ 3,094,653	\$ 296,661	
Unobligated Reserves	\$ 2,919,725	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Impact fee revenue is projected for 700 single family and 100 multi-family homes for 2017

(2) Transfers In reflects an interfund loan from the General Fund for the construction of the new Crystal Valley Ranch Fire Station

(3) Increase associated with construction and apparatus costs for the new Crystal Valley Ranch Fire Station

(4) Changes in fund balance is primarily affected by capital expenditures associated with the new Crystal Valley Ranch Fire Station project

Development Services Department

CRgov.com/development

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

**The Building Division
completed 20,374
inspections in 2015 and
9,414 through May 2016**

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 2017 Budget Initiatives:

Development Services has two funding sources; the General Fund and the Development Services Enterprise Fund. The Development Services Department’s 2017 General Fund budget request is \$649,051 which reflects a 35% increase over the prior year-end estimate. This increase is primarily due to personnel vacancy savings reflected in 2016 year-end estimates and a recommendation for a Neighborhood Services Liaison with an associated 2017 allocation of \$120,730. As the population and development activity has greatly increased, the demand for existing zoning administration work has increased with the growing number of new residents. The Development Services Enterprise Fund’s 2017 budget request is \$6,668,393 and reflects a 14% decrease over the prior year-end estimate primarily due to the one time Town Hall expansion costs occurring in 2016 for Development Services. In the second quarter of 2016, the Development Services Enterprise program requested the addition of the following new positions: Development Technician and Combination Building Inspector. The 2017 allocation associated with these positions is \$189,887. Beginning in 2017, Development Services also requested another Combination Building Inspector and Fire Prevention Officer to maintain levels of service due to increased development in the Town of Castle Rock. The cost of the Fire Prevention Officer will be shared with the Fire Department. Development Service’s 2017 allocation associated with these two positions is \$215,647. Other significant 2017 budget requests include a scanning project for \$100,000, furnishings associated with the Development Services Department move for \$500,000 and additional contract labor for \$400,000 to accommodate increased commercial and multi-family development activity.



The Building Division customer service area

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 zoning administration activities.

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

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

Development Services Department

CRgov.com/development

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

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objectives	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
Ensure high quality new development.	The Planning Division conducts plan reviews of 3 or more lots within specified timelines that vary based on whether it is first, second or final review.	Achieved – 99%	99%	98%
	The Planning Division conducts plan reviews of 2 lots or less within specified timelines that vary based on whether it is first, second or final review.	Achieved – 99%	99%	98%
	The Building Division reviews and responds to all commercial tenant finish plan submittals within 10 business days.	Achieved – 100%	94%	98%
	The Building Division completes plan reviews, ready for release for all deck and basement finish requests within 5 business days.	Achieved – 99%	90%	98%
	The Building Division reviews and responds to all residential Master Plan submittals within 20 business days.	Achieved – 100%	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%	98%	98%
	Zoning is responding to Code compliance complaints within 2 business days of initial contact.	Achieved – 100%	100%	98%
	Zoning is completing site visits within 5 business days of response date.	Achieved – 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.	Not Achieved – 76%	58%	80%
	Zoning is responding to illegal sign complainants within 24 hours.	Achieved – 100%	100%	98%
	Zoning is removing illegal temporary signs from public property within 7 business days of initial contact.	Achieved – 100%	100%	95%
	Zoning is mailing sign Notice of Violations within 10 business days of initial violation.	Achieved – 100%	100%	95%
	Zoning is reviewing and responding to business license applications for zoning compliance within 7 business days.	Achieved – 100%	100%	98%

Development Services Department

CRgov.com/development

Development Services Department Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 513,199	\$ 536,510	\$ 479,778	\$ 649,051	35%
Development Services Fund	4,368,015	7,786,040	7,759,133	6,668,393	-14%
TOTAL	\$ 4,881,214	\$ 8,322,550	\$ 8,238,911	\$ 7,317,444	-11%

Expenditures by Fund and Function

General Fund

Personnel	\$ 403,995	\$ 451,512	\$ 408,713	\$ 538,085	32%
Supplies	2,603	4,254	4,316	10,126	135%
Services & Other	103,954	78,097	64,102	67,915	6%
Transfers Out	2,647	2,647	2,647	32,925	>500%
TOTAL FUND	\$ 513,199	\$ 536,510	\$ 479,778	\$ 649,051	35%

Development Services Fund

Personnel	\$ 3,038,952	\$ 4,218,058	\$ 3,906,445	\$ 4,561,547	17%
Supplies	64,130	79,871	59,939	594,818	>500%
Services & Other	1,165,056	940,591	1,245,229	1,396,302	12%
Capital	7,495	2,500,000	2,500,000	-	-100%
Transfers Out	92,382	47,520	47,520	115,726	144%
TOTAL FUND	\$ 4,368,015	\$ 7,786,040	\$ 7,759,133	\$ 6,668,393	-14%

Employees - FTE

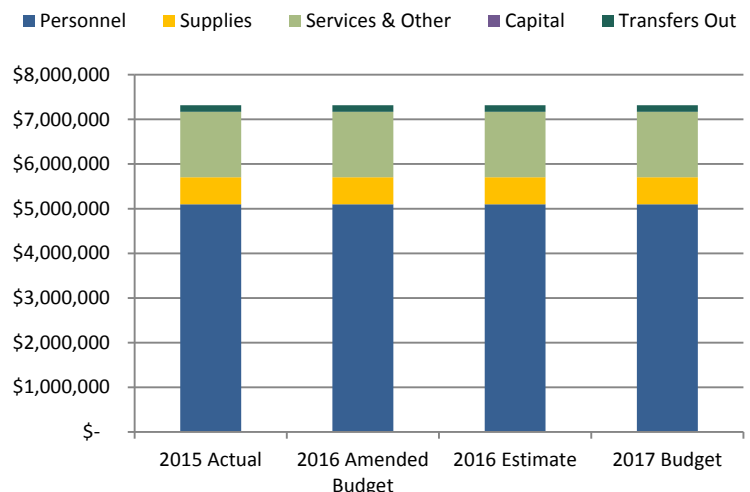
General Fund	4.10	4.10	4.10	4.10	0%
Development Services Fund	45.35	45.35	47.35	49.35	4%
Total Department FTE's	49.45	49.45	51.45	53.45	4%

Money comes from...



Money goes to...

Expenditures by Category



Development Services Department

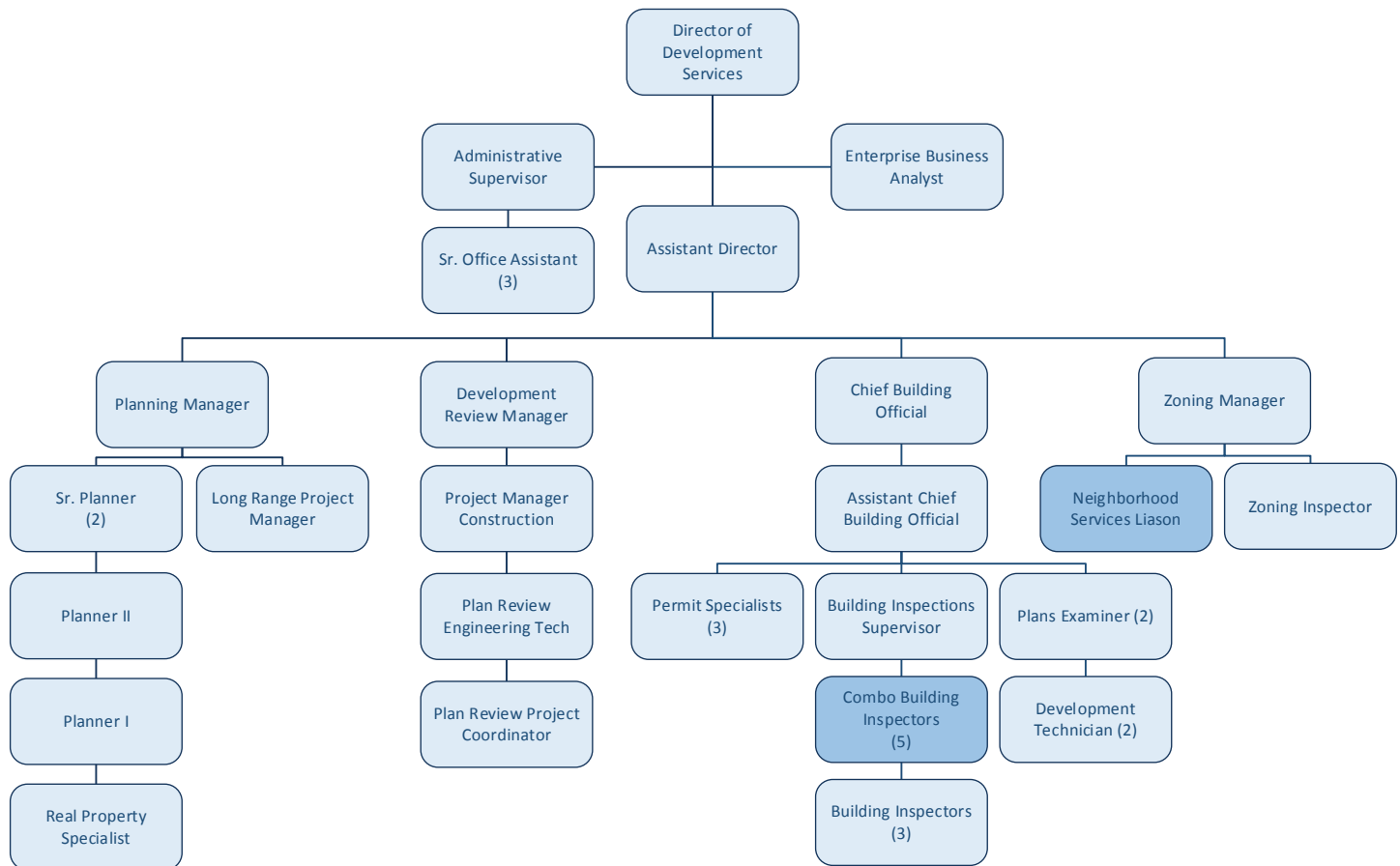
CRgov.com/development

Future Strategic Planning:

The planning period through 2019 within the Development Services Enterprise Fund includes the continuation of positions added in 2017 as well as additional contract labor for \$200,000 to accommodate increased commercial and multi-family development activity.

Organizational Structure:

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



* The positions in dark blue represent new personnel requested for 2017, including a Neighborhood Services Liaison and Combination Building Inspector

Development Services Department

CRgov.com/development

Development Services Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 6,338,733	\$ 6,673,813	\$ 6,673,813	\$ 5,037,679	-25%
Revenues					
Licenses & Permits	3,240,261	4,036,612	4,036,612	5,092,205	26% (1)
Charges for Service	1,436,596	1,199,412	2,059,783	1,495,493	-27% (2)
Investment Earnings	25,447	34,603	26,604	27,050	2%
Other Revenue	791	-	-	-	0%
Total Revenues	\$ 4,703,095	\$ 5,270,627	\$ 6,122,999	\$ 6,614,748	8%
Expenditures					
Personnel	3,038,952	4,218,058	3,906,445	4,561,547	17% (3)
Services & Other	1,165,056	940,591	1,245,229	1,396,302	12% (4)
Supplies	64,130	79,871	59,939	94,818	58% (5)
Capital	7,495	-	-	-	0%
Transfers Out	92,382	47,520	47,520	115,726	144% (6)
Total Expenditures (Excluding One-Time)	\$ 4,368,015	\$ 5,286,040	\$ 5,259,133	\$ 6,168,393	17%
Net Change Excluding One-Time Capital	\$ 335,080	\$ (15,413)	\$ 863,866	\$ 446,355	>500% (7)
5 Year CIP (One-Time Expenditures)	-	2,500,000	2,500,000	500,000	-80% (8)
Total Expenditures (Including One-Time)	4,368,015	7,786,040	7,759,133	6,668,393	-14%
Contribution to or (Use of) Fund Balance	335,080	(2,515,413)	(1,636,134)	(53,645)	-97% (7)
Ending Funds Available	\$ 6,673,813	\$ 4,158,400	\$ 5,037,679	\$ 4,984,034	-1%
Reserves & Internal Designations*					
Revenue Stabilization Reserve			2,605,807	1,557,678	
Total Reserves & Internal Designations		\$ -	\$ 2,605,807	\$ 1,557,678	
Unobligated Reserves	\$ 6,673,813	\$ 4,158,400	\$ 2,431,873	\$ 3,426,357	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (year-end estimates are based on information through April and will be revised the 3rd quarter of 2016)

Notes:

(1) Increase associated with increased commercial and multi-family development in 2017

(2) Decrease projected to occur as 2016 included a large amount of one time commercial inspection revenue

(3) Increase associated with three new personnel to maintain levels of service

(4) Services & Other increases due to contract labor needs for increased inspections and cost allocation expenses

(5) Supplies increase for furniture associated with Development Services move

(6) Transfers out increase for vehicle purchases associated with new positions

(7) Changes in net change and net revenues/expenditures are primarily affected by development and charges for service projections and costs associated with the Development Services relocation

(8) Capital decrease associated with one time Development Services move in 2016

Public Works

CRgov.com/publicworks

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

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

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

Public Works 2017 Budget Initiatives:

The Public Works Department total 2017 budget request of \$32.5 million includes a 27% decrease from the 2016 year-end estimate. This decrease is primarily attributable to lower expenditures the North Meadows Extension is planned to be complete in summer 2016.

The 2017 Transportation Fund proposed budget request is less than 1% higher than the 2016 year-end estimate. Changes to the annual Pavement Maintenance Program (PMP) include the separation of street reconstruction projects into capital projects. Expenditures for the PMP in the Transportation Fund are 23% lower than 2016 due to this change. 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 Average 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 2017 is referred to as the "South PMP" area, which in general includes Homestead Village, Young American, Plum Creek, Heckendorf Ranch, and Crystal Valley Ranch Subdivisions. The Pavement Maintenance Program includes the following maintenance treatment programs to preserve and extend the design life of the Town's road infrastructure; Concrete curb, gutter and sidewalk; Asphalt patching, overlay and reconstruction; Slurry Seal; and Concrete Pavement Restoration. Program costs are adjusted annually to account for increases for construction market costs and scope increases to meet program goals. The PMP aligns with Town's 2020 Vision Statement of providing outstanding community services including police, fire, emergency medical, park, recreation, water, and transportation. The Town's Strategic Plans identified six core priorities which included providing a safe transportation system and minimizing traffic congestion. This was identified in a 2015 community survey provided by Town residents. The priority of providing a safe transportation system and minimizing traffic congestion areas are addressed by the implementation of the Pavement Maintenance Program.

The Transportation Fund has additional increased costs for bridge maintenance, staff training, computer hardware and software, and a total of five new staff positions, including an Engineering Project Manager, a Traffic Signal Technician, a Streets Supervisor and two Streets Operators. Three of these five additions replace three existing seasonal street maintenance workers. Additional resources will be redirected to winter ice control. Capital expenditures are 95% higher than 2016 due to significant capital projects planned for the Transportation Fund, which include \$1,987,000 for Meadows Parkway reconstruction, \$1,801,000 for multiple smaller street reconstructions, \$1,000,000 for construction of a roundabout at 3rd and Perry Streets, and \$860,000 for the traffic signal program which includes the addition of two traffic signals and completion of our traffic signal system upgrades. Additional information regarding the Five-Year Capital Improvement Program can be found [here](#).

The 2017 Transportation Capital Fund budget request is 72% lower than the 2016 year-end estimate. This decrease in expenditures is due primarily to the planned completion of the North Meadows Extension in summer 2016 and the elimination of a dedicated personnel position. Growth related capital projects include \$725,000 for design of a widening project on Crowfoot Valley Road, \$360,000 for improvements at Highway 86 and Allen Way, and \$220,000 for design of an expansion to the Service Center. Also

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included in the Transportation Capital Fund budget is the final repayment of \$2.5 million of a 2014 interfund loan from the Water Fund that assisted in constructing the North Meadows Extension project.



The North Meadows Extension and US 85 Interchange is part of an overall project to relieve congestion in the northern areas of Castle Rock. The project is anticipated to be complete in August 2016

The Fleet fund expenditure budget request is 59% higher than the 2016 year-end estimate. This is primarily due to a planned increase associated with scheduled high cost vehicle replacements and vehicle additions in 2017. The department is scheduled to purchase 44 vehicles and/or pieces of equipment at a total estimated cost of \$5.3 million. Of these, there are 10 new vehicle additions planned for 2017, including two new Fire vehicles, estimated to cost \$1.5 million, intended for the soon to be constructed Crystal Valley Fire Station. The remaining 34 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 APWA, and individual evaluation. Revenue for the replacement costs has been accrued from participating departments over the life cycle of the existing vehicle and reserved for replacement expenditure. Some key vehicles scheduled for replacement in 2017 include two ambulances, a Quint (Fire ladder truck), a street sweeper and two Police patrol vehicles. Additional information regarding vehicle purchases can be obtained in the Five-Year Capital Improvement Program section [here](#).

The Town of Castle Rock invests in road maintenance and reconstructions every year to help ensure a safe and reliable transportation system



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Performance Objectives and Measurable Outcomes:

Long Term Organization Vision	Department Objectives	2015 Outcome Attained	2016 YTD Outcome	2017 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 cleared within 72 hours	100%	100%	90%
	Pavement Markings Program - maintain well defined pavement markings that provide guidance for all roadway users			
	Repaint every lane line twice per year	2	2	2 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%

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Public Works Consolidated Financial Information

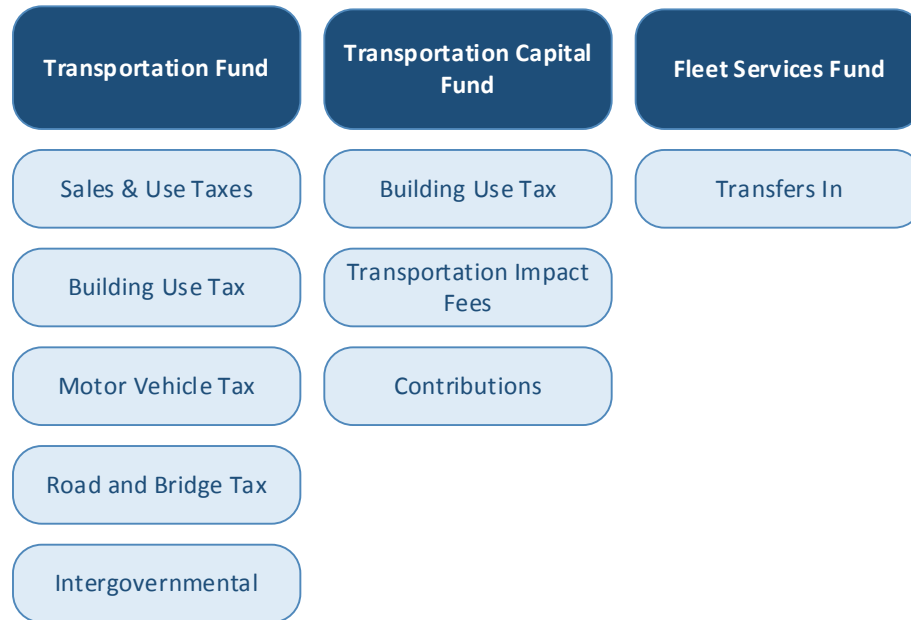
Bob Goebel, Public Works Director – 100 North Wilcox Street, Castle Rock, CO 80104

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Transportation Fund	\$ 18,697,264	\$ 20,843,822	\$ 20,663,952	\$ 20,699,541	0%
Transportation Capital Projects Fund	34,594,300	21,177,871	19,675,783	5,479,618	-72%
Fleet Services Fund	3,003,594	3,981,908	3,980,011	6,309,402	59%
TOTAL	\$ 56,295,159	\$ 46,003,601	\$ 44,319,746	\$ 32,488,561	-27%
<u>Expenditures by Fund and Function</u>					
Transportation Fund					
Personnel	\$ 3,149,123	\$ 3,444,880	\$ 3,250,968	\$ 3,961,810	22%
Supplies	700,270	620,594	621,500	676,415	9%
Services & Other	8,728,212	10,007,855	10,020,991	8,578,706	-14%
Capital	682,017	3,130,005	3,130,005	6,104,455	95%
Debt & Financing	1,599,975	1,605,763	1,605,763	296,700	-82%
Transfers Out	3,837,667	2,034,725	2,034,725	1,081,455	-47%
TOTAL FUND	\$ 18,697,264	\$ 20,843,822	\$ 20,663,952	\$ 20,699,541	0%
Transportation Capital Projects Fund					
Personnel	\$ 111,680	\$ 117,153	\$ 114,765	\$ -	-100%
Supplies	-	-	-	-	0%
Services & Other	2,298	16,135	16,135	-	-100%
Capital	21,982,592	19,120,295	17,620,295	1,412,000	-92%
Debt & Financing	872,088	871,788	872,088	1,353,150	55%
Transfers Out	11,625,643	1,052,500	1,052,500	2,714,468	158%
TOTAL FUND	\$ 34,594,300	\$ 21,177,871	\$ 19,675,783	\$ 5,479,618	-72%
Fleet Services Fund					
Personnel	\$ 446,505	\$ 490,454	\$ 490,655	\$ 517,115	5%
Supplies	264,065	275,843	275,896	275,717	0%
Services & Other	154,098	158,641	161,564	161,302	0%
Capital	2,124,018	3,045,603	3,040,529	5,344,119	76%
Debt & Financing	-	-	-	-	0%
Transfers Out	14,908	11,367	11,367	11,149	-2%
TOTAL FUND	\$ 3,003,594	\$ 3,981,908	\$ 3,980,011	\$ 6,309,402	59%
<u>Employees - FTE</u>					
Transportation Fund	36.45	36.45	36.45	41.45	14%
Transportation Capital Fund	1.00	1.00	1.00	-	-100%
Fleet Services Fund	6.00	6.00	6.00	6.00	0%
Total Department FTE's	43.45	43.45	43.45	47.45	9%

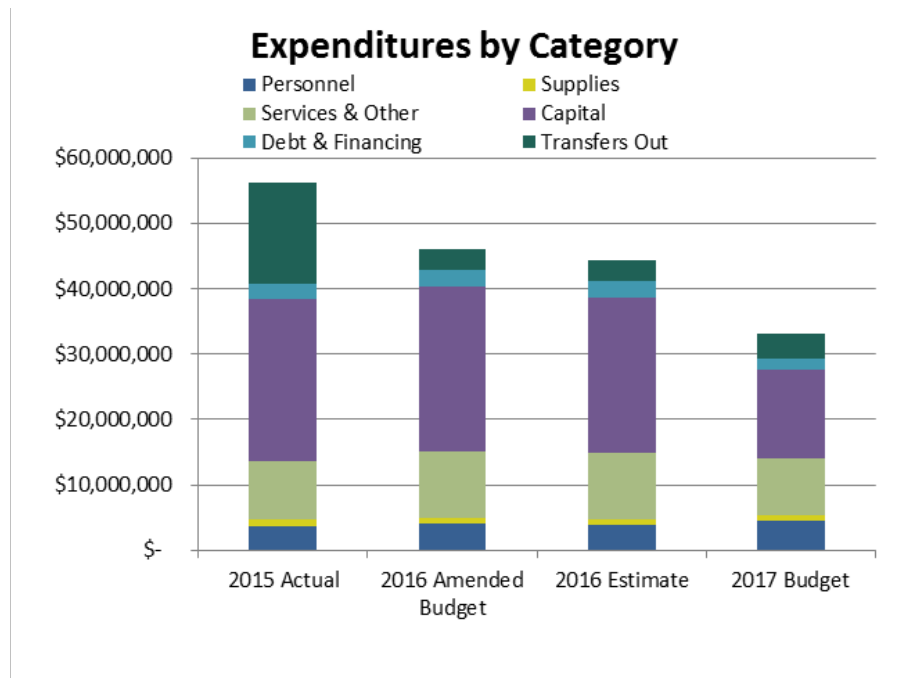
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Money comes from...



Money goes to...



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Future Strategic Planning:

Significant expenditures planned in the Transportation Fund for 2018 include a continuation of the Annual Pavement Maintenance Program and corresponding street reconstruction projects, with \$5 million planned for the PMP and a total of approximately \$3 million for various street reconstructions. Significant capital projects in the Transportation Fund include \$870,000 for improvements on Plum Creek Parkway and \$310,000 for improvements on Gordon Drive, in coordination with work being performed by the Utilities department

Transportation Capital Fund projects planned in 2018 include \$2 million for the construction of the Service Center expansion, \$3.7 million for construction of improvements to Founders Parkway (SH86) and Allen Way, \$2.4 million for construction of improvements at Founders Parkway (SH86) and Crowfoot Valley Road and \$6 million for construction to widen Crowfoot Valley Road. Anticipated project contributions in 2018 include a \$1.4 million federal pass through grant, \$280k from CDOT and \$250k for Founders Parkway and Allen improvements. \$1.6 million is also anticipated to be received from CDOT for improvements at Founders and Crowfoot Valley Road.

Projects planned in the Transportation Fund for 2019 include \$7.9 million for the Pavement Maintenance Program, \$2.9 million for street reconstructions, and \$800,000 for design of improvements in the Craig and Gould North neighborhood, in coordination with work planned by the Utilities department.

The following table summarizes the planned vehicle purchases within the Fleet Fund for 2018 and 2019:

	2018	2019
Number of Vehicles and Equipment	30	38
Estimated Total Cost	\$ 3,266,270	\$ 2,431,053



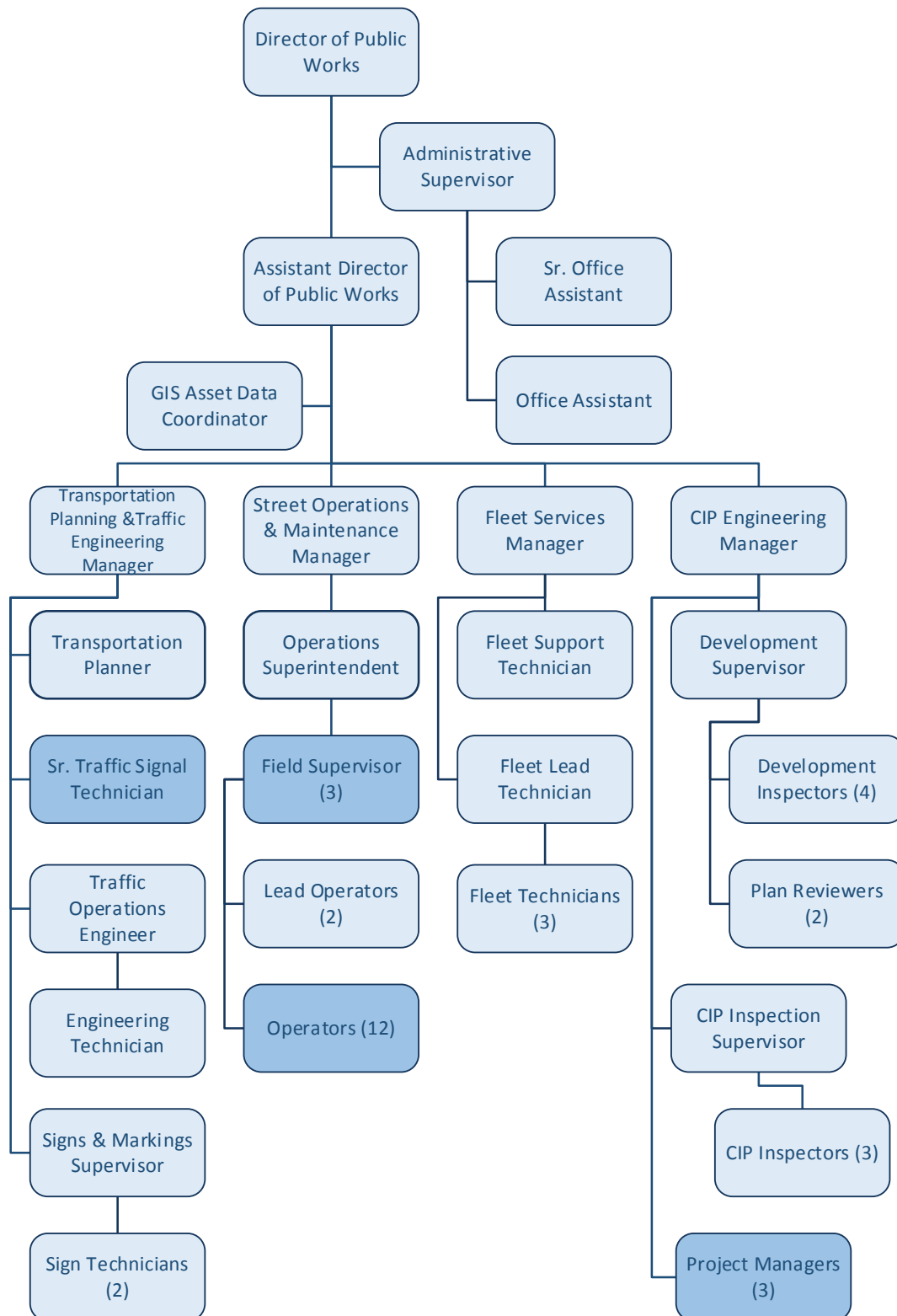
Improvements to Plum Creek Pkwy at Wilcox and Perry Streets in 2016

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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.



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Transportation Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 4,459,326	\$ 4,393,333	\$ 4,393,333	\$ 4,007,300	-9%
Revenues					
Taxes	15,374,488	15,709,102	16,872,016	17,944,467	6%
Intergovernmental	3,024,280	3,141,507	3,259,903	4,430,016	36% (1)
Charges for Service	7,006	3,000	5,576	3,000	-46%
Investment Earnings	12,703	11,524	11,524	20,135	75%
Contributions & Donations	196,234	127,000	127,000	191,000	50% (2)
Other Revenue	16,560	1,200	1,900	1,200	-37%
Total Revenues	\$ 18,631,271	\$ 18,993,333	\$ 20,277,919	\$ 22,589,818	11%
Expenditures					
Personnel	3,149,123	3,444,880	3,250,968	3,961,810	22% (3)
Services & Other	8,728,212	10,007,855	10,020,991	8,578,706	-14% (4)
Supplies	700,270	620,594	621,500	676,415	9%
Capital	55,770	327,000	327,000	54,955	-83% (4)
Debt & Financing	1,599,975	1,605,763	1,605,763	296,700	-82% (5)
Transfers Out	3,837,667	2,034,725	2,034,725	1,081,455	-47% (6)
Total Expenditures (Excluding One-Time)	\$ 18,071,017	\$ 18,040,817	\$ 17,860,947	\$ 14,650,041	-18%
Net Change Excluding One-Time Capital	\$ 560,254	\$ 952,516	\$ 2,416,972	\$ 7,939,777	229% (7)
5 Year CIP (One-Time Expenditures)	626,247	2,803,005	2,803,005	6,049,500	116% (4)
Contribution to or (Use of) Fund Balance	(65,993)	(1,850,489)	(386,033)	1,890,277	-590% (7)
Total Expenditures (Including One-Time)	18,697,264	20,843,822	20,663,952	20,699,541	0%
Ending Funds Available	\$ 4,393,333	\$ 2,542,844	\$ 4,007,300	\$ 5,897,577	47%
Reserves & Internal Designations*					
Revenue Stabilization Reserve		215,632	215,632	298,638	
Catastrophic Events Reserve		1,629,227	1,629,227	1,629,227	
Total Reserves & Internal Designations		\$ 1,844,859	\$ 1,844,859	\$ 1,927,865	
Unobligated Reserves	\$ 4,393,333	\$ 697,985	\$ 2,162,441	\$ 3,969,712	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Increase due to \$1.3 million federal grant for Meadows Parkway reconstruction

(2) Decrease is due to a one time developer contribution included in 2016

(3) Increase is due to 5 new positions in 2017, including 2 Streets Operators, a Streets Supervisor, a Senior Traffic Signal Technician and an Engineering Project Manager

(4) Change is due to the movement of street reconstruction projects from the PMP into capital projects

(5) Decrease is due to projected debt service savings related to the refunding of the 2008 TAP Bonds

(6) Decrease is due to elimination of one time transfers to the Transportation Capital Fund

(7) Difference in the net change and funds available is due to one time capital expenditures and contributions noted above

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Transportation Capital Projects Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 39,717,855	\$ 14,784,596	\$ 14,784,596	\$ 2,306,331	-84%
Revenues					
Taxes	1,391,505	1,555,807	1,638,682	1,672,548	2%
Intergovernmental	-	-	-	269,000	100% (1)
Investment Earnings	109,823	1,839	1,839	22,377	>500% (2)
Impact Fees	2,347,117	2,852,990	3,401,319	2,531,017	-26% (3)
Contributions & Donations	3,012,573	3,601,382	1,155,678	577,333	-50% (4)
Transfers In	2,800,000	1,000,000	1,000,000	423,517	-58% (5)
Other Revenue	22	-	-	-	0%
Total Revenues	\$ 9,661,040	\$ 9,012,018	\$ 7,197,518	\$ 5,495,792	-24%
Expenditures					
Personnel	111,679	117,153	114,765	-	-100% (6)
Services & Other	2,298	16,135	16,135	-	-100% (7)
Capital	21,982,591	19,120,295	17,620,295	1,412,000	-92% (8)
Debt & Financing	872,088	871,788	872,088	1,353,150	55% (9)
Interfund Loan	11,435,000	1,052,500	1,052,500	2,537,500	141% (10)
Transfers Out	190,643	-	-	176,968	100% (11)
Total Expenditures	\$ 34,594,299	\$ 21,177,871	\$ 19,675,783	\$ 5,479,618	-72%
Contribution to or (Use of) Fund Balance	(24,933,259)	(12,165,853)	(12,478,265)	16,174	-100% (12)
Ending Funds Available	\$ 14,784,596	\$ 2,618,743	\$ 2,306,331	\$ 2,322,505	1% (12)
Reserves & Internal Designations*					
Committed for Fund Purpose		2,618,743	2,306,331	2,322,505	
Total Reserves & Internal Designations		\$ 2,618,743	\$ 2,306,331	\$ 2,322,505	
Unobligated Reserves	\$ 14,784,596	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Increase is due to a federal pass-through grant planned to be received for improvements at Highway 86 and Allen Way

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

(3) Impact fee revenue is projected for 700 single family and 100 multi-family homes for 2017

(4) Decrease is due to one time CDOT contribution in 2016 related to the North Meadows Extension project

(5) Decrease is due to a none time transfer from the Transportation Fund to help fund the North Meadows Extension

(6) Decrease is due to the elimination of a Project Manager position for the North Meadows Extension

(7) Decrease is due to a one time expenditure for the Impact Fee Study

(8) Decrease is due to the projected completion of the North Meadows Extension in 2016

(9) Increase due to the beginning of principal payments on the Series 2013 TAP Bonds

(10) Increase is due to the final \$2.5 million repayment of an interfund loan from the Water Fund

(11) Increase is due to a one time transfer to the Fleet Fund for the purchase of a pickup truck for Streets and a bucket truck for Traffic Signal Maintenance

(12) Changes are due to completion of payments for the North Meadows Extension in 2016

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Fleet Services Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 1,868,021	\$ 2,572,357	\$ 2,572,357	\$ 2,332,855	-9%
Revenues					
Charges for Service	3,015,723	3,257,727	3,257,727	3,398,784	4%
Investment Earnings	3,065	11,064	11,064	2,731	-75%
Transfers In	540,147	321,112	321,112	1,889,592	488% (1)
Other Revenue	148,995	150,606	150,606	239,257	59% (2)
Total Revenues	\$ 3,707,930	\$ 3,740,509	\$ 3,740,509	\$ 5,530,364	48%
Expenditures					
Personnel	446,505	490,454	490,655	517,115	5%
Services & Other	154,098	158,641	161,564	161,302	0%
Supplies	264,065	275,843	275,896	275,717	0%
Capital	(0)	160,000	154,926	-	-100% (3)
Transfers Out	14,908	11,367	11,367	11,149	-2%
Total Expenditures (Excluding One-Time)	\$ 879,576	\$ 1,096,305	\$ 1,094,408	\$ 965,283	-12%
Net Change Excluding One-Time Capital	\$ 2,828,354	\$ 2,644,204	\$ 2,646,101	\$ 4,565,081	73% (4)
5 Year CIP (One-Time Expenditures)	2,124,018	2,885,603	2,885,603	5,344,119	85% (4)
Total Expenditures (Including One-Time)	3,003,594	3,981,908	3,980,011	6,309,402	59%
Contribution to or (Use of) Fund Balance	704,336	(241,399)	(239,502)	(779,038)	225% (4)
Ending Funds Available	\$ 2,572,357	\$ 2,330,958	\$ 2,332,855	\$ 1,553,817	-33%
Reserves & Internal Designations*					
Committed for Fund Purpose		2,330,958	2,332,855	1,553,817	
Total Reserves & Internal Designations		\$ 2,330,958	\$ 2,332,855	\$ 1,553,817	
Unobligated Reserves	\$ 2,572,357	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Transfers in from other funds increase in 2017 due to the planned purchase of a fire truck and brush truck for the new fire station planned to be constructed in Crystal Valley Ranch

(2) Other Revenue increases in salvage revenue, including the sale of a fire truck which is planned for replacement in 2017

(3) Capital decreases in 2017 are due to one time costs in 2016 for a fleet management software upgrade and the completion of a new vehicle lift purchase

(4) Significant vehicle replacements and additions in 2017 include two fire trucks, two brush trucks, two ambulances, four Police Patrol vehicles, a street sweeper and a bucket truck

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 are:

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.

The Parks and Recreation Department maintains 5,800 acres of open space, 21 developed parks and 75 miles of trails throughout the Town of Castle Rock

Parks and Recreation 2017 Budget Initiatives:

In total, the Parks and Recreation Department has a combined 2017 budget request of \$18,002,570. This is a decrease of 26% as compared to the 2016 year-end estimate. The Parks and Recreation Department consists of five separate areas that are discussed in more detail below.

The General Fund Parks Division has a 2017 budget request totaling \$4,268,688 which represents a 1% increase from the 2016 year-end estimate. This division includes costs for general administration, capital projects and maintenance for parks, open space and trails. Requests in 2017 include costs related to the Gold Medal Award application process, a partial year of increased maintenance costs related to the Festival Park renovation and expanded recycling opportunities at Town park facilities. Additionally, in coordination with Douglas County, Parker, Lone Tree and Castle Pines, the Town has allocated \$25,000 in 2017 to help fund recreational opportunities as the Reuter-Hess Reservoir.



Wolfensberger pedestrian bridge connecting trails at Ridgeline Open Space with Philip S. Miller Park

The Conservation Trust Fund budget request is 84% lower than the 2016 year-end estimate with a total budget request of \$221,834 for 2017. This change is due to a reduction of a one-time transfer for the renovation of Festival Park planned to occur in late 2016. For 2017, this fund includes salary and benefits for one Parks and Open Space Supervisor position plus expenditures of \$48,000 for improvements at Paintbrush Park and trees for Parks, Open Space and Trails (POST) and Arbor Day. Other expenditures totaling \$92,500 are requested in order to replenish Fibar playground infill, hazardous tree removal, annual irrigation updates and replacement of park furniture and maintenance equipment as needed.

Parks and Recreation Department

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Parks and Recreation 2017 Budget Initiatives (Continued):

The Parks and Recreation Capital Fund include a 2017 budget request of \$3,211,463, a decrease of 54% as compared to the 2016 year-end estimate. This reduction is primarily due to the completion of Philip S. Miller Park construction and planned improvements to Festival Park in 2016. For 2017, a transfer to the Municipal Facilities Capital Fund of \$1,470,000 is included as a contribution for the construction of a new Parks and Facility Maintenance building. Funds for this project are also being contributed from the General Long-term Planning and Municipal Facilities Capital Funds. Additionally, \$100,000 is requested for improvements to Philip S. Miller Park including electrical upgrades, expanded seating area for the Amphitheater and additional lighting. Funding totaling \$200,000 are also requested for planning and design of a new neighborhood park that is planned for construction in 2018. The site of the next neighborhood park will be determined as part of the planning process in 2017. This fund also includes total debt service of \$1,441,463 in 2017 for the 2013 Certificates of Participation and repayment of interfund loans.

The 2017 budget request for the Golf Course Fund includes a rate increase to green fees in the Golf Course Fund. Fees at Red Hawk Ridge Golf Course were last increased in 2014. In order to accommodate escalating operational and maintenance costs and to stay in alignment with other golf courses in the competitive set, a proposed \$3 increase in 18-hole green fees and a proposed \$1 increase in 9-hole green fees is requested as part of the 2017 budget. Requested expenditures for 2017 are 16% lower than the 2016 year-end estimate, totaling \$3,320,800. The primary reason for the decrease in the 2017 budget request is related to one-time improvements to the clubhouse and golf course that occurred in 2016. Projects included 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. Funds requested in 2017 include \$150,000 for changing additional cart paths to a concrete surface and bunker improvements. The requested budget also includes \$97,729 for the purchase of course maintenance equipment including two new sand maintenance units and one tractor.



New restroom facility at Red Hawk Ridge Golf Course

The Community Center Fund has a 2017 budget request of \$6,979,785, representing a 12% decrease from the 2016 year-end estimate. The main reason for this decrease is related to one-time capital projects that occurred in 2016 that will not continue in 2017. For 2017, personnel costs for the Events Specialist position are transferred to the Special Events Fund. Other personnel requests for 2017 include additional personnel costs for custodial services. Debt and Financing costs are eliminated due to purchasing, rather than leasing, cardio fitness equipment in 2016. Projects requested for 2017 include the replacement of free weight equipment totaling \$75,000, improving the wall surface at the Miller Activity Complex for \$50,000, construction of a handicap accessible ramp at the Recreation Center Modular for \$30,000 and replacement of a chiller and condenser in an air handling unit for \$200,000.

Parks and Recreation Department

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Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Department Objective	2015 Outcome Attained	2016 YTD Outcome	2017 Goal
Provide outstanding community services, including police, fire, emergency medical, parks, recreation, water and transportation	The Recreation Division will provide 2 square feet of recreational facilities per 1,000 population	Achieved	Achieved	To achieve stated objective
	The Recreation Division will provide an above average satisfaction level of all facilities and programs 90% of the time	Achieved	Achieved	90% or higher
	The Recreation Division will provide recreational classes and programs that the community desires by identifying desirability as a waiting list or being at capacity 90% of the time	Achieved	Achieved	90% or higher
	The Golf Division will provide an above average customer satisfaction level 90% of the time to approximately 38,000 player rounds annually	Achieved	Achieved	90%
	In the Golf Division, golfers will be able to play a round of golf in 4 ½ hours 90% of the time	Achieved	Achieved	90%
	The Golf Division will increase their program participation (junior golf, men's club, ladies club and leagues) by 5% each year in order to provide additional opportunities for the community to participate in golf activities	Achieved	Achieved 8% increase from 2015	5%
	Parks to provide and maintain 5-acres of developed parks per 1,000 population	5.7 acres/1,000 developed for active parks	5.8 Acres/1,000 developed parks	5 acres/1,000 developed for active parks
	Parks to connect neighborhoods, schools and parks with trails throughout the community by constructing an average of .5 miles of trail or sidewalks annually	Complete Founders Parkway, Crowfoot Valley Road and Ridge Road sidewalk project (1.5 miles)	Connected Philip S. Miller Park and Ridgeline Open Space with Wolfensberger Pedestrian Bridge	Complete design for 2 mile Plum Creek Trail Extension
	Parks to ensure a minimum of 20% of the total land area of the Town of Castle Rock is preserved as Open Space	25%	25% as of July	At least 20%
	Parks to provide services with an above average satisfaction level 90% of the time	Achieved	Achieved	90%

Parks and Recreation Department

CRgov.com/parksandrec

Parks and Recreation Department Consolidated Financial Information

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

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
General Fund	\$ 4,253,854	\$ 4,326,428	\$ 4,207,637	\$ 4,268,688	1%
Conservation Trust Fund	2,343,717	1,395,931	1,374,408	221,834	-84%
Parks & Recreation Capital Fund	10,617,848	6,972,436	6,972,436	3,211,463	-54%
Golf Course Fund	8,437,682	3,965,541	3,954,089	3,320,800	-16%
Community Center Fund	8,809,326	7,975,272	7,962,396	6,979,785	-12%
TOTAL	\$ 34,462,427	\$ 24,635,608	\$ 24,470,966	\$ 18,002,570	-26%
Expenditures by Fund and Function					
General Fund					
Personnel	\$ 1,919,806	\$ 2,163,087	\$ 2,044,296	\$ 2,137,271	5%
Supplies	264,229	357,823	357,823	340,362	-5%
Services & Other	1,186,536	1,303,768	1,303,768	1,338,591	3%
Capital	690,458	297,883	297,883	229,686	-23%
Transfers Out	192,825	203,867	203,867	222,778	9%
TOTAL FUND	\$ 4,253,854	\$ 4,326,428	\$ 4,207,637	\$ 4,268,688	1%
Conservation Trust Fund					
Personnel	\$ -	\$ 75,431	\$ 53,908	\$ 85,334	13%
Supplies	22,229	-	172	74,500	>500%
Services & Other	103,257	-	3,752	-	-100%
Capital	182,231	370,500	366,576	62,000	-83%
Transfers Out	2,036,000	950,000	950,000	-	-100%
TOTAL FUND	\$ 2,343,717	\$ 1,395,931	\$ 1,374,408	\$ 221,834	-84%
Parks & Recreation Capital Fund					
Services & Other	\$ 13,671	\$ 16,811	\$ 16,811	\$ -	-100%
Capital	8,206,954	5,501,662	5,501,662	300,000	-95%
Debt & Financing	708,763	711,963	711,963	709,963	0%
Transfers Out	1,688,460	742,000	742,000	2,201,500	197%
TOTAL FUND	\$ 10,617,848	\$ 6,972,436	\$ 6,972,436	\$ 3,211,463	-54%
Golf Course Fund					
Personnel	\$ 1,158,935	\$ 1,198,161	\$ 1,193,742	\$ 1,253,192	5%
Supplies	501,215	543,918	543,918	543,800	0%
Services & Other	549,423	601,203	594,170	611,587	3%
Capital	340,123	953,446	953,446	247,729	-74%
Debt & Financing	5,277,963	658,300	658,300	654,238	-1%
Transfers Out	610,023	10,513	10,513	10,254	-2%
TOTAL FUND	\$ 8,437,682	\$ 3,965,541	\$ 3,954,089	\$ 3,320,800	-16%

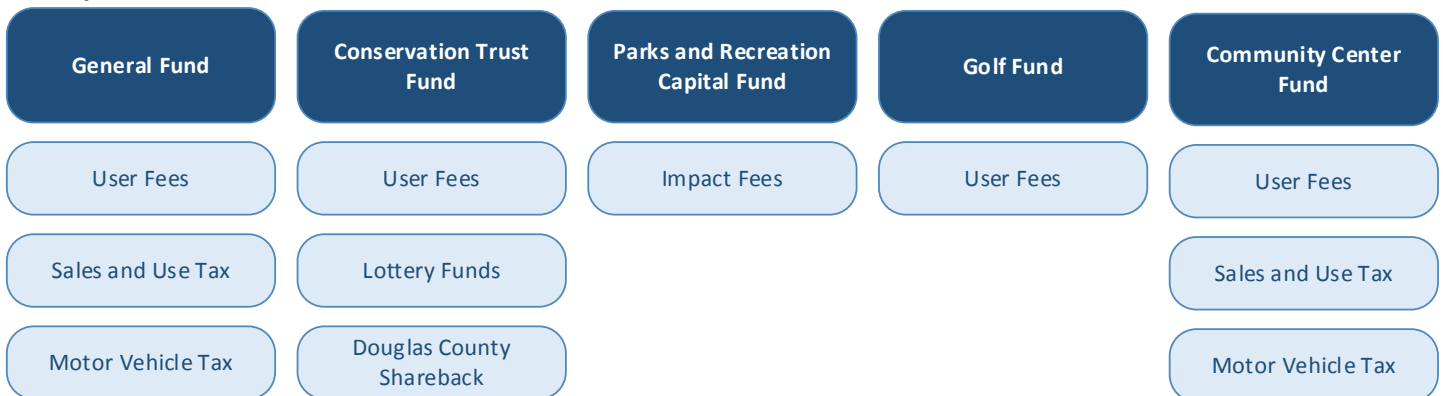
Parks and Recreation Department

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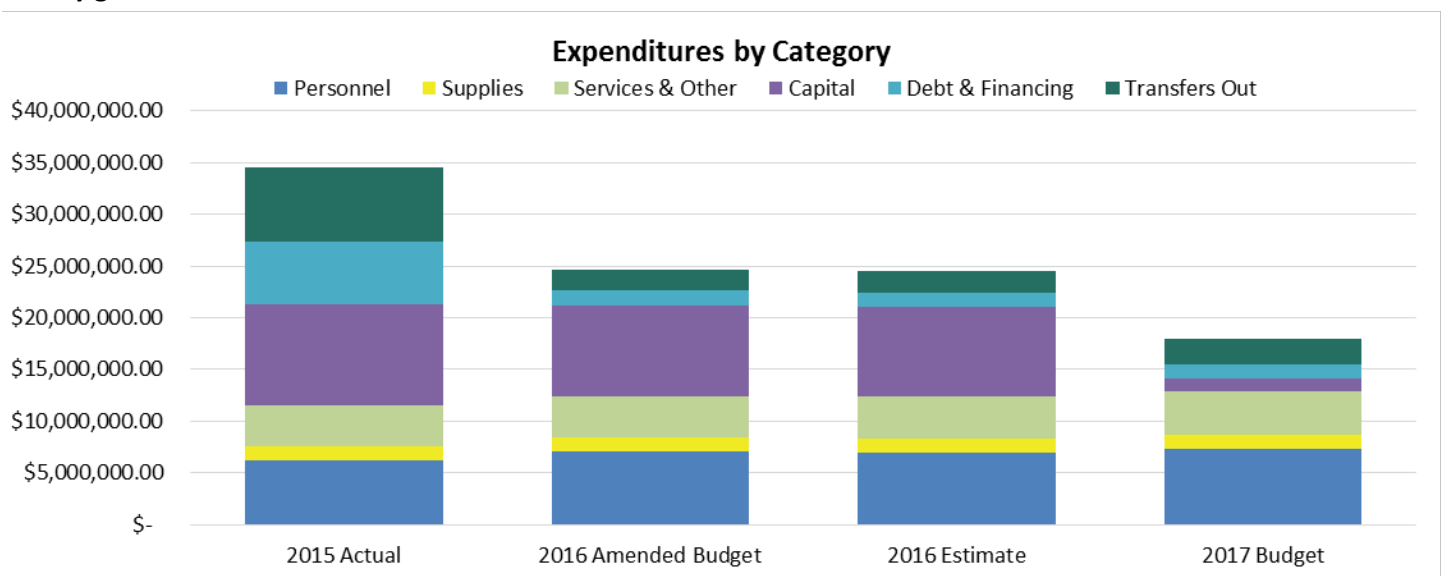
Parks and Recreation Department Consolidated Financial Information (Continued)

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Community Center Fund					
Personnel	\$ 3,165,197	\$ 3,609,294	\$ 3,640,962	\$ 3,797,840	4%
Supplies	545,529	501,274	501,274	507,387	1%
Services & Other	2,149,261	2,037,701	2,123,157	2,221,310	5%
Capital	295,576	1,667,040	1,537,040	355,000	-77%
Debt & Financing	41,245	61,796	61,796	-	-100%
Transfers Out	2,612,518	98,167	98,167	98,248	0%
TOTAL FUND	\$ 8,809,326	\$ 7,975,272	\$ 7,962,396	\$ 6,979,785	-12%
Employees - FTE					
General Fund	23.28	22.28	22.78	23.53	3%
Golf Fund	8.30	9.30	9.30	9.30	0%
Community Center Fund	28.52	28.52	29.02	29.27	1%
Total Department FTE's	60.10	60.10	61.10	62.10	2%

Money comes from...



Money goes to...



Parks and Recreation Department

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Future Strategic Planning:

The planning period for 2018 – 2019 includes the following initiatives for the Parks and Recreation Department:

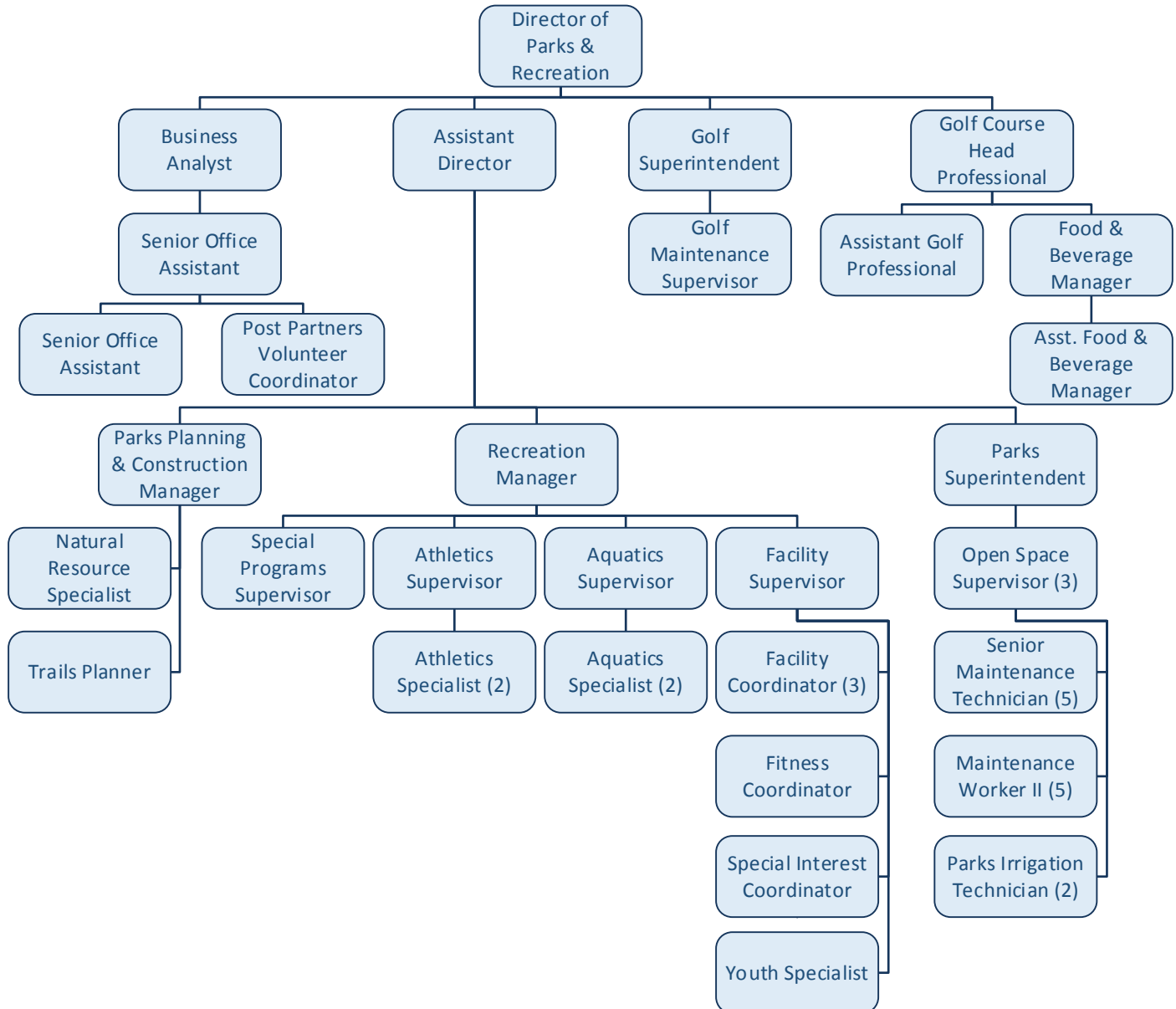
- The General Fund Parks Division has funds for Annual Trail improvements in 2018 and 2019 that will be used towards East Plum Creek Trail heading south towards Crystal Valley Ranch. A full year of operating and maintenance costs for Festival Park are requested beginning in 2018.
- The Conservation Trust Fund includes costs for playground replacement at Mitchell Gulch Park in 2018 and Metzler Ranch Park in 2019. Ongoing costs requested during the planning period include salary and benefits for Open Space Supervisor position; Fibar mulch replenishment for playgrounds in Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding.
- Planning for the Parks and Recreation Capital Fund includes estimated expenditures of \$2M for a new neighborhood park in 2018. Debt service payments continue in outgoing years to pay interfund loan payments and the 2013 Certificates of Participation.
- The Golf Course Fund planning includes funding for a lease of golf course maintenance equipment and parking lot repairs in 2018. A lease for a new golf cart fleet is included in 2019, however, condition of the fleet will be assessed at that time and timing of this request may be adjusted as deemed appropriate.
- In 2018, the Community Center Fund includes boiler replacements for the Recreation Center spa and Butterfield Pool totaling \$210,000, the purchase of a van for the special needs program costing \$55,000, replacement costs of \$30,000 for pumps at the Recreation Center Lap Pool and the addition of an air handling unit for the Spin Room for \$35,000. Planning for 2019 includes the purchase of new cardio equipment for the Recreation Center at an estimated \$270,000.

Parks and Recreation Department

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Organizational Structure:

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



Parks and Recreation Department

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Conservation Trust Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 1,124,314	\$ 174,656	\$ 174,656	\$ 44,905	-74%
Revenues					
Licenses & Permits	144,256	110,000	130,000	150,000	15% (1)
Intergovernmental	1,245,921	1,113,363	1,113,363	417,497	-63% (2)
Investment Earnings	3,875	1,096	1,294	4,244	228%
Other Revenue	7	-	-	-	0%
Total Revenues	\$ 1,394,059	\$ 1,224,459	\$ 1,244,657	\$ 571,741	-54%
Expenditures					
Personnel	-	75,431	53,908	85,334	58% (3)
Services & Other	103,257	-	3,752	-	-100%
Supplies	22,229	-	172	74,500	>500% (4)
Capital	182,231	129,500	125,576	(100,000)	-180% (4)
Transfers Out	2,036,000	950,000	950,000	-	-100% (5)
Total Expenditures (Excluding One-Time)	\$ 2,343,717	\$ 1,154,931	\$ 1,133,408	\$ 59,834	-95% (6)
Net Change Excluding One-Time Capital	\$ (949,658)	\$ 69,528	\$ 111,249	\$ 511,907	360% (6)
5 Year CIP (One-Time Expenditures)	-	241,000	241,000	162,000	-33% (4)
Total Expenditures (Including One-Time)	2,343,717	1,395,931	1,374,408	221,834	-84%
Contribution to or (Use of) Fund Balance	(949,658)	(171,472)	(129,751)	349,907	370% (6)
Ending Funds Available	\$ 174,656	\$ 3,184	\$ 44,905	\$ 394,812	>500%
Reserves & Internal Designations*					
Committed for Fund Purpose		3,184	44,905	394,812	
Total Reserves & Internal Designations		\$ 3,184	\$ 44,905	\$ 394,812	
Unobligated Reserves	\$ 174,656	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

- (1) Park Permit revenue is expected to increase based on recent trending and additional pavilions for rent at Philip S. Miller Park
- (2) Intergovernmental revenue is lower due to no planned receipt or use of County Parks & Open Space Shareback funds in 2017
- (3) Personnel costs include a full year of salary and benefits for an Open Space Supervisor position
- (4) Park improvement costs previously categorized as Capital have been shifted to the Supplies category for 2017; existing capital expenditures include playground replacement at Paintbrush Park and trees for Arbor Day and the POST program
- (5) No transfers out are planned for 2017 - the 2016 budget includes an amount to be transferred to Parks & Recreation Capital Fund related to planned the Festival Park renovation project
- (6) Total expenditures decrease primarily related to there being no planned transfers out in 2017; this reduction in expenditures results in increased net revenues for the year

Parks and Recreation Department

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Parks and Recreation Capital Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 1,859,262	\$ 1,379,146	\$ 1,379,146	\$ 1,275,426	-8%
Revenues					
Intergovernmental	250,000	-	-	-	0%
Investment Earnings	13,090	10,136	10,748	9,351	-13% (1)
Impact Fees	2,298,641	2,694,620	2,887,968	2,130,200	-26% (2)
Contributions & Donations	40,000	20,000	20,000	20,000	0%
Transfers In	7,536,000	3,950,000	3,950,000	9,861	-100% (3)
Total Revenues	\$ 10,137,731	\$ 6,674,756	\$ 6,868,716	\$ 2,169,412	-68% (3)
Expenditures					
Services & Other	13,671	16,811	16,811	-	-100% (4)
Capital	8,206,954	5,501,662	5,501,662	300,000	-95% (5)
Debt & Financing	708,762	711,963	711,963	709,963	0%
Interfund Loan	1,688,460	742,000	742,000	731,500	-1%
Transfers Out	-	-	-	1,470,000	100% (6)
Total Expenditures	\$ 10,617,847	\$ 6,972,436	\$ 6,972,436	\$ 3,211,463	-54% (6)
Contribution to or (Use of) Fund Balance	(480,116)	(297,680)	(103,720)	(1,042,051)	>500% (7)
Ending Funds Available	\$ 1,379,146	\$ 1,081,466	\$ 1,275,426	\$ 233,375	-82%
Reserves & Internal Designations*					
Committed for Fund Purpose		1,081,466	1,275,426	233,375	
Total Reserves & Internal Designations		\$ 1,081,466	\$ 1,275,426	\$ 233,375	
Unobligated Reserves	\$ 1,379,146	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

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

(2) Impact fee revenue is projected for 700 single family and 100 multi-family homes for 2017

(3) Transfers in revenue decreases due to receiving one-time transfers in 2016 related to construction at Festival Park that will not recur in 2017

(4) One-time costs for an impact fee study were incurred in 2016 and are not planned for 2017

(5) Capital projects in 2017 include a improvements at Philip S. Miller Park including extending sod near the amphitheater, upgraded electrical service, added lighting and other landscaping, plus design costs for a new neighborhood park; 2016 included the Festival Park renovation project

(6) Expenditures include funds for construction of a Parks and Facility Maintenance Building that will be transferred to the Municipal Facilities Capital Fund; total expenditures are lower than 2016 due to the completion of construction of the Core Plaza, Amphitheater and Mill House at Philip S. Miller Park and Festival Park construction in that year

(7) The use of fund balance is related to changes in transfers and capital projects related to construction of Festival Park in 2016 and the Parks and Facility Maintenance Building in 2017

Parks and Recreation Department

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Golf Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 1,928,462	\$ 2,109,534	\$ 2,109,534	\$ 1,426,160	-32%
Revenues					
Charges for Service	2,782,398	2,878,877	2,876,347	3,000,152	4%
Investment Earnings	4,561	11,529	10,922	3,274	-70%
Transfers In	80,000	80,000	80,000	80,000	0%
Debt & Financing Revenue	5,750,123	303,446	303,446	-	-100% (1)
Other Revenue	1,671	-	-	-	0%
Total Revenues	\$ 8,618,753	\$ 3,273,852	\$ 3,270,715	\$ 3,083,426	-6%
Expenditures					
Personnel	1,158,935	1,198,161	1,193,742	1,253,192	5%
Services & Other	549,423	601,203	594,170	611,587	3%
Supplies	501,215	543,918	543,918	543,800	0%
Debt & Financing	5,277,962	658,300	658,300	654,238	-1%
Interfund Loan	606,730	7,825	7,825	7,512	-4%
Transfers Out	3,293	2,688	2,688	2,742	2%
Total Expenditures (Excluding One-Time)	\$ 8,097,558	\$ 3,012,095	\$ 3,000,643	\$ 3,073,071	2%
Net Change Excluding One-Time Capital	\$ 521,195	\$ 261,757	\$ 270,072	\$ 10,355	-96% (2)
5 Year CIP (One-Time Expenditures)	340,123	953,446	953,446	247,729	-74% (3)
Total Expenditures (Including One-Time)	8,437,681	3,965,541	3,954,089	3,320,800	-16%
Contribution to or (Use of) Fund Balance	181,072	(691,689)	(683,374)	(237,374)	-65% (3)
Ending Funds Available	\$ 2,109,534	\$ 1,417,845	\$ 1,426,160	\$ 1,188,786	-17%
Reserves & Internal Designations*					
Revenue Stabilization Reserve		200,000	200,000	200,000	
Capital Reserve		150,000	150,000	145,061	
Debt Service Reserve		500,815	500,815	500,815	
Total Reserves & Internal Designations		\$ 850,815	\$ 850,815	\$ 845,876	
Unobligated Reserves	\$ 2,109,534	\$ 567,030	\$ 575,345	\$ 342,910	

* Click [here](#) to see definitions of Reserve & Internal Designation types

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Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (year-end estimates are based on information through April and will be revised the 3rd quarter of 2016)

Notes:

(1) Debt & Financing revenue decreases due to an equipment lease that occurred in 2016 that will not recur in 2017

(2) The change in fund balance for 2017 is affected by a proposed fee increase of \$3 for 18-hole and \$1 for 9-hole green fees that is recommended in order to accommodate escalating operational and maintenance costs and to stay in alignment with other golf courses - this increase is offset by changes in personnel

(3) Projects requested in the 5 Year CIP include bunker and cart path renovations plus the purchase of two new sand-pro units and one new tractor; these projects are funded by the planned use of fund balance in 2017

Parks and Recreation Department

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Community Center Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 3,483,498	\$ 1,493,791	\$ 1,493,791	\$ 685,601	-54%
Revenues					
Taxes	2,519,151	2,582,295	2,761,341	2,941,639	7%
Intergovernmental	20,000	-	-	-	0%
Charges for Service	3,807,082	3,920,000	3,920,000	4,073,530	4%
Investment Earnings	12,203	5,114	4,865	10,419	114%
Interfund Loan Revenue	425,973	424,000	424,000	418,000	-1%
Other Revenue	35,212	44,000	44,000	46,200	5%
Total Revenues	\$ 6,819,621	\$ 6,975,409	\$ 7,154,206	\$ 7,489,788	5%
Expenditures					
Personnel	3,165,198	3,609,294	3,640,962	3,797,840	4%
Services & Other	2,149,261	2,037,701	2,123,157	2,221,310	5%
Supplies	545,529	501,274	501,274	507,387	1%
Debt & Financing	41,246	61,796	61,796	-	-100% (1)
Transfers Out	2,612,518	98,167	98,167	98,248	0%
Total Expenditures (Excluding One-Time)	\$ 8,513,752	\$ 6,308,232	\$ 6,425,356	\$ 6,624,785	3%
Net Change Excluding One-Time Capital	\$ (1,694,131)	\$ 667,177	\$ 728,850	\$ 865,003	19% (2)
5 Year CIP (One-Time Expenditures)	295,576	1,667,040	1,537,040	355,000	-77% (3)
Total Expenditures (Including One-Time)	8,809,328	7,975,272	7,962,396	6,979,785	-12% (3)
Contribution to or (Use of) Fund Balance	(1,989,707)	(999,863)	(808,190)	510,003	163% (2)
Ending Funds Available	\$ 1,493,791	\$ 493,928	\$ 685,601	\$ 1,195,604	74%
Reserves & Internal Designations*					
Capital Reserve		166,674	166,674	399,388	
Revenue Stabilization Reserve		91,200	91,200	88,249	
Total Reserves & Internal Designations		\$ 257,874	\$ 257,874	\$ 487,637	
Unobligated Reserves	\$ 1,493,791	\$ 236,054	\$ 427,727	\$ 707,967	

* Click [here](#) to see definitions of Reserve & Internal Designation types

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Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Debt & Financing costs are eliminated in 2017 due to purchasing fitness equipment, rather than leasing

(2) The change in fund balance is affected by increases in sales, motor vehicle and building use tax revenue combined with planned capital projects for 2017

(3) Items included in the 5 Year CIP for 2017 include free weight equipment replacement, improving the wall surface at the Miller Activity Complex, replacement of the chiller and condenser in an air handling unit and construction of a handicap ramp at a modular building; total expenditures are lower due to the reduction of 5 Year CIP projects in 2017

Utilities Department

CRgov.com/utilities

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 in accordance with our Vision and Mission statements.

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

Mission: The Castle Rock 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
serves approximately
19,000 customer accounts**

The Utilities Department is responsible for daily operations, maintenance, long-term asset management, infrastructure upgrades, water conservation and expansions, and associated activities such as system planning, engineering, and administration. The Town's Water, Wastewater, Water Resources and Stormwater Enterprises are four financially self-sufficient funds with expenditures for capital and operational requirements derived primarily from rates and system development fees. As of June 2016, the Utilities Department has a staff of 85 professionals and manages over \$535 million dollars in total assets including 5 water treatment plants; 800 miles of water, sewer, and stormwater pipes, 20 pump stations, 14 water storage tanks, 30 well facilities and other infrastructure.



Plum Creek Water Purification Facility

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 to serve the new development. 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 2017 Budget Initiatives:

The Utilities Department's 2017 budget request represents a 26% decrease in expenditures from the 2016 year-end estimate. The decrease is primarily due to the variability of the year-to-year capital improvement program and requested acceleration of long term water initiatives in 2016. The following is a list of key assumptions used in the development of the 2017 budget:

- This budget request takes into account the recommended 2017 rates and fees which will be presented to Council in August and September. There are two rate increases proposed in the 2017 budget which is specific to water utilities customers and would impact the typical residential monthly bill by approximately \$1.12. These proposed increases are 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 and stormwater capital needs identified in the stormwater master plan.

Utilities Department

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- The department has no plans to issue new debt in 2017.
- A System Development Fee (SDF) increase is incorporated for water, stormwater and wastewater totaling between \$271 to \$463 per single family equivalent (SFE). Based on the projected growth for 2017 this will result in increased revenues of approximately \$500k.
- Capital projects continue to be funded with fund balances, rates and system development fees.
- The department continues to smooth required rate increases over the rates and fees study period through 2055 to ensure only minimal rate increases when necessary.
- The department continues to fund the capital plan for long-term renewable water projects.
- Current increased Town growth forecasts for 2017 are utilized.
- The operational budget is set to maintain levels of service as customer base and infrastructure has grown.
- Wastewater treatment costs for Plum Creek Water Reclamation Authority (PCWRA) have increased approximately 1%.
- Revenues from Dominion reserved capacity are projected to increase.
- A lease purchase with Dominion continued.
- Water leases are projected to increase slightly in 2017.
- Findings from large meter audits have been utilized.
- Various reserves by fund are incorporated into the budget. Detailed information can be reviewed [here](#).
- Minimum fund balance levels are maintained at \$1M for water and wastewater, and \$500,000 for water resources and stormwater.

The main budget initiatives included for the 2017 budget request are as follows:

- Rate changes are as minimal as possible to fund the long term renewable water plan as well as the capital implementation plans for the other enterprises.
- Final infrastructure has been put in place for the WISE renewable water project.
- The new water efficiency master plan continues to be implemented.
- The well replacement master plan continues to be implemented.
- The Financial Management Plan is implemented with optimization of debt management as a priority, including fixing the variable rate certificate of participation.
- Cartegraph software implementation continues to optimize management of infrastructure assets.
- Installation of a meter testing hop to continue strategic initiative to reduce non-revenue water.
- Begin capital projects to do critical stormwater related stabilization projects in five major drainage ways.
- Continued progress in the rest of the long term water plan. Energy management plan implementation continues. Annual updates in conjunction with the rates and fees study will be made to special charges in accordance with the cost of service.

The combined 2017 revenue budget for the department is \$64.9 million and represents a 23% increase over the 2016 budget. The majority of this increase is attributable to increased System Development Fee revenue, due to projected increases in development and revenue from charges for service associated with an expanding customer base directly related to town wide growth. Additional increases include higher than 2016 interfund loan repayment from the Transportation Capital Fund related to the North Meadows Extension project.

The combined 2017 operating and capital budget associated with the major functions for the various utilities enterprises is approximately \$61.4 million, a 26% decrease from the 2016 amended budget and a 26% decrease from 2016 year end estimate. Of this total, most of the decrease is related to reduced capital expenditures planned in 2017 for the water resources fund. This decrease is planned in order to accommodate requested increases in 2016 in order to take advantage of significant long term water opportunities. 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 2017 is \$21.4 million. This is a 9.5% increase over the 2016 amended budget. This is primarily due to an increase in O&M costs related to new CIP for water resources along with projected increases in electricity, administration allocations and dues and subscriptions/software maintenance agreements.

The 2017 capital budget proposed across the Utilities Enterprises is approximately \$31.7 million. Additional information regarding capital projects can be obtained in the [Five-Year Capital Improvement Section](#). Key items in the 2017 budget by Utilities enterprise fund are as follows:

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1. In the Water Fund, the major capital projects for 2017 include construction of a new deep groundwater well, replacement of water supply well equipment, upgrades of the Town's pump stations and distribution system, and multiple water line rehabilitation and replacement projects.
2. Major Water Resources capital projects for 2017 include \$9.8 million for the Plum Creek Diversion project and \$5.6 million for pipeline and pump station construction. The other major projects include Alternative source of supply projects, Aquifer Storage and Recovery Pilot Program 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 2017 include work on the Douglas Lane Tributary Stabilization project, the Hangman's Gulch Stream Stabilization project, East plum Creek Stabilization projects, and other Tributary Stabilization projects which are important to preventing future land erosion, damage to roads and transportation and utility infrastructure, private property damage and other issues caused by flooding and increased rain water runoff and environment changes. A large portion of these investments will be funded through new growth (System Development Fees).
4. The largest portion of the Wastewater Fund capital budget continues to be the Plum Creek Water Reclamation Authority Capital buy in and improvements. For 2017 the Wastewater capital budget also includes Lift Station Upgrades and Sewer Line Rehabilitation.



Town Utilities Maintenance Crews

Performance Objectives and Measurable Outcomes:

Long-Term Organization Vision	Division Objectives	2015 Outcome Attained	2016 YTD Outcome	2017 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	99%	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 through the American Water Works Association with the lower the number the better.	0	0	1.8
	Renewable water usage rate	17%	9%	15%
	Perform customer account maintenance within billing cycle	100%	100%	100%

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Utilities Consolidated Financial Information

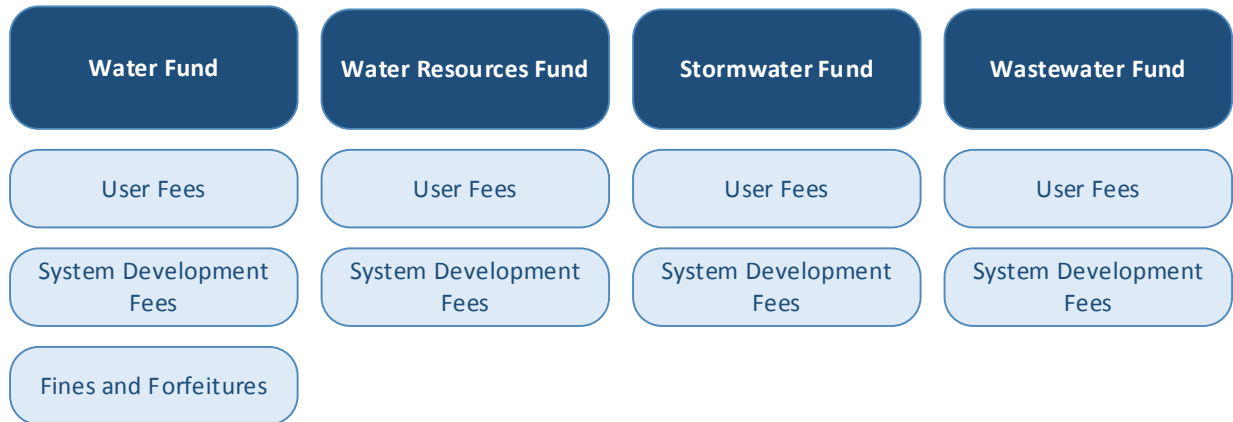
Mark Marlowe, Utilities Director – 100 North Wilcox Street, Castle Rock, CO 80104

	2015 Actual	2016 Amended Budget	2016 Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Water Fund	\$ 19,761,949	\$ 17,380,715	\$ 17,287,981	\$ 17,861,986	3%
Water Resources Fund	10,109,738	48,029,932	47,967,051	27,685,672	-42%
Stormwater Fund	4,259,553	7,006,296	6,923,615	4,509,062	-35%
Wastewater Fund	7,665,444	10,824,268	10,585,043	11,370,089	7%
TOTAL	\$ 41,796,684	\$ 83,241,211	\$ 82,763,690	\$ 61,426,809	-26%
Expenditures by Fund and Function					
Water Fund					
Personnel	\$ 2,556,380	\$ 2,902,826	\$ 2,717,476	\$ 2,944,848	8%
Supplies	1,121,744	1,158,903	1,166,687	1,220,833	5%
Services & Other	4,399,852	4,373,519	4,381,113	4,595,827	5%
Capital	2,323,894	6,003,317	5,368,317	5,630,902	5%
Debt & Financing	8,000,430	1,253,587	1,969,987	1,740,767	-12%
Transfers Out	1,359,649	1,688,563	1,684,401	1,728,809	3%
TOTAL FUND	\$ 19,761,949	\$ 17,380,715	\$ 17,287,981	\$ 17,861,986	3%
Water Resources Fund					
Personnel	\$ 1,539,047	\$ 1,731,103	\$ 1,655,547	\$ 1,875,148	13%
Supplies	236,658	302,025	306,478	326,722	7%
Services & Other	1,210,886	1,939,199	1,947,421	3,020,268	55%
Capital	4,634,294	39,428,810	39,428,810	18,188,899	-54%
Debt & Financing	2,463,841	4,624,212	4,624,212	4,269,928	-8%
Transfers Out	25,012	4,583	4,583	4,707	3%
TOTAL FUND	\$ 10,109,738	\$ 48,029,932	\$ 47,967,051	\$ 27,685,672	-42%
Stormwater Fund					
Personnel	\$ 1,291,336	\$ 1,506,658	\$ 1,423,521	\$ 1,483,474	4%
Supplies	67,979	93,672	94,227	91,250	-3%
Services & Other	601,330	599,958	603,375	630,418	4%
Capital	2,137,942	4,689,498	4,689,620	2,185,160	-53%
Transfers Out	160,966	116,510	112,872	118,760	5%
TOTAL FUND	\$ 4,259,553	\$ 7,006,296	\$ 6,923,615	\$ 4,509,062	-35%
Wastewater Fund					
Personnel	\$ 1,138,391	\$ 1,331,795	\$ 1,268,974	\$ 1,370,608	8%
Supplies	192,931	278,734	280,204	294,446	5%
Services & Other	4,638,701	3,361,146	3,371,145	3,591,783	7%
Capital	1,295,784	5,453,561	5,265,688	5,712,993	8%
Debt & Financing	330,885	332,538	332,538	333,258	0%
Transfers Out	68,752	66,494	66,494	67,001	1%
TOTAL FUND	\$ 7,665,444	\$ 10,824,268	\$ 10,585,043	\$ 11,370,089	7%
Employees - FTE					
Water Fund	31.80	33.67	33.67	31.65	-6%
Water Resources Fund	15.35	17.15	17.15	19.72	15%
Stormwater Fund	14.85	16.04	16.04	15.78	-2%
Wastewater Fund	14.71	14.85	14.85	14.55	-2%
Total Department FTE's	76.70	81.70	81.70	81.70	0%

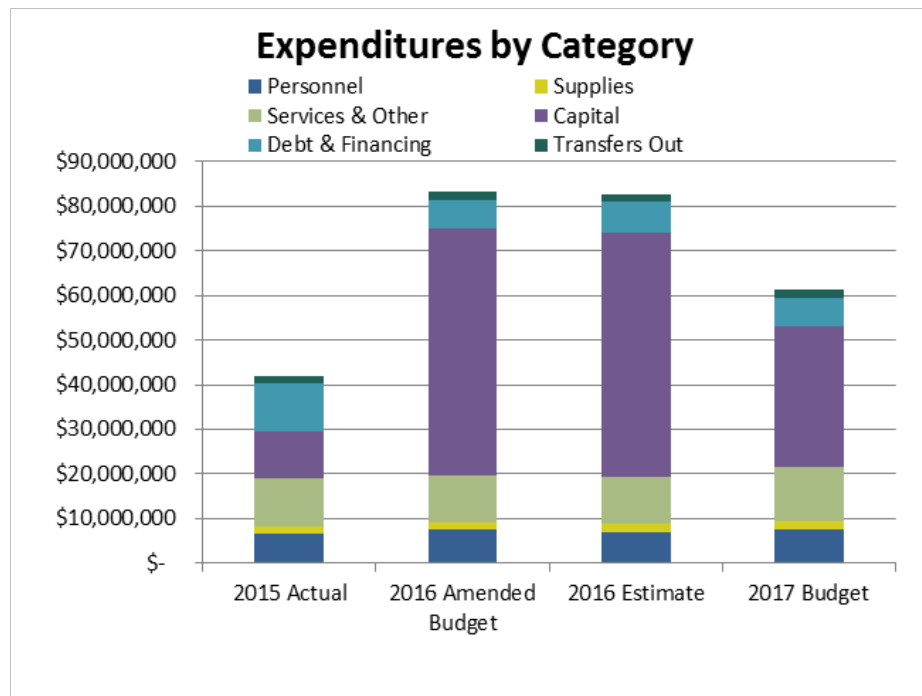
Utilities Department

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Money comes from...



Money goes to...



Utilities Department

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Future Strategic Planning:

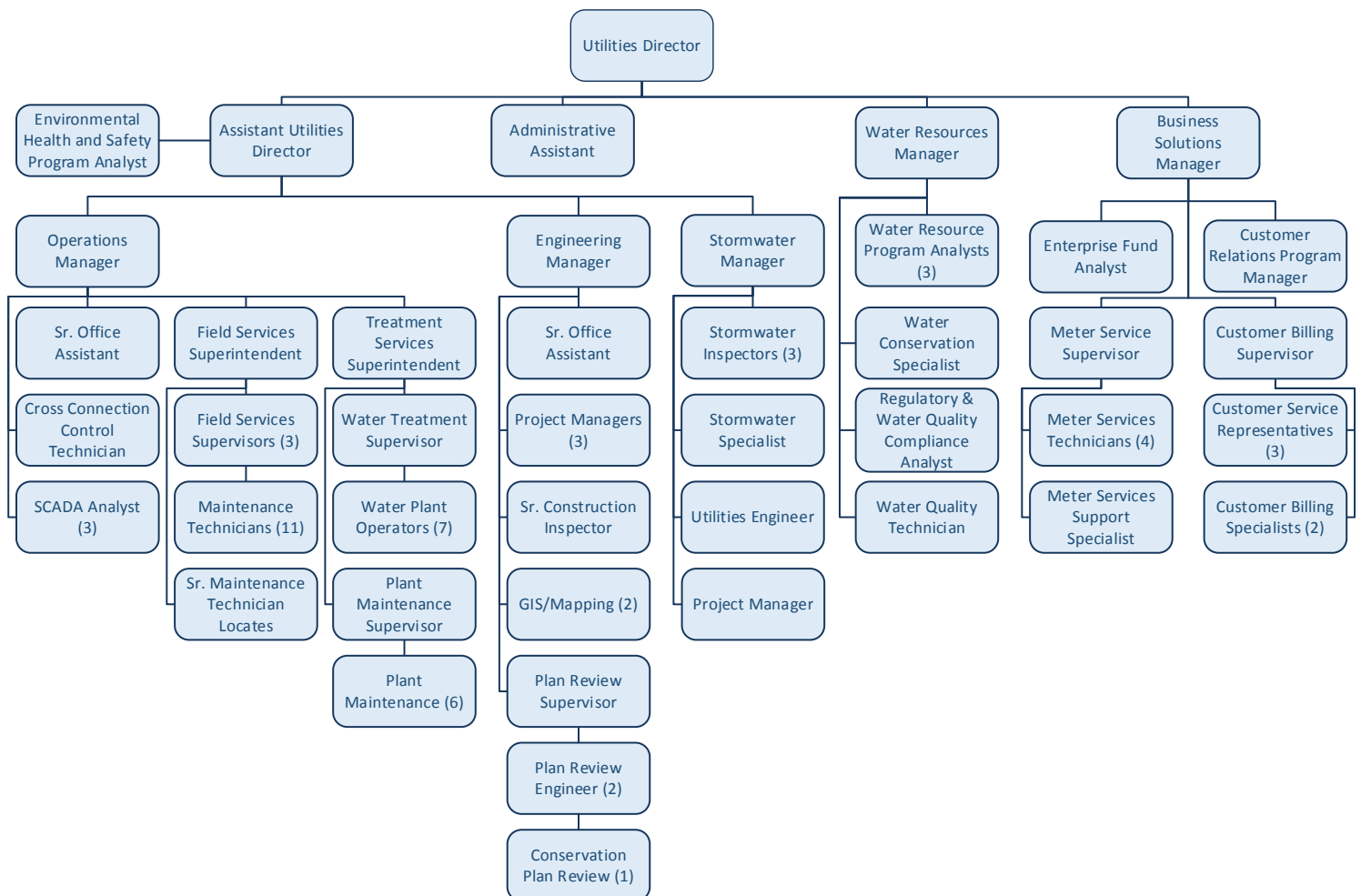
Utilities has a five year strategic plan as well as Master Plans for all of the enterprises, which are updated every five years. These plans along with the rates and fees study, the Financial Management Plan, and our capital implementation plans allow us to identify key budget issues in upcoming years.

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.

Significant items accommodated in the plan for 2019 include additional waterline construction and replacement, pumping and distribution upgrades, and water supply well improvements, within the Water Fund. The Water Resources Fund includes funds for ongoing renewable water projects including the WISE Project, the Alternative Source of Supply Project and improvements to the Plum Creek Water Purification Facility. The Stormwater Fund includes East Plum Creek Stabilization, Craig and Gould North improvements, and other stream stabilization projects. The Wastewater Fund includes ongoing capital buy in costs and improvements to the Plum Creek Water Reclamation Authority treatment plant and other sewer line improvements.

Organizational Structure:

The Utilities Department is under the supervision of the Town Manager within the organizational structure of the Town of Castle Rock.



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; or, for definitions of all Townwide reserves, click [here](#).

Water Fund

- Operating Reserve: 60-days of Operations & Maintenance costs result in approximately \$1.5 million in 2017.
- Capital Reserve: In 2017, this fund includes approximately \$13.2 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 \$5.3 million intended for emergency repairs or replacements in response to catastrophic events. This reserve has been set at approximately 2% of original fixed asset value.

Water Resources Fund

- Operating Reserve: 60-days of Operations & Maintenance costs result in approximately \$870k reserved for 2017.
- Capital Reserve: \$59.9 million is currently reserved in fiscal year 2017 for future renewable water projects.
- Catastrophic Events Reserve: This reserve includes approximately \$2.42 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 \$367k in 2017.
- Capital Reserve: This fund reserves capital for improvement projects and is set at and has been fully funded for approximately \$3.9 million in 2017.

Wastewater Fund

- Operating Reserve: 60-days of Operations & Maintenance costs result in approximately \$876k in 2017.
- Capital Reserve: The total capital reserve fund of \$20.6 million intended for future capital improvement projects.
- Catastrophic Events Reserve: This reserve includes approximately \$1.6 million intended for emergency repairs or replacements in response to catastrophic events. This reserve has been set at approximately 2% of original fixed asset value.

Utilities Department

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Water Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 12,374,849	\$ 19,762,952	\$ 19,762,952	\$ 20,301,036	3%
Revenues					
Intergovernmental	50,000	-	-	100,000	100% (1)
Charges for Service	12,294,410	12,947,433	13,192,087	14,114,336	7%
Fines & Forfeitures	340,914	348,552	363,500	379,500	4%
Investment Earnings	65,922	92,547	93,347	105,885	13% (2)
System Development Fees	3,026,611	2,034,686	2,939,000	2,825,581	-4%
Contributions & Donations	31,158	-	-	-	0%
Interfund Loan Revenue	4,780,500	1,072,750	1,072,750	2,557,750	138% (3)
Debt & Financing Revenue	6,252,192	-	-	-	0%
Other Revenue	308,346	71,550	165,381	72,550	-56% (4)
Total Revenues	\$ 27,150,053	\$ 16,567,518	\$ 17,826,065	\$ 20,155,602	13%
Expenditures					
Personnel	2,556,380	2,902,826	2,717,476	2,944,848	8%
Services & Other	4,399,852	4,373,519	4,381,113	4,595,827	5%
Supplies	1,121,744	1,158,903	1,166,687	1,220,833	5%
Capital	43,868	971,319	971,319	251,982	-74% (5)
Debt & Financing	8,000,431	1,253,587	1,969,987	1,740,767	-12% (6)
Transfers Out	1,359,649	1,688,563	1,684,401	1,728,809	3%
Total Expenditures (Excluding One-Time)	\$ 17,481,924	\$ 12,348,717	\$ 12,890,983	\$ 12,483,066	-3%
Net Change Excluding One-Time Capital	\$ 9,668,129	\$ 4,218,801	\$ 4,935,082	\$ 7,672,536	55% (3)
5 Year CIP (One-Time Expenditures)	2,280,026	5,031,998	4,396,998	5,378,920	22% (7)
Total Expenditures (Including One-Time)	19,761,950	17,380,715	17,287,981	17,861,986	3%
Contribution to or (Use of) Fund Balance	7,388,103	(813,197)	538,084	2,293,616	326% (3)
Ending Funds Available	\$ 19,762,952	\$ 18,949,755	\$ 20,301,036	\$ 22,594,652	11%
Reserves & Internal Designations*					
Operating Designations		1,405,875	1,377,546	1,460,251	
Catastrophic Events Reserve		3,916,415	3,916,415	5,346,135	
Revenue Stabilization Reserve		1,590,000	1,590,000	1,590,000	
Capital Reserve		11,037,465	12,417,075	13,198,266	
Committed for Fund Purpose		1,000,000	1,000,000	1,000,000	
Total Reserves & Internal Designations		\$ 18,949,755	\$ 20,301,036	\$ 22,594,652	
Unobligated Reserves	\$ 19,762,952	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Increase is due to the beginning of a water wheeling agreement with Dominion Water

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

(3) Increase is due to the final \$2.5 million repayment of an interfund loan to the Transportation Capital Fund

(4) Decrease is due to the receipt of a one time reimbursement from IREA for electrical installation at a Canyons South Well in 2016

(5) Decrease due to one time software costs in 2016 for Cartegraph

(6) Increase is due to increased principal payments in 2017 for the Series 2015 Water and Wastewater Bonds

(7) Significant capital projects include \$2.8 million for a new water supply well and \$500k for well rehabilitation

Utilities Department

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Water Resources Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 76,796,700	\$ 91,940,477	\$ 91,940,477	\$ 65,420,866	-29%
Revenues					
Charges for Service	7,419,260	7,785,184	7,753,789	8,676,054	12% (1)
Fines & Forfeitures	49,292	51,500	51,500	51,500	0%
Investment Earnings	325,540	193,321	193,321	235,257	22% (2)
System Development Fees	12,110,161	10,418,100	12,174,400	15,401,681	27% (1)
Transfers In	1,101,071	1,492,462	1,122,684	1,528,166	36% (3)
Interfund Loan Revenue	4,044,658	-	-	-	0%
Debt & Financing Revenue	-	129,000	129,000	-	-100% (4)
Other Revenue	203,533	240	22,746	129,240	468% (4)
Total Revenues	\$ 25,253,515	\$ 20,069,807	\$ 21,447,440	\$ 26,021,898	21%
Expenditures					
Personnel	1,539,047	1,731,103	1,655,547	1,875,148	13% (5)
Services & Other	1,210,886	1,939,199	1,947,421	3,020,268	55% (6)
Supplies	236,658	302,025	306,478	326,722	7%
Capital	3,204	129,885	129,885	36,405	-72% (7)
Debt & Financing	2,463,841	4,624,212	4,624,212	4,269,928	-8%
Transfers Out	25,012	4,583	4,583	4,707	3%
Total Expenditures (Excluding One-Time)	\$ 5,478,648	\$ 8,731,007	\$ 8,668,126	\$ 9,533,178	10%
Net Change Excluding One-Time Capital	\$ 19,774,867	\$ 11,338,800	\$ 12,779,314	\$ 16,488,720	29% (7)
5 Year CIP (One-Time Expenditures)	4,631,090	39,298,925	39,298,925	18,152,494	-54% (7)
Total Expenditures (Including One-Time)	10,109,738	48,029,932	47,967,051	27,685,672	-42%
Contribution to or (Use of) Fund Balance	15,143,777	(27,960,125)	(26,519,611)	(1,663,774)	-94% (7)
Ending Funds Available	\$ 91,940,477	\$ 63,980,352	\$ 65,420,866	\$ 63,757,092	-3%
Reserves & Internal Designations*					
Operating Designations		662,055	651,574	870,356	
Catastrophic Events Reserve		1,283,183	1,283,183	2,429,715	
Capital Reserve		55,281,289	56,732,284	59,957,021	
Debt Service Reserve		4,621,825	4,621,825	-	
Variable Interest Rate Reserve		1,632,000	1,632,000	-	
Committed for Fund Purpose		500,000	500,000	500,000	
Total Reserves & Internal Designations		\$ 63,980,352	\$ 65,420,866	\$ 63,757,092	
Unobligated Reserves	\$ 91,940,477	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Increase is due to projected growth of 700 building permits and a requested 3.5% increase in fixed charges

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

(3) Increase is due to increased operating transfers from the Water Fund to assist with general operations

(4) Change due to Dominion lease revenue moved to Other Revenue in 2017

(5) Increase is due to temporary personnel vacancy savings in 2016, including a Water Resource Program Analyst

(6) Increase is due to increased operations and maintenance related to the construction of additional water supply wells

(7) Capital Projects include \$9.8 million for the Plum Creek Diversion, \$5.7 million for Future Pipelines and Pump Stations and \$1.2 million for the Chatfield Reallocation Project

Utilities Department

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Stormwater Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 6,649,615	\$ 6,027,252	\$ 6,027,252	\$ 4,079,377	-32%
Revenues					
Charges for Service	2,859,711	3,446,642	3,448,241	3,948,295	15% (1)
Fines & Forfeitures	253	1,500	500	1,500	200%
Investment Earnings	19,833	22,780	22,780	20,615	-10%
System Development Fees	750,008	1,062,600	1,498,400	1,206,115	-20% (2)
Contributions & Donations	3,815	2,315	2,315	2,315	0%
Other Revenue	3,569	3,504	3,504	3,569	2%
Total Revenues	\$ 3,637,189	\$ 4,539,341	\$ 4,975,740	\$ 5,182,409	4%
Expenditures					
Personnel	1,291,335	1,506,658	1,423,521	1,483,474	4%
Services & Other	601,330	599,958	603,375	630,418	4%
Supplies	67,979	93,672	94,227	91,250	-3%
Capital	-	10,000	10,122	-	-100% (3)
Interfund Loan	40,500	20,250	20,250	20,250	0%
Transfers Out	120,466	96,260	92,622	98,510	6%
Total Expenditures (Excluding One-Time)	\$ 2,121,610	\$ 2,326,798	\$ 2,244,117	\$ 2,323,902	4%
Net Change Excluding One-Time Capital	\$ 1,515,579	\$ 2,212,543	\$ 2,731,623	\$ 2,858,507	5%
5 Year CIP (One-Time Expenditures)	2,137,942	4,679,498	4,679,498	2,185,160	-53% (4)
Total Expenditures (Including One-Time)	4,259,552	7,006,296	6,923,615	4,509,062	-35%
Contribution to or (Use of) Fund Balance	(622,363)	(2,466,955)	(1,947,875)	673,347	-135% (4)
Ending Funds Available	\$ 6,027,252	\$ 3,560,297	\$ 4,079,377	\$ 4,752,724	17%
Reserves & Internal Designations*					
Operating Designations		366,715	353,521	367,524	
Capital Reserve		2,693,582	3,225,856	3,885,200	
Committed for Fund Purpose		500,000	500,000	500,000	
Total Reserves & Internal Designations		\$ 3,560,297	\$ 4,079,377	\$ 4,752,724	
Unobligated Reserves	\$ 6,027,252	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

- (1) Stormwater charges are projected to increase based on an expanding customer base and a requested rate increase of 5%
- (2) Overall System Development Fees in Stormwater are projected to decrease due to decreased projected building in the Cherry Creek Basin. Fees in the Plum Creek Basin however, are projected to increase
- (3) Decrease due to one time software costs in 2016 for Cartegraph
- (4) Capital expenditures are lower than 2016, and include \$789k for Parkview Tributary stabilization, \$533k for Hangman's Gulch stabilization and \$450k for Douglas Lane Tributary stabilization

Utilities Department

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Wastewater Fund Summary by Category

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

	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Budget	% Incr./ Decr. from 2016 Est.
Beginning Fund Balance	\$ 10,930,426	\$ 20,022,468	\$ 20,022,468	\$ 21,865,829	9%
Revenues					
Intergovernmental	8,500	-	-	-	0%
Charges for Service	9,087,750	9,400,850	9,581,793	10,335,752	8%
Fines & Forfeitures	343	1,500	500	1,500	200%
Investment Earnings	50,578	84,966	84,966	81,747	-4%
System Development Fees	5,097,705	2,213,349	2,595,095	3,000,361	16% (1)
Contributions & Donations	43,620	59,022	29,510	29,510	0%
Interfund Loan Revenue	3,090,000	-	-	-	0%
Other Revenue	140,015	18,100	136,540	136,240	0%
Total Revenues	\$ 17,518,511	\$ 11,777,787	\$ 12,428,404	\$ 13,585,110	9%
Expenditures					
Personnel	1,138,393	1,331,795	1,268,974	1,370,608	8%
Services & Other	5,399,723	3,361,146	3,371,145	3,591,783	7%
Supplies	192,932	278,734	280,204	294,446	5%
Capital	5,939	110,617	113,699	76,750	-32% (2)
Debt & Financing	330,885	332,538	332,538	333,258	0%
Transfers Out	68,752	66,494	66,494	67,001	1%
Total Expenditures (Excluding One-Time)	\$ 7,136,624	\$ 5,481,324	\$ 5,433,054	\$ 5,733,846	6%
Net Change Excluding One-Time Capital	\$ 10,381,887	\$ 6,296,463	\$ 6,995,350	\$ 7,851,264	12% (3)
5 Year CIP (One-Time Expenditures)	1,289,845	5,342,944	5,151,989	5,636,243	9%
Total Expenditures (Including One-Time)	8,426,469	10,824,268	10,585,043	11,370,089	7%
Contribution to or (Use of) Fund Balance	9,092,042	953,519	1,843,361	2,215,021	20% (3)
Ending Funds Available	\$ 20,022,468	\$ 20,975,987	\$ 21,865,829	\$ 24,080,850	10%
Reserves & Internal Designations*					
Operating Designations		828,613	820,054	876,140	
Catastrophic Events Reserve		1,675,712	1,675,712	1,647,022	
Capital Reserve		17,471,662	18,370,063	20,557,688	
Committed for Fund Purpose		1,000,000	1,000,000	1,000,000	
Total Reserves & Internal Designations		\$ 20,975,987	\$ 21,865,829	\$ 24,080,850	
Unobligated Reserves	\$ 20,022,468	\$ -	\$ -	\$ -	

* Click [here](#) to see definitions of Reserve & Internal Designation types

Click [here](#) to view line item detail for the 2017 Town of Castle Rock budget

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

Notes below include explanation of items that are at least 10% and \$10,000 different from the 2016 Year-end estimate (*year-end estimates are based on information through April and will be revised the 3rd quarter of 2016*)

Notes:

(1) Projected System Development Fees increase is due to a requested increase of 6%

(2) Decrease due to one time software costs in 2016 for Cartegraph

(3) Fund balance is projected to increase in 2017 due to projected increases in System Development Fee revenue

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LETTER OF INTRODUCTION FOR THE FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

August 16, 2016

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 2017 through 2021. The 2017 Budget allows for \$57,403,100 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

2017-2021 CAPITAL IMPROVEMENT PROGRAM SUMMARY - ALL FUNDS

TOTAL CIP EXPENDITURES BY FUND AND YEAR

Fund	2017	2018	2019	2020	2021	Total
General Fund	\$ 966,780	\$ 1,131,250	\$ 967,813	\$ 1,104,754	\$ 1,089,142	\$ 5,259,739
General Long Term Planning	770,000	216,000	295,000	295,000	-	1,576,000
Transportation Fund	6,049,500	4,700,000	4,180,000	3,570,000	470,000	18,969,500
Transportation Capital Fund	3,712,000	14,072,000	-	750,000	6,950,000	25,484,000
Conservation Trust Fund	48,000	168,000	343,000	173,000	278,000	1,010,000
Parks and Rec Capital Fund	300,000	2,000,000	-	200,000	2,500,000	5,000,000
Municipal Facilities Capital Fund	3,500,000	-	-	-	-	3,500,000
Fire Capital	4,762,155	289,282	-	-	-	5,051,437
Water Fund	5,378,920	2,673,000	4,182,641	7,490,934	2,344,000	22,069,495
Water Resource Fund	18,152,494	15,768,596	15,328,356	5,205,814	1,766,050	56,221,310
Stormwater Fund	2,180,160	2,409,296	2,446,202	3,084,732	2,107,842	12,228,232
Wastewater Fund	5,636,243	4,214,636	4,772,951	28,277,790	4,986,051	47,887,671
Community Center Fund	355,000	275,000	270,000	-	-	900,000
Fleet Fund	5,344,119	3,184,400	2,431,053	2,437,517	3,422,660	16,819,749
Golf Fund	247,729	-	334,135	-	416,825	998,689
Total by Year	\$ 57,403,100	\$ 51,101,460	\$ 35,551,151	\$ 52,589,541	\$ 26,330,570	\$ 222,975,822

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.

2016 Source	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 1,321,780	\$ 1,356,250	\$ 1,237,813	\$ 1,104,754	\$ 1,089,142	\$ 6,109,739
Building Use Tax	4,985,500	7,051,000	4,045,000	3,435,000	540,000	20,056,500
Road and Bridge Tax	1,529,000	430,000	430,000	430,000	430,000	3,249,000
Federal Grant	1,602,000	1,447,000	-	-	-	3,049,000
Developer Contributions	2,485,000	-	-	-	-	2,485,000
Colorado Lottery Funds	48,000	168,000	343,000	173,000	278,000	1,010,000
Impact Fees	8,492,155	10,269,282	-	950,000	8,950,000	28,661,437
Metered Water Sales	2,320,000	1,970,000	2,229,000	2,723,000	2,344,000	11,586,000
System Development Fees	19,869,085	14,606,815	16,828,825	36,659,565	6,341,491	94,305,781
Water Resources Fees	7,225,971	6,307,438	5,880,166	1,899,563	706,420	22,019,559
Stormwater Charges	529,831	710,745	451,629	1,534,752	1,030,032	4,256,990
Wastewater Service Charges	1,402,930	1,470,530	1,340,530	1,242,390	782,000	6,238,378
Vehicle Repl. Contributions	3,194,176	2,745,633	2,092,094	2,276,754	3,203,017	13,511,674
Vehicle Salvage	245,351	187,597	153,250	160,763	219,643	966,604
Transfers from Other Funds	1,904,592	251,170	185,709	-	-	2,341,471
Revenue Bond Proceeds	150,000	-	-	-	-	150,000
User Fees	97,729	-	334,135	-	416,825	848,689
State Contribution	-	1,880,000	-	-	-	1,880,000
County Contribution	-	250,000	-	-	-	250,000
Total by Year	\$ 57,403,100	\$ 51,101,460	\$ 35,551,151	\$ 52,589,541	\$ 26,330,570	\$ 222,975,822

2017-2021 CAPITAL IMPROVEMENT PROGRAM
**TOWNWIDE
SUMMARY OF ESTIMATED ONGOING OPERATING COSTS
BY FUND ⁽¹⁾**

Department / Division	Project Name	2017	2018	2019	2020	2021
General Fund						
Fire Department						
Adult and Pediatric Training Manikins		\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Transportation Fund						
Traffic Signal Program		5,200	2,600	2,600	2,600	2,600
Fire Capital Fund						
Crystal Valley Ranch Fire Station ⁽²⁾		-	1,980,010	2,042,142	2,130,721	2,223,495
Transportation Capital Fund						
Service Center Expansion ⁽³⁾		-	-	4,500	4,500	4,500
Crowfoot Valley Road Widening		-	-	2,000	2,000	2,000
Parks and Recreation Capital Fund						
Parks & Facility Maintenance Building ⁽²⁾		-	12,552	12,768	12,989	13,212
Water Fund						
Pumping and Distribution System Upgrades		30,074	30,074	30,074	30,074	30,074
Administration and Customer Service Bldg		12,119	12,119	12,119	12,119	12,119
Water Resources Fund						
WISE Project		500,000	500,000	500,000	500,000	1,500,000
Chatfield Reallocation Project		-	100,000	100,000	100,000	100,000
Aquifer Storage and Recovery Pilot Program		4,000	4,000	4,000	4,000	4,000
Plum Creek Diversion and Well Fields		125,000	125,000	125,000	125,000	125,000
Plum Creek Water Purification Facility		-	1,200,000	1,200,000	1,200,000	1,200,000
Administration and Customer Service Bldg		5,689	5,689	5,689	5,689	5,689
Stormwater Fund						
Administration and Customer Service Bldg		5,510	5,510	5,510	5,510	5,510
Wastewater Fund						
Administration and Customer Service Bldg		6,682	6,682	6,682	6,682	6,682
Total Ongoing Operating Expenditures by Year		\$ 694,774	\$ 3,984,736	\$ 4,053,584	\$ 4,142,384	\$ 5,235,381

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

- (1) Existing Capital Improvement Programs included above reflect projects with known ongoing operating costs
(2) Initial project costs are funded from the Capital Fund. Ongoing operating costs will be funded from the General Fund
(3) Initial project costs are funded from the Capital Fund. Ongoing operating costs will be funded from the Transportation Capital Fund

2017-2021 CAPITAL IMPROVEMENT PROGRAM

GENERAL FUND

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Police Department						
Property & Evidence Room Shelving	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Fire Department						
Adult and Pediatric Training Manikins	50,000	-	-	-	-	50,000
Power Stretchers	225,000	-	-	-	-	225,000
Community Relations						
Mobile Application Upgrade	50,000	-	-	-	-	50,000
Division of Innovation and Technology						
IT Governance	85,000	200,000	90,000	200,000	90,000	665,000
Cisco Devices	169,400	288,000	210,000	245,000	287,000	1,199,400
Server Replacement	157,694	52,000	89,000	52,000	74,000	424,694
Parks Department						
Annual Trail Improvements	229,686	551,250	578,813	607,754	638,142	2,605,645
Total Expenditures by Year	\$ 966,780	\$ 1,131,250	\$ 967,813	\$ 1,104,754	\$ 1,089,142	\$ 5,259,739
Project Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 966,780	\$ 1,131,250	\$ 967,813	\$ 1,104,754	\$ 1,089,142	\$ 5,259,739
Total Funding Sources by Year	\$ 966,780	\$ 1,131,250	\$ 967,813	\$ 1,104,754	\$ 1,089,142	\$ 5,259,739



Castle Rock Fire & Rescue Department Station #151

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Property & Evidence Room Shelving

Project Number: 70-20

Contact: Tim Gorman, Commander

Department: Police Department

Category: Equipment

Type: New

Useful Life: 5 Years

5 Year Historical Total \$ -

2017-2021 Total 40,000

CIP Project Total (2012-2021): \$ 40,000

Description and Justification

The Police Department requests an upgrade to the Property and Evidence room shelving in 2018 due to current limited space. There are approximately 9,800 items stored on the existing shelving in the property and evidence room. The shelving encompasses about 660 linear feet, with an unused area of 175 linear feet at the current time. The number of items being stored has doubled over the past year and half. 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 evidence, and man hours required to review and dispose of evidence. In addition, the outside property and evidence storage container is currently at maximum capacity.

Expenditures	2017	2018	2019	2020	2021	Total
Property & Evidence Room Shelving	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Total Expenditures	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000

Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Total Funding Sources	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000

Operational Impact

No anticipated revenue and/or expenditure impact on annual operations.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Adult and Pediatric Training Manikins

Project Number: 70-30
Contact: Norris Croom
Department: Fire Department
Category: Equipment
Type: Replacement
Useful Life: 7-10 Years

5 Year Historical Total \$ -
2017-2021 Total 50,000
CIP Project Total (2012-2021): \$ 50,000

Description and Justification

The Fire and Rescue Department requests adult and pediatric training manikins to replace current 18 year old manikins as replacement parts can no longer be obtained. The Fire and Rescue Department is currently certified by the State as an authorized Emergency Medical Service (EMS) training site. This means that the department can conduct all of the required training to maintain EMS certifications without having to send personnel to outside classes. Due to the aggressive EMS training program, the department is able to save 30 percent of the individuals experiencing a cardiac arrest, which is three times better than the national average of nine percent. In order to provide this level of training, the department utilizes an adult and pediatric manikin that allows advanced procedures to be performed. Without this replacement equipment, there is risk of losing the ability to offer these courses in house due to not having appropriate equipment for training. It is imperative to conduct the required training in house in order to keep response units available and to maintain the level of service. The alternative would be to send personnel to an outside class for training which would remove response units from their availability, therefore adversely affecting service delivery and increasing overall costs in the long run. The adult manikin costs approximately \$30,000 and the pediatric manikin is approximately \$20,000, for a total one time cost of \$50,000.

Expenditures	2017	2018	2019	2020	2021	Total
Adult and Pediatric Training Manikins	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000

Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000
Total Funding Sources	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000

Operational Impact

Additional expenditures would include an annual maintenance and replacement parts at an estimated cost of \$500 per year. These expenditures are included in three year financial planning in the Fire and Rescue Department General Fund.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Power Stretchers

Project Number: 70-30
 Contact: Norris Croom, Deputy Fire Chief
 Department: Fire Department
 Category: Equipment
 Type: New
 Useful Life: 7 Years

5 Year Historical Total	\$	-
2017-2021 Total		225,000
CIP Project Total (2012-2021):	\$	225,000

Description and Justification

The Fire and Rescue Department requests the purchase of five Power Stretchers, one for each medic unit at a cost of approximately \$45,000 each, for a total project cost of \$225,000. The minimum life cycle of these devices is 7 years and the current non-powered stretchers end of life is 2017. Currently, the Fire Department's five medic units are manually operated to move patients from the scene to the medic and from the medic to the hospital. Manually operated means personnel have to physically lift the stretcher into and out of the medic units. As the population has continued to increase in weight, it is not uncommon for personnel to have to lift 300 pounds or more into and out of the medic units. This creates a significant risk to personnel and patients when trying to safely load and unload patients from the medic units. The Fire Department has mitigated this issue, to a degree, by ensuring a sufficient number of personnel on the scene of a call to assist in lifting and loading this amount of weight into the medic units. However, when the medic unit arrives at the hospital, the crew of two is now 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 this amount of weight can pose a significant risk of back injuries to personnel, and considering that 65% of calls are for EMS, personnel are exposed to this risk several times a day. There are two documented cases of back injuries from lifting patients in the last three years. The average back injury costs a minimum of approximately \$20,000 (not including lost time), these two incidents almost equal the cost of one power stretcher. By implementing this project, the Town of Castle Rock will be reducing the risk of injuries for personnel while making it safer for patients with reduced risk of them being dropped or personnel not being able to lift them in and out of the medic units. The Fire and Rescue Department is also looking into the possibility of a lease/purchase option, similar to the Public Safety radio purchase, to minimize the initial cost impact and to spread it out over several years.

Expenditures	2017	2018	2019	2020	2021	Total
Power Stretchers	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000

Total Expenditures	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000

Total Funding Sources	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Mobile Application Upgrade

Project Number: 70-73

Contact: Karen Carter, Community Relations Manager

Department: Deputy Town Manager

Category: Technology

Type: Upgrade

Useful Life: 5 Years

5 Year Historical Total \$ -

2017-2021 Total 50,000

CIP Project Total (2012-2021): \$ 50,000

Description and Justification

Expenditures are requested to enhance the existing mobile application for the Town of Castle Rock. Expected enhancements include different ways for residents to report concerns, possibly with photos; and to allow users to connect to local events, businesses and Town departments.

The Town's mobile application is an ever growing product and tool used to connect better to the community. Downloads from 2015 to 2016 have shown significant increases:

- Google Play: January 1, 2015; 28 downloads compared with 305 as of January 1, 2016
- iTunes: April 1, 2015; 6 downloads compared to 358 as of January 1, 2016

Expenditures	2017	2018	2019	2020	2021	Total
Mobile App	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Total Funding Sources	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
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Operational Impact

No additional operation impacts are anticipated as a result of this project.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

IT Governance

Project Number: 70-43

Contact: Jennifer Jaeger, Chief Technology Officer

Department: Division of Innovation and Technology

Category: Technology

Type: New

Useful Life: 5 Years

5 Year Historical Total \$ 243,422

2017-2021 Total 665,000

CIP Project Total (2012-2021): \$ 908,422

Description and Justification

Expenditures are requested in the General Fund for IT Governance projects that will support Town infrastructure and allow the Town to benefit from new technologies. Only projects classified as capital are included on this list of the identified 2017 IT Governance projects. Specific projects are proposed annually and estimated amounts are identified for outgoing years.

For 2017, \$57,000 is requested to purchase hardware related to the Town Wireless Ring project that is included in the General Long Term Planning Fund that will provide redundancy to the Town network. The additional hardware requested as part of IT Governance will result in additional improvements with public safety and traffic camera systems. The remaining IT Governance funds will be considered by the committee and will be utilized for other citizen, public safety, and/or Town-wide facing initiatives.

Expenditures	2017	2018	2019	2020	2021	Total
IT Governance	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 90,000	\$ 665,000

Total Expenditures	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 90,000	\$ 665,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 90,000	\$ 665,000

Total Funding Sources	\$ 85,000	\$ 200,000	\$ 90,000	\$ 200,000	\$ 90,000	\$ 665,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Cisco Devices

Project Number: 76-80

Contact: Jenn Jaeger, Chief Technology Officer

Department: Division of Innovation and Technology

Category: Technology

Type: Replacement

Useful Life: 5 Years

5 Year Historical Total \$ 398,014

2017-2021 Total 1,199,400

CIP Project Total (2012-2021): \$ 1,597,414

Description and Justification

Expenditures are requested to 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 impacted. Maintaining these devices is important for the daily work of almost every Town employee.

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:

- 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
- 2021 based on 20% of 287 devices

The cost of devices vary, but average \$5,500 each. The Fortigate clusters that are used to operate the Town firewall must also be replaced in 2018 for a total of \$90,000.

Expenditures	2017	2018	2019	2020	2021	Total
Cisco Devices	\$ 169,400	\$ 288,000	\$ 210,000	\$ 245,000	\$ 287,000	\$ 1,199,400

Total Expenditures	\$ 169,400	\$ 288,000	\$ 210,000	\$ 245,000	\$ 287,000	\$ 1,199,400
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Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 169,400	\$ 288,000	\$ 210,000	\$ 245,000	\$ 287,000	\$ 1,199,400

Total Funding Sources	\$ 169,400	\$ 288,000	\$ 210,000	\$ 245,000	\$ 287,000	\$ 1,199,400
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Server Replacement

Project Number: 76-83

Contact: Jenn Jaeger, Chief Technology Officer

Department: Division of Innovation and Technology

Category: Technology

Type: Replacement

Useful Life: 5 Years

5 Year Historical Total \$ 214,450

2017-2021 Total 424,694

CIP Project Total (2012-2021): \$ 639,144

Description and Justification

Funding requested for this project will be used to replace a percentage of the ten physical servers in Town each year to make sure critical business operations continue to run without interruption. These ten physical servers house 121 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 a physical server should fail, multiple departments would be affected, resulting in impacts to productivity and corresponding levels of service. Five year old servers need 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. Four of the ten physical servers require replacement in 2017.

Expenditures	2017	2018	2019	2020	2021	Total
Server Equipment	\$ 147,710	\$ 37,000	\$ 74,000	\$ 37,000	\$ 74,000	\$ 369,710
UPS Remote Server	9,984	15,000	15,000	15,000	-	54,984
Total Expenditures	\$ 157,694	\$ 52,000	\$ 89,000	\$ 52,000	\$ 74,000	\$ 424,694

Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 157,694	\$ 52,000	\$ 89,000	\$ 52,000	\$ 74,000	\$ 424,694
Total Funding Sources	\$ 157,694	\$ 52,000	\$ 89,000	\$ 52,000	\$ 74,000	\$ 424,694

Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Annual Trail Improvements

Project Number:	75-14		
Contact:	Jeff Smullen, Assistant Director of Parks & Recreation	5 Year Historical Total	\$ 1,877,393
Department:	Parks & Recreation Department	2017-2021 Total	2,605,645
Category:	Parks and Trails	CIP Project Total (2012-2021):	\$ 4,483,038
Type:	New		
Useful Life:	50 Years		

Description and Justification

Expenditures are requested to extend the existing Plum Creek Trail in Castle Rock. The Plum Creek Trail extension completes the missing connection from downtown Castle Rock to Crystal Valley Ranch and completes the Town's portion of the Front Range Trail along East Plum Creek Trail. On an average monthly basis, both the Meadows Parkway and the Festival Park locations of the Plum Creek Trail see approximately 9,000 visitors each. There are approximately 300 visitors per day on an average during the summer months. The Lanterns Development will 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 when complete.

Annual Trail Improvements are funded by sales tax, a portion of which was enacted by voters to fund trail improvements throughout Castle Rock. As a result, the trails account receives an annual transfer from a portion of sales tax through the Town's Transportation Fund in addition to outside contributions, such as grant support when available. The Public Works and the Parks and Recreation Department have worked to evaluate potential projects and create a capital plan that addresses priorities for both side paths and trails. A portion of 2017 funds were used in 2015-16 for the construction of a pedestrian bridge over Wolfensberger Road that connects trails at Philip S. Miller Park and Ridgeline Open Space. 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 is expected to occur in 2018, 2019 and 2020.

Parks and Recreation has submitted a grant application with Great Outdoors Colorado (GOCO) requesting funds of \$1M to be used for this project. Grant awards will be announced on October 7, 2016.

Expenditures	2017	2018	2019	2020	2021	Total
Construction Contracts	\$ 229,686	\$ 551,250	\$ 578,813	\$ 607,754	\$ 638,142	\$ 2,605,645

Total Expenditures	\$ 229,686	\$ 551,250	\$ 578,813	\$ 607,754	\$ 638,142	\$ 2,605,645
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Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 229,686	\$ 551,250	\$ 578,813	\$ 607,754	\$ 638,142	\$ 2,605,645

Total Funding Sources	\$ 229,686	\$ 551,250	\$ 578,813	\$ 607,754	\$ 638,142	\$ 2,605,645
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

GENERAL LONG TERM PLANNING FUND

DEPUTY TOWN MANAGER

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Wireless Ring	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
Fire Records Management System	600,000	-	-	-	-	600,000
Synthetic Turf Replacement	-	216,000	295,000	295,000	-	806,000
Total Expenditures by Year	\$ 770,000	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 1,576,000

Project Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 770,000	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 1,576,000
Total Funding Sources by Year	\$ 770,000	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 1,576,000



Sunset in Castle Rock

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Wireless Ring

Project Number: 78-92

Contact: Jennifer Jaeger, Chief Technology Officer

Department: Division of Innovation and Technology

Category: Technology

Type: New

Useful Life: 10 Years

5 Year Historical Total \$ -

2017-2021 Total 170,000

CIP Project Total (2012-2021): \$ 170,000

Description and Justification

The Division of Innovation and Technology requests funding for a proposed Wireless ring that will be a one year extension to the fiber ring project, providing additional locations and infrastructure with redundant connectivity. Three years ago the Town decided to dedicate funding to a project to build a fiber ring that would serve main Town facilities with redundant connectivity for business continuity in case of a fiber cut. That project will be completed in 2016 for a total of approximately \$774,000 .

This project will result in redundant connectivity to locations that are not served by our fiber ring. This project will result in multiple improvements including providing:

- Security services (camera and access control) to reservoirs and other infrastructure
- Wi-Fi for camera uploads and network access sites within patrol districts
- Camera monitoring/traffic signal control and traffic camera uplinks in areas not served by fiber
- Redundant connectivity between remote Fire stations
- Connectivity for mobile devices and vehicles for staff in the field

Additionally, the design of a wireless ring and the advantages of Point-to-Point microwave rings include: faster network rollout with no trenching, boring or paving, Return on Investment due to low cost of ownership, increased network flexibility, low operating costs, better resilience to natural disasters and accidental cuts, proven success and rapid ROI for many local municipalities including Arvada and Durango. Town water tanks already have hardware in place and are prime locations for the ring network due to their altitude and direct site lines to other Town owned assets.

Expenditures	2017	2018	2019	2020	2021	Total
Wireless Ring	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000

Total Expenditures	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000

Total Funding Sources	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Fire Records Management System

Project Number: 78-94

Contact: Art Morales, Fire Chief

Department: Fire Department

Category: Technology

Type: New

Useful Life: Varies by software and vendor

5 Year Historical Total \$ -

2017-2021 Total 600,000

CIP Project Total (2012-2021): \$ 600,000

Description and Justification

The Fire and Rescue Department requests funds to purchase a Fire Records Management System. The department utilizes a Records Management System (RMS) to track and manage all aspects of department operational activities and records. This system is used to manage human resources (personnel, certifications, daily staffing), training records, daily schedule, incident reporting for all fire and EMS calls, life safety as it relates to business records, files, preplans, and inspections, and finally for mandatory reporting to both state and federal agencies as required by law. The current system was purchased in 2003 and has served the Department well. Unfortunately, the Department was advised on June 28, 2016 that the current vendor is going out of business and will no longer provide support or service as of December 2017. A new RMS will need to be purchased and implemented prior to December 2017. Without a records management system, the Department would be unable to document and track all of its activities, or meet the minimum reporting and documentation requirements demanded by agencies such as ISO, NFPA, CFAI, CDPS, NIFRS, HIPPA, and department personnel who manage department performance and level of service metrics. Invariably, this would result in a decrease in the level of service due to an inability to manage department records and performance. The Department is internationally accredited, and recently improved its Insurance Services Office (ISO) rating from a 5 to a 2. Without RMS documentation, the Department's accredited status would be in peril, as well as the ISO rating improvements. This could result in Town citizens paying higher homeowner insurance premiums. There are no other alternatives or potential solutions to this problem other than to purchase a new RMS. The Department will work closely with DoIT to acquire and implement the most effective solutions to this problem. A new RMS is estimated to cost approximately \$600,000. This is a conservative estimate due to the extremely recent notification from the current RMS provider. More analysis will be completed to quantify this cost estimate.

Expenditures	2017	2018	2019	2020	2021	Total
Fire Software System	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000

Total Expenditures	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000

Total Funding Sources	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
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Operational Impact

The operational impact due to annual maintenance expenses is expected to cost a net increased amount of approximately \$47,304 per year. This is included in the three year planning period in the General Fund within the Fire and Rescue Department.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Synthetic Turf Replacement

Project Number: 78-47

Contact: Jeff Smullen, Assistant Director of Parks & Recreation

Department: Parks & Recreation Department

Category: Parks/Trails

Type: Replacement

Useful Life: 10 Years

5 Year Historical Total \$ -

2017-2021 Total 806,000

CIP Project Total (2012-2021): \$ 806,000

Description and Justification

Parks and Recreation requests funding for synthetic turf replacement in 2018 for Butterfield Park, 2019 for Gemstone Park and 2020 for Matney Park. Turf on field sites is nearing the end of the expected life and will need to be replaced in order to maintain proper safety levels and to maintain the functional and aesthetic quality of these parks. The replacement of synthetic turf is regularly scheduled and is assessed as to necessity on an annual basis with safety as a top priority.

Expenditures	2017	2018	2019	2020	2021	Total
Labor and Materials for Turf Replacement	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000

Total Expenditures	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000

Total Funding Sources	\$ -	\$ 216,000	\$ 295,000	\$ 295,000	\$ -	\$ 806,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM
TRANSPORTATION FUND
PUBLIC WORKS DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Miscellaneous Projects & Studies	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Traffic Safety Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Traffic Signal Program	860,000	230,000	230,000	230,000	230,000	1,780,000
Neighborhood Traffic Calming	25,000	25,000	25,000	25,000	25,000	125,000
Development Related Improvements Program	50,000	50,000	50,000	50,000	50,000	250,000
ADA Ramps	40,000	40,000	40,000	40,000	40,000	200,000
Meadows Parkway Reconstruction	1,987,000	-	-	-	-	1,987,000
Gordon Drive Reconstruction	31,000	310,000	-	-	-	341,000
Plum Creek Parkway	-	870,000	-	-	-	870,000
Prestwick Way	432,000	-	-	-	-	432,000
Emerald Drive	1,338,500	-	-	-	-	1,338,500
Wilcox Crosswalk Rehabilitation	161,000	-	-	-	-	161,000
3rd and Perry Roundabout	1,000,000	-	-	-	-	1,000,000
Street Reconstruction Projects	-	3,050,000	2,910,000	-	-	5,960,000
Craig & Gould N. Infrastructure Improvement	-	-	800,000	3,100,000	-	3,900,000
Total Expenditures by Year	\$ 6,049,500	\$ 4,700,000	\$ 4,180,000	\$ 3,570,000	\$ 470,000	\$ 18,969,500

Project Funding Sources	2017	2018	2019	2020	2021	Total
Road and Bridge Tax	\$ 1,529,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 3,249,000
Building Use Tax	3,002,500	4,270,000	3,750,000	3,140,000	40,000	14,202,500
Federal Grant	1,333,000	-	-	-	-	1,333,000
Developer Contributions	185,000	-	-	-	-	185,000
Total Funding Sources by Year	\$ 6,049,500	\$ 4,700,000	\$ 4,180,000	\$ 3,570,000	\$ 470,000	\$ 18,969,500

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Miscellaneous Projects & Studies

Project Number: 75-24

Contact: Carl Armijo, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Repair

Useful Life: Variable

5 Year Historical Total \$ 163,945

2017-2021 Total 375,000

CIP Project Total (2012-2021): \$ 538,945

Description and Justification

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

Expenditures	2017	2018	2019	2020	2021	Total
Design/Engineering/Construction	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000

Total Expenditures	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Road and Bridge Tax	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000

Total Funding Sources	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Traffic Safety Improvements

Project Number:	75-25				
Contact:	Ryan Germeroth, Transp. Planning & Traffic Engineering Mgr.	5 Year Historical Total	\$	67,018	
Department:	Public Works Department	2017-2021 Total		250,000	
Category:	Infrastructure	CIP Project Total (2012-2021):	\$	317,018	
Type:	Repair				
Useful Life:	Variable				

Description and Justification

Small traffic safety studies or projects are typically identified during the year that are currently unknown. Examples include modifications to existing crosswalks or adding new crosswalks to improve pedestrian safety. This program is intended to pay for these items. The ability to immediately implement small projects as they are identified provides for the best customer service for the public and aids in improving safety.

Expenditures	2017	2018	2019	2020	2021	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	2017	2018	2019	2020	2021	Total
Road and Bridge Tax	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Total Funding Sources	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Traffic Signal Program

Project Number:	75-26				
Contact:	Ryan Germeroth, Transp. Planning & Traffic Engineering Mgr.	5 Year Historical Total	\$	2,197,872	
Department:	Public Works Department	2017-2021 Total		1,780,000	
Category:	Infrastructure	CIP Project Total (2012-2021):	\$	3,977,872	
Type:	Upgrade				
Useful Life:	15-20 years				

Description and Justification

This program is utilized to construct new traffic signals that are identified through engineering evaluations, and to perform signal system changes recommended in the comprehensive townwide system analysis. For 2017, it is expected that two new traffic signals will be needed. Upon completion of the warrant studies in 2015, there were three intersections nearing signal warrants that are set to be studied again in 2016. One signal has been identified as needed at Meadows Boulevard and Butterfield Crossing and another has yet to be determined. The shifts in traffic due to the opening of the North Meadows Extension/Castle Rock Parkway may impact the need for signalization at some locations in the Meadows. \$400,000 is also included in 2017 to accomplish phase III 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 2018 through 2021, signal projects will be chosen based upon historical trends, judgment, and locations identified by engineering evaluations. Intersections that are close to needing a signal are evaluated annually. Installations improve traffic movement and safety of roadway users.

Expenditures	2017	2018	2019	2020	2021	Total
Construction/Engineering	\$ 860,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 1,780,000
Total Expenditures	\$ 860,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 1,780,000
Funding Sources	2017	2018	2019	2020	2021	Total
Developer Contributions	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ 185,000
Road and Bridge Tax	675,000	230,000	230,000	230,000	230,000	1,595,000
Total Funding Sources	\$ 860,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 1,780,000

Operational Impact

The department currently contracts out the maintenance of traffic signal equipment as in-house specialization does not exist. In addition, electricity cost increases also exist with new signal installation. The average electricity and maintenance cost per signal is \$2,600 per year and is included in electricity costs within the Transportation Fund.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Neighborhood Traffic Calming

Project Number:	75-28				
Contact:	Ryan Germeroth, Transp. Planning & Traffic Engineering Mgr	5 Year Historical Total	\$	35,397	
Department:	Public Works Department	2017-2021 Total		125,000	
Category:	Infrastructure	CIP Project Total (2012-2021):	\$	160,397	
Type:	Upgrade				
Useful Life:	Variable				

Description and Justification

These projects are identified through the Town's Neighborhood Traffic Calming Program. This program is utilized to complete projects geared toward encouraging cars to adhere to the posted speed limit, or to reduce the amount of cut-through traffic on residential streets. Projects are identified through the current policy approved by Town Council and administered by staff. These projects are typically developed during the year as residents request them and certain criteria are met. Examples include the installation of speed cushions on residential streets.

Expenditures	2017	2018	2019	2020	2021	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
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Funding Sources	2017	2018	2019	2020	2021	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
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Operational Impact

The impact to operations is minor as these projects are small in scope and fairly infrequent. Speed cushions are constructed with asphalt material that is keyed in above existing asphalt, which can be maintained within existing operations just as the asphalt surface below.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Development Related Improvements Program

Project Number:	75-32				
Contact:	Bob Goebel, Director of Public Works	5 Year Historical Total	\$	125,626	
Department:	Public Works Department	2017-2021 Total		250,000	
Category:	Infrastructure	CIP Project Total (2012-2021):	\$	375,626	
Type:	New				
Useful Life:	Variable				

Description and Justification

Opportunities exist for transportation improvements to be made in conjunction with various developments. Constructing improvements in conjunction with development improvements can be done at a reduced cost with less impact to the public. Projects are identified through the development review process and constructed as needed. Increased costs in 2017 include curb and gutter work on Jerry Street and milling and overlay work on Appleton Way. The Appleton Way project is an example where the Town committed (per SIA) to paving cost for street repairs above and beyond what was required for the development. The Town has recognized that opportunities exist for transportation improvements to be made in conjunction with developments. It is the Town's intent to construct these improvements during development, at a reduced cost and to continue to provide an adequate level of service.

Expenditures	2017	2018	2019	2020	2021	Total
Engineering/Construction	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Total Expenditures	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
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Funding Sources	2017	2018	2019	2020	2021	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
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Operational Impact

The operational impact of the program will depend on the specific projects constructed and will be incorporated at such time.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

ADA Ramps

Project Number: 76-78

Contact: Aaron Monks, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Replacement

Useful Life: Variable

5 Year Historical Total \$ 180,320

2017-2021 Total 200,000

CIP Project Total (2012-2021): \$ 380,320

Description and Justification

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. A contractor will be utilized to construct these 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.

Expenditures	2017	2018	2019	2020	2021	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
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Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000

Total Funding Sources	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Meadows Parkway Reconstruction

Project Number: 78-40

Contact: Frank Main, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Replacement

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 1,987,000

CIP Project Total (2012-2021): \$ 1,987,000

Description and Justification

The concrete pavement within the stretch of Meadows Parkway between Prairie Hawk Drive and Highway US-85 has reached the end of its lifespan and requires a reconstruction of the pavement surface. This work will involve the removal of the existing concrete pavement and replacement with new pavement. The project was included as a future planning consideration in an attachment to the Strategic Planning considerations packet that was presented and approved at the January 27, 2015 meeting. Construction in 2017 has been identified for this work since the North Meadows Extension project will be completed in August 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 the Town's request for federal funding to complete this project has been approved. The Town's funding portion is 20% of the project cost. The remaining 80% will be grant funding. This aligns with Town's 2020 Vision Statement of providing outstanding community services including police, fire, emergency medical, park, recreation, water, and transportation.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 1,987,000	\$ -	\$ -	\$ -	\$ -	\$ 1,987,000

Total Expenditures	\$ 1,987,000	\$ -	\$ -	\$ -	\$ -	\$ 1,987,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Road and Bridge Tax	\$ 654,000	\$ -	\$ -	\$ -	\$ -	\$ 654,000
Federal Grant	1,333,000	-	-	-	-	1,333,000

Total Funding Sources	\$ 1,987,000	\$ -	\$ -	\$ -	\$ -	\$ 1,987,000
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Operational Impact

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.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Gordon Drive Reconstruction

Project Number: 78-61
 Contact: Aaron Monks
 Department: Public Works Department
 Category: Infrastructure
 Type: Replacement
 Useful Life: 20 years

5 Year Historical Total	\$	-
2017-2021 Total		341,000
CIP Project Total (2012-2021):	\$	341,000

Description and Justification

The asphalt pavement within the stretch of Gordon Drive between Valley Drive and Johnson Drive has reached the end of its lifespan and requires a reconstruction of the pavement section. The Public Works and Utilities Departments are collaborating to make needed improvements for stormwater, sanitary sewer, and road improvements. This section of Gordon Drive has a reverse crown to convey stormwater from the pavement to an off site drainage swell. Utilities Stormwater division is planning to install a storm water system along this section of Gordon Drive to capture and convey the drainage. Utilities is also planning to upsize the existing sewer line along this section of Gordon Drive. With these improvements along this section of Gordon Drive, the new pavement section would have a typical crown cross section to convey storm water from the pavement surface. Public Works funding portion is for the pavement section design in 2017 and the new pavement and subgrade preparation in 2018.

Expenditures	2017	2018	2019	2020	2021	Total
Gordon Dr. Design	\$ 31,000	\$ -	\$ -	\$ -	\$ -	\$ 31,000
Gordon Dr. Construction		310,000	-	-	-	310,000
Total Expenditures	\$ 31,000	\$ 310,000	\$ -	\$ -	\$ -	\$ 341,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 31,000	\$ 310,000	\$ -	\$ -	\$ -	\$ 341,000
Total Funding Sources	\$ 31,000	\$ 310,000	\$ -	\$ -	\$ -	\$ 341,000

Operational Impact

Decrease to maintenance operations are projected, however they are unknown at this time and will be incorporated when project completion is achieved and costs are quantified.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek Parkway

Project Number: 78-62

Contact: Aaron Monks, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Replacement

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 870,000

CIP Project Total (2012-2021): \$ 870,000

Description and Justification

The concrete pavement within the stretch of Plum Creek Parkway between Gilbert and Eaton has reached the end of its lifespan and requires a reconstruction of the pavement section. The concrete pavement was constructed in the early eighties and is requiring more road maintenance to keep this segment serviceable to the traveling public. This work will involve the removal of the existing concrete pavement and replacement with new asphalt pavement. Since this road segment is part of the Town's ring road, an important series of highly traveled thoroughfares, it is necessary to reconstruct this segment at this time.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ 861,500	\$ -	\$ -	\$ -	\$ 861,500
Subgrade Investigation	-	8,500	-	-	-	8,500
Total Expenditures	\$ -	\$ 870,000	\$ -	\$ -	\$ -	\$ 870,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ -	\$ 870,000	\$ -	\$ -	\$ -	\$ 870,000
Total Funding Sources	\$ -	\$ 870,000	\$ -	\$ -	\$ -	\$ 870,000

Operational Impact

Decrease to maintenance operations are projected, however they are unknown at this time and will be incorporated when project completion is achieved and costs are quantified.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Prestwick Way

Project Number: 78-63

Contact: Aaron Monks, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Replacement

Useful Life: 20 Years

5 Year Historical Total \$ -

2017-2021 Total 432,000

CIP Project Total (2012-2021): \$ 432,000

Description and Justification

The concrete pavement along Prestwick Way has reached the end of its lifespan and requires a reconstruction of the pavement section. Prestwick is located and joins Mount Royal Drive. This segment of road was constructed in the early eighties has reached the end of its design life. By reconstructing this segment, the Town will minimize its annual maintenance expenditures for crack sealing and pot hole repair. This work will involve the removal of the existing concrete pavement and replacing it with new asphalt pavement.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ 425,000
Subgrade Investigation	7,000	-	-	-	-	7,000
Total Expenditures	\$ 432,000	\$ -	\$ -	\$ -	\$ -	\$ 432,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 432,000	\$ -	\$ -	\$ -	\$ -	\$ 432,000
Total Funding Sources	\$ 432,000	\$ -	\$ -	\$ -	\$ -	\$ 432,000

Operational Impact

Decrease to maintenance operations are projected, however they are unknown at this time and will be incorporated when project completion is achieved and costs are quantified.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Emerald Drive

Project Number: 78-64

Contact: Aaron Monks, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Replacement

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 1,338,500

CIP Project Total (2012-2021): \$ 1,338,500

Description and Justification

The concrete pavement along Emerald Drive has reached the end of its lifespan and requires a reconstruction of the pavement section. Emerald Drive is located between Plum Creek Parkway and Emerald Court. This segment of road was constructed in the early eighties has reached the end of its design life. By reconstructing this segment, the Town will minimize its annual maintenance expenditures for crack sealing and pot hole repair. This work will involve the removal of the existing concrete pavement and replacing it with new asphalt pavement. This project will continue to address the Town's priority of maintaining and improving surface transportation.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 1,330,000	\$ -	\$ -	\$ -	\$ -	\$ 1,330,000
Subgrade Investigation	8,500	-	-	-	-	8,500
Total Expenditures	\$ 1,338,500	\$ -	\$ -	\$ -	\$ -	\$ 1,338,500

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 1,338,500	\$ -	\$ -	\$ -	\$ -	\$ 1,338,500
Total Funding Sources	\$ 1,338,500	\$ -	\$ -	\$ -	\$ -	\$ 1,338,500

Operational Impact

Decrease to maintenance operations are projected, however they are unknown at this time and will be incorporated when project completion is achieved and costs are quantified.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Wilcox Crosswalk Rehabilitation

Project Number: 78-42

Contact: Aaron Monks, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Replacement

Useful Life: 20 years

5 Year Historical Total \$ 496,000

2017-2021 Total 161,000

CIP Project Total (2012-2021): \$ 657,000

Description and Justification

The pattern concrete crosswalks along Wilcox from 5th Street to 8th Street are not performing well and are in need of replacement. This work will involve the removal of the existing pattern concrete and replacement with new concrete pavement. In performing these improvements, the crosswalks will provide pedestrians a safe crosswalk to navigate from one side of the street to the other side. In addition, the crosswalks will align with sidewalks which makes crossing the streets more user friendly. These improvements align with the Town's 2020 Vision Statement of maintaining a vibrant downtown.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 161,000	\$ -	\$ -	\$ -	\$ -	\$ 161,000

Total Expenditures \$ 161,000 \$ - \$ - \$ - \$ - \$ 161,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 161,000	\$ -	\$ -	\$ -	\$ -	\$ 161,000

Total Funding Sources \$ 161,000 \$ - \$ - \$ - \$ - \$ 161,000

Operational Impact

Decrease to maintenance operations are projected, however they are unknown at this time and will be incorporated when project completion is achieved and costs are quantified.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

3rd and Perry Roundabout

Project Number: 78-65

Contact: Frank N. Main, Project Manager

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 year design life

5 Year Historical Total \$ -

2017-2021 Total 1,000,000

CIP Project Total (2012-2021): \$ 1,000,000

Description and Justification

A modification to the existing traffic control at 3rd and Perry is expected to be needed due to the Festival Park expansion planned for 2016. This project would accomplish the construction of a roundabout in place of the existing two-way stop at the intersection. Another potential option would be to construct a traffic signal which would cost less than a roundabout but not operate as efficiently nor provide the speed control benefit that a roundabout does. Design efforts are currently underway to confirm that a roundabout can function within the tight confines of this intersection, pending Council direction. This project is anticipated to help to reduce traffic congestion at this intersection while also helping to calm travel speeds in the downtown area. This would be a benefit both with regard to traffic operations and safety. Traffic congestion has been a key concern in the community survey so this project would help to address an identified community concern.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	1,000,000

Total Expenditures	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	1,000,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	1,000,000

Total Funding Sources	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	1,000,000
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Operational Impact

There is no operational impact anticipated as a result of this project.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Street Reconstruction Projects

Project Number: 78-89
 Contact: Aaron Monks
 Department: Public Works Department
 Category: Infrastructure
 Type: Replacement
 Useful Life: 20 years

5 Year Historical Total \$ -
 2017-2021 Total 5,960,000
CIP Project Total (2012-2021): \$ 5,960,000

Description and Justification

This project includes multiple streets on which the pavement has reached the end of its lifespan and requires a reconstruction of the pavement section. Reconstructing these segment will minimize the annual maintenance expenditures for crack sealing and pot hole repair. This work will involve the removal of the existing pavement and replacing it with new pavement. 2018 reconstructions include Deckers Street, Tabor Drive, Lantern Trail and Wagon Wheel. 2019 reconstructions primarily consist of work on Butterfield Crossing.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ 3,050,000	\$ 2,910,000	\$ -	\$ -	\$ 5,960,000

Total Expenditures \$ - \$ 3,050,000 \$ 2,910,000 \$ - \$ - \$ 5,960,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ -	\$ 3,050,000	\$ 2,910,000	\$ -	\$ -	\$ 5,960,000

Total Funding Sources \$ - \$ 3,050,000 \$ 2,910,000 \$ - \$ - \$ 5,960,000

Operational Impact

Maintenance expenses are projected to decrease as a result of these reconstructions. Amounts will vary depending on the specific area reconstructed.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name **Craig & Gould N. Infrastructure Improvements**

Project Number:	77-62	5 Year Historical Total	\$	-
Contact:	Carl Armijo, CIP Engineering Manager	2017-2021 Total		3,900,000
Department:	Public Works Department	CIP Project Total (2012-2021):	\$	3,900,000
Category:	Infrastructure			
Type:	Replacement			
Useful Life:	30 years			

Description and Justification

The scope of the project includes reconstruction and replacement of existing utility and street infrastructure in a similar manner to what was completed in the Craig and Gould neighborhood south of Fifth Street. This includes reconstruction of existing pavement and the addition of curb, gutter, and sidewalk improvements. These modifications are expected to improve pedestrian safety and better define parking areas along the streets that currently do not have curbs or sidewalks. This project was included in the Public Works Five-Year Capital considerations presented to Council in 2014 and Strategic Planning considerations presented and approved in 2015. This infrastructure is beyond its design life, and needs to be replaced. Increased maintenance is required to keep service active, which is creating cost inefficiencies. This is a joint effort with the Utilities Department and timing of these improvements for design and construction years was closely coordinated between both departments.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ 800,000
Construction		-	-	3,100,000	-	3,100,000
Total Expenditures	\$ -	\$ -	\$ 800,000	\$ 3,100,000	\$ -	\$ 3,900,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ -	\$ -	\$ 800,000	\$ 3,100,000	\$ -	\$ 3,900,000
Total Funding Sources	\$ -	\$ -	\$ 800,000	\$ 3,100,000	\$ -	\$ 3,900,000

Operational Impact

Increased operational impacts are not anticipated as this project is a replacement. A decrease in maintenance is expected as a result of the replacement infrastructure being "reset" to its original condition where normal preventative maintenance activities can resume.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION CAPITAL FUND

PUBLIC WORKS DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Service Center Expansion	\$ 220,000	\$ 1,980,000	\$ -	\$ -	\$ -	\$ 2,200,000
Improvements at Highway 86 & Allen Way	360,000	3,708,000	-	-	-	4,068,000
Improvements at Hwy 86 & Crowfoot Valley	-	2,384,000	-	-	-	2,384,000
Crystal Valley Parkway Interchange	2,300,000	-	-	-	-	2,300,000
Hwy 85 & Meadows Left Turn Lane	107,000	-	-	-	-	107,000
Plum Creek & Wolfensberger Roundabout	-	-	-	150,000	950,000	1,100,000
Crowfoot Valley Road Widening	725,000	6,000,000	-	-	-	6,725,000
Ridge Road Widening	-	-	-	300,000	3,000,000	3,300,000
Hwy 86 and 5th St Improvements	-	-	-	300,000	2,500,000	2,800,000
5th Street Widening	-	-	-	-	500,000	500,000
Total Expenditures by Year	\$ 3,712,000	\$ 14,072,000	\$ -	\$ 750,000	\$ 6,950,000	\$ 25,484,000

Project Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 198,000	\$ 2,515,000	\$ -	\$ -	\$ 500,000	\$ 3,213,000
Federal Grant	269,000	1,447,000	-	-	-	1,716,000
State Contribution	-	1,880,000	-	-	-	1,880,000
County Contribution	-	250,000	-	-	-	250,000
Impact Fees	945,000	7,980,000	-	750,000	6,450,000	16,125,000
Developer Contribution	2,300,000	-	-	-	-	2,300,000
Total Funding Sources by Year	\$ 3,712,000	\$ 14,072,000	\$ -	\$ 750,000	\$ 6,950,000	\$ 25,484,000



North Meadows Extension/Castle Rock Parkway Construction in 2016

2017-2021 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 \$ -

2017-2021 Total 2,200,000

CIP Project Total (2012-2021): \$ 2,200,000

Description and Justification

This project includes a request to expand the existing Service Center building by constructing new office space and an additional vehicle service bay. In 2015 the Town completed a facilities master plan update to assess the next 10-15 year space needs for departments. This project implements recommendations for facilities expansion for the Public Works Department. This project is anticipated to occur over a two-year period to accommodate both design and construction phases. The Facilities Master Plan included an examination of the Public Works Department's employee growth projections in addition to current space allocations and evaluated several options to assess needs in order to maintain levels of service. Current available space will likely be insufficient to meet the needs of the department over the next 10 to 15 year period to sustain service levels as the Town grows. In order for Public Works staff to maintain existing levels of service, additional work space will be required.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000
Construction	-	1,980,000	-	-	-	1,980,000
Total Expenditures	\$ 220,000	\$ 1,980,000	\$ -	\$ -	\$ -	\$ 2,200,000

Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 220,000	\$ 1,980,000	\$ -	\$ -	\$ -	\$ 2,200,000
Total Funding Sources	\$ 220,000	\$ 1,980,000	\$ -	\$ -	\$ -	\$ 2,200,000

Operational Impact

Estimated ongoing utility costs for the addition, beginning in 2016 are approximately \$4,500 per year and are incorporated into the Transportation Fund within the 3 Year Balanced Financial Plan.

2017-2021 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	2017-2021 Total	4,068,000
Department:	Public Works Department	CIP Project Total (2012-2021):	\$ 4,068,000
Category:	Infrastructure		
Type:	Upgrade		
Useful Life:	20 years		

Description and Justification

This requested project will allow for improvements to Highway 86/Founders Parkway to accommodate a second eastbound left turn lane, a dedicated westbound right turn lane and a two lane northbound on-ramp for I-25. The project will also accommodate the addition of a second southbound right turn lane at Founders and a second through lane at the Allen Way and Allen Street intersection. Improvements will also be made to the existing sidewalk.

This project was included in the Public Works Five-Year Capital considerations presented to Council on October 7, 2014 and Strategic Planning considerations presented and approved at the January 27, 2015 meeting. The close proximity of this intersection to the northbound on and off-ramps to I-25 make this intersection a challenge to operate efficiently. It is not uncommon for left turning traffic on Highway 86/Founders Parkway in the eastbound direction to back up into the adjacent through lane. In addition, the volume often times makes it difficult to process vehicles that are waiting to make a turn within one cycle of the signal. This project helps to address increases in traffic and congestion, which has been identified as areas of concern in the 2015 Community Survey.

Expenditures	2017	2018	2019	2020	2021	Total
Right-of-way Acquisition	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ 360,000
Construction	-	3,708,000	-	-	-	3,708,000
Total Expenditures	\$ 360,000	\$ 3,708,000	\$ -	\$ -	\$ -	\$ 4,068,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 91,000	\$ 1,731,000	\$ -	\$ -	\$ -	\$ 1,822,000
Federal Grant	269,000	1,447,000	-	-	-	\$ 1,716,000
State Contribution	-	280,000	-	-	-	\$ 280,000
County Contribution	-	250,000	-	-	-	\$ 250,000
Total Funding Sources	\$ 360,000	\$ 3,708,000	\$ -	\$ -	\$ -	\$ 4,068,000

Operational Impact

Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Maintenance Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

2017-2021 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	2017-2021 Total	2,384,000
Department:	Public Works Department	CIP Project Total (2012-2021):	\$ 2,384,000
Category:	Infrastructure		
Type:	Upgrade		
Useful Life:	20 years		

Description and Justification

This requested project will accommodate the construction of an additional left turn lane on Highway 86/Founders Parkway at the intersection with Crowfoot Valley Road to allow for two dedicated left turn lanes for the eastbound direction. Additional work will include widening Crowfoot Valley Road at this intersection to allow for the additional left turn lane and right turn lane improvements on Crowfoot Valley Road at the intersection. The project was included in the Public Works Five-Year Capital considerations presented to Council on October 7, 2014 and Strategic Planning considerations presented and approved at the January 27, 2015 meeting. In early 2016 the Town was notified by CDOT that they will commit funding to this project. Updated costs are supplied based on this. 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	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ 2,384,000	\$ -	\$ -	\$ -	\$ 2,384,000
Total Expenditures	\$ -	\$ 2,384,000	\$ -	\$ -	\$ -	\$ 2,384,000
Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ -	\$ 784,000	\$ -	\$ -	\$ -	\$ 784,000
State Contribution	-	1,600,000	-	-	-	1,600,000
Total Funding Sources	\$ -	\$ 2,384,000	\$ -	\$ -	\$ -	\$ 2,384,000

Operational Impact

Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Maintenance Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name **Crystal Valley Parkway Interchange**

Project Number:	78-41	5 Year Historical Total	\$	-
Contact:	Carl Armijo, CIP Engineering Manager	2017-2021 Total		2,300,000
Department:	Public Works Department	CIP Project Total (2012-2021):	\$	2,300,000
Category:	Infrastructure			
Type:	New			
Useful Life:	30 years			

Description and Justification

A new interchange is planned to be constructed at Interstate 25 in the southernmost part of Town. Located approximately 2.5 miles south of the Plum Creek Parkway interchange, the new interchange will connect Crystal Valley Parkway on the east side of I-25 and Territorial Road on the west side. The current five year effort is intended to achieve an update to the existing Federal Environmental Assessment and other studies to allow for the construction of an interim project that may include a bridge over I-25, along with remaining ROW acquisition for the full project. Construction cost estimates are not included at this time, only Planning, Design and Right of Way Acquisition are represented below. Current estimates indicate that ultimate interchange construction will cost approximately \$44 million in today's dollars. The future interchange will provide access from south Castle Rock to the metropolitan areas of Denver and Colorado Springs. It will serve the area's expanding population and is centrally located between several existing and planned developments in south Castle Rock. The interchange will also:

- Improve safety by eliminating one at-grade railroad crossing
- Improve the local roadway network by providing a continuous east-west through route across I-25
- Provide direct access to I-25 for the growing population
- Reduce existing and future congestion at the Plum Creek Parkway interchange by re-distributing traffic to this new interchange

*Funds are paid directly to the contracted vendor and are not included in total appropriations.

Expenditures	2017	2018	2019	2020	2021	Total
Right of Way Acquisition	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000
Total Expenditures	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000

Funding Sources	2017	2018	2019	2020	2021	Total
Developer Contribution	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000
Total Funding Sources	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000

Operational Impact

Slight increases to the Pavement Maintenance Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Hwy 85 & Meadows Left Turn Lane

Project Number: 78-66

Contact: Frank N. Main

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 107,000

CIP Project Total (2012-2021): \$ 107,000

Description and Justification

This project will accomplish the construction of a second northbound to westbound left turn lane at the intersection of Highway 85 and Meadows Parkway. This lane would be added by utilizing space in the existing median to develop the second left turn pocket. A new traffic signal pole on the northeast corner will also likely be needed due to the widening. The need for this left turn lane has been identified in traffic impact analyses recently completed for the Promenade and Pine Canyon Projects. Currently, it is not uncommon for the vehicle queue in the existing left turn lane to spill back during the afternoon rush hour. The project would help to reduce vehicle congestion which has been identified as a concern in past community surveys. The construction of the second left turn lane will help bring the operation of this movement back within the operational standards set by the Town. This aligns with Town's 2020 Vision Statement of providing outstanding community services including police, fire, emergency medical, park, recreation, water, and transportation. The Town's Strategic Plans identified six core priorities which included providing safe transportation system and minimizing traffic congestion. This was also identified in a 2015 community survey to Town residents.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 107,000	\$ -	\$ -	\$ -	\$ -	\$ 107,000

Total Expenditures \$ 107,000 \$ - \$ - \$ - \$ - \$ 107,000

Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ 107,000	\$ -	\$ -	\$ -	\$ -	\$ 107,000

Total Funding Sources \$ 107,000 \$ - \$ - \$ - \$ - \$ 107,000

Operational Impact

Increases to maintenance operations are projected to be minor. Slight increases to the Pavement Maintenance Program may be necessary within 5-years from construction completion to fit in with the current preventative maintenance strategy.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek & Wolfensberger Roundabout

Project Number: 78-67

Contact: Carl Armijo

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 1,100,000

CIP Project Total (2012-2021): \$ 1,100,000

Description and Justification

This intersection is currently controlled by stop signs in all four directions. As the traffic volumes increase, this existing traffic control will not be the most efficient and could contribute toward increased accidents. This project will accomplish the construction of a roundabout intersection, which will improve operations and minimize accident potential.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
Construction	-	-	-	-	950,000	950,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 150,000	\$ 950,000	\$ 1,100,000

Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ -	\$ -	\$ -	\$ 150,000	\$ 950,000	\$ 1,100,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 150,000	\$ 950,000	\$ 1,100,000

Operational Impact

This project will add to increased operational and maintenance costs associated with additional lanes. Based on the pavement lifecycle, pavement maintenance needs will occur at approximately five years after installation. Pavement marking maintenance will occur annually.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Crowfoot Valley Road Widening

Project Number: 78-83

Contact: Carl Armijo

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 6,725,000

CIP Project Total (2012-2021): \$ 6,725,000

Description and Justification

This requested project would accomplish the widening of the existing Crowfoot Valley Road from the intersection with Highway 86 (Founders Parkway) to approximately the northern Town boundary along Crowfoot Valley Road. Increased volumes, coupled with continued increased traffic growth necessitate the widening of this segment to minimize congestion. The proposed design and construction dates correlate with scheduled intersection improvements at Crowfoot Valley Road and Highway 86.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ 725,000	\$ -	\$ -	\$ -	\$ -	\$ 725,000
Construction	-	6,000,000	-	-	-	6,000,000
Total Expenditures	\$ 725,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 6,725,000

Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 725,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 6,725,000
Total Funding Sources	\$ 725,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 6,725,000

Operational Impact

This project will add to increased operational and maintenance costs associated with additional lanes. Based on the pavement lifecycle, pavement maintenance needs will occur at approximately five years after installation and will be incorporated at that time. Pavement marking maintenance will occur annually.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Ridge Road Widening

Project Number: 78-84

Contact: Carl Armijo

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 3,300,000

CIP Project Total (2012-2021): \$ 3,300,000

Description and Justification

This requested project involves the widening of Ridge Road from the intersection of Highway 86 and Ridge Road to the intersection of Ridge Road and Plum Creek Parkway. The objective of this project is to improve congestion relief due to current and forecasted increased traffic volumes. Additionally, this project is located on the eastern portion of the Town which assists with the geographic distribution of projects proposed over the five year period to minimize the density and associated impacts of multiple projects in a certain geographic area.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
Construction	-	-	-	-	3,000,000	3,000,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000	\$ 3,300,000

Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000	\$ 3,300,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000	\$ 3,300,000

Operational Impact

This project will add to increased operational and maintenance costs associated with additional lanes. Based on the pavement lifecycle, pavement maintenance needs will occur at approximately five years after installation and will be incorporated at that time. Pavement marking maintenance will occur annually.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Hwy 86 and 5th St Improvements

Project Number: 78-69

Contact: Carl Armijo

Department: Public Works Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 2,800,000

CIP Project Total (2012-2021): \$ 2,800,000

Description and Justification

This project is intended to accommodate the addition of new turn lanes at the intersection of Highway 86 and 5th Street. in order to minimize congestion due to current and forecasted increases to traffic volumes. The timing of this project is proposed to occur with the planned widening of Ridge Road in order to assist with minimizing disruption to the community.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
Construction	-	-	-	-	2,500,000	2,500,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 300,000	\$ 2,500,000	\$ 2,800,000

Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ -	\$ -	\$ -	\$ 300,000	\$ 2,500,000	\$ 2,800,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 300,000	\$ 2,500,000	\$ 2,800,000

Operational Impact

The additional lanes will create increased operations and maintenance costs associated with programs such as snow and ice management, and pavement maintenance and will be determined upon project completion.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

5th Street Widening

Project Number: 78-85
 Contact: Carl Armijo
 Department: Public Works Department
 Category: Infrastructure
 Type: Upgrade
 Useful Life: 20 years

5 Year Historical Total	\$	-
2017-2021 Total		500,000
CIP Project Total (2012-2021):	\$	500,000

Description and Justification

This project involves the widening of the eastbound lanes from the intersection of Woodlands Boulevard at Fifth Street to the intersection of Fifth Street and Ridge Road. The objective of this project is to reduce congestion from current and forecasted increased traffic volumes. The timing of this project is proposed to occur with the intersection improvements at Fifth Street and Ridge Road in order to minimize disruption to transportation stakeholders.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Building Use Tax	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
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Operational Impact

This project will add to increased operational and maintenance costs associated with additional lanes. Based on the pavement lifecycle, pavement maintenance needs will occur at approximately five years after installation and will be incorporated at that time. Pavement marking maintenance will occur annually.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

CONSERVATION TRUST FUND

PARKS & RECREATION DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Park Improvements	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 278,000	\$ 1,010,000
Total Expenditures by Year	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 278,000	\$ 1,010,000

Project Funding Sources	2017	2018	2019	2020	2021	Total
Colorado Lottery Funds	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 278,000	\$ 1,010,000
Total Funding Sources by Year	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 278,000	\$ 1,010,000



Playground area at Paintbrush Park

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Park Improvements

Project Number:	75-18		
Contact:	Jeff Smullen, Assistant Director of Parks & Recreation	5 Year Historical Total	\$ 241,000
Department:	Parks & Recreation Department	2017-2021 Total	1,010,000
Category:	Parks/Trails	CIP Project Total (2012-2021):	\$ 1,251,000
Type:	Repair		
Useful Life:	Varies by Project		

Description and Justification

This line item is requested each year for life cycle repair and replacement projects which include items such as irrigation system updates, playground replacements, signs, game court, athletic field and pavilion improvements. These requested expenditures meet the Town Council supported strategic plan goal of providing safe, high quality facilities for residents through the implementation of an annual replacement program. For 2017, \$30k is requested for improvements at Paintbrush Park plus \$10k for POST Partners and \$8k for Arbor Day trees.

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 and other amenities age with standard wear patterns and have an average life expectancy of 15-20 years. 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. The location of various park improvement projects is shown below.

Expenditures	2017	2018	2019	2020	2021	Total
Butterfield Park Improvements	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ 325,000
Paintbrush Park Improvements	30,000	-	-	-	-	30,000
Mitchell Gulch Park Improvements	-	150,000	-	155,000	-	305,000
Philip S. Miller Park Improvements	-	-	-	-	260,000	260,000
POST & Arbor Day Trees	18,000	18,000	18,000	18,000	18,000	90,000
Total Expenditures	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 278,000	\$ 1,010,000

Funding Sources	2017	2018	2019	2020	2021	Total
Colorado Lottery Funds	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 278,000	\$ 1,010,000
Total Funding Sources	\$ 48,000	\$ 168,000	\$ 343,000	\$ 173,000	\$ 278,000	\$ 1,010,000

Operational Impact

No additional revenues or expenditures are anticipated as a result of these projects.

2017-2021 CAPITAL IMPROVEMENT PROGRAM
PARKS AND RECREATION CAPITAL FUND
PARKS & RECREATION DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Philip S. Miller Park Improvements	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Future Park Planning	200,000	2,000,000	-	200,000	2,500,000	4,900,000
Total Expenditures by Year	\$ 300,000	\$ 2,000,000	\$ -	\$ 200,000	\$ 2,500,000	\$ 5,000,000

Project Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 300,000	\$ 2,000,000	\$ -	\$ 200,000	\$ 2,500,000	\$ 5,000,000
Total Funding Sources by Year	\$ 300,000	\$ 2,000,000	\$ -	\$ 200,000	\$ 2,500,000	\$ 5,000,000



Amphitheater and Mill House located at Philip S. Miller Park

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Philip S. Miller Park Improvements

Project Number: 76-87

Contact: Jeff Smullen, Assistant Director of Parks & Recreation

5 Year Historical Total \$ 182,750

Department: Parks & Recreation Department

2017-2021 Total 100,000

Category: Parks/Trails

CIP Project Total (2012-2021): \$ 282,750

Type: New

Useful Life: 10 Years

Description and Justification

Parks and Recreation requests funds for several improvements to Philip S. Miller Park that will help to accommodate additional use at the park. This projected use of expenditures includes:

- Extension of irrigation and sod around the amphitheater and pond area which will increase seating capacity for \$15K
- Upgrade to electrical service in order to provide new service drops along the event pad and amphitheater area that will accommodate the needs of growing special events and vendors that serve these events for \$50K
- Trees will be planted and irrigation extended around the event pad to improve the landscape as we improve this previously undeveloped special events pad for \$5K
- Safety lighting will be added around the outer lawn seating of the amphitheater to provide illumination during evening concerts for \$20K

Actual projects and amounts may vary depending on actual needs at Philip S. Miller Park, but will not exceed \$100k for improvements.

Expenditures	2017	2018	2019	2020	2021	Total
Park Improvements	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Expenditures	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Funding Sources	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Operational Impact

The operational costs of these improvements are expected to be minimal based on only small areas being affected by these improvements. It is expected that any additional costs can be accommodated in the existing General Fund budget for Parks and Recreation. If cost estimates increase based on project changes, funds will be requested in a future year to accommodate these needs.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Future Park Planning

Project Number: 75-21

Contact: Jeff Smullen, Assistant Director of Parks & Recreation

Department: Parks & Recreation Department

Category: Parks/Trails

Type: New

Useful Life: Unknown

5 Year Historical Total \$ -

2017-2021 Total 4,900,000

CIP Project Total (2012-2021): \$ 4,900,000

Description and Justification

Future Park planning includes new community and neighborhood parks to maintain current levels of service with population growth. Sites currently available include Meadows Filing #18, Cobblestone Ranch, Terrain, Crystal Valley Ranch, or Castlewood Ranch Filing #2. The cost of the project is speculative and will be constructed based on approved funding when the project arises. The public process for selecting the 2018 park site will begin in 2016 with costs estimated for an eight acre site. The public process will including community surveys, open house/neighborhood outreach and public meetings.

Wrangler Park was the last neighborhood park brought on line in 2012. Construction on Philip S. Miller Park occurred from 2013 - 2016 and serves all Town residents and visitors. 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. Funding is also requested for construction of an additional neighborhood park in 2021, with planning to occur in 2020. The priority for the project site will be based on community needs and will be determined at a future date.

Expenditures	2017	2018	2019	2020	2021	Total
Park Design	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -	\$ 400,000
Park Construction	-	2,000,000	-	-	2,500,000	4,500,000
Total Expenditures	\$ 200,000	\$ 2,000,000	\$ -	\$ 200,000	\$ 2,500,000	\$ 4,900,000

Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 200,000	\$ 2,000,000	\$ -	\$ 200,000	\$ 2,500,000	\$ 4,900,000
Total Funding Sources	\$ 200,000	\$ 2,000,000	\$ -	\$ 200,000	\$ 2,500,000	\$ 4,900,000

Operational Impact

Operational costs will increase after the completion of construction of each neighborhood park. Additional costs will be determined and incorporated into future planning in the General Fund once design of the park site is complete in order to more accurately account for irrigation, maintenance and other needs specific to the site.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

FACILITIES CAPITAL FUND

DEPUTY TOWN MANAGER

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Parks & Facility Maintenance Building	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
Total Expenditures by Year	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000

Project Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 2,485,000	\$ -	\$ -	\$ -	\$ -	\$ 2,485,000
Building Use Tax	1,015,000	-	-	-	-	1,015,000
Total Funding Sources by Year	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000



Modular office space for Parks Maintenance staff

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Parks & Facility Maintenance Building

Project Number: 78-88

Contact: Brian Peterson, Parks Planning & Construction Manager

Department: Town Manager

Category: Building

Type: New

Useful Life: 30 Years

5 Year Historical Total \$ -

2017-2021 Total 3,500,000

CIP Project Total (2012-2021): \$ 3,500,000

Description and Justification

Expenditures totaling \$3.5M are requested in order to construct a new Parks and Facility Maintenance Building. The need for this building was identified as part of a space study completed in 2014 in order to house staffing in the Parks and Facility Maintenance divisions. Based on growth estimates, the proposed 12,000 square foot building will support up to 27 Parks Maintenance staff, 16 Facility Maintenance staff plus additional seasonal staff support throughout the year. Currently, the Parks Maintenance staff share space with Public Works at the Service Center Building using modular temporary buildings and the Facility Maintenance staff are housed in an old fire station located in a residential section of Castle Rock. Existing facilities are not adequate to serve current or future staffing, as well as shop space needs, for these departments

Costs for this project will be shared among the Parks and Recreation Capital, General Long-Term Planning and Municipal Facilities Capital Funds. The location of this new building is yet to be determined, but is expected to be constructed on existing Town owned property. Design costs are likely to occur in 2016, with construction of the new facility taking place in 2017.

Expenditures	2017	2018	2019	2020	2021	Total
Building Construction	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000

Total Expenditures	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 2,485,000	\$ -	\$ -	\$ -	\$ -	\$ 2,485,000
Building Use Tax	1,015,000	-	-	-	-	1,015,000

Total Funding Sources	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
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Operational Impact

Operating costs for the new building are estimated to be \$28,560 beginning in 2018. However, the net increase is estimated to be roughly \$12,552 due to savings from relocating staff from existing buildings. This amount is budgeted in the General Fund, with 33% in the Facilities division and 67% in the Parks division.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

FIRE CAPITAL FUND

FIRE & RESCUE DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Crystal Valley Ranch Fire Station	\$ 4,762,155	\$ 289,282	\$ -	\$ -	\$ -	\$ 5,051,437
Total Expenditures by Year	\$ 4,762,155	\$ 289,282	\$ -	\$ -	\$ -	\$ 5,051,437

Project Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 4,762,155	\$ 289,282	\$ -	\$ -	\$ -	\$ 5,051,437
Total Funding Sources by Year	\$ 4,762,155	\$ 289,282	\$ -	\$ -	\$ -	\$ 5,051,437



A Town of Castle Rock Fire truck ready to go on the next call

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Crystal Valley Ranch 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 \$ 435,864

2017-2021 Total 5,051,437

CIP Project Total (2012-2021): \$ 5,487,301

Description and Justification

Expenditures are requested for the Fire and Rescue Department to construct the Crystal Valley Fire Station. This fire station will provide service to Crystal Valley Ranch, the Lanterns, Heckendorf Ranch, Stone Canyon Ranch, Sellars Creek Ranch, Bell Mountain Ranch, a large portion of Plum Creek, and the South Lake Gulch Road corridor areas. The station will house a fire engine, a Type 3 brush truck, and will necessitate the hiring of 12 personnel for staffing. 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 Fire Master Plan update as well as on January 27, 2015 within the approved additional Financial and Strategic Priorities. The station is planned to be financed by accrued Fire Capital Fund development impact fees and an internal loan from the General Fund. Repayment would occur from development impact fees collected in the Fire Capital Fund. Capital totals include station construction, furnishing, and vehicle acquisition along with the equipment for the vehicle. Vehicle acquisition will cost \$1,475,000 and vehicle equipment will be \$300,000. Ongoing operational costs are planned to be funded by the General Fund within the Fire and Rescue Department. This project is in complete alignment with Council's Strategic Priority to provide for quality Public Safety throughout the Town, and meets the primary community expectation identified in the community surveys of rapid response time. The construction timeline for the Crystal Valley Fire Station is as follows: 2016: Identify project architect and develop construction drawings for the new station in partnership with the Department Station Design Team, secure the final station site, complete appraisal, complete soil engineering studies, and finalize specifications for station apparatus. 2017: Order station apparatus, conduct hiring process for 12 station personnel and establish hiring list, begin site grading work, infrastructure development, foundation construction, conduct promotional exams for future station officers and engineers and send two personnel to Paramedic school. 2018: Begin station vertical construction by January 1, commence hiring process of station personnel in January and hire personnel, begin Fire Academy by March 1 and take delivery of equipment and station apparatus, station construction and outfitting is estimated to be complete in July with an August 2018 open date planned.

Expenditures	2017	2018	2019	2020	2021	Total
Land and Construction	\$ 4,762,155	\$ -	\$ -	\$ -	\$ -	\$ 4,762,155
Furnishings, radio, gym & office equipmt	-	289,282	-	-	-	289,282
Total Expenditures	\$ 4,762,155	\$ 289,282	\$ -	\$ -	\$ -	\$ 5,051,437
Funding Sources	2017	2018	2019	2020	2021	Total
Impact Fees	\$ 1,762,155	\$ 289,282	\$ -	\$ -	\$ -	\$ 2,051,437
Sales Tax	3,000,000	-	-	-	-	3,000,000
Total Funding Sources	\$ 4,762,155	\$ 289,282	\$ -	\$ -	\$ -	\$ 5,051,437

Operational Impact

Estimated ongoing operational costs including staffing of 12 personnel are \$1.5M, services including facility maintenance and all utilities for \$202k, supplies for \$243k, and vehicle replacement for a cost of \$126k are currently projected at approximately \$2M per year. This is included in the Three Year Financial Plan within the General Fund of the Fire and Rescue Department. 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.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

WATER FUND

UTILITIES DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Water Supply Wells	\$ 3,475,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 6,375,000
Water Treatment Plant Upgrades & Equipment	150,000	150,000	150,000	255,000	150,000	855,000
Water Storage (Tank) Projects	360,000	210,000	150,000	3,475,609	50,000	4,245,609
Pumping and Distribution System Upgrades	660,000	460,000	850,000	375,000	375,000	2,720,000
Waterline Rehab/Replacement	301,000	853,000	574,000	884,000	794,000	3,406,000
Craig & Gould N. Improvements	-	-	55,000	480,000	-	535,000
Security and SCADA System Improvements	75,000	75,000	75,000	75,000	50,000	350,000
General Facility Upgrades & Replacements	200,000	200,000	200,000	200,000	200,000	1,000,000
Administration and Customer Service Building	-	-	1,403,641	-	-	1,403,641
Site Improvements at 175 Kellogg Court	157,920	-	-	1,021,325	-	1,179,245
Total Expenditures by Year	\$ 5,378,920	\$ 2,673,000	\$ 4,182,641	\$ 7,490,934	\$ 2,344,000	\$ 22,069,495

Project Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 2,320,000	\$ 1,970,000	\$ 2,229,000	\$ 2,723,000	\$ 2,344,000	\$ 11,586,000
System Development Fees	3,058,920	703,000	1,953,641	4,767,934	-	10,483,495
Total Funding Sources by Year	\$ 5,378,920	\$ 2,673,000	\$ 4,182,641	\$ 7,490,934	\$ 2,344,000	\$ 22,069,495



Plum Creek Water Purification Facility

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Water Supply Wells

Project Number:	Multiple	5 Year Historical Total	\$ 887,081
Contact:	Jeanne Stevens, Engineering Manager	2017-2021 Total	6,375,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$ 7,262,081
Category:	Infrastructure		
Type:	Replacement		
Useful Life:	25 years		

Description and Justification

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. VFD (Variable Frequency Drive) replacement is intended to replace VFD's which are too old to get parts for, placing new VFD and other electrical components and controls outside of the building away from the wet water pipe. As existing wells deteriorate, they need to be rehabilitated or replaced. Replacement wells generally provide the same yield as a new well, but at a fraction of the cost.

The replacement schedule is based on an assumed 25-year life from each well and a replacement will be drilled at the end of the 25-year period. Unused facilities are a liability from an insurance standpoint. The Colorado Department of Public Health is also requiring that unused wells be formally abandoned. As existing wells deteriorate they need to be rehabilitated or replaced. Replacement wells generally provide the same yield as a new well, but at a fraction of the cost.

Expenditures	2017	2018	2019	2020	2021	Total
Well Rehab/Replacement	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Well Equipment and Replacement	100,000	100,000	100,000	100,000	100,000	500,000
New Deep Groundwater Well & Waterline	2,750,000	-	-	-	-	2,750,000
VFD Replacement (Well/PS/Tmt Plant)	125,000	125,000	125,000	125,000	125,000	625,000
Total Expenditures	\$ 3,475,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 6,375,000

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 3,625,000
System Development Fees	2,750,000	-	-	-	-	2,750,000
Total Funding Sources	\$ 3,475,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 6,375,000

Operational Impact

Costs will vary for each well depending on the amount and type of rehabilitation, and the depth of the well and will be determined upon project completion and incorporated into operations budgets at that time.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Water Treatment Plant Upgrades & Equipment

Project Number:	Multiple	5 Year Historical Total	\$	114,907
Contact:	Jeanne Stevens, Engineering Manager	2017-2021 Total		855,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	969,907
Category:	Infrastructure			
Type:	Upgrade			
Useful Life:	50 years			

Description and Justification

This project will provide for miscellaneous improvements at existing Water Treatment Plants. There are four active water treatment plants. Examples of specific upgrades include pipe gallery painting, HVAC and cooling unit replacements, door repair and replacement, basins repairs, instrumentation and alarm upgrades and safety improvements. The equipment replacement project will replace existing electrical and/or mechanical equipment associated with water treatment facilities. These plants are necessary to filter deep aquifer groundwater and one facility for purifying alluvial well water. These facilities require periodic upgrades to instrumentation, controls and other small upgrades. Electrical and mechanical equipment needs 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.

Expenditures	2017	2018	2019	2020	2021	Total
WTP Facility Upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
WTP Equip. Replace.	100,000	100,000	100,000	100,000	100,000	500,000
WTP Media Replacement	-	-	-	105,000	-	105,000
Total Expenditures	\$ 150,000	\$ 150,000	\$ 150,000	\$ 255,000	\$ 150,000	\$ 855,000

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 150,000	\$ 150,000	\$ 150,000	\$ 255,000	\$ 150,000	\$ 855,000
System Development Fees	-	-	-	-	-	-
Total Funding Sources	\$ 150,000	\$ 150,000	\$ 150,000	\$ 255,000	\$ 150,000	\$ 855,000

Operational Impact

The operational impact of this project will be determined after project completion.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Water Storage (Tank) Projects

Project Number:	Multiple	5 Year Historical Total	\$	150,565
Contact:	Jeanne Stevens, Engineering Manager	2017-2021 Total		4,245,609
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	4,396,174
Category:	Infrastructure			
Type:	Repair			
Useful Life:	50 years			

Description and Justification

The tank rehabilitation project will facilitate structural and/or site modifications to existing tanks to ensure reliability and tank security. Known projects include adding stairs to tanks 3, 4, and 16A. The Liberty Village Yellow Zone Tank project includes the construction of a two million gallon tank to serve Liberty Village/Cobblestone Ranch Yellow Zone. As growth in the service area increases, demand will exceed the available storage in the Red Zone tanks that currently serve the area. This tank will be dedicated storage for maximum day demands and fire flow in the service area. The Tank 6B and 5 demolition project will include the demolition of two water tanks. Tank 6B has structural concrete issues and has been taken out of service. Plans are to demolish the tank so that it is not a safety risk. Tank 5 is no longer used and has reached the end of its useful life. Many of the Town's water storage tanks are greater than 20 feet tall and are only accessible by ladders. Employees frequent the tanks for water quality sampling and inspections. Stairs improve access to the tanks and reduce the chances of serious injury from a fall. The Electric Actuated Valves project is 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.

Expenditures	2017	2018	2019	2020	2021	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	150,000	-	-	-	-	150,000
Electric Actuated Valves at Tanks	75,000	75,000	75,000	-	-	225,000
Tank Mixers	25,000	25,000	25,000	-	-	75,000
Add Stairs to Tanks	60,000	60,000	-	-	-	120,000
Total Expenditures	\$ 360,000	\$ 210,000	\$ 150,000	\$ 3,475,609	\$ 50,000	\$ 4,245,609

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 360,000	\$ 210,000	\$ 150,000	\$ 50,000	\$ 50,000	\$ 820,000
System Development Fees	-	-	-	3,425,609	-	3,425,609
Total Funding Sources	\$ 360,000	\$ 210,000	\$ 150,000	\$ 3,475,609	\$ 50,000	\$ 4,245,609

Operational Impact

Future repair and maintenance of tanks is ongoing and is included within currently budgeted maintenance and personnel costs.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Pumping and Distribution System Upgrades

Project Number:	Multiple	5 Year Historical Total	\$ 480,710
Contact:	Jeanne Stevens, Engineering Manager	2017-2021 Total	2,720,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$ 3,200,710
Category:	Equipment		
Type:	Replacement		
Useful Life:	25 years		

Description and Justification

The Town has nine active pump stations that are all over 10 years old. Pump Stations are critical to providing water to customers and for moving water around Town. Although a pump station facility has an overall 50 year service life, the individual components (pumps, motors, flow meters, valves, etc.) need replacement at shorter intervals. WISE deliveries are expected to increase over time as more renewable water sources are added. Modeling indicates that to accommodate and deliver WISE water around Town, future pumping capacity in the Red Zone will have to be increased to move the water to distribution and storage. The Milestone Pump Station PRV 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 accessories often require repair and/or replacement before water main pipes do. Such items must be maintained in good operable condition to ensure reliable water transmission and distribution.

Expenditures	2017	2018	2019	2020	2021	Total
Pump Station Equipment Replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Red Zone Pumping Upsize	-	-	550,000	-	-	550,000
Milestone Pump Station PRV Valve	-	-	-	75,000	-	75,000
Distribution System Upgrades	250,000	250,000	250,000	250,000	250,000	1,250,000
Tacker Court PRV (Former Tank 2 Site)	200,000	-	-	-	-	200,000
Diamond Ridge Pmp Station Control Valve	-	-	-	-	75,000	75,000
Young American Valve Replacement Progr	160,000	160,000	-	-	-	320,000
Total Expenditures	\$ 660,000	\$ 460,000	\$ 850,000	\$ 375,000	\$ 375,000	\$ 2,720,000

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 660,000	\$ 460,000	\$ 300,000	\$ 375,000	\$ 375,000	\$ 2,170,000
System Development Fees	-	-	550,000	-	-	550,000
Total Funding Sources	\$ 660,000	\$ 460,000	\$ 850,000	\$ 375,000	\$ 375,000	\$ 2,720,000

Operational Impact

Future repair and maintenance of pump station equipment is ongoing and is included within the Pump Station Equipment Replacement project. A single pump or motor could exceed \$25,000. Red Zone Pumping Upsize Estimated operating costs are \$30,074 annually and is incorporated into the Water Fund Operations Budget.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Waterline Rehab/Replacement

Project Number: Multiple

Contact: Jeanne Stevens, Engineering Manager

Department: Utilities Department

Category: Infrastructure

Type: Repair

Useful Life: 50 years

5 Year Historical Total \$ 242,919

2017-2021 Total 3,406,000

CIP Project Total (2012-2021): \$ 3,648,919

Description and Justification

This project will rehabilitate or replace existing Town of Castle Rock waterlines as they reach the end of their useful lives. The Glovers project is a phased approach to replace aging waterline in the Glovers neighborhood. Plans include the replacement of approximately 10,500 linear feet of 8 inch watermain. The Crowfoot project will replace approximately 725 linear feet of Purple Zone transmission line in Crowfoot Valley Road from Tower Rd to the Diamond Ridge Pump Station. The transmission line is undersized and must be upsized from 16 inch to 20 inch to move future WISE water supplies. The Highway 85 projects includes the construction of a transmission line at Highway 85 that is needed to move WISE/Dominion flows. The Tank 11 to Pine Canyon project constructs a water line from the tank to the development.

Expenditures	2017	2018	2019	2020	2021	Total
Waterline Rehab/Replacement	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 900,000
Glovers Waterline Replacement	-	-	374,000	363,000	594,000	1,331,000
Crowfoot Purple Line Upsize	151,000	-	-	-	-	151,000
Highway 85 Transmission	-	703,000	-	-	-	703,000
Tank 11 to Pine Canyon Water Line	-	-	-	321,000	-	321,000
Total Expenditures	\$ 301,000	\$ 853,000	\$ 574,000	\$ 884,000	\$ 794,000	\$ 3,406,000

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 150,000	\$ 150,000	\$ 574,000	\$ 563,000	\$ 794,000	\$ 2,231,000
System Development Fees	151,000	703,000	-	321,000	-	1,175,000
Total Funding Sources	\$ 301,000	\$ 853,000	\$ 574,000	\$ 884,000	\$ 794,000	\$ 3,406,000

Operational Impact

There are no additional future operating expenditures associated with rehabilitation/replacement.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Craig & Gould N. Improvements

Project Number: 76-51

Contact: Jeanne Stevens, Engineering Manager

Department: Utilities Department

Category: Infrastructure

Type: Upgrade

Useful Life: 20 years

5 Year Historical Total \$ -

2017-2021 Total 535,000

CIP Project Total (2012-2021): \$ 535,000

Description and Justification

This project would accomplish infrastructure improvements in Craig & Gould North neighborhood. Existing water lines are undersized and greater than 70 years old. This project will be coordinated with Public Works and Stormwater for a comprehensive infrastructure improvement. In-house resources will be used as much as possible to reduce the cost of this project.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ 55,000
Construction	-	-	-	480,000	-	480,000
Total Expenditures	\$ -	\$ -	\$ 55,000	\$ 480,000	\$ -	\$ 535,000

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ -	\$ -	\$ 55,000	\$ 480,000	\$ -	\$ 535,000
Total Funding Sources	\$ -	\$ -	\$ 55,000	\$ 480,000	\$ -	\$ 535,000

Operational Impact

The operational impact of this project will be determined after project completion.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Security and SCADA System Improvements

Project Number:	Multiple	5 Year Historical Total	\$	206,851
Contact:	Tim Friday, Assistant Utilities Director	2017-2021 Total		350,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	556,851
Category:	Building			
Type:	Upgrade			
Useful Life:	20 years			

Description and Justification

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. 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	2017	2018	2019	2020	2021	Total
Security Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ 225,000
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	\$ 50,000	\$ 350,000

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 50,000	\$ 350,000
Total Funding Sources	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 50,000	\$ 350,000

Operational Impact

The operational impact of this project will be determined after project completion.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name General Facility Upgrades & Replacements

Project Number:	Multiple	5 Year Historical Total	\$ 301,792
Contact:	Tim Friday, Assistant Utilities Director	2017-2021 Total	1,000,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$ 1,301,792
Category:	Equipment		
Type:	Upgrade		
Useful Life:	20 years		

Description and Justification

This project is intended to upgrade an existing booster pump station, pressure reducing valves and improvements to related water facilities. Facilities capital replacements project will facilitate maintaining building functionality by making needed updates and replacing portions of various facilities. The paving project will pave the access drives to pump stations/tanks/well sites and other facilities. The Town operates 5 water treatment plants, many pump stations, PRVs, buildings and office space. All of these facilities require maintenance and replacements of various items and equipment. This project also includes improvements to Well building 204 which include replacing outdated equipment and electrical components. Small projects to improve the functionality and/or appearance of Town facilities are necessary. These projects include drainage, landscaping, and site improvements at existing pump stations. As buildings age, components will require 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	2017	2018	2019	2020	2021	Total
General Facility Upgrades	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	375,000
Facilities Capital Replacements	75,000	75,000	75,000	75,000	75,000	375,000
Facilities Paving	50,000	50,000	50,000	50,000	50,000	250,000
Total Expenditures	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000

Funding Sources	2017	2018	2019	2020	2021	Total
Metered Water Sales	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	1,000,000
Total Funding Sources	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000

Operational Impact

There are no additional future operating expenditures associated with rehabilitation/replacement.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Administration and Customer Service Building

Project Number:	77-57	5 Year Historical Total	\$	-
Contact:	Tim Friday, Assistant Utilities Director	2017-2021 Total		1,403,641
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	1,403,641
Category:	Building			
Type:	New			
Useful Life:	50 years			

Description and Justification

This project accommodates construction of a new Administration and Customer Service Building for the Utilities Department. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Utilities. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in the 1st quarter of 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 four Utilities enterprise funds based upon staffing proportions. The Water Fund's portion of 2019 funding will be a drawdown of CIP Reserves accumulated in prior years through system development fees and rates revenues over a 5-year period (2015-2019).

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ -	\$ 1,403,641	\$ -	\$ -	\$ 1,403,641

Total Expenditures	\$ -	\$ -	\$ 1,403,641	\$ -	\$ -	\$ 1,403,641
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ -	\$ -	\$ 1,403,641	\$ -	\$ -	\$ 1,403,641

Total Funding Sources	\$ -	\$ -	\$ 1,403,641	\$ -	\$ -	\$ 1,403,641
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Operational Impact

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year. These costs will be incorporated into operating budgets in the future.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Site Improvements at 175 Kellogg Court

Project Number: 70-10

Contact: Tim Friday, Assistant Utilities Director

Department: Utilities Department

Category: Building

Type: New

Useful Life: 30 years

5 Year Historical Total \$ -

2017-2021 Total 1,179,245

CIP Project Total (2012-2021): \$ 1,179,245

Description and Justification

This project is part of overall facilities planning for the Utilities Department and includes paving, landscaping, construction of a truck washing facility, and additional equipment storage upon completion of the Operations and Maintenance center and Administration and Customer Service buildings. Funds will be used for parking lot paving in 2017 following construction of the Operations and Maintenance Center and to help maintain, repair, and make improvements to the facilities at 175 Kellogg Court in 2020.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 157,920	\$ -	\$ -	\$ 1,021,325	\$ -	\$ 1,179,245

Total Expenditures	\$ 157,920	\$ -	\$ -	\$ 1,021,325	\$ -	\$ 1,179,245
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 157,920	\$ -	\$ -	\$ 1,021,325	\$ -	\$ 1,179,245

Total Funding Sources	\$ 157,920	\$ -	\$ -	\$ 1,021,325	\$ -	\$ 1,179,245
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Operational Impact

Improvements to existing facilities will likely result in an estimated reduction in maintenance expenditures.

2017-2021 CAPITAL IMPROVEMENT PROGRAM
WATER RESOURCES FUND
UTILITIES DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
WISE Project	\$ 633,560	\$ 833,560	\$ 3,796,584	\$ 253,560	\$ 267,370	\$ 5,784,634
Chatfield Reallocation Project	1,198,680	1,198,680	1,198,680	1,198,680	1,198,680	5,993,400
Rehabilitation of Alluvial Well Fields	60,000	155,000	150,000	120,000	300,000	785,000
Aquifer Storage & Recovery Pilot Program	500,000	-	-	500,000	-	1,000,000
Future Pipelines & Pump Stations	5,655,300	-	-	-	-	5,655,300
Alternative Source of Supply Project	200,000	2,776,667	2,676,667	2,676,667	-	8,330,001
Plum Creek Diversion and Well Fields	9,817,388	-	-	-	-	9,817,388
Plum Creek Water Purification Facility	-	10,804,689	6,878,485	-	-	17,683,174
Administration & Customer Serv. Building	-	-	627,940	-	-	627,940
Site Improvements at 175 Kellogg Court	87,566	-	-	456,907	-	544,473
Total Expenditures by Year	\$ 18,152,494	\$ 15,768,596	\$ 15,328,356	\$ 5,205,814	\$ 1,766,050	\$ 56,221,310
Project Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 10,926,523	\$ 9,461,158	\$ 9,448,190	\$ 3,306,251	\$ 1,059,630	\$ 34,201,751
Water Resources Fees	7,225,971	6,307,438	5,880,166	1,899,563	706,420	22,019,559
Total Funding Sources by Year	\$ 18,152,494	\$ 15,768,596	\$ 15,328,356	\$ 5,205,814	\$ 1,766,050	\$ 56,221,310

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

WISE Project

Project Number: 77-72

Contact: Matt Benak, Water Resources Manager

Department: Utilities Department

Category: Water Rights

Type: New

Useful Life: Perpetual/50 years

5 Year Historical Total \$ 24,665,104

2017-2021 Total 5,784,634

CIP Project Total (2012-2021): \$ 30,449,738

Description and Justification

This project is a part of the Town's Strategic goal to transition to a 75% renewable water supply for the future. This project includes securing 1,000 acre-feet (AF) of water on average from Denver and Aurora and will build infrastructure necessary to move water from the Peter Binney Water Purification Facility located at Aurora Reservoir to the Town of Castle Rock. This part of the project includes purchase and modifications to existing infrastructure as well as several miles of new pipelines, pump stations, operating facilities, a required 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. 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	2017	2018	2019	2020	2021	Total
ECCV Title Cleanup	\$ -	\$ -	\$ 143,024	\$ -	\$ -	\$ 143,024
Binney Connection	200,000	400,000	3,400,000	-	-	4,000,000
WISE Project Subscription Fees	150,000	150,000	150,000	150,000	163,810	763,810
WISE Project Operating Expenses	103,560	103,560	103,560	103,560	103,560	517,800
Operational Reserve	180,000	180,000	-	-	-	360,000
Total Expenditures	\$ 633,560	\$ 833,560	\$ 3,796,584	\$ 253,560	\$ 267,370	\$ 5,784,634

Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 380,136	\$ 500,136	\$ 2,277,950	\$ 152,136	\$ 160,422	\$ 3,470,780
Water Resources Fees	253,424	333,424	1,518,634	101,424	106,948	2,313,854
Total Funding Sources	\$ 633,560	\$ 833,560	\$ 3,796,584	\$ 253,560	\$ 267,370	\$ 5,784,634

Operational Impact

Operating costs for the WISE project will be variable based on actual annual water purchased. Preliminary estimates suggest that O&M costs will be approximately \$1.5 million each year once the permanent delivery schedule begins in 2021. Water is set to be delivered to the Town in 2017 and operating costs will begin that year at an estimated \$500k and are incorporated into the Water Resources Fund 2017-2019 Balanced Financial Plan.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Chatfield Reallocation Project

Project Number:	77-29	5 Year Historical Total	\$ 2,582,481
Contact:	Matt Benak, Water Resources Manager	2017-2021 Total	5,993,400
Department:	Utilities Department	CIP Project Total (2012-2021):	\$ 8,575,881
Category:	Water Rights		
Type:	New		
Useful Life:	Perpetual		

Description and Justification

This project will fund the participation and maintenance costs of the Town's reserved storage space (200 acre-feet) in the expanded Chatfield Reservoir. The Town plans to increase its participation rate to 2,000 acre-feet over a 15 to 20 year period. This project has been identified as a critical component of the Town's Renewable Water Implementation Program, which includes maximizing the Town's existing supplies and finding the most efficient solutions to meet the Town's long term renewable water supply goals. Specifically, this storage space will allow enhanced management capabilities for the Town's Plum Creek Water rights, including treated return flows in the Plum Creek basin.

Expenditures	2017	2018	2019	2020	2021	Total
Additional Storage	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 5,993,400
Total Expenditures	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 5,993,400
Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 719,208	\$ 719,208	\$ 719,208	\$ 719,208	\$ 719,208	\$ 3,596,040
Water Resources Fees	479,472	479,472	479,472	479,472	479,472	2,397,360
Total Funding Sources	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 1,198,680	\$ 5,993,400

Operational Impact

Future operating and maintenance expenses of the reservoir are anticipated to be approximately \$100,000 a year beginning in 2018 and are incorporated into the Water Resources Fund 2017-2019 Balanced Financial Plan.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Rehabilitation of Alluvial Well Fields

Project Number: 78-30

Contact: Matt Benak, Water Resources Manager

Department: Utilities Department

Category: Infrastructure

Type: Repair

Useful Life: 3 years

5 Year Historical Total \$ 162,856

2017-2021 Total 785,000

CIP Project Total (2012-2021): \$ 947,856

Description and Justification

The purpose of this project is to rehabilitate each alluvial well field over the course of three years. Alluvial wells are shallow and connected to surface streams. In 2015, significant accumulation of biological fouling such as algae of the alluvial wells was observed after being in operation for two years. The work entails pump removal, cleaning, video recording, pump re-installation, and permitting. 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	2017	2018	2019	2020	2021	Total
Well Rehabilitation	\$ 60,000	\$ 155,000	\$ 150,000	\$ 120,000	\$ 300,000	\$ 785,000

Total Expenditures	\$ 60,000	\$ 155,000	\$ 150,000	\$ 120,000	\$ 300,000	\$ 785,000
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 36,000	\$ 93,000	\$ 90,000	\$ 72,000	\$ 180,000	\$ 471,000
Water Resources Fees	24,000	62,000	60,000	48,000	120,000	314,000

Total Funding Sources	\$ 60,000	\$ 155,000	\$ 150,000	\$ 120,000	\$ 300,000	\$ 785,000
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Operational Impact

There is no operational impact anticipated as a result of this project.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name **Aquifer Storage & Recovery Pilot Program**

Project Number:	75-84	5 Year Historical Total	\$	558,029
Contact:	Matt Benak, Water Resources Manager	2017-2021 Total		1,000,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	1,558,029
Category:	Infrastructure			
Type:	New			
Useful Life:	Perpetual			

Description and Justification

This project is intended to incrementally expand the Town's Aquifer Storage and Recovery (ASR) program. This project includes the retrofit of an existing well(s) to be operated as an injection well(s) and begin injecting potable renewable water for storage and recovery. An ASR program would benefit the Town's Renewable Water Implementation Program. This program has been successful in neighboring communities and would strengthen the Town's ability to manage its water resources.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ 1,000,000
Total Expenditures	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ 1,000,000
Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ 600,000
Water Resources Fees	200,000	-	-	200,000	-	400,000
Total Funding Sources	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ 1,000,000

Operational Impact

The estimated operating and maintenance expenses are estimated to be approximately \$4,000 a year for annual sampling costs for each new set of wells retrofitted. These costs are incorporated into the Water Resources fund's operations budget.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Future Pipelines & Pump Stations

Project Number:	Multiple	5 Year Historical Total	\$	260,620
Contact:	Matt Benak, Water Resources Manager	2017-2021 Total		5,655,300
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	5,915,920
Category:	Infrastructure			
Type:	Planning/Design			
Useful Life:	50 years			

Description and Justification

This project studies the concept of moving South Platte water supplies from the foothills to Rueter-Hess Reservoir through the Plum Creek Diversion Structure. Additionally, a study is underway to move water from the Plum Creek Water Reclamation Authority to Rueter-Hess Reservoir through existing infrastructure and upgraded infrastructure in 2017. Likely, partnerships with area water providers will be necessary to make the construction of this project feasible. Once feasibility of all project components is determined, funds will be budgeted in the future for design and construction of the project. The Town owns substantial Denver Basin groundwater supplies and a limited amount of surface water on Plum Creek. However, as the demand for water increases along with the Town population, other supplies will need to be secured to meet that demand. Sustainable water supplies must be imported to the Town with a focus on proximity and feasibility.

Expenditures	2017	2018	2019	2020	2021	Total
Chatfield Pipeline and Pump Station	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Newlin Gulch Pipeline and Pump Station	2,555,300	-	-	-	-	2,555,300
PCWRA Upg. for Newlin Gulch Pipeline	3,000,000	-	-	-	-	3,000,000
Total Expenditures	\$ 5,655,300	\$ -	\$ -	\$ -	\$ -	\$ 5,655,300
Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 3,393,180	\$ -	\$ -	\$ -	\$ -	\$ 3,393,180
Water Resources Fees	2,262,120	-	-	-	-	2,262,120
Total Funding Sources	\$ 5,655,300	\$ -	\$ -	\$ -	\$ -	\$ 5,655,300

Operational Impact

There is no operational impact associated with these studies and once full impacts are understood after implementation, costs will be budgeted in the future.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Alternative Source of Supply Project

Project Number: 77-30

Contact: Matt Benak, Water Resources Manager

Department: Utilities Department

Category: Water Rights

Type: New

Useful Life: 50 years

5 Year Historical Total \$ 10,555,875

2017-2021 Total 8,330,001

CIP Project Total (2012-2021): \$ 18,885,876

Description and Justification

This project entails importing an additional 2,500 acre-feet of renewable and fully consumable water from the South Platte River. This project includes the purchase of 2,500 acre-feet of renewable surface water on the South Platte River and all legal costs associated with enabling the water to be used in Castle Rock. It includes Box Elder property well fields due diligence and treatment necessary to move the water from Box Elder Creek to Castle Rock. This project also includes obtaining firm capacity in East Cherry Creek Valley (ECCV) Water & Sanitation District's Northern Pipeline and pump stations. The Town owns substantial Denver Basin groundwater supplies and a limited amount of surface water on Plum Creek. However, as the demand for water increases along with the Town population, other supplies will need to be secured to meet that demand. Sustainable water supplies must be imported to the Town with a focus on proximity and feasibility.

Expenditures	2017	2018	2019	2020	2021	Total
Box Elder Creek Properties Due Diligence	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 200,000
Box Elder Alluvial Water Treatment	100,000	-	-	-	-	100,000
Water Rights	-	2,676,667	2,676,667	2,676,667	-	8,030,001
Total Expenditures	\$ 200,000	\$ 2,776,667	\$ 2,676,667	\$ 2,676,667	\$ -	\$ 8,330,001

Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 120,000	\$ 1,666,000	\$ 1,606,000	\$ 1,606,000	\$ -	\$ 4,998,001
Water Resources Fees	80,000	1,110,667	1,070,667	1,070,667	-	3,332,000
Total Funding Sources	\$ 200,000	\$ 2,776,667	\$ 2,676,667	\$ 2,676,667	\$ -	\$ 8,330,001

Operational Impact

Operating costs are not currently estimated as infrastructure to move the water is not set to begin until year 2030.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek Diversion and Well Fields

Project Number: Multiple

Contact: Matt Benak, Water Resources Manager

5 Year Historical Total \$ 10,279,322

Department: Utilities Department

2017-2021 Total 9,817,388

Category: Infrastructure

CIP Project Total (2012-2021): \$ 20,096,710

Type: New

Useful Life: 50 years

Description and Justification

The Town has more water rights along Plum Creek than it can currently capture through the existing alluvial well infrastructure. The Town has a goal of providing 75% renewable water to its customers at build-out. This project would allow the Town to continue towards the renewable water goal by capturing existing water rights on Plum Creek and taking full advantage of its junior water rights during times of high stream flow. This project will accomplish the installation of a surface diversion structure along Plum Creek downstream of the Plum Creek Water Reclamation Authority facility. 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. This project also includes retrofitting existing wells with lateral arms to help capture all of the Town's water rights that may otherwise be limited by Federal permitting issues.

Expenditures	2017	2018	2019	2020	2021	Total
Diversion Structure & Pump Station	\$ 3,065,007	\$ -	\$ -	\$ -	\$ -	\$ 3,065,007
Raw Water Pipeline	4,890,384	-	-	-	-	4,890,384
Pre-Sedimentation Basin	1,261,997	-	-	-	-	1,261,997
PC South Well Field Lateral Arms and Well	500,000	-	-	-	-	500,000
PC Diversion #2 Installation	100,000	-	-	-	-	100,000
Total Expenditures	\$ 9,817,388	\$ -	\$ -	\$ -	\$ -	\$ 9,817,388

Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 5,890,433	\$ -	\$ -	\$ -	\$ -	\$ 5,890,433
Water Resources Fees	3,926,955	-	-	-	-	3,926,955
Total Funding Sources	\$ 9,817,388	\$ -	\$ -	\$ -	\$ -	\$ 9,817,388

Operational Impact

Future operating costs are estimated at \$125k per year beginning in 2017 and are incorporated into the Water Resources Fund 2017-2019 Balanced financial plan.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Plum Creek Water Purification Facility

Project Number: Multiple

Contact: Matt Benak, Water Resources Manager

Department: Utilities Department

Category: Infrastructure

Type: Upgrade

Useful Life: 50 years

5 Year Historical Total \$ 8,399,674

2017-2021 Total 17,683,174

CIP Project Total (2012-2021): \$ 26,082,848

Description and Justification

Advanced treatment processes are necessary for the effective treatment of the Town's Plum Creek surface water supplies. The future goal of the Town is to provide 75% renewable water supply annually to its customers and this project will be a key component to achieve that goal. This project will add advanced treatment processes to the Plum Creek Water Purification Facility (PCWPF), giving the Town the ability to adequately treat additional Plum Creek surface water supplies.

Expenditures	2017	2018	2019	2020	2021	Total
Dewatering Facility at PCWPF (Phase 1)	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000
Advanced Treatment Facility (Phase 1)	-	6,878,485	6,878,485	-	-	13,756,970
PCWPF Membrane Expansion (Phase 1)	-	1,028,904	-	-	-	1,028,904
Generator at PCWPF	-	897,300	-	-	-	897,300
Total Expenditures	\$ -	\$10,804,689	\$6,878,485	\$ -	\$ -	\$ 17,683,174

Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ -	\$ 6,482,813	\$ 4,127,091	\$ -	\$ -	\$ 10,609,904
Water Resources Fees	-	4,321,876	2,751,394	-	-	7,073,270
Total Funding Sources	\$ -	\$10,804,689	\$6,878,485	\$ -	\$ -	\$ 17,683,174

Operational Impact

Estimated O&M costs for advanced treatment processes are estimated at \$1.2 million each year beginning in 2018 and are incorporated in the Water Resources fund's operations budget.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name
Administration & Customer Serv. Building

Project Number: 77-57

Contact: Tim Friday, Assistant Utilities Director

Department: Utilities Department

Category: Building

Type: New

Useful Life: 50 years

5 Year Historical Total \$ -

2017-2021 Total 627,940

CIP Project Total (2012-2021): \$ 627,940
Description and Justification

This project accommodates construction of a new Administration and Customer Service Building for the Utilities Department. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Utilities. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in the 1st quarter of 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 four Utilities enterprise funds based upon staffing proportions. The Water Resources 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	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ -	\$ 627,940	\$ -	\$ -	\$ 627,940

Total Expenditures	\$ -	\$ -	\$ 627,940	\$ -	\$ -	\$ 627,940
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ -	\$ -	\$ 627,940	\$ -	\$ -	\$ 627,940

Total Funding Sources	\$ -	\$ -	\$ 627,940	\$ -	\$ -	\$ 627,940
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Operational Impact

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Site Improvements at 175 Kellogg Court

Project Number: 70-10

Contact: Tim Friday, Assistant Utilities Director

Department: Utilities Department

Category: Building

Type: New

Useful Life: 30 years

5 Year Historical Total \$ -

2017-2021 Total 544,473

CIP Project Total (2012-2021): \$ 544,473

Description and Justification

This project is part of overall facilities planning for the Utilities Department. Projects include paving, landscaping, construction of a truck washing facility, and additional equipment storage upon completion of the Operations and Maintenance center and Administration and Customer Service buildings. Funds are needed for parking lot paving in 2017 following construction of the Operations and Maintenance Center and funds are needed to help maintain, repair, and make improvements to the facilities at 175 Kellogg Court in 2020.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 87,566	\$ -	\$ -	\$ 456,907	\$ -	\$ 544,473

Total Expenditures	\$ 87,566	\$ -	\$ -	\$ 456,907	\$ -	\$ 544,473
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 87,566	\$ -	\$ -	\$ 456,907	\$ -	\$ 544,473

\$ 87,566	\$ -	\$ -	\$ 456,907	\$ -	\$ 544,473
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Operational Impact

Improvements to existing facilities will likely result in an estimated reduction in maintenance expenditures which will be quantified and incorporated upon project completion.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

STORMWATER FUND

UTILITIES DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Minor Drainageway Stabilization	\$ 58,178	\$ 58,178	\$ 58,178	\$ 58,178	\$ 221,986	\$ 454,698
Stream Stabilization	2,005,583	1,895,118	1,610,675	1,496,179	1,345,856	8,353,411
Young American Storm Sewer - Gordon Drive	44,000	456,000	-	-	-	500,000
Craig & Gould N. Infrastructure Improvement	-	-	133,625	1,066,375	-	1,200,000
Detention Ponds Retrofits	-	-	-	-	50,000	50,000
CMP Rehabilitation	-	-	-	-	240,000	240,000
Watershed MP Updates	-	-	-	-	250,000	250,000
Administration and Customer Service Building	-	-	643,724	-	-	643,724
Site Improvements at 175 Kellogg Court	72,399	-	-	464,000	-	536,399
Total Expenditures by Year	\$ 2,180,160	\$ 2,409,296	\$ 2,446,202	\$ 3,084,732	\$ 2,107,842	\$ 12,228,232

Project Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater Charges	\$ 529,831	\$ 710,745	\$ 451,629	\$ 1,534,752	\$ 1,030,032	\$ 4,256,990
System Development Fees	1,650,329	1,698,551	1,994,573	1,549,980	1,077,810	7,971,242
Total Funding Sources by Year	\$ 2,180,160	\$ 2,409,296	\$ 2,446,202	\$ 3,084,732	\$ 2,107,842	\$ 12,228,232



Tributary Stabilization Project in Progress

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Minor Drainageway Stabilization

Project Number: 78-02

Contact: David Van Dellen, Stormwater Manager

Department: Utilities Department

Category: Infrastructure

Type: New

Useful Life: 50 years

5 Year Historical Total \$ 50,000

2017-2021 Total 454,698

CIP Project Total (2012-2021): \$ 504,698

Description and Justification

This project includes new infrastructure on small channel systems downstream of development to correct erosion where the minor drainageway system is incomplete. 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 based on growth and stabilization. Projects are divided between the Plum Creek Basin (PC) and the Cherry Creek Basin (CC).

Expenditures	2017	2018	2019	2020	2021	Total
Minor Drainage Way Stab PC	\$ 27,097	\$ 27,097	\$ 27,097	\$ 27,097	\$ 129,324	\$ 237,712
Minor Drainage Way Stab CC	31,081	31,081	31,081	31,081	92,662	216,986
Total Expenditures	\$ 58,178	\$ 58,178	\$ 58,178	\$ 58,178	\$ 221,986	\$ 454,698

Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater Charges	\$ 35,831	\$ 35,831	\$ 35,831	\$ 35,831	\$ 139,831	\$ 283,156
System Development Fees	22,347	22,347	22,347	22,347	82,155	171,542
Total Funding Sources	\$ 58,178	\$ 58,178	\$ 58,178	\$ 58,178	\$ 221,986	\$ 454,698

Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Stream Stabilization

Project Number: Multiple

Contact: David Van Dellen, Stormwater Manager

Department: Utilities Department

Category: Infrastructure

Type: New

Useful Life: 50 years

5 Year Historical Total \$ 1,870,452

2017-2021 Total 8,353,411

CIP Project Total (2012-2021): \$ 10,223,863

Description and Justification

This project includes stream channel stabilization throughout Castle Rock. The Tributaries are part of the major drainageway networks that include watersheds with an upstream area greater than 130 acres, also known as the 100-year floodplain. These projects have been identified in the Stormwater Master Plan as a scheduled activity. Stream improvements generally include natural or engineered segments of vegetated stream between engineered hard points that reduce channel slope and erosive velocities. Improvements also ensure adequate flood capacity in the channel to reduce flood potential for adjacent properties. Improvements to the natural drainageway are required to mitigate for development impacts that accelerate erosion and pose a potential public safety hazard if left unattended over time. This project will restore a sustainable channel system for water quality and flood control. The improvements will reduce channel erosion and protect adjacent property from loss during flooding. Projects are divided between the Plum Creek Basin (PC) and the Cherry Creek Basin (CC).

Expenditures	2017	2018	2019	2020	2021	Total
Total Drainage Way Stabilization - PC	\$ 2,005,583	\$ 1,350,938	\$ 1,610,675	\$ 1,343,160	\$ 579,171	\$ 6,889,527
Total Drainage Way Stabilization - CC	-	544,180	-	153,019	766,685	1,463,884
Total Expenditures	\$ 2,005,583	\$ 1,895,118	\$ 1,610,675	\$ 1,496,179	\$ 1,345,856	\$ 8,353,411

Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater Charges	\$ 450,000	\$ 218,914	\$ 282,173	\$ 432,546	\$ 474,800	\$ 1,858,433
System Development Fees	1,555,583	1,676,204	1,328,502	1,063,633	871,056	6,494,978
Total Funding Sources	\$ 2,005,583	\$ 1,895,118	\$ 1,610,675	\$ 1,496,179	\$ 1,345,856	\$ 8,353,411

Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Young American Storm Sewer - Gordon Drive

Project Number:	77-61	5 Year Historical Total	\$	-
Contact:	David Van Dellen, Stormwater Manager	2017-2021 Total		500,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	500,000
Category:	Infrastructure			
Type:	Upgrade			
Useful Life:	50 years			

Description and Justification

This project includes storm sewer improvements in the Young American Subdivision in partnership with Public Works and Utilities. Currently, there is no storm drain system in the area. This project will add storm drains to capture flow and reduce flood risk for this historic neighborhood. This project will provide storm drainage infrastructure to reduce flood hazards in the right-of-way. This project will also increase emergency accessibility to residents in the event of a flood.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ 44,000
Construction	-	456,000	-	-	-	456,000
Total Expenditures	\$ 44,000	\$ 456,000	\$ -	\$ -	\$ -	\$ 500,000

Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater Charges	\$ 44,000	\$ 456,000	\$ -	\$ -	\$ -	\$ 500,000
Total Funding Sources	\$ 44,000	\$ 456,000	\$ -	\$ -	\$ -	\$ 500,000

Operational Impact

There is a possible reduction in repair and maintenance costs, which won't be known until the project is complete and will be incorporated at that time.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name **Craig & Gould N. Infrastructure Improvements**

Project Number:	76-51	5 Year Historical Total	\$	-
Contact:	David Van Dellen, Stormwater Manager	2017-2021 Total		1,200,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	1,200,000
Category:	Infrastructure			
Type:	Upgrade			
Useful Life:	50 years			

Description and Justification

This project includes storm sewer improvements in the Craig and Gould North subdivision in partnership with the Public Works department for the revitalization of this downtown area. Currently, there is no storm drain system in the area. This project will add storm drains to capture flow and reduce flood risk for this historic neighborhood. This project will provide storm drainage infrastructure to reduce street flooding and meet current criteria for residential land use. These improvements will reduce flooding hazards on the streets and for the existing private property in the neighborhood.

Expenditures	2017	2018	2019	2020	2021	Total
Design	\$ -	\$ -	\$ 133,625	\$ -	\$ -	\$ 133,625
Construction	-	-	-	1,066,375	-	1,066,375
Total Expenditures	\$ -	\$ -	\$ 133,625	\$ 1,066,375	\$ -	\$ 1,200,000

Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater charges	\$ -	\$ -	\$ 133,625	\$ 1,066,375	\$ -	\$ 1,200,000
Total Funding Sources	\$ -	\$ -	\$ 133,625	\$ 1,066,375	\$ -	\$ 1,200,000

Operational Impact

There is a possible reduction in repair and maintenance costs, which won't be known until the project is complete and will be incorporated at that time.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Detention Ponds Retrofits

Project Number: 77-18

Contact: David Van Dellen, Stormwater Manager

Department: Utilities Department

Category: Infrastructure

Type: Upgrade

Useful Life: 50-years

5 Year Historical Total \$ 99,765

2017-2021 Total 50,000

CIP Project Total (2012-2021): \$ 149,765

Description and Justification

This project includes regional detention pond retrofits to facilities that demonstrate an excessive operation and maintenance burden on the program. Generally, older water quality and detention facilities require upgrades to the outlet works and other pond features to improve runoff circulation through the facility and reduce clogging potential.

Expenditures	2017	2018	2019	2020	2021	Total
Detention Ponds Retrofits	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000

Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater Charges	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000

Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

CMP Rehabilitation

Project Number: 78-73

Contact: David Van Dellen, Stormwater Manager

Department: Utilities Department

Category: Infrastructure

Type: Repair

Useful Life: 20-50 Years

5 Year Historical Total \$ -

2017-2021 Total 240,000

CIP Project Total (2012-2021): \$ 240,000

Description and Justification

This program is required to address aging stormwater infrastructure. Older corrugated metal pipe (CMP) has an average life expectancy of 30 years. Failure of pipe generally includes invert corrosion and deterioration resulting in subgrade failure. This program will help ensure rehabilitation to existing CMP pipe systems prior to infrastructure failure and prolong the life of the system by 20 to 50 years.

Expenditures	2017	2018	2019	2020	2021	Total
CMP Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ 240,000

Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ 240,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater Charges	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ 240,000

Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ 240,000
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Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Watershed MP Updates

Project Number: New

Contact: David Van Dellen, Stormwater Manager

Department: Utilities Department

Category: Infrastructure

Type: Planning/Design

Useful Life:

5 Year Historical Total \$ -

2017-2021 Total 250,000

CIP Project Total (2012-2021): \$ 250,000

Description and Justification

The Stormwater Capital Program includes 19 Major Drainageway Master Plans covering over 55 miles of floodplain system. Periodic updates to these plans are required to account for changes in watershed hydrology, stream stability assessment and capital plan prioritization. It is estimated that approximately four plans will be updated annually over a five year period.

Expenditures	2017	2018	2019	2020	2021	Total
Master Plan GIS Database Tool	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Watershed MP Updates - Plum Creek	-	-	-	-	200,000	200,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

Funding Sources	2017	2018	2019	2020	2021	Total
Stormwater Charges	\$ -	\$ -	\$ -	\$ -	\$ 125,401	\$ 125,401
System Development Fees	-	-	-	-	124,599	124,599
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Administration and Customer Service Building

Project Number:	77-57	5 Year Historical Total	\$	-
Contact:	Tim Friday, Assistant Utilities Director	2017-2021 Total		643,724
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	643,724
Category:	Building			
Type:	New			
Useful Life:	50 years			

Description and Justification

This project accommodates construction of a new Administration and Customer Service Building for the Utilities Department. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Utilities. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in the 1st quarter of 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 four Utilities enterprise funds based upon staffing proportions. The Stormwater Fund's portion of 2019 funding will be a drawdown of CIP Reserves accumulated in prior years through system development fees and rates revenues over a 5-year period (2015-2019).

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ -	\$ 643,724	\$ -	\$ -	\$ 643,724

Total Expenditures	\$ -	\$ -	\$ 643,724	\$ -	\$ -	\$ 643,724
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ -	\$ -	\$ 643,724	\$ -	\$ -	\$ 643,724

Total Funding Sources	\$ -	\$ -	\$ 643,724	\$ -	\$ -	\$ 643,724
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Operational Impact

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Site Improvements at 175 Kellogg Court

Project Number: 70-10

Contact: Tim Friday, Assistant Utilities Director

Department: Utilities Department

Category: Building

Type: New

Useful Life: 30 years

5 Year Historical Total \$ -

2017-2021 Total 536,399

CIP Project Total (2012-2021): \$ 536,399

Description and Justification

This project is part of overall facilities planning for the Utilities Department and includes paving, landscaping, construction of a truck washing facility, and additional equipment storage upon completion of the Operations and Maintenance center and Administration and Customer Service buildings. Funds will be used for parking lot paving in 2017 following construction of the Operations and Maintenance Center and to help maintain, repair, and make improvements to the facilities at 175 Kellogg Court in 2020.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 72,399	\$ -	\$ -	\$ 464,000	\$ -	\$ 536,399

Total Expenditures	\$ 72,399	\$ -	\$ -	\$ 464,000	\$ -	\$ 536,399
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 72,399	\$ -	\$ -	\$ 464,000	\$ -	\$ 536,399

Total Funding Sources	\$ 72,399	\$ -	\$ -	\$ 464,000	\$ -	\$ 536,399
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Operational Impact

Improvements to existing facilities will likely result in an estimated reduction in maintenance expenditures.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

WASTEWATER FUND

UTILITIES DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Lift Station Upgrades	\$ 494,400	\$ 207,000	\$ 217,000	\$ 217,000	\$ 217,000	\$ 1,352,400
Sewer Line Rehabilitation	385,000	740,000	350,000	350,000	350,000	2,175,000
Security and SCADA System Improvements	50,000	50,000	50,000	50,000	50,000	250,000
PCWRA Projects	4,621,476	3,217,636	3,317,643	26,992,650	2,252,051	40,401,456
Craig & Gould N. Improvements	-	-	250,000	105,000	-	355,000
Kinner Street Bottleneck	-	-	-	-	2,117,000	2,117,000
Admin. and Customer Service Building	-	-	588,308	-	-	588,308
Site Improvements at 175 Kellogg Court	85,367	-	-	563,140	-	648,507
Total Expenditures by Year	\$ 5,636,243	\$ 4,214,636	\$ 4,772,951	\$ 28,277,790	\$ 4,986,051	\$ 47,887,671
Project Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 4,233,313	\$ 2,744,106	\$ 3,432,421	\$ 27,035,400	\$ 4,204,051	\$ 41,649,293
Wastewater Service Charges	1,402,930	1,470,530	1,340,530	1,242,390	782,000	6,238,378
Total Funding Sources by Year	\$ 5,636,243	\$ 4,214,636	\$ 4,772,951	\$ 28,277,790	\$ 4,986,051	\$ 47,887,671

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Lift Station Upgrades

Project Number:	Multiple	5 Year Historical Total	\$ 127,562
Contact:	Jeanne Stevens, Engineering Manager	2017-2021 Total	1,352,400
Department:	Utilities Department	CIP Project Total (2012-2021):	\$ 1,479,962
Category:	Equipment		
Type:	Replacement		
Useful Life:	20 years		

Description and Justification

The Lift Station Upgrades project is intended to accommodate multiple improvements to the Town's lift stations. The purpose of the pump and motor replacement project is to plan for the capital replacement of pumps and/or motors at Wastewater lift stations. The lift stations transport wastewater to the Plum Creek Wastewater Reclamation Authority for treatment. Pump and motor replacements are identified annually or on an emergency basis. The paving program improves access to Wastewater lift stations that may currently only be accessible along unimproved, unpaved access drives. The facilities must be accessible at all times. Paving the access roads will improve accessibility. Current planned improvements include paving access roads at the Meadows 17, Castlewood No. 1 & 2, and Maher Lift Stations. Pumps and motors at wastewater lift stations have a finite service life and replacement must be planned on an ongoing basis. Employee safety and year round access to the lift station are accommodated through this project. Lift stations are typically checked multiple times per week.

Expenditures	2017	2018	2019	2020	2021	Total
LS Rehab/Replacement	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Lift Station Pump & Motor Replacement	35,000	40,000	50,000	50,000	50,000	225,000
Lift Station Mixing Improvements	32,000	32,000	32,000	32,000	32,000	160,000
Castle Oaks Lift Station Improvements	200,000	-	-	-	-	200,000
Meadows 17 LS Access Road Paving	65,400	-	-	-	-	65,400
Castlewood LS #2 Access Road Paving	27,000	-	-	-	-	27,000
WW Facility VFD Replacements	110,000	110,000	110,000	110,000	110,000	550,000
Total Expenditures	\$ 494,400	\$ 207,000	\$ 217,000	\$ 217,000	\$ 217,000	\$ 1,352,400

Funding Sources	2017	2018	2019	2020	2021	Total
Wastewater Service Charges	\$ 494,400	\$ 207,000	\$ 217,000	\$ 217,000	\$ 217,000	\$ 1,352,400
Total Funding Sources	\$ 494,400	\$ 207,000	\$ 217,000	\$ 217,000	\$ 217,000	\$ 1,352,400

Operational Impact

Improvements and replacements to equipment typically result in reduced maintenance costs, which are unknown until project implementation and will be incorporated at that time.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Sewer Line Rehabilitation

Project Number: 75-62

Contact: Jeanne Stevens, Engineering Manager

Department: Utilities Department

Category: Infrastructure

Type: Repair

Useful Life: 50 years

5 Year Historical Total \$ 1,195,541

2017-2021 Total 2,175,000

CIP Project Total (2012-2021): \$ 3,370,541

Description and Justification

This project is intended to rehabilitate or replace existing sewer lines due to age or failing infrastructure. This is an ongoing program and focus areas are identified annually. The Engineering division will work with the Operations division to identify areas that need sewer improvements and coordinate with the Public Works department to complete projects ahead of the Pavement Maintenance Program to minimize the impact of Townwide roadwork. This project funds the replacement and rehabilitation of old, undersized and/or deteriorated sewer lines. The Sewer Rehabilitation Program will address the requirements of Environmental Protection Agency's (EPA) Capacity, Management, Operation and Maintenance (CMOM) programs. Additional funds are included in 2017 and 2018 for sewer line improvements along Gordon Drive. This work is being coordinated with additional street improvements planned by the Public Works Department.

Expenditures	2017	2018	2019	2020	2021	Total
Repair	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Gordon Dr. Sewer Improvements	35,000	390,000	-	-	-	425,000
Total Expenditures	\$ 385,000	\$ 740,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,175,000

Funding Sources	2017	2018	2019	2020	2021	Total
Wastewater Service Charges	\$ 385,000	\$ 740,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,175,000
Total Funding Sources	\$ 385,000	\$ 740,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,175,000

Operational Impact

The operational impact of this project is unknown at this time.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Security and SCADA System Improvements

Project Number:	Multiple	5 Year Historical Total	\$	55,980
Contact:	Tim Friday, Assistant Utilities Director	2017-2021 Total		250,000
Department:	Utilities Department	CIP Project Total (2012-2021):	\$	305,980
Category:	Building			
Type:	Upgrade			
Useful Life:	20 years			

Description and Justification

These miscellaneous small projects are needed to increase security at wastewater facilities in accordance with the vulnerability assessment. The vulnerability assessment identifies security and system integrity needs that may present a risk to public health and safety. Examples of improvements are fences, gates, cameras and alarms. The System Control and Data Acquisition (SCADA) system components are in need of system improvements, which are provided for in this project. SCADA system components are required to transmit data such as alarms, flow, temperature, and other information to the Utilities Department's control facilities. Planned improvements include the automation of several pressure reducing valve stations identified in the Water Master Plan. Most of this work will be performed by Utilities staff. These various projects include installing or replacing electronic access control, locks, and surveillance as needed at all wastewater facilities. Security at all Town of Castle Rock facilities is important for safeguarding investments in infrastructure and ensuring employee safety. 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	2017	2018	2019	2020	2021	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	2017	2018	2019	2020	2021	Total
Wastewater Service Charges	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Total Funding Sources	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Operational Impact

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

PCWRA Projects

Project Number:	Multiple		
Contact:	Jeanne Stevens, Engineering Manager	5 Year Historical Total	\$ 9,769,290
Department:	Utilities Department	2017-2021 Total	40,401,456
Category:	Infrastructure	CIP Project Total (2012-2021):	\$ 50,170,746
Type:	New		
Useful Life:	50 years		

Description and Justification

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.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Buy-In	\$ 2,404,007	\$ 2,500,167	\$ 2,600,174	\$ 2,704,181	\$ 2,002,051	\$ 12,210,580
Ditch Three at PCWRA	233,469	233,469	233,469	233,469	-	933,876
Manganese Control at PCWRA	200,000	200,000	200,000	200,000	-	800,000
PCWRA Rehab/Replacement	284,000	284,000	284,000	355,000	250,000	1,457,000
PCWRA Capacity Expansion	1,500,000	-	-	23,500,000	-	25,000,000
Total Expenditures	\$ 4,621,476	\$ 3,217,636	\$ 3,317,643	\$ 26,992,650	\$ 2,252,051	\$ 40,401,456

Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 4,147,946	\$ 2,744,106	\$ 2,844,113	\$ 26,472,260	\$ 2,087,051	\$ 38,295,478
Wastewater Service Charges	473,530	473,530	473,530	520,390	165,000	2,105,978
Total Funding Sources	\$ 4,621,476	\$ 3,217,636	\$ 3,317,643	\$ 26,992,650	\$ 2,252,051	\$ 40,401,456

Operational Impact

Operating Expenditures for PCWRA are included in the capital buy-in payments displayed above.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Craig & Gould N. Improvements

Project Number: 76-51

Contact: Jeanne Stevens, Engineering Manager

Department: Utilities Department

Category: Infrastructure

Type: Replacement

Useful Life: 50 years

5 Year Historical Total \$ -

2017-2021 Total 355,000

CIP Project Total (2012-2021): \$ 355,000

Description and Justification

This project will accomplish infrastructure improvements in the Craig & Gould neighborhood. Aging and undersized sewers will be replaced and deteriorated manholes will be replaced or rehabilitated. Existing sewer lines are greater than 70 years old and need to be replaced. This project will be coordinated with the Public Works department to coincide with the annual Pavement Maintenance Program in order to minimize the construction impact on the community.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ -	\$ 250,000	\$ 105,000	\$ -	\$ 355,000

Total Expenditures \$ - \$ - \$ 250,000 \$ 105,000 \$ - \$ 355,000

Funding Sources	2017	2018	2019	2020	2021	Total
Wastewater Service Charges	\$ -	\$ -	\$ 250,000	\$ 105,000	\$ -	\$ 355,000

Total Funding Sources \$ - \$ - \$ 250,000 \$ 105,000 \$ - \$ 355,000

Operational Impact

The rehabilitation of aging equipment will likely result in reduced maintenance expenditures, which will not be known until project completion.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Kinner Street Bottleneck

Project Number: 75-81

Contact: Jeanne Stevens, Engineering Manager

Department: Utilities Department

Category: Infrastructure

Type: Repair

Useful Life: 50 years

5 Year Historical Total \$ -

2017-2021 Total 2,117,000

CIP Project Total (2012-2021): \$ 2,117,000

Description and Justification

This project is intended to upsize nearly 3,000 linear feet of existing 18 and 21-inch sanitary sewer main to 21 and 24 inches respectively. This project involves construction which will cross I-25, Plum Creek, and Wolfensberger Road. The most recent hydraulic modeling indicated that this project might not be needed, but it is being identified as a future project to review with each master planning effort. Development in and around Kinner Street and Wolfensberger Road could dictate that this project be completed sooner than anticipated

Expenditures	2017	2018	2019	2020	2021	Total
Kinner St. Bottleneck	\$ -	\$ -	\$ -	\$ -	\$ 2,117,000	\$ 2,117,000

Total Expenditures \$ - \$ - \$ - \$ - \$ 2,117,000 \$ 2,117,000

Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ -	\$ -	\$ -	\$ -	\$ 2,117,000	\$ 2,117,000

Total Funding Sources \$ - \$ - \$ - \$ - \$ 2,117,000 \$ 2,117,000

Operational Impact

Improvements and replacements to equipment typically result in reduced maintenance costs, which will not be known until project completion.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Admin. and Customer Service Building

Project Number: 77-57

Contact: Tim Friday, Assistant Utilities Director

Department: Utilities Department

Category: Building

Type: New

Useful Life: 50 years

5 Year Historical Total \$ -

2017-2021 Total 588,308

CIP Project Total (2012-2021): \$ 588,308

Description and Justification

This project accommodates construction of a new Administration and Customer Service Building for the Utilities Department. The existing Kellogg Facility will be repurposed for staff currently housed in trailers. This building will accommodate the existing and future Administration and Customer Service staff within Utilities. The Admin/CS Team currently is short of space by approximately 3,000 square feet. The new facility will be designed and constructed to meet the needs of the department through buildout. A site assessment was conducted in the 1st quarter of 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 four Utilities enterprise funds based upon staffing proportions. 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	2017	2018	2019	2020	2021	Total
Construction	\$ -	\$ -	\$ 588,308	\$ -	\$ -	\$ 588,308

Total Expenditures \$ - \$ - \$ 588,308 \$ - \$ - \$ 588,308

Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ -	\$ -	\$ 588,308	\$ -	\$ -	\$ 588,308

Total Funding Sources \$ - \$ - \$ 588,308 \$ - \$ - \$ 588,308

Operational Impact

There are general operations expenditures of approximately \$30,000 per year. The Water fund's portion is \$12,119 per year, the Water Resources fund portion is \$5,689 per year, the Stormwater fund's portion is \$5,510 per year, and the Wastewater fund portion is \$6,682 per year.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Site Improvements at 175 Kellogg Court

Project Number: 70-10

Contact: Tim Friday, Assistant Utilities Director

Department: Utilities Department

Category: Building

Type: New

Useful Life: 30 years

5 Year Historical Total \$ -

2017-2021 Total 648,507

CIP Project Total (2012-2021): \$ 648,507

Description and Justification

This project is part of overall facilities planning for the Utilities Department and includes paving, landscaping, construction of a truck washing facility, and additional equipment storage upon completion of the Operations and Maintenance center and Administration and Customer Service buildings. Funds will be used for parking lot paving in 2017 following construction of the Operations and Maintenance Center and to help maintain, repair, and make improvements to the facilities at 175 Kellogg Court in 2020.

Expenditures	2017	2018	2019	2020	2021	Total
Construction	\$ 85,367	\$ -	\$ -	\$ 563,140	\$ -	\$ 648,507

Total Expenditures	\$ 85,367	\$ -	\$ -	\$ 563,140	\$ -	\$ 648,507
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Funding Sources	2017	2018	2019	2020	2021	Total
System Development Fees	\$ 85,367	\$ -	\$ -	\$ 563,140	\$ -	\$ 648,507

Total Funding Sources	\$ 85,367	\$ -	\$ -	\$ 563,140	\$ -	\$ 648,507
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Operational Impact

Improvements to existing facilities will likely result in an estimated reduction in maintenance expenditures.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

COMMUNITY CENTER FUND

PARKS & RECREATION DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Fitness Equipment Replacement	\$ 75,000	\$ -	\$ 270,000	\$ -	\$ -	\$ 345,000
MAC Wall Improvement	50,000	-	-	-	-	50,000
Chiller & Condenser Replacement	200,000	-	-	-	-	200,000
Handicap Ramp for Rec. Center Modular	30,000	-	-	-	-	30,000
Boiler Replacements	-	210,000	-	-	-	210,000
Lap Pool Pumps Replacement	-	30,000	-	-	-	30,000
Addition of Spin Room Air Handling Unit	-	35,000	-	-	-	35,000
Total Expenditures by Year	\$ 355,000	\$ 275,000	\$ 270,000	\$ -	\$ -	\$ 900,000

Project Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 355,000	\$ 225,000	\$ 270,000	\$ -	\$ -	\$ 850,000
Building Use Tax	-	50,000	-	-	-	50,000
Total Funding Sources by Year	\$ 355,000	\$ 275,000	\$ 270,000	\$ -	\$ -	\$ 900,000



Splash pad amenity, new in 2016, located just outside of the Miller Activity Center at Philip S. Miller Park

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Fitness Equipment Replacement

Project Number: 70-30

Contact: Mike Kilman, Recreation Manager

Department: Parks & Recreation Department

Category: Equipment

Type: Replacement

Useful Life: Varies by Equipment Type

5 Year Historical Total \$ 565,948

2017-2021 Total 345,000

CIP Project Total (2012-2021): \$ 910,948

Description and Justification

This request includes the replacement of free weight equipment in 2017 and cardio equipment in 2019 at the Recreation Center. 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.

The free weight equipment has a life expectancy of 10 years and will need to be replaced in 2017 with updated models. The cardio equipment is scheduled for replacement in August 2016 and will be three years old at the scheduled time of replacement in 2019 according to recommended industry standards. Equipment replacement is necessary in order to maintain safety and functionality for Recreation Center users.

Expenditures	2017	2018	2019	2020	2021	Total
Free Weight Equipment	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Cardio Equipment	-	-	270,000	-	-	270,000
Total Expenditures	\$ 75,000	\$ -	\$ 270,000	\$ -	\$ -	\$ 345,000

Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 75,000	\$ -	\$ 270,000	\$ -	\$ -	\$ 345,000
Total Funding Sources	\$ 75,000	\$ -	\$ 270,000	\$ -	\$ -	\$ 345,000

Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

MAC Wall Improvement

Project Number: 70-20

Contact: Mike Kilman, Recreation Manager

Department: Parks & Recreation Department

Category: Building

Type: Upgrade

Useful Life: 15 Years

5 Year Historical Total \$ -

2017-2021 Total 50,000

CIP Project Total (2012-2021): \$ 50,000

Description and Justification

This request is for installation of a sport resistant wall material (panel or plywood) for the three walls surrounding the half turf area at the Miller Activity Complex.

Due to the amount of lacrosse and soccer programming in the area, there is significant wear and tear to the walls. Continued use will provide further damage to the walls and require that new material be installed.

Expenditures	2017	2018	2019	2020	2021	Total
Building Improvements	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Total Funding Sources	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
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Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Chiller & Condenser Replacement

Project Number: 70-30

Contact: Mike Kilman, Recreation Manager

Department: Parks & Recreation Department

Category: Building

Type: Replacement

Useful Life: 20 Years

5 Year Historical Total \$ -

2017-2021 Total 200,000

CIP Project Total (2012-2021): \$ 200,000

Description and Justification

The replacement of an existing chiller and condenser at the Recreation Center is requested. This equipment will be added to the building automation system during installation.

The chiller and condenser unit in Air Handling Unit #5 cools the entire north end of the building. During recent summers the unit has not been working properly causing the Senior Center along with the rest of the building to become too warm. The chiller and condenser are the original equipment installed in 1997. Replacement is required in order to keep up with customer needs and to continue to offer recreational programming in the fitness studio and cardio area.

Expenditures	2017	2018	2019	2020	2021	Total
Building Improvements	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Total Expenditures	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Total Funding Sources	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Handicap Ramp for Rec. Center Modular

Project Number: 70-30

Contact: Mike Kilman, Recreation Manager

Department: Parks & Recreation Department

Category: Building

Type: New

Useful Life: 30 Years

5 Year Historical Total \$ -

2017-2021 Total 30,000

CIP Project Total (2012-2021): \$ 30,000

Description and Justification

The installation of a handicap accessible ramp is requested at a modular building located at the Recreation Center. The modular is currently without this accommodation and installation of this ramp is required in order to meet ADA state regulations.

Expenditures	2017	2018	2019	2020	2021	Total
Building Improvements	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Total Expenditures	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Total Funding Sources	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Boiler Replacements

Project Number: 70-30

Contact: Mike Kilman, Recreation Manager

Department: Parks & Recreation Department

Category: Building

Type: Replacement

Useful Life: 10 Years

5 Year Historical Total \$ -

2017-2021 Total 210,000

CIP Project Total (2012-2021): \$ 210,000

Description and Justification

Expenditures are requested in the Community Center Fund to replace the existing Spa boiler at the Recreation Center and the Butterfield Pool boiler.

The current Spa boiler at the Recreation Center stops working intermittently and requires continuous repairs by an outside contractor. Individual repair costs will eventually be more than replacing the existing boiler over the next few years. The new boiler will be added to the building automation system during installation. The existing boiler will be 12 years old; the average life expectancy for this type of equipment is only 10 years. Without replacement the Hot Tub and Steam Room will eventually be unavailable to Recreation Center customers. Equipment replacement is necessary in order to maintain safety and functionality for Recreation Center users.

Similarly, the boiler at Butterfield Pool, located within Butterfield Park, is 11 years old and is due for replacement. This unit is set up without gas staging, meaning that the boiler is either on or off and is not efficient. The more efficient boilers are staged so that the burners will come on in stages and not all at once. This boiler only runs during the times the pool is open and full, usually four months out of the year, the rest of the time the boiler sits inactive. This period of inactivity is hard on the boiler, being inactive makes it more susceptible to rust and corrosion since there is no heat to burn off moisture. Rust is starting to develop internally which is dropping the efficiency of the boiler. The cost for this boiler will be shared between the Community Center Fund and the General Long Term Planning Fund.

Expenditures	2017	2018	2019	2020	2021	Total
Spa Boiler	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ 110,000
Butterfield Pool Boiler	-	100,000	-	-	-	100,000
Total Expenditures	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ 210,000

Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ 160,000
Building Use Tax	-	50,000	-	-	-	50,000
Total Funding Sources	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ 210,000

Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Lap Pool Pumps Replacement

Project Number:	70-30	5 Year Historical Total	\$	-
Contact:	Mike Kilman, Recreation Manager	2017-2021 Total		30,000
Department:	Parks & Recreation Department	CIP Project Total (2012-2021):	\$	30,000
Category:	Building			
Type:	Replacement			
Useful Life:	20 Years			

Description and Justification

The replacement of existing lap pool pumps at the Recreation Center is requested. The current pumps have deteriorated and are in need of replacement within the next two years.

The existing lap pool pumps will be 20 years old by 2018; this will bring them to their maximum life expectancy. These pumps are in continuous use 24 hours per day and without them, the lap pool would not be available for use to our customers due to Colorado State Regulations. Equipment replacement is necessary in order to maintain safety and functionality for Recreation Center users.

Expenditures	2017	2018	2019	2020	2021	Total
Building Improvements	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Total Expenditures	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Total Funding Sources	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000

Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name Addition of Spin Room Air Handling Unit

Project Number:	70-30	5 Year Historical Total	\$	-
Contact:	Mike Kilman, Recreation Manager	2017-2021 Total		35,000
Department:	Parks & Recreation Department	CIP Project Total (2012-2021):	\$	35,000
Category:	Building			
Type:	New			
Useful Life:	20 Years			

Description and Justification

Expenditures are requested in the Recreation Center fund to add an air handling unit (AHU) to the existing spin room at the Recreation Center. The new AHU will be added to the building automation system during installation.

The spin room was added several years ago to the Recreation Center. It requires extremely cool temperatures due to the nature of the fitness programming which utilizes the area. At the time of the addition the area was added to the existing air handling unit which controls the Senior Center, cardio area, Panorama Hall, north lobby, studio, pottery room and Tykes Toyland. Unfortunately, the existing unit has not been able to keep up with the increased volume of customers and fitness class requirements. External fans have been installed to help with cooling the room but this option has not been ideal with many complaints received by our customers.

Expenditures	2017	2018	2019	2020	2021	Total
Building Improvements	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000

Total Expenditures	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
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Funding Sources	2017	2018	2019	2020	2021	Total
Sales Tax	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000

Total Funding Sources	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
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Operational Impact

No future expenditures are anticipated as a result of this project. General improvements to the facility may attract additional patronage.

2017-2021 CAPITAL IMPROVEMENT PROGRAM
FLEET SERVICES FUND
PUBLIC WORKS DEPARTMENT
PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Vehicles and Equipment	\$ 5,344,119	\$ 3,184,400	\$ 2,431,053	\$ 2,437,517	\$ 3,422,660	\$ 16,819,749
Total Expenditures by Year	\$ 5,344,119	\$ 3,184,400	\$ 2,431,053	\$ 2,437,517	\$ 3,422,660	\$ 16,819,749

Project Funding Sources	2017	2018	2019	2020	2021	Total
Vehicle Replacement Contributions	\$ 3,194,176	\$ 2,745,633	\$ 2,092,094	\$ 2,276,754	\$ 3,203,017	\$ 13,511,674
Vehicle Salvage	245,351	187,597	153,250	160,763	219,643	966,604
Transfers from Other Funds	1,904,592	251,170	185,709	-	-	2,341,471
Total Funding Sources by Year	\$ 5,344,119	\$ 3,184,400	\$ 2,431,053	\$ 2,437,517	\$ 3,422,660	\$ 16,819,749

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

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Vehicles and Equipment

Project Number: 70-40

Contact: Paul Colell, Fleet Manager

Department: Public Works Department

Category: Vehicles

Type: Replacement

Useful Life: 4-15 years

5 Year Historical Total \$ 11,640,147

2017-2021 Total 16,819,749

CIP Project Total (2012-2021): \$ 28,459,896

Description and Justification

The vehicle replacement program is funded through departmental contributions made to the Fleet Fund, which is an internal service fund intended for replacement of Town vehicles and equipment. Departments that operate vehicles and equipment enrolled in the Vehicle Replacement Program budget Vehicle Replacement Contributions annually for the purpose of replacing existing units. The units in the following pages include vehicles scheduled for replacement. However, vehicles and equipment lives may be extended or replaced earlier if necessary. The inflation rate assumed for future vehicle purchases varies by vehicle type, with an average of about 3%. In accordance with the Town's Vehicle Replacement Policy, unit age, usage, and historical maintenance costs are used to determine the replacement timing of vehicles and equipment in the program. The Town uses the Best Practice method recommended by the American Public Works Association. Other factors include type of use, operating weather conditions, and operating terrain. Once a vehicle has met the replacement criteria, there is a thorough review process by Fleet management, the operating department, and the Fleet Advisory Committee to determine if the vehicle should be replaced, retained for limited use, or extend the vehicles life cycle. Because vehicles may be equipped with different equipment based upon their usage, the cost for similar vehicles will vary.

The following pages detail the requested replacements and additions to the Town's fleet by department.

Expenditures	2017	2018	2019	2020	2021	Total
Vehicles & Equipment	\$ 5,344,119	\$ 3,184,400	\$ 2,431,053	\$ 2,437,517	\$ 3,422,660	\$ 16,819,749

Total Expenditures	\$ 5,344,119	\$ 3,184,400	\$ 2,431,053	\$ 2,437,517	\$ 3,422,660	\$ 16,819,749
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Funding Sources	2017	2018	2019	2020	2021	Total
Vehicle Replacement Contributions	\$ 3,194,176	\$ 2,745,633	\$ 2,092,094	\$ 2,276,754	\$ 3,203,017	\$ 13,511,674
Vehicle Salvage	245,351	187,597	153,250	160,763	219,643	966,604
Transfers from Other Funds	1,904,592	251,170	185,709	-	-	2,341,471
Total Funding Sources	\$ 5,344,119	\$ 3,184,400	\$ 2,431,053	\$ 2,437,517	\$ 3,422,660	\$ 16,819,749

Operational Impact

Increases in operational expenditures, including gasoline and maintenance for 2017 are primarily related to vehicle additions, and are estimated to be approximately \$12,000. Additional amounts are included for operational needs in the department budgets in which contributions occur from.

2017 Schedule of Vehicle & Equipment Purchase			
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
DoIT Department			
Vehicle Additions; SUV, General Purpose, Light Duty	Ford Escape	\$ -	\$ 32,000
Vehicle Additions; SUV, General Purpose, Light Duty	Ford Escape	-	32,000
Total DoIT Department	2	\$ -	\$ 64,000
Facilities Department			
Trucks, Light Duty	Ford F-150	1,967	26,340
Total Facilities Department	1	\$ 1,967	\$ 26,340
Police Department			
Sedan, Patrol	Ford Interceptor AWD	4,313	57,202
Sedan, Patrol	Ford Interceptor AWD	4,313	57,202
SUV, Police Patrol	Ford Expedition	3,889	51,576
Vehicle Additions; SUV, Police Patrol	Ford Explorer	-	58,350
Total Police Department	4	\$ 12,515	\$ 224,330
Fire Department			
Fire Response, Brush Trucks, Hazmat	Ford F-550	14,807	196,363
Fire, Response, Ambulance	Ford F-450	14,916	206,110
Fire, Response, Ambulance	Ford F-450	14,916	206,110
Fire Response, Pumps, Quints, Rescue	HME	88,000	1,166,990
Vehicle Additions; Trucks, Light Duty (1/2 Split with Development Services)	Ford F-150	-	53,962
Vehicle Additions; Fire Response, Brush Trucks, Hazmat	Ford F-550	-	340,000
Vehicle Additions; Fire Response, Pumps, Quints, Rescue	HME	-	1,150,000
Total Fire Department	7	\$ 132,639	\$ 3,319,535
Development Services Department			
Trucks, Light Duty	Chevrolet Colorado	1,845	24,470
Vehicle Additions; SUV, General Purpose, Light Duty	Ford Escape SE	-	31,034
Vehicle Additions; SUV, General Purpose, Light Duty	Ford Escape SE	-	30,278
Total Development Services Department	3	\$ 1,845	\$ 85,782
Transportation Fund			
Equipment, Off-Road, Loaders, Tractors, Graders	Crafc0 SS125	3,247	43,062
Equipment, Off-Road, Loaders, Tractors, Graders	Graco LL 3900	506	6,713
Equipment, Off-Road, Loaders, Tractors, Graders	Fairmount F20	698	9,261
Heavy Equipment Off-Road, Loaders, Tractors, Graders	John Deere 544G	16,229	217,305
Sweepers	Elgin Pelican	20,839	279,038
Trucks, Medium Duty	Ford F-250 SD	3,854	51,607
Vehicle Additions; Trucks, Light Duty	Ford F-150	-	30,511
Vehicle Addition; Trucks, Medium Duty	Ford F-350	-	146,457
Total Transportation Fund	8	\$ 45,373	\$ 783,954

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2017 Schedule of Vehicle & Equipment Purchase (Continued)				
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *	
Parks & Recreation Department				
Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows	Bobcat S160N	\$ 2,894	\$	39,124
Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows	Bobcat 2120	1,016		13,731
SUV, General Purpose, Light Duty	Ford Explorer	2,168		28,749
Trailers Medium, Light	Vermeer BC1400XL	3,102		41,133
Trucks, Light Duty	Chevrolet Colorado	1,932		25,870
Trucks, Medium Duty	Dodge 2500 ST	2,552		33,847
Trucks, Medium Duty	Dodge Ram 3500	3,583		47,512
Trucks, Medium Duty	Ford F-250 SD	2,780		36,865
Trucks, Medium Duty	Ford F-250 SD	2,785		36,937
Trailers Medium, Light	Superior 2PT6M	585		7,906
Total Parks & Recreation Department	10	\$ 23,397	\$	311,674
Utilities Department				
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Bobcat T300	5,068		78,572
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Bobcat 337	6,094		76,798
Trucks, Light Duty	Ford F-150	2,265		29,746
Trucks, Light Duty	Ford F-150	1,864		24,474
Trucks, Light Duty	Ford F-150	1,727		22,900
Trucks, Light Duty	Ford F-150	2,401		31,531
Trucks, Medium Duty	Dodge 2500 ST	2,447		32,444
Trucks, Medium Duty	Ford F-250	2,684		35,587
Trucks, Medium Duty	Ford F-250 SD	2,304		30,252
Trailers Medium, Light	Butler LT1016	763		10,546
Total Utilities Department	10	\$ 27,615	\$	372,850
Total - All Departments		\$ 245,351	\$	5,188,465
3% Contingency				155,654
2017 Vehicle & Equipment Replacement Total	45	\$ 245,351	\$	5,344,119

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2018 Schedule of Vehicle & Equipment Purchase			
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Police Department			
Sedan, Patrol	Ford Interceptor AWD	\$ 3,809	\$ 52,032
Sedan, Patrol	Ford Interceptor AWD	3,809	52,023
SUV, Police Patrol	Ford Utility AWD	3,775	51,575
SUV, Police Patrol	Ford Utility AWD	3,775	51,561
SUV, Police Patrol	Ford Utility AWD	3,775	51,554
SUV, Police Patrol	Ford Expedition XLT	4,208	57,474
SUV, Police Patrol	Ford Expedition XLT	4,208	57,474
SUV, Police Patrol	Ford Expedition XLT	4,412	61,146
Vehicle Additions; SUV, Police Patrol	Ford Utility AWD	-	60,100
Vehicle Additions; SUV, Police Patrol	Ford Utility AWD	-	60,127
Vehicle Additions; SUV, Police Patrol	Ford Utility AWD	-	45,943
Vehicle Additions; Equipment, Off-Road	Segway	-	15,000
Vehicle Additions; Equipment, Off-Road	Segway	-	15,000
Total Police Department	13	\$ 31,771	\$ 631,009
Fire Department			
Fire, Response, Ambulance	Dodge Ram 4500	14,090	216,704
Fire Response, Brush Trucks, Hazmat	International	28,515	450,236
Fire Response, Pumps, Quints, Rescue	HME	47,200	723,665
Fire Response, Pumps, Quints, Rescue	HME	44,800	723,665
Total Fire Department	4	\$ 134,605	\$ 2,114,270
Transportation Fund			
Equipment, Off-Road, Loaders, Tractors, Graders	Coleman Ultra 2500	60	820
Trucks, Medium Duty	Dodge Ram 3500	3,710	51,420
Equipment, Off-Road, Loaders, Tractors, Graders	Leeboy L250	1,200	16,385
Total Transportation Fund	3	\$ 4,970	\$ 68,625

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2018 Schedule of Vehicle & Equipment Purchase (Continued)			
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Parks & Recreation Department			
Trucks, Light Duty	Chevrolet Colorado	\$ 1,932	\$ 26,776
Trucks, Light Duty	Chevrolet Colorado	1,932	26,776
Trucks, Medium Duty	Ford F-250 SD	2,479	33,859
Total Parks & Recreation Department	3	\$ 6,343	\$ 87,411
Community Center Fund			
Vehicle Additions; Vans < 10K GVWR Passenger/Cargo	Ford Transit	-	55,000
Total Community Center Department	1	\$ -	\$ 55,000
Utilities Department			
Equipment, Off-Road, Loaders, Tractors, Graders	Fairmount F20	517	7,058
SUV, General Purpose, Light Duty	Ford Escape Hybrid	2,535	34,621
Trucks, Light Duty	Chevrolet Colorado	1,918	26,203
Trucks, Light Duty	Chevrolet Colorado	1,918	26,203
Trucks, Med Duty	Chevrolet 3500 HD	2,881	39,350
Equipment, Off-Road, Loaders, Tractors, Graders	Briggs & Stratton Vang.	139	1,900
Total Utilities Department	6	\$ 9,908	\$ 135,335
Total - All Departments		\$ 187,597	\$ 3,091,650
3% Contingency			92,750
2018 Vehicle & Equipment Replacement Total	29	\$ 187,597	\$ 3,184,400

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2019 Schedule of Vehicle & Equipment Purchase			
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Facilities Department			
Vans < 10K GVWR Passenger/Cargo	Ford E250	\$ 2,651	\$ 38,022
Total Facilities Department	1	\$ 2,651	\$ 38,022
Police Department			
SUV, Police Patrol	Ford Utility AWD	3,889	54,717
SUV, Police Patrol	Ford Utility AWD	3,889	54,717
SUV, Police Patrol	Ford Utility AWD	3,889	54,717
SUV, Police Patrol	Ford Utility AWD	3,813	54,693
SUV, Police Patrol	Ford Expedition XLT	4,544	63,935
SUV, Police Patrol	Ford Expedition XLT	4,002	56,310
SUV, Police Patrol	Ford Utility AWD	3,889	54,717
SUV, Public Safety, Police, Fire	Ford Expedition XLT	3,503	49,280
Vehicle Additions; SUV, Police Patrol	Ford Utility AWD	-	61,903
Vehicle Additions; SUV, Police Patrol	Ford Utility AWD	-	61,903
Vehicle Additions; SUV, Police Patrol	Ford Utility AWD	-	61,903
Total Police Department	8	\$ 31,419	\$ 504,989
Fire Department			
SUV, Public Safety, Police, Fire	Ford Expedition	3,874	54,507
SUV, Public Safety, Police, Fire	Ford Expedition	3,874	54,507
Trucks, Light Duty	Ford F-150	3,835	53,955
Total Fire Department	3	\$ 11,584	\$ 162,969
Development Services Department			
SUV, General Purpose, Light Duty	Ford Escape XLS	1,931	27,170
Total Development Services Department	1	\$ 1,931	\$ 27,170
Transportation Fund			
Equipment, Off-Road, Loaders, Tractors, Graders	Hyster H60XL	2,202	32,198
Sweepers	Elgin NP Pelican	16,781	240,704
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 7400	14,436	207,076
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 7400	14,436	207,076
Trucks, Light Duty	Ford F-150	1,962	27,597
Trailers Medium, Light	Wanco WVTM	1,682	23,667
Trailers Medium, Light	Wanco WTMMB	1,875	26,376
Total Transportation Fund	4	\$ 53,374	\$ 764,694

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2019 Schedule of Vehicle & Equipment Purchase (Continued)				
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *	
Fleet Department				
Trucks, Light Duty	Ford F-150	\$ 1,947	\$ 27,395	
Total Fleet Department	1	\$ 1,947	\$ 27,395	
Parks & Recreation Department				
Equipment, Off-Road, Light duty, Mowers, Carts, Skid Steers, Plows	Toro 4100-D	4,768	69,718	
Heavy Equipment Off-Road, Loaders, Tractors, Graders	John Deere 4300	2,412	33,933	
Trucks, Light Duty	Ford F-150	1,932	27,181	
Trucks, Light Duty	Ford F-150	1,932	27,181	
Trucks, Light Duty	Ford F-150	1,932	27,181	
Trucks, Med Duty	Dodge Ram 3500	2,993	42,103	
Trucks, Med Duty	Ford F-350 SD	2,564	36,070	
Trucks, Med Duty	Ford F-250 SD	2,300	32,358	
Trucks, Med Duty	Ford F-350 SD	2,522	35,483	
Trailers Medium, Light	Superior Tandem Axle	508	7,430	
Total Parks & Recreation Department	10	\$ 23,862	\$ 338,638	
Utilities Department				
Trucks, Light Duty	Chevrolet Colorado	2,049	28,832	
Trucks, Light Duty	Chevrolet Colorado	1,918	26,989	
Trucks, Light Duty	Chevrolet Colorado	1,918	26,989	
Trucks, Light Duty	Chevrolet Colorado	1,918	26,989	
Trucks, Light Duty	Ford F-150	1,931	27,170	
Trucks, Light Duty	Ford F-150	2,499	35,153	
Trucks, Light Duty	Ford F-150	1,931	27,170	
Trucks, Med Duty	Ford F-250 SD	2,117	29,784	
Trucks, Med Duty	Ford F-350 SD	3,714	52,258	
Trucks, Med Duty	Dodge Ram 3500	3,887	54,684	
Trucks, Med Duty	Ford F-250	2,411	33,926	
Trailers Heavy	J.W. Tandem Axle	186	2,619	
Total Utilities Department	12	\$ 26,481	\$ 372,563	
Total - All Departments		153,250	2,360,246	
3% Contingency			70,807	
2019 Vehicle & Equipment Replacement Total	38	\$ 153,250	\$ 2,431,053	

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2020 Schedule of Vehicle & Equipment Purchase				
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *	
DoIT Department				
SUV, General Purpose, Light Duty	Ford Escape Hybrid	\$ 2,396	\$ 34,723	
Total DoIT Department	1	\$ 2,396	\$ 34,723	
Facilities Department				
Trucks, Medium Duty	Ford F-350 Super Duty	3,211	46,534	
Total Facilities Department	1	\$ 3,211	\$ 46,534	
Police Department				
Equipment, Off-Road, Loaders, Tractors, Graders	Polaris Ranger 800	1,465	21,749	
Sedan General Purpose	Ford Interceptor AWD	2,855	41,373	
SUV, Police Patrol	Ford Utility AWD	3,836	55,588	
SUV, Police Patrol	Ford Utility AWD	3,889	56,358	
SUV, Police Patrol	Ford Utility AWD	3,756	54,422	
SUV, Police Patrol	Ford Utility AWD	3,889	56,358	
SUV, Police Patrol	Ford Utility AWD	3,776	54,717	
SUV, Police Patrol	Ford Utility AWD	4,200	60,862	
SUV, Police Patrol	Ford Utility AWD	4,200	60,862	
SUV, Police Patrol	Ford Expedition XLT	4,406	63,848	
SUV, Public Safety, Police, Fire	Ford Expedition XLT	3,710	53,765	
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,277	47,490	
Trucks, Light Duty	Ford F-150	2,782	40,311	
Trailers Medium, Light	Wells Cargo RF6101	288	4,180	
Total Police Department	14	\$ 46,330	\$ 671,883	
Fire Department				
Fire Response, Brush Trucks, Hazmat	Dodge Ram 5500	14,807	219,830	
Fire Response, Brush Trucks, Hazmat	Dodge Ram 5500	14,807	219,830	
Fire, Response, Ambulance	Dodge Ram 4500	14,836	226,622	
SUV, Public Safety, Police, Fire	Ford Expedition XLT	3,874	56,142	
Total Fire Department	4	\$ 48,325	\$ 722,424	
Development Services Department				
SUV, General Purpose, Light Duty	Jeep Liberty	1,931	27,985	
Total Development Services Department	1	\$ 1,931	\$ 27,985	

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2020 Schedule of Vehicle & Equipment Purchase (Continued)				
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *	
Transportation Fund				
Equipment, Off-Road, Loaders, Tractors, Graders	Caterpillar CB334D	\$ 6,714	\$ 102,106	
Equipment, Off-Road, Loaders, Tractors, Graders	Graco LL 3900	925	13,402	
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Volvo L90D	18,270	271,234	
Trailers Medium, Light	Ray-Tech Mini Combo	3,650	52,898	
Total Transportation Fund	4	\$ 29,559	\$ 439,640	
Fleet Department				
Trucks, Med Duty	Chevrolet 3500HD	3,600	52,167	
Total Fleet Department	1	\$ 3,600	\$ 52,167	
Parks & Recreation Department				
Equipment, Off-Road, Loaders, Tractors, Graders	Kromer Field Commander	1,711	24,791	
Total Parks & Recreation Department	1	\$ 1,711	\$ 24,791	
Community Center Fund				
Vans < 10K GVWR Passenger/Cargo	Ford E-350 SD	2,700	39,122	
Vans < 10K GVWR Passenger/Cargo	Ford E-350 SD	2,700	39,122	
Total Community Center Fund	2	\$ 5,400	\$ 78,244	
Utilities Department				
SUV, General Purpose, Light Duty	Jeep Liberty	2,160	31,300	
Trailers Medium, Light	Wacker LTC 4L	814	11,801	
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 7400	8,292	123,110	
Trucks, Med Duty	Chevrolet C-5500	7,033	101,919	
Total Utilities Department	4	\$ 18,300	\$ 268,130	
Total - All Departments		\$ 160,763	\$ 2,366,521	
3% Contingency			70,996	
2020 Vehicle & Equipment Replacement Total	31	\$ 160,763	\$ 2,437,517	

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2021 Schedule of Vehicle & Equipment Purchase			
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Facilities Department			
Trucks, Med Duty	Ford F-350 SD	\$ 3,064	\$ 45,738
Vans < 10K GVWR Passenger/Cargo	Ford E250	2,651	40,730
Total Facilities Department	1	\$ 5,715	\$ 86,468
Police Department			
Sedan, Patrol	Ford Crown Victoria	3,776	54,716
Sedan, Patrol	Ford Crown Victoria	3,776	54,716
Sedan, Patrol	Ford Crown Victoria	3,776	54,716
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,277	48,914
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,277	48,914
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,277	48,914
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,277	48,914
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,330	49,695
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,939	63,040
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,939	63,040
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,011	48,190
SUV, Public Safety, Police, Fire	Ford Utility AWD	3,939	63,040
Total Police Department	12	\$ 42,593	\$ 646,809
Fire Department			
Fire, Response, Ambulance	Ford F450	16,489	251,866
Fire, Response, Ambulance	Ford F450	16,489	251,866
SUV, Public Safety, Police, Fire, Batt Chief	Ford Expedition EL	5,078	75,785
SUV, Public Safety, Police, Fire	Ford Expedition	3,835	57,240
Trucks, Light Duty	Ford F-150 SSV	3,835	57,240
Trucks, Med Duty	Chevrolet Silverado 3500	3,874	57,827
Total Fire Department	6	\$ 49,600	\$ 751,824
Transportation Fund			
Heavy Equipment Off-Road, Loaders, Tractors, Graders	John Deere 4720	4,320	66,383
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 7400	14,862	228,365
Trucks, Light Duty	Ford F-150	2,358	35,190
Trucks, Light Duty	Ford F-150	2,064	30,807
Trucks, Med Duty	Ford F-350SD	3,854	59,221
Trucks, Med Duty	Ford F-350SD	3,854	59,221
Trucks, Med Duty	Ford F-350SD	3,854	59,221
Sweepers	Schwarze A7000	17,365	268,114
Trailers Medium, Light	Dun-Rite 2LT7M	569	8,489
Total Transportation Fund	9	\$ 53,099	\$ 815,011

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2021 Schedule of Vehicle & Equipment Purchase (Continued)			
Department and Vehicle Use	Vehicle Make/Model	Estimated Salvage Value	Estimated Cost *
Parks & Recreation Department			
Equipment, Off-Road, Loaders, Tractors, Graders	Bobcat 5600	\$ 4,142	\$ 65,507
Trucks, Light Duty	Ford F-150	1,932	28,836
Trucks, Light Duty	Ford F-150	1,932	28,836
Trailers Medium, Light	Big Tex 70CH-18	236	3,739
Trailers Medium, Light	Big Tex 70CH-18	236	3,739
Total Parks & Recreation Department	5	\$ 8,478	\$ 130,657
Community Center Fund			
Vans < 10K GVWR Passenger/Cargo	Ford E-350 SD	2,700	40,304
Total Community Center Fund	1	\$ 2,700	\$ 40,304
Utilities Department			
Equipment, Off-Road, Loaders, Tractors, Graders	Wachs 77-000-36	5,570	80,737
Heavy Equipment Off-Road, Loaders, Tractors, Graders	Caterpillar 930H	14,953	223,177
SUV, General Purpose, Light Duty	Chevrolet Equinox	1,809	26,229
Trailers Medium, Light	Cornell 3HC-RP-EM16	5,990	89,402
Trucks Heavy Duty, Snow Removal, Construction Dumps	International 5600I	18,889	281,924
Trucks, Light Duty	Ford F-150 SSV	2,601	38,826
Trucks, Light Duty	Ford F-150	1,772	26,451
Trucks, Light Duty	Ford F-150 SSV	2,660	38,566
Trucks, Med Duty	Ford F-350 SD	3,214	46,586
Total Utilities Department	9	\$ 57,457	\$ 851,898
Total - All Departments		\$ 219,643	\$ 3,322,971
3% Contingency			99,689
2021 Vehicle & Equipment Replacement Total	43	\$ 219,643	\$ 3,422,660

* Estimated cost is for a planned vehicle, actual cost may be adjusted according to requirements determined by the department

2017-2021 CAPITAL IMPROVEMENT PROGRAM

GOLF FUND

PARKS & RECREATION DEPARTMENT

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Project Expenditures	2017	2018	2019	2020	2021	Total
Golf Improvements	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Golf Maintenance Equipment Repl	97,729	-	-	-	416,825	514,554
Golf Cart Lease	-	-	334,135	-	-	334,135
Total Expenditures by Year	\$ 247,729	\$ -	\$ 334,135	\$ -	\$ 416,825	\$ 998,689

Project Funding Sources	2017	2018	2019	2020	2021	Total
Revenue Bond Proceeds	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
User Fees	97,729	-	334,135	-	416,825	848,689
Total Funding Sources by Year	\$ 247,729	\$ -	\$ 334,135	\$ -	\$ 416,825	\$ 998,689



The Golf Fund is an enterprise fund, meaning that only user fees are used to pay expenditures related to golf operations, management and improvements

Improvements in 2016 at Red Hawk Ridge Golf Course included the addition of a range ball dispensing building, permanent restrooms and concrete cart paths



2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Golf Improvements

Project Number: 70-10

Contact: Bob Persichetti, Head Golf Professional

Department: Golf

Category: Land

Type: Upgrade

Useful Life: 12-15 Years

5 Year Historical Total \$ 650,000

2017-2021 Total 150,000

CIP Project Total (2012-2021): \$ 800,000

Description and Justification

Capital improvements for the Red Hawk Ridge Golf Course began in 2016 with several clubhouse improvements such as restroom renovation, new entry doors, new walk-in cooler, wind screens on the deck, paving cart paths, the addition of two on-course restroom facilities, practice facility improvements and the start of the bunker renovation project. Depending upon the amount of work that is able to be completed in 2016, the balance of the work is planned for 2017.

At this time, the 2017 projects are planned to include the completion of the cart path paving project and the completion of the bunker renovation project. All projects will allow the golf course to maintain the current level of service and product quality that the golfers have come to expect. Cart path paving enhances the golfer's experience and saves on the wear-and-tear on golf carts and maintenance equipment. Paved cart paths do not erode or wash out onto the fairways which will save the maintenance staff time and money spent on clean-up efforts following rain events. The bunker renovation is about 5 years overdue as renovation is recommended every 12 years, while Red Hawk Ridge is 17 years old. The bunker renovation process will include new drainage in all bunkers, bunker liners and new sand. The playing characteristics of the bunkers will improve and the new drainage will reduce time that maintenance staff time spends on pumping efforts following rain events. Overall, all proposed capital projects will allow staff to maintain, and in some cases increase, the levels of service.

Expenditures	2017	2018	2019	2020	2021	Total
Bunker Renovation	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Cart Path Improvement	110,000	-	-	-	-	110,000
Total Expenditures	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Funding Sources	2017	2018	2019	2020	2021	Total
Revenue Bond Proceeds	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Total Funding Sources	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Operational Impact

Costs incurred due to weather related incidents vary by year based on the number and intensity of the weather incident, so exact cost savings are unknown, but minimal savings are anticipated.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Golf Maintenance Equipment Repl

Project Number: 70-30

Contact: Jon Holland, Golf Maintenance Supt.

Department: Golf

Category: Equipment

Type: Replacement

Useful Life: 5-10 Years

5 Year Historical Total \$ 320,341

2017-2021 Total 514,554

CIP Project Total (2012-2021): \$ 834,895

Description and Justification

In 2017, the Red Hawk Ridge Golf Course is requesting to purchase one new tractor and two new sand-pro units which are used to groom bunkers around the course. The lease-purchase that began in 2016 will expire at the end of 2020 - at that time, the golf course will engage in a new lease-purchase agreement in 2021 that will account for the necessary replacement of the existing equipment. Once the sand-pro units and the tractor are purchased, staff is confident that the equipment will be adequate until the expiration of the existing lease. This plan will avoid having multiple lease payments in the same year.

The equipment replacement in 2017 is budgeted as a full purchase. The amount in 2021 is included as a lease-to-own purchase with payments taking place over a five year period. The amount reflected below represents the full value of the equipment that is planned to be replaced. This option will be reviewed on an annual basis to determine the most financially appropriate approach for the Golf Fund.

Golf course maintenance equipment should be replaced as scheduled in order to maintain high levels of service at the course and to reduce repair costs for equipment. Most golf course equipment is manufactured to last approximately 3,000 to 4,000 hours. Everyday use equipment needs to be replaced before maintenance expenses and down time begin to impact the product and the operating budget, typically about every five years. Less frequently used equipment can last up to 10 years before it reaches the critical hour usage threshold.

Expenditures	2017	2018	2019	2020	2021	Total
Equipment Replacement	\$ 97,729	\$ -	\$ -	\$ -	\$ 416,825	\$ 514,554

Total Expenditures	\$ 97,729	\$ -	\$ -	\$ -	\$ 416,825	\$ 514,554
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Funding Sources	2017	2018	2019	2020	2021	Total
User Fees	\$ 97,729	\$ -	\$ -	\$ -	\$ 416,825	\$ 514,554

Total Funding Sources	\$ 97,729	\$ -	\$ -	\$ -	\$ 416,825	\$ 514,554
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Operational Impact

No additional operational impacts are expected as a result of this project.

2017-2021 CAPITAL IMPROVEMENT PROGRAM

Project Name

Golf Cart Lease

Project Number: 70-30

Contact: Bob Persichetti, Head Golf Professional

Department: Golf

Category: Equipment

Type: Replacement

Useful Life: 4 Years

5 Year Historical Total \$ 316,613

2017-2021 Total 334,135

CIP Project Total (2012-2021): \$ 650,748

Description and Justification

The current golf cart fleet has been in use since 2015 and is requested to be replaced as scheduled in 2019. Aging carts require increased levels of service including battery and tire replacement. Maintaining an updated and reliable fleet is necessary to deliver a quality experience to golfers at Red Hawk Ridge. The functionality of the current fleet will continue to be monitored and the timing of this lease could vary depending upon actual financial performance in the future.

This expenditure request initiates a new lease to replace the current golf cart fleet. The fleet will consist of 80 golf carts, four marshal carts, one range picker and two beverage carts. This is an estimated amount that will be finalized in 2018 when vendor selection occurs. This lease will begin in January 2019 and will have a four-year term in which lease payments will occur.

Expenditures	2017	2018	2019	2020	2021	Total
Golf Cart Lease	\$ -	\$ -	\$ 334,135	\$ -	\$ -	\$ 334,135

Total Expenditures	\$ -	\$ -	\$ 334,135	\$ -	\$ -	\$ 334,135
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Funding Sources	2017	2018	2019	2020	2021	Total
User Fees	\$ -	\$ -	\$ 334,135	\$ -	\$ -	\$ 334,135

Total Funding Sources	\$ -	\$ -	\$ 334,135	\$ -	\$ -	\$ 334,135
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Operational Impact

No additional operational impacts are expected as a result of this project.

GLOSSARY OF TERMS

This budget document contains specialized and technical terminology unique to public finance and budgeting. To assist the reader of the budget in understanding these terms, a glossary of terms has been included.

A

Accrual Basis of Accounting - The method of accounting under which revenues and expenses are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue that was earned in December, but not collected until January, is recorded as revenue in December.

Adjudication - The act or process of reaching settlement judicially.

Amended Budget - The Amended Budget amounts include the original Adopted Budget for the fiscal year with revisions by way of Budget Amendments done and approved by Town Council on a quarterly basis for all requesting funds and departments. This process is completed in compliance with the Town Charter requirements.

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.

GLOSSARY OF TERMS

County Seat - The county seat is a town or city that is the seat of government for a county.

D

Debt Service - Principal and interest due on long-term debt such as loans, notes and bonds incurred by the Town of Castle Rock.

Debt Ratios - The following definitions are applicable to debt ratio calculations:

- Contingent liabilities secured by revenue or tax pledges of the Town of Castle Rock shall be included as debt within the appropriate ratios
- Debt issued in anticipation of taxes in the process of being collected, or grants for which a contractual commitment exists, shall not be included within the debt ratios
- Escrowed bonds, other than bonds issued to refund prior bonds (refunding bonds) shall be included in the ratios consistent with the ultimate intended use of the proceeds of such bonds

Deferred Revenue - Advance payments or unearned revenue, recorded by the Town as a liability, until the services have been rendered or products have been delivered. As the product or service is delivered over time, it is recognized as revenue.

Department - Major unit of organization in the Town.

Depreciation - Expiration in the service life of fixed assets because of wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

Discretionary Revenues - Sales taxes, property taxes, local government aid, revenue sharing, accommodation or other taxes, franchise fees, fines and forfeits.

DC (Douglas County) Shareback - An agreement between the Town of Castle Rock and Douglas County Government by which the Town has reduced its Sales and Use Tax rate by .4% in order to accommodate the County's imposition of a Countywide .4% increase in its sales and use tax rate.

Downtown Development Authority (DDA) - The Downtown Development Authority builds public-private investment partnerships that foster economic, cultural and social growth for the Castle Rock area.

E

Employee Assistance Program (EAP) - An EAP is a worksite-based program designed to assist employees with identifying

and resolving personal concerns including, but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance.

Encumbrance - Obligations in the form of purchase orders or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. Obligations cease to be encumbrances when paid or when the actual liability is set up.

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 expended.

F

Fiduciary Fund - A fund used to account for activity of the Town as a trustee over funds allotted to meet a current or future financial obligation, usually on an actuarially sound basis. Example: Pension funds.

Fiscal Year - A twelve-month accounting period to which the operating budget applies, which for the Town of Castle Rock begins on January 1 and ends December 31 of the same calendar year.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery and other equipment.

Full-time Equivalent - A unit of measurement related to the number of working hours an employee works. For example, one full-time equivalent would equal a minimum of 2080 hours per year.

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

GLOSSARY OF TERMS

year. Fund balance often represents resources saved from prior years for future planned projects.

G

General Fund - A central fund into which most of the Town's tax and unrestricted revenues are budgeted to support basic municipal services, public safety and administrative activities of the Town.

Governmental Fund - General, special revenue, debt service, capital projects and permanent funds are considered governmental funds. The Town of Castle Rock has the following governmental funds: general, transportation, conservation trust, capital project funds – parks, 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.

Major Fund - Individual funds whose revenues or expenditures, excluding other financing sources and uses exceed 10% of total appropriations.

Mill Levy - Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or \$1.00 of tax for each \$1,000 of assessed valuation.

N

Non-exempt - A classification indicating that an employee is eligible to be paid for overtime, as defined by the guidelines of the Fair Labor Standards Act (FLSA). Exempt employees, conversely, are not eligible for overtime pay.

Non-Major Fund - Funds whose revenues or expenditures, excluding other financing sources and uses are less than 10% of total appropriations.

O

Operating Budget - The portion of the budget that pertains to daily operations providing basic governmental services. The operating budget contains appropriations for such expenditures as 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.

GLOSSARY OF TERMS

Proprietary Funds - Fund that is used to account for the Town's ongoing organizations and activities which are similar to those found in the private sector. The funds include enterprise funds and internal service funds.

Property Tax - Base Supported - Supported by the property tax-base generated revenues, such as general property tax levies and tax increment, whether issued as general obligation or revenue bonds.

Q - R

Reserve - Funds set aside in the current and past years for the purpose of paying for capital needs, providing for obligations and liabilities, and meeting emergency needs.

Reserve Fund Balance - The portion of a fund's balance that is restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue-Supported - Non-general obligation bonds that are solely supported by revenues not based on real estate property values, such as special assessments, parking fees, water charges and user fees.

S

Sales Tax Supported - Directly supported by sales taxes. Includes all net debt bond issues and the portions of those issues that are paid for by sales taxes.

Secured Guarantee - A secured guarantee is a contract to answer for the payment of debt, secured by collateral or other property held to ensure payment in the event of default.

Self-Supporting Debt - Synonymous with Revenue-Supported.

Self-Liquidating Debt - Synonymous with Revenue-Supported.

Special Obligation Revenue Bonds - Revenue bonds for which the Town of Castle Rock grants its tax-exemption, but for which a financial or moral obligation is assumed; including, but not limited to, second party supported Industrial Development, Commercial and Housing bonds.

Special Revenue Fund - Fund used to account for the proceeds of specific revenue sources (other than debt service or capital

Structurally Balanced Budget - Annual financial plan in which expenses do not exceed revenues and resources. A structurally balanced budget supports financial sustainability for multiple years into the future.

T

TABOR (Taxpayers Bill of Rights) - This amendment to the Colorado Constitution approved by voters in November 1992, which limits governmental mill levies, revenue, and expenditures. All new or increased taxes must be voted on by the public. Also, it establishes mandatory emergency reserves.

Tax Increment Supported - Supported in part or entirely by property tax increments. Includes general obligation bonds, revenue bonds, and issues that include a pledge of tax increment revenues.

Total Debt - All debt other than Special Obligation Revenue Bonds. Does not include overlapping debt or sinking fund assets.

Town Charter - The Town of Castle Rock operates under a Home Rule Charter, which has been framed in conformity with Article XX of the Colorado Constitution and the Municipal Home Rule Act of 1971. The Town of Castle Rock operates under a Council-Manager form of government.

Transfers - Amounts distributed from one fund to finance activities in another fund. Transfers are shown as an expenditure in the originating fund and a revenue in the receiving fund.

U - Z

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Urban Renewal Authority - This is a principal tool created by the State for public financing of development and redevelopment projects.

ABBREVIATIONS & ACRONYMS

<i>Term</i>	<i>Stands For</i>	<i>Term</i>	<i>Stands For</i>
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This budget document contains specialized terminology unique to public finance, budgeting and the Town of Castle Rock. To assist the reader of the budget in understanding these terms, a list of abbreviations and acronyms has been included.

ADA	Americans with Disabilities Act	CRURA	Castle Rock Urban Renewal Authority
AMP	Asset Management Plan	CWPRDA	Colorado Water Resource & Power Development Authority
ASE	Automotive Service Excellence	DAC	Downtown Advisory Commission
ASR	Aquifer Storage & Recovery	DC	Douglas County
CAD	Computer Aided Dispatch	DDA	Downtown Development Authority
CAFM	Computer Aided Facilities Management	DESC	Drainage Erosion Sediment Control
CAFR	Comprehensive Annual Financial Report	DMA	Downtown Merchants Association
CAPRA	Commission for Accreditation of Park & Recreation Agencies	DoIT	Division of Innovation & Technology
CASTA	Colorado Association of State Transit Agencies	DRAPP	Denver Regional Aerial Photography Project
CC	Cherry Creek	DRCOG	Denver Regional Council of Governments
CDBG	Community Development Block Grant	DRT	Development Review Team
CDOT	Colorado Department of Transportation	DSE	Development Services Enterprise
CDPHE	Colorado Department of Public Health and Education	DTC	Depository Trust Company
CDPS	Colorado Department of Public Safety	EA	Environmental Assessment
CFAI	Commission on Fire Accreditation International	EAP	Employee Assistance Program
CGFOA	Colorado Government Finance Officers Association	ECCV	East Cherry Creek Valley
CIP	Capital Improvement Program	EDC	Economic Development Council
CIRSA	Colorado Intergovernmental Risk Sharing Agency	EMS	Emergency Medical Service
CMOM	Capacity, Management, Operation, and Maintenance	FBI	Federal Bureau of Investigations
CMP	Corrugated Metal Pipe	FDIC	Federal Deposit Insurance Corporation
COLOTRUST	Colorado Local Government Liquid Asset Trust	FICA	Federal Insurance Contributions Act Tax
COP	Certificates of Participation	FLSA	Fair Labor Standards Act
CPR	Cardio Pulmonary Resuscitation	FTE	Full-Time Equivalent
CRDC	Castle Rock Development Company	GAAFR	Governmental Accounting, Auditing & Financial Reporting
CREDCO	Castle Rock Economic Development Council	GAAP	Generally Accepted Accounting Principles
CREP	Castle Rock Economic Partnership	GASB	Governmental Accounting Standards Board
CRMA	Castle Rock Merchants Association	GESC	Grading Erosion Sediment Control
CRPT	Castle Rock Parks and Trails Foundation	GFOA	Government Finance Officers Association
CRS	Colorado Revised Statutes	GIS	Geographic Information System

ABBREVIATIONS & ACRONYMS

Term	Stands For	Term	Stands For
GOCO	Great Outdoors Colorado	PPO	Preferred Provider Organization
HIPPA	Health Insurance Portability & Accountability Act	PRV	Pressure Reducing Value
HR	Human Resources	QA/PI	Quality Assurance / Performance Improvement
ICC	International Code Council	RHR	Rueter-Hess Reservoir
ICE	Immigration & Customs Enforcement	RMS	Records Management System
IGA	Intergovernmental Agreement	SCADA	Supervisory Control and Data Acquisition
IOZ	Interchange Overlay Zoning	SDF	System Development Fee
IREA	Intermountain Rural Electric Association	SEBP	Southeast Business Partnership
ISO	Insurance Services Office	SEMTAC	State Emergency Medical and Trauma Advisory Council
IT	Information Technology	SFE	Single Family Equivalent
LED	Light Emitting Diode	SMWSA	South Metro Water Supply Authority
MP	Master Plan	SOP	Standard Operating Procedure
NFPA	National Fire Protection Association	SPSC	School Of Police Staff & Command
NIBRS	National Incident Based Reporting System	ST	Subtotal
NIFRS	National Incident Fire Reporting System	RWRWTC	Ray Waterman Regional Water Treatment Center
NPDES	National Pollutant Discharge Elimination System	RWTP	Regional Water Treatment Plant
O&M	Operations & Maintenance	TABOR	Taxpayers Bill of Rights
OCI	Overall Condition Index	TAP	Transportation Action Plan
PC	Planning Commission	TC	Town Council
PC	Plum Creek	TIF	Tax Increment Financing
PCI	Pavement Condition Index	TRC	Technical Review Committee
PCWA	Plum Creek Wastewater Authority	UPS	Uninterruptible Power Supply
PCWPF	Plum Creek Water Purification Facility	URA	Urban Renewal Authority
PCWRA	Plum Creek Water Reclamation Authority	UST	Underground Storage Tanks
PD	Police Department	VDI	Virtual Desktop Infrastructure
PEG	Public Education Government	VFD	Variable Frequency Drive
PGA	Pro Golfers Association	VPN	Virtual Private Network
PHD	Peak Hour Demands	WISE	Water Infrastructure & Supply Efficiency
PIF	Public Improvement Fee	WPF	Water Purification Facility
PMP	Pavement Maintenance Program	WTP	Water Treatment Plant
POST	Parks Open Space Trails	WWTP	Wastewater Treatment Plant

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THIS PAGE IS A PLACE HOLDER FOR THE
2017-2019 BALANCED FINANCIAL PLAN RESOLUTION

2017-2019 Balanced Financial Plan - Projected Increases and Assumptions

Unless otherwise noted, following is a general list of Townwide growth rates used in future years:

Category	2017 Proposed	2018 Forecast	2019 Forecast	Notes
Revenues				
Taxes				
Property	5.5%	5.5%	5.5%	Based on 5.5% Property Tax increase limitation as defined in Town Code
Use	4.4%	-10.1%	-16.3%	Based on number of residential permits and commercial valuation - 2016 includes 700 single family, 100 multi family and 582,400 sq. ft. of commercial development
Sales	7.2%	6.7%	5.8%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Motor Vehicle	6.0%	5.7%	5.5%	Projections are based on recent trending and projected Town growth. No change to fund distribution
Franchise Fees	5.2%	4.8%	4.5%	Increases as growth occurs
Licenses & Permits	25.5%	-7.6%	3.9%	Includes fire, liquor and business permits, licenses, and building permits
Management Fees	13.0%	4.0%	4.0%	General Services revenue is received in the General Fund
Investment Earnings	0.6%	0.6%	0.6%	Average rate of interest earnings. Projections are based on actual 2015 earnings by fund
Residential Growth (Single Family/Multifamily)	700/100	700/192	600/72	Based upon projected housing units for Impact Fees, System Development Fees, Tap Fees
Non-Residential Growth	582,400 sq. ft.	175,000 sq. ft.	140,000 sq. ft.	Based upon projected new non-residential development for Impact Fees, System Development Fees, Tap Fees
Expenditures				
Personnel				
Wages (Regular, Part-Time,	4.0%	4.0%	4.0%	4% is included based on performance review
Retirement Benefit Contribut	6.0%	6.0%	6.0%	6% contribution is included, there is no change proposed from 2016
Health Benefit Contribution	8.0%	8.0%	8.0%	Insurance costs for employer, an equal increase is anticipated for the employee portion of health insurance premiums as well
Services & Other specific to each category		2.0%	2.0%	This is a general increase, certain account categories have specific treatment
Supplies specific to each category		1.0%	1.0%	This is a general increase, certain account categories have specific treatment

2017-2019 Balanced Financial Plan

Townwide Summary

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$195,941,357	\$201,418,022	\$201,418,022	\$160,693,735	\$156,426,958	\$159,806,775
Revenues						
Taxes						
Property	\$ 1,025,548	\$ 1,126,441	\$ 1,126,441	\$ 1,228,267	\$ 1,443,972	\$ 1,854,392
Use	5,267,252	5,687,036	6,634,337	6,925,229	6,222,788	5,208,777
Sales	40,476,326	41,260,860	43,998,347	47,146,597	50,304,462	53,227,179
Motor Vehicle	6,029,591	5,929,464	6,528,239	6,919,934	7,317,830	7,720,311
Other	340,343	321,424	358,478	379,501	400,118	420,124
Franchise Fees	2,164,096	2,361,239	2,293,554	2,413,335	2,529,105	2,643,800
Licenses & Permits	3,472,872	4,227,342	4,249,387	5,333,793	4,929,473	5,119,927
Intergovernmental	4,926,558	4,571,628	4,690,294	5,539,797	5,460,025	4,088,993
Charges for Service	49,855,375	53,430,309	54,349,400	58,445,579	61,533,146	64,226,972
Management Fees	2,770,586	2,886,561	2,886,561	3,274,465	3,438,189	3,610,098
Fines & Forfeitures	1,206,515	1,240,362	942,330	979,683	987,540	995,716
Investment Earnings	778,168	623,503	613,823	723,952	626,663	692,721
Impact Fees	5,691,343	6,977,887	7,736,116	5,725,029	5,859,746	4,504,830
System Development Fees	20,984,485	15,728,735	19,206,895	22,433,738	22,706,513	23,883,634
Contributions & Donations	4,912,681	5,611,066	2,943,762	2,509,271	4,561,023	1,925,668
Transfers In	12,916,348	7,543,574	7,173,796	9,941,136	2,489,789	2,548,637
Interfund Loan Revenue	13,830,862	1,897,241	1,897,241	3,383,745	1,836,049	1,815,422
Debt & Financing Revenue	12,002,315	1,332,446	1,332,446	-	-	334,135
Other Revenue	1,639,597	3,146,293	3,352,048	906,513	766,772	5,002,973
Total Revenues	\$190,290,861	\$165,903,411	\$172,313,495	\$184,209,564	\$183,413,203	\$189,824,309
Expenditures						
Personnel	\$ 44,513,943	\$ 50,124,902	\$ 48,848,214	\$ 53,272,555	\$ 58,786,205	\$ 62,208,953
Services & Other	39,656,077	40,451,605	40,239,400	44,721,562	44,475,529	49,831,174
Supplies	5,489,869	5,941,903	5,937,253	7,348,230	7,104,997	6,839,807
Capital	1,709,055	4,434,003	4,352,033	2,130,587	1,915,983	2,073,170
5 Year Capital Improvement Program	44,769,333	91,903,258	89,447,303	55,108,100	50,872,178	35,556,151
Debt & Financing	19,608,727	11,556,057	12,272,757	9,970,343	9,753,944	10,272,973
Interfund Loan	13,830,862	1,889,995	1,889,995	3,383,745	1,836,049	1,815,422
Transfers Out	15,236,330	10,058,627	10,050,827	12,541,219	5,288,501	5,418,827
Total Expenditures	\$184,814,196	\$216,360,350	\$213,037,782	\$188,476,341	\$180,033,386	\$174,016,477
Contribution to or (Use of) Fund Bal.	5,476,665	(50,456,939)	(40,724,287)	(4,266,777)	3,379,817	15,807,832
Ending Funds Available	\$201,418,022	\$150,961,083	\$160,693,735	\$156,426,958	\$159,806,775	\$175,614,607

continued on next page...

2017-2019 Balanced Financial Plan

Townwide Summary

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Ending Funds Available	\$201,418,022	\$150,961,083	\$160,693,735	\$156,426,958	\$159,806,775	\$175,614,607
Reserves & Internal Designations						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				5,508,963	7,149,317	7,361,454
Catastrophic Events Reserve				12,052,099	12,593,402	13,124,338
Capital Reserve				100,182,390	106,752,801	117,301,211
Operating Designations				3,574,271	3,892,927	4,159,262
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,706,638	1,868,128	1,849,736
Future Incentive Obligation				2,000,000	2,000,000	2,000,000
Committed for Fund Purpose				8,930,832	6,952,652	8,041,626
Debt Service Reserve				814,541	814,569	814,599
Claims Reserve				1,407,066	1,592,802	1,747,281
Health Care Cost Reserve				702,439	619,304	551,356
Total Reserves & Internal Designations				138,279,238	145,745,902	158,581,863
Unobligated Reserves				\$ 18,147,720	\$ 14,060,874	\$ 17,032,745

*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 stat

2017-2019 Balanced Financial Plan

General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$16,222,134	\$16,746,964	\$16,746,964	\$18,498,447	\$16,919,138	\$17,179,761
Revenues						
Taxes						
Property	\$ 1,025,548	\$ 1,116,841	\$ 1,116,841	\$ 1,178,267	\$ 1,243,072	\$ 1,311,441
Sales	26,110,841	26,579,805	28,433,754	30,479,934	32,408,298	34,212,399
Motor Vehicle	3,419,177	3,434,181	3,701,943	3,924,060	4,149,693	4,377,926
Other	340,343	321,424	358,478	379,501	400,118	420,124
Franchise Fees	2,164,096	2,361,239	2,293,554	2,413,335	2,529,105	2,643,800
Licenses & Permits	88,355	80,730	82,775	91,588	94,132	96,770
Intergovernmental	327,450	311,758	312,028	318,284	324,705	331,297
Charges for Service	2,102,349	2,174,750	2,300,457	2,453,273	2,655,344	2,765,892
Management Fees	2,770,586	2,886,561	2,886,561	3,274,465	3,438,189	3,610,098
Fines & Forfeitures	815,713	837,310	526,330	545,683	553,540	561,716
Investment Earnings	61,208	74,555	74,555	92,975	89,464	91,573
Contributions & Donations	57,779	32,300	30,000	30,000	30,000	30,000
Transfers In	589,130	500,000	500,000	525,000	551,250	578,813
Interfund Loan Revenue	986,382	393,245	393,245	381,186	701,989	697,488
Other Revenue	345,784	318,952	318,371	269,257	173,628	180,955
Total Revenues	\$41,204,741	\$41,423,651	\$43,328,892	\$46,356,808	\$49,342,527	\$51,910,292
Expenditures						
Town Council	\$ 638,838	\$ 716,209	\$ 700,645	\$ 750,530	\$ 780,885	\$ 812,728
Town Manager	351,945	491,238	470,700	593,872	562,450	631,850
Deputy Town Manager	504,795	404,554	404,170	401,531	418,126	375,563
Human Resources	725,908	700,580	700,283	739,536	762,764	787,051
Community Relations	572,919	686,923	686,581	769,271	791,767	817,703
DoIT	2,160,798	2,743,515	2,639,203	3,055,830	3,173,017	3,397,759
Facilities	1,129,629	1,331,945	1,331,446	1,334,890	1,456,074	1,527,028
Town Attorney	522,430	735,695	697,161	754,644	826,964	852,806
Town Clerk	305,805	379,282	368,014	366,800	395,242	367,957
Municipal Court	319,059	391,388	375,152	417,925	437,869	456,336
Finance - Departmental	1,936,355	2,167,162	2,125,445	2,273,583	2,409,735	2,502,597
Police	10,787,774	11,867,464	11,827,668	12,904,621	14,125,764	15,311,776
Fire	11,764,869	12,816,902	12,791,986	13,480,858	15,791,882	16,407,267
Development Services	513,199	536,510	479,778	649,051	639,620	664,932
Parks	3,968,898	4,028,545	3,909,754	4,039,002	4,122,630	4,290,636
Finance Non-Departmental	3,312,887	1,017,829	1,017,829	1,437,393	1,255,865	1,197,800
Downtown Projects	607,872	-	-	-	-	-
Total Expenditures (Excluding One-Time)	\$40,123,980	\$41,015,741	\$40,525,815	\$43,969,337	\$47,950,654	\$50,401,789
Net Change Excluding One-Time Capital	1,080,761	407,910	2,803,077	2,387,471	1,391,873	1,508,503
Interfund loan for Fire Station 152 Construction				3,000,000		
5 Year CIP (One-Time Expenditures)	555,931	1,051,594	1,051,594	966,780	1,131,250	967,813
Contribution to or (Use of) Fund Balance	524,830	(643,684)	1,751,483	(1,579,309)	260,623	540,690
Ending Funds Available	\$16,746,964	\$16,103,280	\$18,498,447	\$16,919,138	\$17,179,761	\$17,720,451

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2017-2019 Balanced Financial Plan

General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Ending Funds Available	\$16,746,964	\$16,103,280	\$18,498,447	\$16,919,138	\$17,179,761	\$17,720,451
Reserves & Internal Designations						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,774,398	1,869,134	1,956,815
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				2,039,766	2,141,754	2,248,842
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,706,638	1,868,128	1,849,736
Total Reserves & Internal Designations				7,920,802	8,439,016	8,788,893
Unobligated Reserves				\$ 8,998,336	\$ 8,740,745	\$ 8,931,558

*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

General Fund 5 Year CIP Projects			
Police Department - Property & Evidence Room Shelving	\$ -	\$ 40,000	\$ -
Fire Department - Adult and Pediatric Training Manikins - Power Stretchers	50,000	-	-
Fire Department - Power Stretchers	225,000	-	-
Community Relations - Mobile Application Upgrade	50,000	-	-
Division of Innovation and Technology - IT Governance	85,000	200,000	90,000
Division of Innovation and Technology - Cisco Device Replacement	169,400	288,000	210,000
Division of Innovation and Technology - Server Replacement	157,694	52,000	89,000
Parks Department - Annual Trail Improvements	229,686	551,250	578,813
Total General Fund CIP Projects	\$ 966,780	\$ 1,131,250	\$ 967,813

General Fund Expenditures by Division

Town Council						
Personnel	65,497	67,511	67,006	66,870	66,906	66,943
Services & Other	571,754	645,516	630,457	680,478	710,765	742,539
Supplies	1,587	3,182	3,182	3,182	3,214	3,246
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Council	\$ 638,838	\$ 716,209	\$ 700,645	\$ 750,530	\$ 780,885	\$ 812,728

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Service contract amounts are included as requested by the service organization including an increase of \$17,000 for the Economic Development Council service contract and a \$17,400 increase for the Downtown Merchants Association, however, actual service contract amounts 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

2019

- A 5% increase in service contract amounts is included, however, actual increases will be approved by Town Council

2017-2019 Balanced Financial Plan

General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Town Manager						
Personnel	329,439	462,937	441,931	466,007	484,004	502,811
Services & Other	10,146	24,349	24,658	97,913	48,454	99,006
Supplies	12,360	3,952	4,111	29,952	29,992	30,033
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Manager	\$ 351,945	\$ 491,238	\$ 470,700	\$ 593,872	\$ 562,450	\$ 631,850

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Costs are proposed for the biennial community survey, community open house events and Your Town Academy

2018

- Costs are proposed for community polling, community open house events and Your Town Academy

2019

- Costs are proposed for the biennial community survey, community open house events and Your Town Academy

Deputy Town Manager						
Personnel	390,903	372,817	361,665	380,088	396,259	353,263
Services & Other	92,368	30,465	39,922	20,171	20,582	21,002
Supplies	21,524	1,272	2,583	1,272	1,285	1,298
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Deputy Town Manager	\$ 504,795	\$ 404,554	\$ 404,170	\$ 401,531	\$ 418,126	\$ 375,563

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- No significant changes are included at this time

2018

- No significant changes are included at this time

2019

- Personnel costs are reduced because salary and benefit costs for the Event Manager are proposed to be split equally between the Deputy Town Manager's Office and the Special Events Fund in 2019

2017-2019 Balanced Financial Plan

General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Human Resources						
Personnel	432,588	452,869	438,297	462,218	482,846	504,481
Services & Other	269,627	242,984	245,176	272,591	275,144	277,749
Supplies	23,693	4,727	16,810	4,727	4,774	4,821
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Human Resources	\$ 725,908	\$ 700,580	\$ 700,283	\$ 739,536	\$ 762,764	\$ 787,051

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Requested increases to Townwide training and the Employee Recognition Program are included in the Services & Other category

2018

- No significant changes are included at this time

2019

- No significant changes are included at this time

Community Relations						
Personnel	332,232	362,532	368,190	380,390	397,668	415,816
Services & Other	227,131	310,834	304,834	372,908	380,407	388,058
Supplies	13,556	13,557	13,557	15,973	13,692	13,829
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Community Relations	\$ 572,919	\$ 686,923	\$ 686,581	\$ 769,271	\$ 791,767	\$ 817,703

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- One-time capital expenditures are included to upgrade the Town's mobile application and an increase to Services & Other costs is requested for production of website videos and other ongoing operating costs

2018

- No significant changes are included at this time

2019

- No significant changes are included at this time

2017-2019 Balanced Financial Plan

General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
DoIT						
Personnel	1,492,090	1,712,467	1,604,607	1,872,492	2,059,778	2,270,400
Services & Other	547,263	849,673	849,673	822,636	770,284	784,148
Supplies	117,496	177,289	180,837	356,532	325,068	325,324
Capital	-	-	-	-	-	-
Transfers Out	3,949	4,086	4,086	4,170	17,887	17,887
Total DoIT	\$ 2,160,798	\$ 2,743,515	\$ 2,639,203	\$ 3,055,830	\$ 3,173,017	\$ 3,397,759

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Addition of salary and benefits for a GIS Analyst position are requested
- Requested expenditures include annual Microsoft licensing and planned replacements of computer, server, Cisco device and battery backup devices

2018

- Addition of salary and benefits for a Security Engineer position are requested
- Requested expenditures include annual Microsoft licensing and planned replacements of computer, server, Cisco device and battery backup devices

2019

- Addition of salary and benefits for a Systems Administrator position are requested
- Requested expenditures include annual Microsoft licensing and planned replacements of computer, server, Cisco device and battery backup devices

Facilities						
Personnel	512,897	704,214	697,910	706,523	796,871	839,833
Services & Other	426,706	485,706	488,826	496,895	526,609	553,546
Supplies	134,101	81,826	84,511	83,341	84,378	85,433
Capital	7,589	15,000	15,000	-	-	-
Transfers Out	48,336	45,199	45,199	48,131	48,216	48,216
Total Facilities	\$ 1,129,629	\$ 1,331,945	\$ 1,331,446	\$ 1,334,890	\$ 1,456,074	\$ 1,527,028

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- No significant changes are included at this time

2018

- The addition of two Facility Services positions are requested to focus on floor care needs throughout Town facilities
- Operating costs are expected to increase slightly due to the expansion of Town Hall

2019

- Services & Other costs are expected to increase with the addition of the Parks and Facility Maintenance Building

2017-2019 Balanced Financial Plan

General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Town Attorney						
Personnel	432,214	543,597	538,943	562,497	634,310	659,638
Services & Other	74,924	186,726	152,846	186,775	187,228	187,688
Supplies	15,292	5,372	5,372	5,372	5,426	5,480
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Attorney	\$ 522,430	\$ 735,695	\$ 697,161	\$ 754,644	\$ 826,964	\$ 852,806

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- No significant changes are included at this time

2018

- No significant changes are included at this time

2019

- No significant changes are included at this time

Town Clerk						
Personnel	236,707	243,144	240,883	270,654	265,025	277,145
Services & Other	67,380	135,128	126,121	95,136	129,197	89,782
Supplies	1,718	1,010	1,010	1,010	1,020	1,030
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Town Clerk	\$ 305,805	\$ 379,282	\$ 368,014	\$ 366,800	\$ 395,242	\$ 367,957

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Costs for one election are requested as well as seasonal help to assist with databases and data entry of documents

2018

- One election and one potential coordinated election are included due to elections held in even numbered years

2019

- One election is included with no other significant changes expected

2017-2019 Balanced Financial Plan

General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Municipal Court						
Personnel	280,216	337,181	320,384	354,421	387,799	405,429
Services & Other	22,016	38,031	37,973	42,057	42,806	43,571
Supplies	16,827	16,176	16,795	21,447	7,264	7,336
Capital	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Municipal Court	\$ 319,059	\$ 391,388	\$ 375,152	\$ 417,925	\$ 437,869	\$ 456,336

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Additional Full Court license, funds for court appointed council if needed, computer software associated with additional functionality needed to identify driver's license type and to provide DMV electronic transcripts are requested

2018

- Ongoing funds for court appointed council are requested with no other significant changes expected

2019

- Ongoing funds for court appointed council are requested with no other significant changes expected

Finance - Departmental						
Personnel	1,552,070	1,702,199	1,668,765	1,812,377	1,943,080	2,030,383
Services & Other	355,029	410,208	401,326	432,551	437,716	442,987
Supplies	29,256	29,755	30,354	28,655	28,939	29,227
Capital	-	25,000	25,000	-	-	-
Transfers Out	-	-	-	-	-	-
Total Finance - Departmental	\$ 1,936,355	\$ 2,167,162	\$ 2,125,445	\$ 2,273,583	\$ 2,409,735	\$ 2,502,597

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Addition of a Building Use Tax Auditor is requested for half of the year
- Additional funds are requested for staff training and software maintenance

2018

- No significant requests are included at this time

2019

- No significant requests are included at this time

2017-2019 Balanced Financial Plan

General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Police						
Personnel	9,119,171	9,871,769	9,843,243	10,863,967	12,201,212	13,300,397
Services & Other	738,691	741,360	769,337	822,635	834,806	876,326
Supplies	370,906	691,206	645,964	710,057	671,668	671,395
Capital	94,911	28,553	34,548	-	-	-
Debt & Financing	102,661	102,661	102,661	102,661	-	-
Transfers Out	361,434	431,915	431,915	405,301	418,078	463,658
Total Police	\$10,787,774	\$11,867,464	\$11,827,668	\$12,904,621	\$14,125,764	\$15,311,776

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Two Patrol Officers, one part time Property Evidence Technician and associated costs are requested. Other inclusions are property room shelving, continuation of the body camera and Taser payments, additional needed software maintenance, mobile computer replacements, portable radio replacement payment, recruitment and overtime expenses are requested.

2018

- Two Patrol Officers, a Training Officer, two Dispatchers, a Special Operations Sergeant, a Detective and associated costs are requested. Continuation of the body camera payments, recruitment and software maintenance are requested as well

2019

- Two Patrol Officers for Community Policing Unit, two Patrol Officers and associated costs are requested

Fire						
Personnel	9,123,234	9,952,617	10,003,243	10,418,443	12,484,399	13,131,985
Services & Other	1,004,029	1,125,519	1,092,891	1,223,101	1,474,322	1,545,854
Supplies	491,624	629,817	586,903	629,283	800,077	678,180
Capital	101,388	-	-	100,000	-	-
Debt & Financing	210,139	210,139	210,139	210,141	-	-
Transfers Out	834,455	898,810	898,810	899,890	1,033,084	1,051,248
Total Fire	\$11,764,869	\$12,816,902	\$12,791,986	\$13,480,858	\$15,791,882	\$16,407,267

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Half of one Fire Prevention Officer that will be shared with Development Services along with associated costs are requested. Two training manikins, 5 power stretchers, EMS operating supplies, paramedic training, Community Wildfire Protection Plan, 5 CPR devices, VHF radio replacements, Command Training Center development costs are requested. Additional funds requested for accreditation, Operations Division travel associated with vehicle acquisitions, public education, Life Safety, and portable radio replacement

2018

- Twelve new personnel requested to begin in January and associated costs to staff the new Crystal Valley Fire Station are included for under \$2M. Ongoing funds requested for accreditation, Operations Division travel for vehicle acquisitions, EMS operating supplies, public education, CPR device maintenance, Community Wildfire Protection Plan update, and Life Safety Division expenses

2019

- Continuation of personnel and associated costs to staff the new Fire Station are requested at approximately \$2M. Ongoing additional funds requested for accreditation, Operations Division travel associated with vehicle acquisitions, EMS operating supplies, public education, CPR device maintenance, Community Wildfire Protection Plan update, and Life Safety Division expenses

2017-2019 Balanced Financial Plan

General Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Development Services						
Personnel	403,995	451,512	408,713	538,085	559,807	582,490
Services & Other	103,954	78,097	64,102	67,915	65,336	67,119
Supplies	2,603	4,254	4,316	10,126	7,470	8,316
Capital	-	-	-	-	-	-
Transfers Out	2,647	2,647	2,647	32,925	7,007	7,007
Total Development Services	\$ 513,199	\$ 536,510	\$ 479,778	\$ 649,051	\$ 639,620	\$ 664,932

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- One Neighborhood Services Liaison with associated costs requested

2018

- No other significant changes

2019

- No other significant changes

Parks						
Personnel	1,919,805	2,163,087	2,044,296	2,137,271	2,246,212	2,338,762
Services & Other	1,186,536	1,303,768	1,303,768	1,338,591	1,296,749	1,366,654
Supplies	264,229	357,823	357,823	340,362	351,003	355,872
Capital	405,503	-	-	-	5,000	5,100
Transfers Out	192,825	203,867	203,867	222,778	223,666	224,248
Total Parks	\$ 3,968,898	\$ 4,028,545	\$ 3,909,754	\$ 4,039,002	\$ 4,122,630	\$ 4,290,636

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Annual trail improvement funding related to extending the East Plum Creek Trail
- Operation and maintenance costs for part of the year for Festival Park is requested
- Services & Other costs for park needs, increased recycling services and Gold Medal Award application costs are requested
- Additional salary and benefit costs are included for the reclassification of the POST Volunteer Coordinator position
- Funds for recreational opportunities at Reuter Hess reservoir are requested

2018

- Annual trail improvement funding related to extending the East Plum Creek Trail
- Operation and maintenance costs for a full year related to Festival Park improvements

2019

- Annual trail improvement funding related to extending the East Plum Creek Trail

2017-2019 Balanced Financial Plan

General Fund

Category	2015 Actual	2016	2016 Year- End Estimate	2017	2018 Forecast	2019 Forecast
		Amended Budget		Proposed Budget		
Finance Non-Departmental						
Personnel	241,183	-	-	-	-	-
Services & Other	568,771	794,678	794,678	1,116,742	935,207	877,135
Supplies	2,933	651	651	320,651	320,658	320,665
Capital	-	220,000	220,000	-	-	-
Debt & Financing	-	2,500	2,500	-	-	-
Transfers Out	2,500,000	-	-	-	-	-
Total Finance Non-Departmental	\$ 3,312,887	\$ 1,017,829	\$ 1,017,829	\$ 1,437,393	\$ 1,255,865	\$ 1,197,800

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- A \$3 million interfund loan made to the Fire Capital Fund for construction of the new Crystal Valley Fire Station is included.

2018

- No significant changes are included at this time

2019

- No significant changes are included at this time

Downtown Projects

Personnel	-	-	-	-	-	-
Services & Other	572,693	-	-	-	-	-
Supplies	20,259	-	-	-	-	-
Capital	14,920	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Downtown Projects	\$ 607,872	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017 - 2019

- This division is for the use of spending 2012-2014 Downtown Development Authority Tax Increment Financing funds (DDA TIF) - these funds are expected to be used in full in 2016, so no funds are included for use in this planning period

Total Expenditures (Excluding One-Time)	\$40,123,980	\$41,015,741	\$40,525,815	\$43,969,337	\$47,950,654	\$50,401,789
Net Change Excluding One-Time Capital	\$ 1,080,761	\$ 407,910	\$ 2,803,077	\$ 2,387,471	\$ 1,391,873	\$ 1,508,503
Non-Departmental Interfund Loan				3,000,000		
5 Year CIP (One-Time Expenditures)	555,931	1,051,594	1,051,594	966,780	1,131,250	967,813
Contribution to or (Use of) Fund Balance	524,830	(643,684)	1,751,483	(1,579,309)	260,623	540,690
Ending Funds Available	\$16,746,964	\$16,103,280	\$18,498,447	\$16,919,138	\$17,179,761	\$17,720,451
Reserves & Internal Designations						
Contractual Reserve				300,000	300,000	300,000
Revenue Stabilization Reserve				1,774,398	1,869,134	1,956,815
Catastrophic Events Reserve				1,000,000	1,050,000	1,102,500
Capital Reserve				2,039,766	2,141,754	2,248,842
Opportunity/Economic Dev. Reserve				1,100,000	1,210,000	1,331,000
TABOR Reserve				1,706,638	1,868,128	1,849,736
Total Reserves & Internal Designations				7,920,802	8,439,016	8,788,893
Unobligated Reserves				\$ 8,998,336	\$ 8,740,745	\$ 8,931,558

2017-2019 Balanced Financial Plan Economic Development Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 2,695,860	\$ 2,670,491	\$ 2,670,491	\$ 3,136,406	\$ 2,000,000	\$ 2,000,000
Revenues						
Taxes						
Use	\$ 688,397	\$ 586,029	\$ 1,256,319	\$ 1,436,067	\$ 373,940	\$ 318,964
Investment Earnings	28,633	10,670	19,993	42,906	36,368	36,368
Other Revenue	180,002	-	-	-	-	-
Total Revenues	\$ 897,032	\$ 596,699	\$ 1,276,312	\$ 1,478,973	\$ 410,308	\$ 355,332
Expenditures						
Services & Other	\$ 922,401	\$ 810,397	\$ 810,397	\$ 2,615,379	\$ 410,308	\$ 355,332
Total Expenditures	\$ 922,401	\$ 810,397	\$ 810,397	\$ 2,615,379	\$ 410,308	\$ 355,332
Contribution to or (Use of) Fund Balance	(25,369)	(213,698)	465,915	(1,136,406)	-	-
Ending Funds Available	\$ 2,670,491	\$ 2,456,793	\$ 3,136,406	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Reserves & Internal Designations						
Future Incentive Obligation				2,000,000	2,000,000	2,000,000
Total Reserves & Internal Designations*				2,000,000	2,000,000	2,000,000
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Use Tax revenue is based on anticipated commercial development totaling 582,400 square feet of retail, industrial and office space. Use Tax revenue is calculated using August 2015 valuation data from the International Code Council
- Includes loan amount of \$50,000 for the Urban Renewal Authority
- Services & Other is budgeted to accommodate current economic assistance agreements plus capacity for new opportunities as they may arise
- The Future Incentive Obligation amount of \$2 million included 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 totaling 175,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority

2019

- Use Tax revenue is based on anticipated commercial development totaling 140,000 square feet of retail, industrial and office space. Includes loan amount of \$50,000 for the Urban Renewal Authority

2017-2019 Balanced Financial Plan

Transportation Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 4,459,326	\$ 4,393,333	\$ 4,393,333	\$ 4,007,300	\$ 5,897,577	\$ 8,865,871
Revenues						
Taxes						
Use	\$ 1,870,394	\$ 2,076,110	\$ 2,188,853	\$ 2,234,089	\$ 2,380,481	\$ 1,990,154
Sales	11,229,091	11,474,592	12,220,017	13,099,443	13,930,194	14,708,011
Motor Vehicle	2,275,003	2,158,400	2,463,146	2,610,935	2,761,064	2,912,923
Intergovernmental	3,024,280	3,141,507	3,259,903	4,430,016	3,136,648	3,176,807
Charges for Service	7,006	3,000	5,576	3,000	3,000	3,000
Investment Earnings	12,703	11,524	11,524	20,135	29,973	36,776
Contributions & Donations	196,234	127,000	127,000	191,000	6,000	6,000
Other Revenue	16,560	1,200	1,900	1,200	1,200	1,200
Total Revenues	\$18,631,271	\$18,993,333	\$20,277,919	\$22,589,818	\$22,248,560	\$22,834,871
Expenditures						
Personnel	\$ 3,149,123	\$ 3,444,880	\$ 3,250,968	\$ 3,961,810	\$ 4,130,714	\$ 4,307,602
Services & Other	8,728,212	10,007,855	10,020,991	8,578,706	8,273,360	11,253,992
Supplies	700,270	620,594	621,500	676,415	647,722	656,421
Capital	55,771	327,000	327,000	54,955	-	-
Debt & Financing	1,599,975	1,605,763	1,605,763	296,700	395,700	880,775
Transfers Out	3,837,667	2,034,725	2,034,725	1,081,455	1,132,770	1,160,837
Total Expenditures (Excluding One-Time)	\$18,071,018	\$18,040,817	\$17,860,947	\$14,650,041	\$14,580,266	\$18,259,627
Net Change Excluding One-Time Capital	560,253	952,516	2,416,972	7,939,777	7,668,294	4,575,244
5 Year CIP (One-Time Expenditures)	626,246	2,803,005	2,803,005	6,049,500	4,700,000	4,180,000
Contribution to or (Use of) Fund Balance	(65,993)	(1,850,489)	(386,033)	1,890,277	2,968,294	395,244
Ending Funds Available	\$ 4,393,333	\$ 2,542,844	\$ 4,007,300	\$ 5,897,577	\$ 8,865,871	\$ 9,261,115
Reserves & Internal Designations						
Revenue Stabilization Reserve				298,638	312,681	310,389
Catastrophic Events Reserve				1,629,227	1,710,688	1,796,222
Total Reserves & Internal Designations				1,927,865	2,023,369	2,106,611
Unobligated Reserves				\$ 3,969,712	\$ 6,842,502	\$ 7,154,504

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Requests include \$4,100,000 for the Pavement Maintenance Program and \$3,664,000 for multiple street reconstructions
- Significant capital project requests include \$1,667,000 for the reconstruction of Meadows Parkway and \$860,000 for traffic signal system improvements

2018

- Requests include \$5,900,000 for the Pavement Maintenance Program and \$3,050,000 for multiple street reconstructions
- Significant capital project requests include \$230,000 for traffic signal system improvements

2019

- Requests include \$7,900,000 for the Pavement Maintenance Program and \$2,910,000 for multiple street reconstructions
- Significant capital project requests include \$230,000 for traffic signal system improvements and \$800,000 for improvements in the historic Craig & Gould neighborhood

Note: Any changes in fees as a result of the current Impact Fee Study in progress could necessitate changes to appropriated amounts in the Transportation Funds

2017-2019 Balanced Financial Plan

Conservation Trust Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 1,124,314	\$ 174,656	\$ 174,656	\$ 44,905	\$ 394,812	\$ 679,575
Revenues						
Licenses & Permits	\$ 144,256	\$ 110,000	\$ 130,000	\$ 150,000	\$ 154,500	\$ 159,135
Intergovernmental	1,245,921	1,113,363	1,113,363	417,497	421,672	425,889
Investment Earnings	3,875	1,096	1,294	4,244	10,408	14,457
Other Revenue	7	-	-	-	-	-
Total Revenues	\$ 1,394,059	\$ 1,224,459	\$ 1,244,657	\$ 571,741	\$ 586,580	\$ 599,481
Expenditures						
Personnel	\$ -	\$ 75,431	\$ 53,908	\$ 85,334	\$ 89,317	\$ 93,509
Services & Other	103,257	-	3,752	-	-	-
Supplies	22,229	-	172	74,500	44,500	44,500
Capital	182,231	129,500	125,576	14,000	-	-
Transfers Out	2,036,000	950,000	950,000	-	-	-
Total Expenditures (Excluding One-Time)	\$ 2,343,717	\$ 1,154,931	\$ 1,133,408	\$ 173,834	\$ 133,817	\$ 138,009
Net Change Excluding One-Time Capital	(949,658)	69,528	111,249	397,907	452,763	461,472
5 Year CIP (One-Time Expenditures)	-	241,000	241,000	48,000	168,000	343,000
Contribution to or (Use of) Fund Balance	(949,658)	(171,472)	(129,751)	349,907	284,763	118,472
Ending Funds Available	\$ 174,656	\$ 3,184	\$ 44,905	\$ 394,812	\$ 679,575	\$ 798,047
Reserves & Internal Designations						
Committed for Fund Purpose				394,812	679,575	798,047
Total Reserves & Internal Designations				394,812	679,575	798,047
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Requested expenditures include the addition of a shed and utility cart at Paintbrush Park; Fibar mulch replenishment for playgrounds in Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

2018

- Requested expenditures include playground replacement at Mitchell Gulch Park; Fibar mulch replenishment for playgrounds in Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

2019

- Requested expenditures include playground replacement at Metzler Ranch Park; Fibar mulch replenishment for playgrounds in Town Parks; tree removal and replacement; furniture replacement; irrigation system improvements; and, POST Partners program funding

2017-2019 Balanced Financial Plan

Philip S. Miller Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 124,099	\$ 424,328	\$ 424,328	\$ 202,428	\$ 211,683	\$ 212,865
Revenues						
Investment Earnings	\$ 239	\$ 1,145	\$ 359	\$ 155	\$ 159	\$ 157
Contributions & Donations	285,000	285,000	275,000	275,000	275,000	275,000
Other Revenue	234,175	29,141	-	-	-	-
Total Revenues	\$ 519,414	\$ 315,286	\$ 275,359	\$ 275,155	\$ 275,159	\$ 275,157
Expenditures						
Personnel	\$ -	\$ 41,995	\$ 26,919	\$ -	\$ -	\$ -
Services & Other	219,185	287,550	268,000	265,900	273,977	282,440
Supplies	-	-	2,340	-	-	-
Transfers Out	-	200,000	200,000	-	-	-
Total Expenditures	\$ 219,185	\$ 529,545	\$ 497,259	\$ 265,900	\$ 273,977	\$ 282,440
Contribution to or (Use of) Fund Balance	300,229	(214,259)	(221,900)	9,255	1,182	(7,283)
Ending Funds Available	\$ 424,328	\$ 210,069	\$ 202,428	\$ 211,683	\$ 212,865	\$ 205,582
Reserves & Internal Designations						
Committed for Fund Purpose				211,683	212,865	205,582
Total Reserves & Internal Designations				211,683	212,865	205,582
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Personnel costs continue to fund half of an Events Specialist position are removed as costs shift to the Special Events Fund beginning in 2017
- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

2018

- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

2019

- Costs for leasing holiday lighting decorations are included in the Services & Other category, with an estimated 3% increase from the prior year

2017-2019 Balanced Financial Plan

Public Art Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 79,099	\$ 40,131	\$ 40,131	\$ 40,441	\$ 40,706	\$ 40,973
Revenues						
Investment Earnings	\$ 201	\$ 159	\$ 310	\$ 265	\$ 267	\$ 269
Contributions & Donations	25,000	25,000	25,000	25,000	25,000	25,000
Other Revenue	3	-	-	-	-	-
Total Revenues	\$ 25,204	\$ 25,159	\$ 25,310	\$ 25,265	\$ 25,267	\$ 25,269
Expenditures						
Services & Other	\$ 7,049	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Supplies	373	-	-	-	-	-
Capital	56,750	-	-	-	-	-
Total Expenditures	\$ 64,172	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Contribution to or (Use of) Fund Balance	(38,968)	159	310	265	267	269
Ending Funds Available	\$ 40,131	\$ 40,290	\$ 40,441	\$ 40,706	\$ 40,973	\$ 41,242
Reserves & Internal Designations						
Committed for Fund Purpose				40,706	40,973	41,242
Total Reserves & Internal Designations				40,706	40,973	41,242
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

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

2019

- Funds are included for annual public art initiatives that are yet to be determined

2017-2019 Balanced Financial Plan

Police Forfeiture Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 23,821	\$ 24,253	\$ 24,253	\$ 5,452	\$ 10,460	\$ 15,473
Revenues						
Intergovernmental	\$ 407	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Investment Earnings	25	27	27	8	13	18
Total Revenues	\$ 432	\$ 5,027	\$ 5,027	\$ 5,008	\$ 5,013	\$ 5,018
Expenditures						
Capital	\$ -	\$ 23,828	\$ 23,828	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ 23,828	\$ 23,828	\$ -	\$ -	\$ -
Contribution to or (Use of) Fund Balance	432	(18,801)	(18,801)	5,008	5,013	5,018
Ending Funds Available	\$ 24,253	\$ 5,452	\$ 5,452	\$ 10,460	\$ 15,473	\$ 20,491
Reserves & Internal Designations						
Committed for Fund Purpose				10,460	15,473	20,491
Total Reserves & Internal Designations				10,460	15,473	20,491
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- No significant changes are included at this time

2018

- No significant changes are included at this time

2019

- No significant changes are included at this time

2017-2019 Balanced Financial Plan

DDA TIF Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ -	\$ 963,810	\$ 963,810	\$ 963,810	\$ 359,488	\$ 359,532
Revenues						
Taxes						
Property	\$ -	\$ 9,600	\$ 9,600	\$ 50,000	\$ 200,900	\$ 542,951
Sales	1,186,160	1,221,202	1,221,202	1,291,016	1,545,735	1,751,785
Investment Earnings	-	989	989	206	-	-
Debt & Financing Revenue	-	900,000	900,000	-	-	-
Other Revenue	-	2,509,000	2,509,000	9,000	9,000	9,000
Total Revenues	\$ 1,186,160	\$ 4,640,791	\$ 4,640,791	\$ 1,350,222	\$ 1,755,635	\$ 2,303,736
Expenditures						
Services & Other	\$ 40,014	\$ -	\$ 6,901	\$ 58,512	\$ 117,789	\$ 201,566
Capital	181,600	1,019,981	1,013,080	1,596,495	1,338,230	1,800,199
Debt & Financing	736	1,120,810	1,120,810	299,537	299,572	299,608
Transfers Out	-	2,500,000	2,500,000	-	-	-
Total Expenditures	\$ 222,350	\$ 4,640,791	\$ 4,640,791	\$ 1,954,544	\$ 1,755,591	\$ 2,301,373
Contribution to or (Use of) Fund Balance	963,810	-	-	(604,322)	44	2,363
Ending Funds Available	\$ 963,810	\$ 963,810	\$ 963,810	\$ 359,488	\$ 359,532	\$ 361,895
Reserves & Internal Designations						
Debt Service Reserve				313,726	313,754	313,784
Committed for Fund Purpose				45,762	45,778	48,111
Total Reserves & Internal Designations				359,488	359,532	361,895
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Requested expenditures include the budgeted use of existing fund balance in order to accommodate capacity for new opportunities as they may arise
- Capital expenditures are estimated and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

2018

- Capital expenditures are estimated and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

2019

- Capital expenditures are estimated and require Council approval
- Other than Debt & Financing costs, expenditures in this fund are generally one-time in nature as they are related to specific projects and initiatives

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 intended to be 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 future 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.

2017-2019 Balanced Financial Plan

Special Events Fund

Category	2015 Actual	2016 Amended Budget	2016 Year-End Estimate	2017 Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ -	\$ -	\$ -	\$ 247,250	\$ 282,528	\$ 359,820
Revenues						
Charges for Service	\$ -	\$ 247,250	\$ 247,250	\$ 370,875	\$ 420,325	\$ 445,050
Investment Earnings	-	-	-	1,707	2,069	2,429
Transfers In	-	200,000	200,000	-	-	-
Total Revenues	\$ -	\$ 447,250	\$ 447,250	\$ 372,582	\$ 422,394	\$ 447,479
Expenditures						
Personnel	\$ -	\$ -	\$ -	\$ 70,189	\$ 73,291	\$ 136,430
Services & Other	-	137,300	137,300	201,815	205,832	209,929
Supplies	-	62,700	62,700	65,300	65,979	66,665
Total Expenditures	\$ -	\$ 200,000	\$ 200,000	\$ 337,304	\$ 345,102	\$ 413,024
Contribution to or (Use of) Fund Balance	-	247,250	247,250	35,278	77,292	34,455
Ending Funds Available	-	247,250	247,250	282,528	359,820	394,275
Reserves & Internal Designations						
Committed for Fund Purpose				282,528	359,820	394,275
Total Reserves & Internal Designations				282,528	359,820	394,275
Unobligated Reserves				\$ -	\$ -	\$ -

* Net Revenues/Expenditures will be monitored and if revenue does not materialize in outgoing years then expenditures will be reduced

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Charges for Service revenue is budgeted to increase by 25% over 2016 as growth in Town events is anticipated in the second year of special events for the Town
- Requested personnel expenditures include salary and benefits for the Special Events Specialist position. Funding for this position was split between the Philip S. Miller Trust Fund and Community Center Fund in 2016
- Services & Other and Supplies categories are requested to increase in order to more accurately capture special event and staffing costs

2018

- Charges for Service revenue is budgeted to increase by 13% over 2017 as growth in Town events is anticipated
- Continued funding for the Special Events Specialist position is requested

2019

- Charges for Service revenue is budgeted to increase by 6% over 2018 as growth in Town events is anticipated
- Requested expenditures include 50% of the Special Events Manager position salary and benefits. The remaining 50% of this position is funded in the Deputy Town Manager's Office in the General Fund. Future planning includes moving 100% of this position cost into the Special Events Fund beginning in 2020
- Continued funding for the Special Events Specialist position is requested
- Services & Other and Supplies categories are requested to increase to more accurately capture special event and staffing costs

2017-2019 Balanced Financial Plan Parks and Recreation Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 1,859,262	\$ 1,379,146	\$ 1,379,146	\$ 1,275,426	\$ 233,375	\$ (836,979)
Revenues						
Intergovernmental	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	13,090	10,136	10,748	9,351	1,493	-
Impact Fees	2,298,641	2,694,620	2,887,968	2,130,200	2,337,016	1,790,560
Contributions & Donations	40,000	20,000	20,000	20,000	20,000	20,000
Transfers In	7,536,000	3,950,000	3,950,000	9,861	-	-
Total Revenues	\$10,137,731	\$ 6,674,756	\$ 6,868,716	\$ 2,169,412	\$ 2,358,509	\$ 1,810,560
Expenditures						
Services & Other	\$ 13,671	\$ 16,811	\$ 16,811	\$ -	\$ -	\$ -
Capital	-	-	-	-	-	-
Debt & Financing	708,763	711,963	711,963	709,963	707,863	712,063
Interfund Loan	1,688,459	742,000	742,000	731,500	721,000	710,500
Transfers Out	-	-	-	1,470,000	-	-
Total Expenditures (Excluding One-Time)	\$ 2,410,893	\$ 1,470,774	\$ 1,470,774	\$ 2,911,463	\$ 1,428,863	\$ 1,422,563
Net Change Excluding One-Time Capital	\$ 7,726,838	\$ 5,203,982	\$ 5,397,942	\$ (742,051)	\$ 929,646	\$ 387,997
5 Year CIP (One-Time Expenditures)	8,206,954	5,501,662	5,501,662	300,000	2,000,000	-
Contribution to or (Use of) Fund Balance	(480,116)	(297,680)	(103,720)	(1,042,051)	(1,070,354)	387,997
Ending Funds Available	\$ 1,379,146	\$ 1,081,466	\$ 1,275,426	\$ 233,375	\$ (836,979)	\$ (448,982)
Reserves & Internal Designations						
Committed for Fund Purpose				233,375	-	-
Total Reserves & Internal Designations				233,375	-	-
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Impact fees are projected using 700 new single family and 100 multi-family units
- Capital funding is requested for a link to future parking and for the design of a new neighborhood park
- A portion of construction costs for a Parks and Facilities Maintenance Building are requested - costs for this project are shared with the General Long-term Planning and Municipal Facilities Capital Funds. This request is a one-time use of fund balance to transfer funds to the Municipal Facilities Capital Fund for the purpose of funding this project

2018

- Impact fees are projected using 700 new single family and 192 multi family units
- Capital funding is requested for the construction of a new neighborhood park

2019

- Impact fees are projected using 600 new single family and 72 multi family units

Note: Any changes in fees as a result of the current Impact Fee Study in progress could necessitate changes to future planning in the Parks and Recreation Capital Fund

2017-2019 Balanced Financial Plan

Facilities Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 1,313,947	\$ 1,244,324	\$ 1,244,324	\$ 1,553,108	\$ 253,269	\$ 586,060
Revenues						
Investment Earnings	\$ 5,110	\$ 9,929	\$ 4,717	\$ 5,382	\$ 2,502	\$ 4,280
Impact Fees	297,502	526,802	390,842	287,235	303,479	232,870
Transfers In	-	-	-	2,485,000	-	-
Interfund Loan Revenue	-	7,246	7,246	26,809	26,810	26,809
Total Revenues	\$ 302,612	\$ 543,977	\$ 402,805	\$ 2,804,426	\$ 332,791	\$ 263,959
Expenditures						
Services & Other	\$ 78,735	\$ 94,021	\$ 94,021	\$ 106,887	\$ -	\$ -
Transfers Out	293,500	-	-	497,378	-	-
Total Expenditures (Excluding One-Time)	\$ 372,235	\$ 94,021	\$ 94,021	\$ 604,265	\$ -	\$ -
Net Change Excluding One-Time Capital	(69,623)	449,956	308,784	2,200,161	332,791	263,959
5 Year CIP (One-Time Expenditures)	-	-	-	3,500,000	-	-
Contribution to or (Use of) Fund Balance	(69,623)	449,956	308,784	(1,299,839)	332,791	263,959
Ending Funds Available	\$ 1,244,324	\$ 1,694,280	\$ 1,553,108	\$ 253,269	\$ 586,060	\$ 850,019
Reserves & Internal Designations						
Committed for Fund Purpose				253,269	586,060	850,019
Total Reserves & Internal Designations				253,269	586,060	850,019
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Impact fees are projected using 700 new single family and 100 multi-family units
- Increase in lease payments related to space rental for DoIT including additional space as approved in 2016
- Requested transfers out include an adjustment for impact fee revenue received between 2011 - 2014 that should have been distributed to Transportation Capital and Parks & Recreation Capital Funds
- A portion of construction costs for a Parks and Facilities Maintenance Building are included - costs for this project are shared with the General Long-term Planning and Parks & Recreation Capital Funds are reflected as Transfers In to this fund

2018

- Impact fees are projected using 700 new single family and 192 multi family units
- The lease for space rental is expected to end by 2018 due to plans for DoIT staff to relocate to Town Hall after the expansion project is complete

2019

- Impact fees are projected using 600 new single family and 72 multi family units

2017-2019 Balanced Financial Plan

Fire Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 2,581,259	\$ 2,919,725	\$ 2,919,725	\$ 3,094,653	\$ 296,661	\$ (123,559)
Revenues						
Investment Earnings	\$ 12,783	\$ 16,260	\$ 16,260	\$ 12,237	\$ 1,819	\$ 687
Impact Fees	490,058	581,948	700,046	514,082	504,546	387,450
Transfers In	-	-	-	3,000,000	-	-
Total Revenues	\$ 502,841	\$ 598,208	\$ 716,306	\$ 3,526,319	\$ 506,365	\$ 388,137
Expenditures						
Services & Other	\$ 121,146	\$ 50,455	\$ 50,455	\$ 60,175	\$ 12,000	\$ -
Supplies	-	-	-	-	289,282	-
Capital	-	190,000	190,000	-	300,000	-
Interfund Loan	-	-	-	-	325,303	325,302
Transfers Out	43,229	55,059	55,059	1,501,981	-	-
Total Expenditures (Excluding One-Time)	\$ 164,375	\$ 295,514	\$ 295,514	\$ 1,562,156	\$ 926,585	\$ 325,302
Net Change Excluding One-Time Capital	338,466	302,694	420,792	1,964,163	(420,220)	62,835
5 Year CIP (One-Time Expenditures)	\$ -	\$ 245,864	\$ 245,864	\$ 4,762,155	\$ -	\$ -
Contribution to or (Use of) Fund Balance	338,466	56,830	174,928	(2,797,992)	(420,220)	62,835
Ending Funds Available	\$ 2,919,725	\$ 2,976,555	\$ 3,094,653	\$ 296,661	\$ (123,559)	\$ (60,724)
Reserves & Internal Designations						
Committed for Fund Purpose				296,661	(123,559)	(60,724)
Total Reserves & Internal Designations				296,661	(123,559)	(60,724)
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

2017

- Funds to construct the new Crystal Valley Fire Station for approximately \$4.7M and vehicle acquisitions for just under \$1.5M associated with the station are included in 2017. Continuance of lease payments for the Public Safety Training Center and a portion of the vehicle purchase associated with the Fire Prevention Officer position are requested in 2017. Transfers In reflects an interfund loan from the General Fund for \$3M to be paid back with future impact fees. Transfers out are associated with the requested vehicle acquisition for the new Crystal Valley Fire Station. The requests associated with the new position and Crystal Valley Fire Station are one-time expenditures and use of fund balance

2018

- Apparatus equipment, furnishings, radios, fitness and office equipment associated with the new Crystal Valley Fire Station are included in 2018 as proposed. Interfund loan payments to the General Fund associated with the new Crystal Valley Fire Station anticipated to open in the summer of 2018 are included as requested. Requested expenditures included the planned utilization of existing fund balance to accommodate one-time expenditures for the Crystal Valley Fire Station

2019

- Continuation of interfund loan payments to the General Fund associated with the new Crystal Valley Fire Station are included as proposed

2017-2019 Balanced Financial Plan

Police Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 271,093	\$ 211,786	\$ 211,786	\$ 76,276	\$ 173,159	\$ 148,751
Revenues						
Investment Earnings	\$ 795	\$ 382	\$ 1,298	\$ 616	\$ 799	\$ 559
Impact Fees	258,025	321,527	355,941	262,495	257,947	197,410
Transfers In	270,000	-	-	-	-	-
Total Revenues	\$ 528,820	\$ 321,909	\$ 357,239	\$ 263,111	\$ 258,746	\$ 197,969
Expenditures						
Services & Other	\$ 23,113	\$ 21,991	\$ 21,991	\$ 20,895	\$ -	\$ -
Capital	410,176	186,661	186,661	-	-	-
Interfund Loan	60,173	67,420	67,420	86,983	86,984	86,983
Transfers Out	94,665	216,677	216,677	58,350	196,170	185,709
Total Expenditures (Excluding One-Time)	\$ 588,127	\$ 492,749	\$ 492,749	\$ 166,228	\$ 283,154	\$ 272,692
Net Change Excluding One-Time Capital	\$ (59,307)	\$ (170,840)	\$ (135,510)	\$ 96,883	\$ (24,408)	\$ (74,723)
5 Year CIP (One-Time Expenditures)	-	-	-	-	-	-
Contribution to or (Use of) Fund Balance	(59,307)	(170,840)	(135,510)	96,883	(24,408)	(74,723)
Ending Funds Available	\$ 211,786	\$ 40,946	\$ 76,276	\$ 173,159	\$ 148,751	\$ 74,028
Reserves & Internal Designations						
Committed for Fund Purpose				173,159	148,751	74,028
Total Reserves & Internal Designations				173,159	148,751	74,028
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Lease payments for the Public Safety Training Center, interfund loan payments, and vehicle purchases associated with new positions are requested

2018

- Interfund loan payments and vehicle purchases associated with new positions are requested. Requested expenditures include the planned utilization of existing fund balance to accommodate one-time capital expenditures associated with vehicle purchases

2019

- Interfund loan payments and vehicle purchases associated with new positions are requested. Requested expenditures included the planned utilization of existing fund balance to accommodate one-time capital expenditures associated with vehicle purchases

2017-2019 Balanced Financial Plan

Transportation Capital Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$39,717,855	\$14,784,596	\$14,784,596	\$ 2,306,331	\$ 2,322,505	\$ (4,695,894)
Revenues						
Taxes						
Use	\$ 1,391,505	\$ 1,555,807	\$ 1,638,682	\$ 1,672,548	\$ 1,782,144	\$ 1,489,926
Intergovernmental	-	-	-	269,000	1,447,000	-
Investment Earnings	109,823	1,839	1,839	22,377	11,204	-
Impact Fees	2,347,117	2,852,990	3,401,319	2,531,017	2,456,758	1,896,540
Contributions & Donations	3,012,573	3,601,382	1,155,678	577,333	2,707,333	-
Transfers In	2,800,000	1,000,000	1,000,000	423,517	-	-
Other Revenue	22	-	-	-	-	-
Total Revenues	\$ 9,661,040	\$ 9,012,018	\$ 7,197,518	\$ 5,495,792	\$ 8,404,439	\$ 3,386,466
Expenditures						
Personnel	\$ 111,679	\$ 117,153	\$ 114,765	\$ -	\$ -	\$ -
Services & Other	2,298	16,135	16,135	-	-	-
Capital	-	-	-	-	-	-
Debt & Financing	872,088	871,788	872,088	1,353,150	1,350,838	1,352,163
Interfund Loan	11,435,000	1,052,500	1,052,500	2,537,500	-	-
Transfers Out	190,643	-	-	176,968	-	-
Total Expenditures (Excluding One-Time)	\$12,611,708	\$ 2,057,576	\$ 2,055,488	\$ 4,067,618	\$ 1,350,838	\$ 1,352,163
Net Change Excluding One-Time Capital	(2,950,668)	6,954,442	5,142,030	1,428,174	7,053,601	2,034,303
5 Year CIP (One-Time Expenditures)	21,982,591	19,120,295	17,620,295	1,412,000	14,072,000	-
Contribution to or (Use of) Fund Balance	(24,933,259)	(12,165,853)	(12,478,265)	16,174	(7,018,399)	2,034,303
Ending Funds Available	\$14,784,596	\$ 2,618,743	\$ 2,306,331	\$ 2,322,505	\$ (4,695,894)	\$ (2,661,591)
Reserves & Internal Designations						
Committed for Fund Purpose				2,322,505	-	-
Total Reserves & Internal Designations				2,322,505	-	-
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Five Year Capital Improvement Program requested projects include \$360,000 for design of improvements and right of way acquisition at Founders Parkway (SH86) and Allen Way and \$175,000 for design of an expansion to the Service Center Building
- Final repayment of \$2.5 million in principal to the Utilities Department for a 2014 interfund loan related to the North Meadows Extension is included
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included

2018

- Five Year Capital Improvement Program requested projects include \$2 million for the construction of the Service Center expansion, \$3.7 million for construction of improvements to Founders Parkway (SH86) and Allen Way and \$2.4 million for construction of improvements at Founders Parkway (SH86) and Crowfoot Valley Road
- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included

2019

- Principal and interest payments of \$1,353,150 for the 2013 TAP Bonds are included

Note: Any changes in fees as a result of the current Impact Fee Study in progress could necessitate changes to future planning in the Transportation Funds

2017-2019 Balanced Financial Plan General Long Term Planning Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 1,902,132	\$ 1,907,442	\$ 1,907,442	\$ 1,224,356	\$ 112,095	\$ 494,896
Revenues						
Taxes						
Use	\$ 1,083,450	\$ 1,208,939	\$ 1,275,666	\$ 1,302,029	\$ 1,387,347	\$ 1,159,864
Investment Earnings	7,391	9,605	8,291	3,810	1,838	2,799
Other Revenue	520	-	-	-	-	-
Total Revenues	\$ 1,091,361	\$ 1,218,544	\$ 1,283,957	\$ 1,305,839	\$ 1,389,185	\$ 1,162,663
Expenditures						
Services & Other	\$ 417,656	\$ -	\$ 10,631	\$ 520,000	\$ 605,665	\$ 692,956
Supplies	231,694	-	64,639	113,100	134,719	200,035
Capital	137,711	996,659	921,389	-	-	-
Transfers Out	-	500,000	500,000	1,015,000	-	-
Total Expenditures (Excluding One-Time)	\$ 787,061	\$ 1,496,659	\$ 1,496,659	\$ 1,648,100	\$ 740,384	\$ 892,991
Net Change Excluding One-Time Capital	304,300	(278,115)	(212,702)	(342,261)	648,801	269,672
5 Year CIP (One-Time Expenditures)	298,990	470,384	470,384	770,000	266,000	295,000
Contribution to or (Use of) Fund Balance	5,310	(748,499)	(683,086)	(1,112,261)	382,801	(25,328)
Ending Funds Available	\$ 1,907,442	\$ 1,158,943	\$ 1,224,356	\$ 112,095	\$ 494,896	\$ 469,568
Reserves & Internal Designations						
Committed for Fund Purpose				112,095	494,896	469,568
Total Reserves & Internal Designations				112,095	494,896	469,568
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Use Tax revenue is projected using 700 new single family and 100 multi family units and is based on valuation rates included in the August 2015 International Code Council
- Capital funding is requested for projects including various building improvements, a records management system and installation of a wireless network ring
- A portion of construction costs for a Parks and Facilities Maintenance Building are requested - costs for this project are shared with the Parks & Recreation Capital and Municipal Facilities Capital Funds. This request is to transfer funds to the Municipal Facilities Capital Fund for the purpose of funding this project
- The projects that are currently planned will require the use of available fund balance as shown by the difference represented above

2018

- Use Tax revenue is projected using 700 new single family and 192 multi family units and is based on a 1% increase of valuation rates included in the August 2015 International Code Council
- Capital funding is requested for synthetic turf replacement

2019

- Use Tax revenue is projected using 600 new single family and 72 multi family units and is based on a 1% increase of valuation rates included in the August 2015 International Code Council
- Capital funding is requested for synthetic turf replacement

2017-2019 Balanced Financial Plan

Water Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$12,374,849	\$19,762,952	\$19,762,952	\$20,301,036	\$22,594,652	\$25,966,394
Revenues						
Intergovernmental	\$ 50,000	\$ -	\$ -	\$ 100,000	\$ 125,000	\$ 150,000
Charges for Service	12,294,410	12,947,433	13,192,087	14,114,336	14,518,881	14,924,122
Fines & Forfeitures	340,914	348,552	363,500	379,500	379,500	379,500
Investment Earnings	65,922	92,547	93,347	105,885	119,635	132,019
System Development Fees	3,026,611	2,034,686	2,939,000	2,825,581	2,896,343	2,967,896
Contributions & Donations	31,158	-	-	-	-	-
Interfund Loan Revenue	4,780,500	1,072,750	1,072,750	2,557,750	695,250	685,125
Debt & Financing Revenue	6,252,192	-	-	-	-	-
Other Revenue	308,346	71,550	165,381	72,550	72,550	72,550
Total Revenues	\$27,150,053	\$16,567,518	\$17,826,065	\$20,155,602	\$18,807,159	\$19,311,212
Expenditures						
Personnel	\$ 2,556,380	\$ 2,902,826	\$ 2,717,476	\$ 2,944,848	\$ 3,229,329	\$ 3,420,392
Services & Other	4,399,852	4,373,519	4,381,113	4,595,827	4,700,502	4,979,940
Supplies	1,121,744	1,158,903	1,166,687	1,220,833	1,125,954	1,155,618
Capital	43,868	971,319	971,319	251,982	151,482	151,482
Debt & Financing	8,000,431	1,253,587	1,969,987	1,740,767	1,746,879	1,752,251
Transfers Out	1,359,649	1,688,563	1,684,401	1,728,809	1,808,271	1,905,445
Total Expenditures (Excluding One-Time)	\$17,481,924	\$12,348,717	\$12,890,983	\$12,483,066	\$12,762,417	\$13,365,128
Net Change Excluding One-Time Capital	9,668,129	4,218,801	4,935,082	7,672,536	6,044,742	5,946,084
5 Year CIP (One-Time Expenditures)	2,280,026	5,031,998	4,396,998	5,378,920	2,673,000	4,182,641
Contribution to or (Use of) Fund Balance	7,388,103	(813,197)	538,084	2,293,616	3,371,742	1,763,443
Ending Funds Available	\$19,762,952	\$18,949,755	\$20,301,036	\$22,594,652	\$25,966,394	\$27,729,837
Reserves & Internal Designations						
Operating Designations				1,460,251	1,509,298	1,592,658
Catastrophic Events Reserve				5,346,135	5,533,250	5,726,913
Revenue Stabilization Reserve				1,590,000	1,685,400	1,786,524
Capital Reserve				13,198,266	16,238,446	17,623,742
Committed for Fund Purpose				1,000,000	1,000,000	1,000,000
Total Reserves & Internal Designations				22,594,652	25,966,394	27,729,837
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Significant capital project requests include \$3,475,000 water supply well construction and upgrades and \$660,000 for pumping and distribution system upgrades

2018

- Significant capital project requests include the \$853,000 for waterline rehabilitation and replacement projects and \$725,000 for water supply well rehabilitation and replacement

2019

- Significant capital project requests include \$1,403,641 for construction of a new Administration/Customer Service building, \$850,000 for pumping and distribution upgrades, \$374,000 for replacement of waterlines in the Glovers neighborhood and \$500,000 for existing well rehabilitation and replacement

2017-2019 Balanced Financial Plan

Water Resources Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$76,796,700	\$91,940,477	\$91,940,477	\$65,420,866	\$63,757,092	\$64,168,836
Revenues						
Charges for Service	\$ 7,419,260	\$ 7,785,184	\$ 7,753,789	\$ 8,676,054	\$ 9,238,076	\$ 9,828,811
Fines & Forfeitures	49,292	51,500	51,500	51,500	51,500	51,500
Investment Earnings	325,540	193,321	193,321	235,257	138,190	174,124
System Development Fees	12,110,161	10,418,100	12,174,400	15,401,681	15,832,928	16,276,250
Transfers In	1,101,071	1,492,462	1,122,684	1,528,166	1,607,369	1,704,115
Interfund Loan Revenue	4,044,658	-	-	-	-	-
Debt & Financing Revenue	-	129,000	129,000	-	-	-
Other Revenue	203,533	240	22,746	129,240	129,240	4,396,990
Total Revenues	\$25,253,515	\$20,069,807	\$21,447,440	\$26,021,898	\$26,997,303	\$32,431,790
Expenditures						
Personnel	\$ 1,539,047	\$ 1,731,103	\$ 1,655,547	\$ 1,875,148	\$ 2,185,095	\$ 2,323,925
Services & Other	1,210,886	1,939,199	1,947,421	3,020,268	3,992,393	4,621,474
Supplies	236,658	302,025	306,478	326,722	332,500	344,981
Capital	3,204	129,885	129,885	36,405	36,521	36,639
Debt & Financing	2,463,841	4,624,212	4,624,212	4,269,928	4,265,747	4,288,247
Transfers Out	25,012	4,583	4,583	4,707	4,707	4,707
Total Expenditures (Excluding One-Time)	\$ 5,478,648	\$ 8,731,007	\$ 8,668,126	\$ 9,533,178	\$10,816,963	\$11,619,973
Net Change Excluding One-Time Capital	19,774,867	11,338,800	12,779,314	16,488,720	16,180,340	20,811,817
5 Year CIP (One-Time Expenditures)	4,631,090	39,298,925	39,298,925	18,152,494	15,768,596	15,328,356
Contribution to or (Use of) Fund Balance	15,143,777	(27,960,125)	(26,519,611)	(1,663,774)	411,744	5,483,461
Ending Funds Available	\$91,940,477	\$63,980,352	\$65,420,866	\$63,757,092	\$64,168,836	\$69,652,297
Reserves & Internal Designations						
Operating Designations				870,356	1,084,998	1,215,063
Catastrophic Events Reserve				2,429,715	2,514,755	2,602,771
Capital Reserve				59,957,021	60,069,083	65,334,463
Committed for Fund Purpose				500,000	500,000	500,000
Total Reserves & Internal Designations				63,757,092	64,168,836	69,652,297
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Significant capital project requests include \$9.8 million for construction of the Plum Creek Diversion Structure and related infrastructure, \$5.6 million for future pipelines and pump stations and \$1.2 million the Chatfield Reallocation Project

2018

- Significant capital project requests include \$10.8 million for improvements to the Plum Creek Water Purification Facility, \$2.8 million for the Alternative Source of Supply Project and \$1.2 million for the Chatfield Reallocation Project

2019

- Significant capital project requests include \$3.8 million for the WISE project, \$6.9 million for improvements to the Plum Creek Water Purification Facility, \$2.7 million for the Alternative Source of Supply Project and \$627,940 for construction of a new Administration/Customer Service building

2017-2019 Balanced Financial Plan

Stormwater Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 6,649,615	\$ 6,027,252	\$ 6,027,252	\$ 4,079,377	\$ 4,752,724	\$ 4,721,822
Revenues						
Charges for Service	\$ 2,859,711	\$ 3,446,642	\$ 3,448,241	\$ 3,948,295	\$ 4,238,924	\$ 4,559,872
Fines & Forfeitures	253	1,500	500	1,500	1,500	1,500
Investment Earnings	19,833	22,780	22,780	20,615	22,086	22,339
System Development Fees	750,008	1,062,600	1,498,400	1,206,115	1,242,150	1,244,246
Contributions & Donations	3,815	2,315	2,315	2,315	2,315	2,315
Other Revenue	3,569	3,504	3,504	3,569	3,636	3,773
Total Revenues	\$ 3,637,189	\$ 4,539,341	\$ 4,975,740	\$ 5,182,409	\$ 5,510,611	\$ 5,834,045
Expenditures						
Personnel	\$ 1,291,335	\$ 1,506,658	\$ 1,423,521	\$ 1,483,474	\$ 1,618,611	\$ 1,692,755
Services & Other	601,330	599,958	603,375	630,418	624,497	645,061
Supplies	67,979	93,672	94,227	91,250	90,014	92,193
Capital	(1)	10,000	10,122	-	-	-
Interfund Loan	40,500	20,250	20,250	20,250	695,250	685,125
Transfers Out	120,466	96,260	92,622	98,510	98,845	99,551
Total Expenditures (Excluding One-Time)	\$ 2,121,609	\$ 2,326,798	\$ 2,244,117	\$ 2,323,902	\$ 3,127,217	\$ 3,214,685
Net Change Excluding One-Time Capital	1,515,580	2,212,543	2,731,623	2,858,507	2,383,394	2,619,360
5 Year CIP (One-Time Expenditures)	2,137,943	4,679,498	4,679,498	2,185,160	2,414,296	2,451,202
Contribution to or (Use of) Fund Balance	(622,363)	(2,466,955)	(1,947,875)	673,347	(30,902)	168,158
Ending Funds Available	\$ 6,027,252	\$ 3,560,297	\$ 4,079,377	\$ 4,752,724	\$ 4,721,822	\$ 4,889,980
Reserves & Internal Designations						
Operating Designations				367,524	388,854	405,002
Capital Reserve				3,885,200	3,832,968	3,984,978
Committed for Fund Purpose				500,000	500,000	500,000
Total Reserves & Internal Designations				4,752,724	4,721,822	4,889,980
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Significant capital project requests include \$2 million for various stream stabilization projects, including \$533,361 for Hangman's Gulch stabilization, \$450,000 for Doulgas Lane tributary stabilization and \$789,547 for Parkview Tributary stabilization

2018

- Significant capital project requests include \$2.3 million for various stream stabilization projects, including \$1.2 million for East Plum Creek stabilization and \$592,828 for McMurdo Gulch stabilization

2019

- Significant capital project requests include \$638,165 for construction of an Administration/Customer Service building and \$2.2 million for various stream stabilization projects, including \$1.8 million for Industrial Tributary stabilization and \$334,164 for East Plum Creek stabilization

2017-2019 Balanced Financial Plan

Wastewater Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$10,930,426	\$20,022,468	\$20,022,468	\$21,865,829	\$24,080,850	\$27,600,618
Revenues						
Intergovernmental	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	9,087,750	9,400,850	9,581,793	10,335,752	10,684,111	11,032,471
Fines & Forfeitures	343	1,500	500	1,500	1,500	1,500
Investment Earnings	50,578	84,966	84,966	81,747	91,982	104,974
System Development Fees	5,097,705	2,213,349	2,595,095	3,000,361	2,735,092	3,395,242
Contributions & Donations	43,620	59,022	29,510	29,510	29,510	29,510
Interfund Loan Revenue	3,090,000	-	-	-	-	-
Other Revenue	140,015	18,100	136,540	136,240	136,240	136,240
Total Revenues	\$17,518,511	\$11,777,787	\$12,428,404	\$13,585,110	\$13,678,435	\$14,699,937
Expenditures						
Personnel	\$ 1,138,393	\$ 1,331,795	\$ 1,268,974	\$ 1,370,608	\$ 1,460,218	\$ 1,529,449
Services & Other	5,399,723	3,361,146	3,371,145	3,591,783	3,709,843	3,857,559
Supplies	192,932	278,734	280,204	294,446	288,598	292,225
Capital	5,939	110,617	113,699	76,750	84,750	79,750
Debt & Financing	330,885	332,538	332,538	333,258	333,546	335,274
Transfers Out	68,752	66,494	66,494	67,001	67,076	67,076
Total Expenditures (Excluding One-Time)	\$ 7,136,624	\$ 5,481,324	\$ 5,433,054	\$ 5,733,846	\$ 5,944,031	\$ 6,161,333
Net Change Excluding One-Time Capital	10,381,887	6,296,463	6,995,350	7,851,264	7,734,404	8,538,604
5 Year CIP (One-Time Expenditures)	1,289,845	5,342,944	5,151,989	5,636,243	4,214,636	4,772,951
Contribution to or (Use of) Fund Balance	9,092,042	953,519	1,843,361	2,215,021	3,519,768	3,765,653
Ending Funds Available	\$20,022,468	\$20,975,987	\$21,865,829	\$24,080,850	\$27,600,618	\$31,366,271
Reserves & Internal Designations						
Operating Designations				876,140	909,777	946,539
Catastrophic Events Reserve				1,647,022	1,784,709	1,895,931
Capital Reserve				20,557,688	23,906,132	27,523,801
Committed for Fund Purpose				1,000,000	1,000,000	1,000,000
Total Reserves & Internal Designations				24,080,850	27,600,618	31,366,271
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Significant capital project requests include \$4.6 million for capacity expansion and treatment for the PCWRA and \$200,000 for Castle Oaks lift station upgrades

2018

- Significant capital project requests include \$2.8 million for capacity expansion and treatment for the PCWRA and \$390,000 for sewer line improvements in the Young American subdivision

2019

- Significant capital project requests include \$3.3 million for capacity expansion and treatment for the PCWRA and \$588,308 for construction of an Administration/Customer Service building

2017-2019 Balanced Financial Plan

Golf Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 1,928,462	\$ 2,109,534	\$ 2,109,534	\$ 1,426,160	\$ 1,188,786	\$ 1,039,605
Revenues						
Charges for Service	\$ 2,782,398	\$ 2,878,877	\$ 2,876,347	\$ 3,000,152	\$ 3,090,157	\$ 3,182,860
Investment Earnings	4,561	11,529	10,922	3,274	2,790	2,640
Transfers In	80,000	80,000	80,000	80,000	80,000	80,000
Debt & Financing Revenue	5,750,123	303,446	303,446	-	-	334,135
Other Revenue	1,671	-	-	-	-	-
Total Revenues	\$ 8,618,753	\$ 3,273,852	\$ 3,270,715	\$ 3,083,426	\$ 3,172,947	\$ 3,599,635
Expenditures						
Personnel	\$ 1,158,935	\$ 1,198,161	\$ 1,193,742	\$ 1,253,192	\$ 1,307,549	\$ 1,364,463
Services & Other	549,423	601,203	594,170	611,587	800,787	649,380
Supplies	501,215	543,918	543,918	543,800	549,739	558,977
Debt & Financing	5,277,962	658,300	658,300	654,238	653,799	652,592
Interfund Loan	606,730	7,825	7,825	7,512	7,512	7,512
Transfers Out	3,293	2,688	2,688	2,742	2,742	2,742
Total Expenditures (Excluding One-Time)	\$ 8,097,558	\$ 3,012,095	\$ 3,000,643	\$ 3,073,071	\$ 3,322,128	\$ 3,235,666
Net Change Excluding One-Time Capital	\$ 521,195	\$ 261,757	\$ 270,072	\$ 10,355	\$ (149,181)	\$ 363,969
5 Year CIP (One-Time Expenditures)	340,123	953,446	953,446	247,729	-	334,135
Contribution to or (Use of) Fund Balance	181,072	(691,689)	(683,374)	(237,374)	(149,181)	29,834
Ending Funds Available	\$ 2,109,534	\$ 1,417,845	\$ 1,426,160	\$ 1,188,786	\$ 1,039,605	\$ 1,069,439
Reserves & Internal Designations						
Revenue Stabilization Reserve				200,000	200,000	200,000
Capital Reserve				145,061	145,061	145,061
Debt Service Reserve				500,815	500,815	500,815
Total Reserves & Internal Designations				845,876	845,876	845,876
Unobligated Reserves				\$ 342,910	\$ 193,729	\$ 223,563

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- A rate increase of \$3.00 for all 18-hole posted fee categories and an increase of \$1.00 for all 9-hole posted fee categories with the exception of junior fees and league fees is requested
- Other requests 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

- Requested expenditures include a lease for golf course maintenance equipment to replace equipment that is at the end of its useful life
- Parking lot repairs at Red Hawk Ridge are requested

2019

- Requested expenditures for a new golf cart lease are included for planning purposes. However, condition of the fleet will be assessed at this time and timing of this request may be adjusted as deemed appropriate

2017-2019 Balanced Financial Plan

Development Services Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 6,338,733	\$ 6,673,813	\$ 6,673,813	\$ 5,037,679	\$ 4,984,034	\$ 4,874,022
Revenues						
Licenses & Permits	\$ 3,240,261	\$ 4,036,612	\$ 4,036,612	\$ 5,092,205	\$ 4,680,841	\$ 4,864,022
Charges for Service	1,436,596	1,199,412	2,059,783	1,495,493	1,224,778	1,069,792
Investment Earnings	25,447	34,603	26,604	27,050	26,585	25,925
Other Revenue	791	-	-	-	-	-
Total Revenues	\$ 4,703,095	\$ 5,270,627	\$ 6,122,999	\$ 6,614,748	\$ 5,932,204	\$ 5,959,739
Expenditures						
Personnel	\$ 3,038,952	\$ 4,218,058	\$ 3,906,445	\$ 4,561,547	\$ 4,763,159	\$ 4,968,868
Services & Other	1,165,056	940,591	1,245,229	1,396,302	1,125,172	963,070
Supplies	64,130	79,871	59,939	94,818	88,300	89,455
Capital	7,495	-	-	-	-	-
Transfers Out	92,382	47,520	47,520	115,726	65,585	65,585
Total Expenditures (Excluding One-Time)	\$ 4,368,015	\$ 5,286,040	\$ 5,259,133	\$ 6,168,393	\$ 6,042,216	\$ 6,086,978
Net Change Excluding One-Time Capital	\$ 335,080	\$ (15,413)	\$ 863,866	\$ 446,355	\$ (110,012)	\$ (127,239)
5 Year CIP (One-Time Expenditures)	-	2,500,000	2,500,000	500,000	-	-
Contribution to or (Use of) Fund Balance	335,080	(2,515,413)	(1,636,134)	(53,645)	(110,012)	(127,239)
Ending Funds Available	\$ 6,673,813	\$ 4,158,400	\$ 5,037,679	\$ 4,984,034	\$ 4,874,022	\$ 4,746,783
Reserves & Internal Designations						
Revenue Stabilization Reserve				1,557,678	2,988,316	3,010,697
Total Reserves & Internal Designations				1,557,678	2,988,316	3,010,697
Unobligated Reserves				\$ 3,426,357	\$ 1,885,707	\$ 1,736,087

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Continuation of positions added in 2016 to maintain levels of service as well as an additional Combination Building Inspector and half of one Fire Prevention Officer that will be shared with the Fire Department along with associated costs are requested. Funds are requested for additional contract labor, annual Adobe licensing, seasonal landscape inspections, continuation of the scanning project and furnishings, which are one time expenses associated with the department's move into the planned expansion. A portion of the facility rental amounts have been removed for 2017 in anticipation of Development Services Department relocation

2018

- Continuation of positions added to maintain levels of service in 2016 and 2017, additional contract labor, annual Adobe licensing software maintenance, and seasonal inspections are requested in 2018. Facility rental amounts have been removed for 2018 in anticipation of Development Services relocation

2019

- Continuation of positions added to maintain levels of service in 2016 and 2017, annual Adobe licensing software maintenance, and seasonal inspections are requested in 2019. Facility rental amounts have been removed for 2018 in anticipation of Development Services relocation

2017-2019 Balanced Financial Plan

Community Center Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 3,483,498	\$ 1,493,791	\$ 1,493,791	\$ 685,601	\$ 1,195,604	\$ 1,824,903
Revenues						
Taxes						
Use	\$ 233,506	\$ 260,151	\$ 274,817	\$ 280,496	\$ 298,876	\$ 249,869
Sales	1,950,234	1,985,261	2,123,374	2,276,204	2,420,235	2,554,984
Motor Vehicle	335,411	336,883	363,150	384,939	407,073	429,462
Intergovernmental	20,000	-	-	-	-	-
Charges for Service	3,807,084	3,920,000	3,920,000	4,073,530	4,195,441	4,321,005
Investment Earnings	12,201	5,114	4,865	10,419	15,378	19,183
Interfund Loan Revenue	425,973	424,000	424,000	418,000	412,000	406,000
Other Revenue	35,212	44,000	44,000	46,200	47,587	49,015
Total Revenues	\$ 6,819,621	\$ 6,975,409	\$ 7,154,206	\$ 7,489,788	\$ 7,796,590	\$ 8,029,518
Expenditures						
Personnel	\$ 3,165,198	\$ 3,609,294	\$ 3,640,962	\$ 3,797,840	\$ 3,920,739	\$ 4,062,777
Services & Other	2,149,261	2,037,701	2,123,157	2,221,310	2,302,064	2,820,381
Supplies	545,529	501,274	501,274	507,387	511,240	513,897
Debt & Financing	41,246	61,796	61,796	-	-	-
Transfers Out	2,612,518	98,167	98,167	98,248	153,248	103,762
Total Expenditures	\$ 8,513,752	\$ 6,308,232	\$ 6,425,356	\$ 6,624,785	\$ 6,887,291	\$ 7,500,817
Net Change Excluding One-Time Capital	\$ (1,694,131)	\$ 667,177	\$ 728,850	\$ 865,003	\$ 909,299	\$ 528,701
5 Year CIP (One-Time Expenditures)	295,576	1,667,040	1,537,040	355,000	280,000	270,000
Contribution to or (Use of) Fund Balance	(1,989,707)	(999,863)	(808,190)	510,003	629,299	258,701
Ending Funds Available	\$ 1,493,791	\$ 493,928	\$ 685,601	\$ 1,195,604	\$ 1,824,903	\$ 2,083,604
Reserves & Internal Designations						
Capital Reserve				399,388	419,357	440,325
Revenue Stabilization Reserve				88,249	93,786	97,029
Total Reserves & Internal Designations				487,637	513,143	537,354
Unobligated Reserves				\$ 707,967	\$ 1,311,760	\$ 1,546,250

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Revenue includes loan repayment from the Parks & Recreation Capital Fund
- Personnel costs continue to fund half of a Special Events Specialist position are shifted to the Special Events Fund beginning in 2017
- Requested capital expenditures include free weight equipment replacement, improvements to the walls around the turf field at the Miller Activity Complex, replacement of the chiller and condenser at the Community Center, and addition of a handicap ramp at a modular located at the Community Center

2018

- Revenue includes loan repayment from the Parks & Recreation Capital Fund
- A rate increase may be requested and will be determined during the 2018 budget development process. Projected capital expenditures include boiler replacements, the purchase of a van for the special needs program, pump replacement at the lap pool and the addition of an air handling unit to the spinning room at the Community Center

2019

- Revenue includes repayment of a loan from the Parks & Recreation Capital Fund that will be completed in 2019
- Replacement of existing cardio equipment is requested

2017-2019 Balanced Financial Plan

Employee Benefits Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 3,196,852	\$ 2,930,393	\$ 2,930,393	\$ 2,867,743	\$ 2,811,943	\$ 2,831,410
Revenues						
Charges for Service	\$ 5,043,088	\$ 6,169,184	\$ 5,706,350	\$ 6,576,035	\$ 7,592,167	\$ 8,266,763
Investment Earnings	15,145	19,263	13,750	20,600	19,467	18,583
Contributions & Donations	1,217,502	1,459,047	1,279,259	1,359,113	1,465,865	1,537,843
Interfund Loan Revenue	503,349	-	-	-	-	-
Other Revenue	20,392	-	-	-	-	-
Total Revenues	\$ 6,799,476	\$ 7,647,494	\$ 6,999,359	\$ 7,955,748	\$ 9,077,499	\$ 9,823,189
Expenditures						
Personnel	\$ 54,155	\$ 56,641	\$ 56,256	\$ 59,147	\$ 61,776	\$ 64,522
Services & Other	6,510,693	7,569,090	7,003,253	7,950,401	8,994,256	9,738,084
Supplies	1,087	2,500	2,500	2,000	2,000	2,000
Transfers Out	500,000	-	-	-	-	-
Total Expenditures	\$ 7,065,935	\$ 7,628,231	\$ 7,062,009	\$ 8,011,548	\$ 9,058,032	\$ 9,804,606
Net Revenues/Expenditures	(266,459)	19,263	(62,650)	(55,800)	19,467	18,583
Contribution to or (Use of) Fund Balance	\$ 2,930,393	\$ 2,949,656	\$ 2,867,743	\$ 2,811,943	\$ 2,831,410	\$ 2,849,993
Reserves & Internal Designations						
Claims Reserve				1,407,066	1,592,802	1,747,281
Health Care Cost Reserve				702,439	619,304	551,356
Total Reserves & Internal Designations				2,109,505	2,212,106	2,298,637
Unobligated Reserves				\$ 702,439	\$ 619,304	\$ 551,356

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage is included
- A reduction in costs for the Employee Wellness Program is requested due to rebates received from the Town's insurance provider
- New requested positions are included in estimates for healthcare plan costs
- A one-month premium holiday for employees is requested as a planned use of fund balance

2018

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage is included
- New requested positions are included in estimates for healthcare plan costs

2019

- Requests include an estimated 8% increase in employee contribution for medical, dental and vision benefits coverage is included
- New requested positions are included in estimates for healthcare plan costs

2017-2019 Balanced Financial Plan

Fleet Services Fund

Category	2016			2017		
	2015 Actual	Amended Budget	2016 Year-End Estimate	Proposed Budget	2018 Forecast	2019 Forecast
Beginning Funds Available	\$ 1,868,021	\$ 2,572,357	\$ 2,572,357	\$ 2,332,855	\$ 1,553,817	\$ 1,492,020
Revenues						
Charges for Service	\$ 3,015,723	\$ 3,257,727	\$ 3,257,727	\$ 3,398,784	\$ 3,671,942	\$ 3,827,334
Investment Earnings	3,065	11,064	11,064	2,731	2,174	2,562
Transfers In	540,147	321,112	321,112	1,889,592	251,170	185,709
Other Revenue	148,995	150,606	150,606	239,257	193,691	153,250
Total Revenues	\$ 3,707,930	\$ 3,740,509	\$ 3,740,509	\$ 5,530,364	\$ 4,118,977	\$ 4,168,855
Expenditures						
Personnel	\$ 446,505	\$ 490,454	\$ 490,655	\$ 517,115	\$ 540,231	\$ 564,485
Services & Other	154,098	158,641	161,564	161,302	166,472	171,846
Supplies	264,065	275,843	275,896	275,717	278,522	281,355
Capital	-	50,000	44,926	-	-	-
Transfers Out	14,908	11,367	11,367	11,149	11,149	11,149
Total Expenditures (Excluding One-Time)	\$ 879,576	\$ 986,305	\$ 984,408	\$ 965,283	\$ 996,374	\$ 1,028,835
Net Change Excluding One-Time Capital	2,828,354	2,754,204	2,756,101	4,565,081	3,122,603	3,140,020
5 Year CIP (One-Time Expenditures)	2,124,018	2,995,603	2,995,603	5,344,119	3,184,400	2,431,053
Contribution to or (Use of) Fund Balance	704,336	(241,399)	(239,502)	(779,038)	(61,797)	708,967
Ending Funds Available	\$ 2,572,357	\$ 2,330,958	\$ 2,332,855	\$ 1,553,817	\$ 1,492,020	\$ 2,200,987
Reserves & Internal Designations						
Committed for Fund Purpose				1,553,817	1,492,020	2,200,987
Total Reserves & Internal Designations				1,553,817	1,492,020	2,200,987
Unobligated Reserves				\$ -	\$ -	\$ -

2017-2019 Notes and Assumptions

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

Click [here](#) to view details regarding the 5 Year Capital Improvement Program

2017

- Capital costs include a requested \$5,233,052 for 43 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

2018

- Capital costs include a requested \$3,266,270 for 30 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

2019

- Capital costs include a requested \$2,431,053 for 38 vehicles/equipment
- Transfers in from other departments are planned to pay for new vehicle additions

FUND AND DEPARTMENT STRUCTURE OVERVIEW

Departments	Department has a division within:	Additional identified funds under Department purview:
Town Council	General Fund	Philip S. Miller Trust Fund, Public Art Fund
Town Manager	General Fund	Economic Development Fund
Town Attorney	General Fund	
Town Clerk	General Fund	
Municipal Court, Responsibility of the Town Clerk	General Fund	
Deputy Town Manager's Office	General Fund	General Long Term Planning Fund, Special Events 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

DEBT & LEASE SCHEDULES

Debt issuance and leases have been utilized by the Town to provide the necessary funding for capital projects. Per the Town Charter, the Town may by ordinance and without any election borrow and issue the following securities to evidence such borrowing: short-term securities; revenue bonds and other like securities; local improvement district bonds and other like securities; and any other lawfully recognized securities. Debt and Lease schedules for the Town of Castle Rock are detailed in the pages below.

Transportation Fund:

Transportation Action Plan (TAP) Revenue Bonds - Series 2016*				
Purpose: Finance portions of the Southeast and Southwest Arterial Connection Roads.				
Year	Principal	Interest	Total Annual Payment	
2017	\$ -	\$ 296,700	\$	296,700
2018	100,000	295,700		395,700
2019	595,000	285,775		880,775
2020	635,000	267,325		902,325
2021	665,000	244,500		909,500
2022	690,000	217,400		907,400
2023	710,000	193,838		903,838
2024	730,000	174,038		904,038
2025	760,000	145,000		905,000
2026	800,000	106,000		906,000
2027	835,000	65,125		900,125
2028	885,000	22,125		907,125
	<u>\$ 7,405,000</u>	<u>\$ 2,313,526</u>	<u>\$</u>	<u>9,718,526</u>

*Debt service payments are estimated based on timing of bond refunding. Actual figures are pending

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	
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>\$ 11,990,571</u>	<u>\$</u>	<u>31,990,571</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	
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>\$ 8,220,000</u>	<u>\$ 3,815,588</u>	<u>\$</u>	<u>12,035,588</u>

Water Fund:

Water & Wastewater Revenue Refunding Bonds- Series 2012				
Purpose: Refunding of the Water and Sewer System Enterprise Revenue Bonds, Series 2003 and Series 2004. The 2003 and 2004 Bonds were issued to finance improvements to the Water and Sewer systems including the construction of the Ray Waterman Regional Water Treatment Center, development of three additional wells and the Craig and Gould sewer infrastructure improvement project.				
Year	Principal	Interest	Total Annual Payment	
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>\$ 6,368,800</u>	<u>\$ 1,011,161</u>	<u>\$</u>	<u>7,379,961</u>

DEBT & LEASE SCHEDULES (Continued)
Water & Wastewater Revenue Bonds - Series 2006

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
2017	\$ 485,000	\$ 232,800	\$ 717,800
2018	505,000	213,400	718,400
2019	525,000	193,200	718,200
2020	545,000	172,200	717,200
2021	565,000	150,400	715,400
2022	590,000	127,800	717,800
2023	615,000	104,200	719,200
2024	635,000	79,600	714,600
2025	665,000	54,200	719,200
2026	690,000	27,600	717,600
	<u>\$ 5,820,000</u>	<u>\$ 1,355,400</u>	<u>\$ 7,175,400</u>

Water Resources Fund:
Water and Sewer Revenue Bonds - Series 2016*

Purpose: Acquisition of a raw water storage easement in the Reuter-Hess Reservoir and the acquisition, construction and installation of certain other water supply, storage, transmission and treatment facilities, including the Plum Creek Water Purification Facility.

Year	Principal	Interest	Total Annual Payment
2017	\$ 1,685,000	\$ 1,980,025	\$ 3,665,025
2018	1,750,000	1,929,475	3,679,475
2019	1,825,000	1,876,975	3,701,975
2020	1,925,000	1,803,975	3,728,975
2021	2,015,000	1,726,975	3,741,975
2022	2,070,000	1,696,750	3,766,750
2023	2,180,000	1,613,950	3,793,950
2024	2,315,000	1,504,950	3,819,950
2025	2,460,000	1,389,200	3,849,200
2026	2,605,000	1,266,200	3,871,200
2027	2,740,000	1,162,000	3,902,000
2028	2,915,000	1,025,000	3,940,000
2029	3,085,000	879,250	3,964,250
2030	3,275,000	725,000	4,000,000
2031	3,445,000	594,000	4,039,000
2032	3,620,000	456,200	4,076,200
2033	3,795,000	311,400	4,106,400
2034	3,990,000	159,600	4,149,600
	<u>\$ 47,695,000</u>	<u>\$ 22,100,925</u>	<u>\$ 69,795,925</u>

*Debt service payments are estimated based on timing of bond refunding. Actual figures are pending

DEBT & LEASE SCHEDULES (Continued)

Wastewater Fund:

Water & Wastewater Revenue Refunding Bonds- Series 2012				
Purpose: Refunding of the Water and Sewer System Enterprise Revenue Bonds, Series 2003 and Series 2004. The 2003 and 2004 Bonds were issued to finance improvements to the Water and Sewer systems including the construction of the Ray Waterman Regional Water Treatment Center, development of three additional wells and the Craig and Gould sewer infrastructure improvement project.				
Year	Principal	Interest	Total Annual Payment	
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>\$ 2,011,200</u>	<u>\$ 319,314</u>	<u>\$ 2,330,514</u>	

Golf Course Fund:

Golf Fund Revenue and Refunding Bonds - Series 2015				
Purpose: Refunding of the Golf Course Enterprise Refunding Bonds, Series 2005. Additional proceeds from the Series 2015 Bonds are for the purpose of funding improvements to Red Hawk Ridge Golf Course.				
Year	Principal	Interest	Total Annual Payment	
2017	\$ 365,000	\$ 132,990	\$ 497,990	
2018	375,000	122,551	497,551	
2019	385,000	111,826	496,826	
2020	400,000	100,815	500,815	
2021	410,000	89,375	499,375	
2022	420,000	77,649	497,649	
2023	435,000	65,637	500,637	
2024	445,000	53,196	498,196	
2025	460,000	40,469	500,469	
2026	470,000	27,313	497,313	
2027	485,000	13,871	498,871	
	<u>\$ 4,650,000</u>	<u>\$ 835,692</u>	<u>\$ 5,485,692</u>	

Golf Course Cart Lease - 2015

Purpose: Lease for the golf cart fleet used at Red Hawk Ridge Golf Course that began in 2015.				
Year	Principal	Interest	Total Annual Payment	
2017	\$ 87,435	\$ 1,801	\$ 89,236	
2018	88,563	673	89,236	
	<u>\$ 175,998</u>	<u>\$ 2,473</u>	<u>\$ 178,472</u>	

Golf Course Equipment Lease - 2016

Purpose: Lease for golf course maintenance equipment used at Red Hawk Ridge Golf Course that began in 2016.				
Year	Principal	Interest	Total Annual Payment	
2017	\$ 57,876	\$ 6,635	\$ 64,511	
2018	59,557	4,954	64,511	
2019	61,287	3,224	64,511	
2020	63,068	1,444	64,511	
2021	16,051	77	16,128	
	<u>\$ 257,840</u>	<u>\$ 16,334</u>	<u>\$ 274,173</u>	

INTERFUND LOAN SCHEDULES

Interfund loans are utilized by the Town of Castle Rock to fund approved projects by Town Council. These are internal loans made between funds, which are charged interest at the Colotrust Prime Rate at the time of the loan. Details of each Interfund Loan are shown below including the funds involved, purpose and specific terms of the loan. This has been an advantageous method of funding projects internally without external debt issuance.

General Fund:

Purpose: 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	
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	-	
	<u>\$ 897,048</u>	<u>\$ 125,904</u>	<u>\$ 1,022,952</u>		

General Fund:

Purpose: Construction of the Crystal Valley Fire Station					
Loan from: General Fund			Loan to: Fire Capital Fund		
Loan Amount:	\$	3,000,000	Interest Rate:		1.50%
Loan Date:		07/01/17	Number of Years:		10
Payment Date	Principal	Interest	Total	Principal Balance	
2017	\$ -	\$ -	\$ -	\$ -	
2018	280,303	45,000	325,303	2,719,697	
2019	284,507	40,795	325,303	2,435,190	
2020	288,775	36,528	325,303	2,146,416	
2021	293,106	32,196	325,303	1,853,309	
2022	297,503	27,800	325,303	1,555,807	
2023	301,965	23,337	325,303	1,253,841	
2024	306,495	18,808	325,303	947,346	
2025	311,092	14,210	325,303	636,254	
2026	315,759	9,544	325,303	320,495	
2027	320,495	4,807	325,303	-	
	<u>\$ 3,000,000</u>	<u>\$ 253,025</u>	<u>\$ 3,253,025</u>		

INTERFUND LOAN SCHEDULES (Continued)

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
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	-
	<u>\$ 900,000</u>	<u>\$ 27,000</u>	<u>\$ 927,000</u>	

General Fund:
Purpose: Meet obligations of the Series 2015 Bonds and to fund Golf Course operations

Loan from: **General Fund**

Loan to: **Golf Fund**

Loan Amount: \$500,815

Interest Rate: 1.50%

Loan Date: 10/12/15

Number of Years: 12

Payment Date	Principal	Interest	Total	Principal Balance
2017	\$ -	\$ 7,512	\$ 7,512	\$ 500,815
2018	-	7,512	7,512	500,815
2019	-	7,512	7,512	500,815
2020	-	7,512	7,512	500,815
2021	-	7,512	7,512	500,815
2022	-	7,512	7,512	500,815
2023	-	7,512	7,512	500,815
2024	-	7,512	7,512	500,815
2025	-	7,512	7,512	500,815
2026	-	7,512	7,512	500,815
2027	500,815	7,512	508,327	-
	<u>\$ 500,815</u>	<u>\$ 82,634</u>	<u>\$ 583,449</u>	

Municipal Facilities Capital Fund:
Purpose: Police Station Basement Remodel

Loan from: **Municipal Facilities Capital Fund**

Loan to: **Police Capital Fund**

Loan Amount: \$ 270,000

Interest Rate: 1.50%

Loan Date: 03/18/15

Number of Years: 13

Payment Date	Principal	Interest	Total	Principal Balance
2017	\$ 22,759	\$ 4,050	\$ 26,809	\$ 247,241
2018	23,101	3,709	26,809	224,140
2019	23,447	3,362	26,809	200,693
2020	23,799	3,010	26,809	176,894
2021	24,156	2,653	26,809	152,738
2022	24,518	2,291	26,809	128,220
2023	24,886	1,923	26,809	103,333
2024	25,259	1,550	26,809	78,074
2025	25,638	1,171	26,809	52,436
2026	26,023	787	26,809	26,413
2027	26,413	396	26,809	-
	<u>\$ 270,000</u>	<u>\$ 24,903</u>	<u>\$ 294,903</u>	

INTERFUND LOAN SCHEDULES (Continued)

Water Fund:
Purpose: Funded a portion of the North Meadows Extension project.

Loan from: Water Fund	Loan to: Transportation Capital Fund
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
2017	\$ 2,500,000	\$ 37,500	\$ 2,537,500	\$ -
	\$ 2,500,000	\$ 37,500	\$ 2,537,500	

Water Fund:
Purpose: Funded a portion of the Tributary B Stabilization project.

Loan from: Water Fund	Loan to: Stormwater Fund
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
2017	\$ -	\$ 20,250	\$ 20,250	\$ 1,350,000
2018	675,000	20,250	695,250	675,000
2019	675,000	10,125	685,125	-
	\$ 1,350,000	\$ 50,625	\$ 1,400,625	

Community Center Fund:
Purpose: Construction of the Philip S. Miller Park Amenities

Loan from: Community Center Fund	Loan to: Parks & Rec Capital
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
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	-
	\$ 1,200,000	\$ 36,000	\$ 1,236,000	

DEVELOPMENT PROJECTS DEFERRED REVENUES BY FUND

The Development Projects Deferred Revenues are funds that have been received by the Town of Castle Rock or available from various contributors for future projects. Examples of these future projects include, but are not limited to: traffic signals, school zone beacons, side walks, parks, open space, water and waste water improvements. These revenues are included in Town bank accounts, however they are not reflected in the fund balance of the financial section of the budget document until the project they are reserved for occurs. Net activity identified below includes anticipated revenues and expenditures in a given year as identified by Town departments in which these agreements

General Fund:

12/31/15	2016	2017	2017	
Audited	Estimated Net	Budgeted Net	Estimated	
Balance	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.
152,035	28,000	13,000	193,035	Comcast collects fees and submits quarterly payments for cable and television production equipment for Town Council meetings.
<u>\$ 317,035</u>	<u>\$ 28,000</u>	<u>\$ 13,000</u>	<u>\$ 358,035</u>	

Transportation Fund:

12/31/15	2016	2017	2017	
Audited	Estimated Net	Budgeted Net	Estimated	
Balance	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 Clear Sky Elementary.
185,000	-	-	185,000	Funds were received from Castle Rock Development Co. for traffic signals (reference Meadows Filing No. 18).
80,550	-	-	80,550	Funds received from Evangelical Christian Credit Union, Open Bible Church of the Rock, for a traffic signal at Meadows Boulevard / Cherokee Drive.

Transportation Fund (continued):				
12/31/15	2016	2017	2017	
Audited Balance	Estimated Net Activity	Budgeted Net Activity	Estimated Balance	Purpose
\$ 85,000	\$ -	\$ -	\$ 85,000	Funds were received from Castle Rock Development Co. for traffic signals (reference Meadows Filing No 20).
180,000	-	-	180,000	Funds were received from Castle Rock Star Development Co. LLC for traffic signals at Crystal Valley Parkway (reference Heckendorf Ranch Filing No 2).
100,000	-	-	100,000	Funds were received from M.D.C Land Corp for two flashing beacons. To be refunded if there is no school or partial refund if less funds are required.
19,078	-	-	19,078	Funds were received in the amount of \$86,027 from Dev-Vic Ltd. (Lowe's) for Meadows Parkway Development: \$28,494, State Highway 85 Sidewalk: \$19,078, and a traffic signal at Factory Shops / New Memphis: \$38,456.00 which was constructed in 2008.
26,562	(26,562)	-	-	Funds were received from Dev-Vic Ltd. (Lowe's) 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: \$4,000.
9,125	-	-	9,125	Plum Creek Community pro rata share of the Douglas Lane Interchange based on existing use of the Property.
185,000	-	(185,000)	-	Fund from Castle Rock Development for the contribution of one remaining traffic signal as required by the phasing plan in the Development Agreement.
16,773	-	-	16,773	Funds received from Hix Snedeker Companies as cash-in-lieu for landscaping and irrigational improvements.
114,236	-	-	114,236	Funds received from Tangier LLC for improvements on Liggett 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 LLC.
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
61,040	-	-	61,040	Funds were received from Plum Creek Investment Group for intersection control and the Crystal Valley interchange
10,800	-	-	10,800	Funds were received from Sir Thomas LLC for intersection control in Hazen Moore.
\$ 2,378,956	\$ (314,332)	\$ (191,237)	\$ 1,873,387	

Transportation Capital Fund:

12/31/15	2016	2017	2017	
Audited	Estimated Net	Budgeted Net	Estimated	Purpose
Balance	Activity	Activity	Balance	
\$ 578,344	\$ (578,344)	\$ -	\$ -	Funds were received from CDOT to pay for package 2 of the North Meadows Extension Project, from I-25 to the interchange at Hwy
\$ 578,344	\$ (578,344)	\$ -	\$ -	

Conservation Trust Fund:

12/31/15	2016	2017	2017	
Audited	Estimated Net	Budgeted Net	Estimated	Purpose
Balance	Activity	Activity	Balance	
\$ 200,773	\$ 500,000	\$ -	\$ 700,773	Funds received from Douglas County for open space shareback. These funds are anticipated to be used to contribute to the P.S. Miller Park Project.
\$ 200,773	\$ 500,000	\$ -	\$ 700,773	

Water Fund:

12/31/15	2016	2017	2017	
Audited	Estimated Net	Budgeted Net	Estimated	Purpose
Balance	Activity	Activity	Balance	
\$ 159,862	\$ 500	\$ 500	\$ 160,862	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").
113,357	-	18,405	131,762	Adjustments and overpayments on customers accounts as of year end. Ongoing reconciliation of accounts is occurring and pursued according to Town policy with regard to collection.
163,102	-	-	163,102	Funds received from M.D.C. Land Corp where the subdivider shall pre-purchase the water system component of the SDF over a period of years as outlined in section 11 of the agreement. The revenue will be recognized as building permits are issued in the sub-division.
\$ 436,321	\$ 500	\$ 18,905	\$ 455,726	

Stormwater Fund:

12/31/15	2016	2017	2017	
Audited	Estimated Net	Budgeted Net	Estimated	Purpose
Balance	Activity	Activity	Balance	
\$ 30,095	\$ (2,315)	\$ (2,315)	\$ 25,465	Funds received from Castle Canyon for drainageway improvements
5,629	(5,629)		-	Funds were received for drainageway improvements in the Castle Oaks/McMurdo Gulch area
\$ 35,724	\$ (7,944)	\$ (2,315)	\$ 25,465	

Wastewater Fund:				
12/31/15	2016	2017	2017	
Audited	Estimated Net	Budgeted Net	Estimated	Purpose
Balance	Activity	Activity	Balance	
\$ 191	\$ -	\$ 67	\$ 258	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.
60,856	(6,086)	(6,086)	48,685	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.
153,836	(15,384)	(15,384)	123,069	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.
422,136	85,000	275,750	782,886	Woodlands Interceptor Upgrades. Town shall collect \$940 per single-family equivalent at the issuance of each buliding permit. Owner shall pay the remaining balance no later than March 31, 2018.
48,946	(4,079)	(4,079)	40,788	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.
43,585	(3,962)	(3,962)	35,661	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.
\$ 733,822	\$ 55,490	\$ 246,307	\$ 1,035,619	

THIS PAGE IS A PLACE HOLDER FOR THE ORDINANCE
ADOPTING THE 2017 BUDGET

THIS PAGE IS A PLACE HOLDER FOR THE CERTIFICATION
OF MILL LEVY

THIS PAGE IS A PLACE HOLDER FOR THE RESOLUTION
APPROVING THE 2017-2021 CAPITAL IMPROVEMENT
PROGRAM

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

This reserve policy was passed, approved and adopted by Town Council on April 5, 2016 with Resolution No. 2016-036.

GENERAL ADMINISTRATION POLICIES

FINANCIAL POLICIES AND PROCEDURES

- The Town Manager shall require each department, office and agency to submit work programs for the ensuing fiscal year showing the requested allotment of its appropriation by at least quarterly periods throughout the year
- The Town Manager may revise allotments to departments, offices and agencies during the year if it is deemed desirable and necessary to accord with any supplemental, emergency, reduced or transferred appropriations made
- No payment shall be made or obligation incurred against any allotment or appropriation except in accordance with appropriations duly made unless the Town Manager first certifies that there is a sufficient balance available

FINANCIAL PROCEDURES

A financial plan that estimates revenue and expenditure activity in the Town as impacted by regional and national economies is necessary to support the Council and community in decisions they make regarding Town services. This planning must recognize the effects of economic cycles on the demand for services and the Town's revenues. Financial planning should be designed to ensure the delivery of needed services as defined by policy and the 2030 Vision Plan. Many of the items contained in this document are procedures or policies the Town currently follows. It is important to note that these may change over time as the Town of Castle Rock continues to grow.

The financial planning and subsequent budgeting for all funds shall be based on the following procedures:

- Budget revenues and expenditures conservatively
- Actively seek to enhance tax base
- Seek to avoid mid-year budget reduction scenarios
- Maintain adequate reserves
- Interfund loans should not be made for operating cost purposes
- Meet fundamental capital improvement commitments and obligations based upon adopted Five-Year CIP (Capital Improvement Program) plans
- Focus operational funding on sustaining adequate service levels
- Continue to adequately invest in the organization and employees
- Maintain ability/flexibility to pursue opportunities consistent with major Town goals, vision and priorities; it is important not to mortgage long-term goals and sustainability to meet current needs
- Include asset management on long-range plans – The five-year plan will include capital projects, equipment and associated maintenance and operating costs based on the approved projects; major renovation or maintenance projects will be identified on long-range plans

The Town recognizes that it is a major force in a complex regional economic system. The Town should have the capacity to evaluate and anticipate changes in both regional and national economic systems in order to engage in strategic financial and management planning. The purpose of these plans will be to allow the Council and citizens to evaluate the impact of the financial needs of these programs on the local economy and to coordinate funding needs among funds.

- Department responsibilities – Department Directors and the Finance Department will share responsibility for the preparation of five-year financial plans for operations and capital needs; the Town Manager will review and approve detailed worksheets used to generate the long-range plans; the Finance Department will assist in developing appropriate systems to monitor and update the long-range plans
- Regular status reports – Staff will continually update financial plans when any significant change is anticipated on a regular basis

FINANCIAL POLICIES AND PROCEDURES

- Rate structure – Plans must disclose revenue assumptions including rate structures and consumption. The plans will include annual rate increases based on previously approved rate increases and expected or planned rate increases, which will be disclosed
- Staffing – Plans will identify staffing levels including justification for any changes and related costs or savings
- Expenditures – Plans will include expenditures based on the service levels, policies and workload indicators (population, SFEs, etc.) as appropriate for each fund/department/division
- Include reserves – Plans will include reserves for operations, debt service coverage, asset replacement, capital projects, or other required or as established in the Reserve Policy and/or as required by bond issues or other agreements

BUDGET PROCEDURES

The staff is responsible for preparing, monitoring and reporting on the Town's annual budget. This function is fulfilled in compliance with the Home Rule Charter, Article IX, Budget Control and Finance and direction of the Town Manager and Town Council.

The annual budget will be administered based on the following procedures:

- The Fiscal Year – The fiscal year of the Town is the calendar year, January 1st through December 31st. The Town may adopt budgets for a budget term of one or more fiscal years
- Present a balanced budget to the Council – The Town will pay for all current operating expenditures with current revenues; the Town will avoid budgetary procedures that balance current operating expenditures at the expense of meeting future years' expenses, such as postponing maintenance and other expenditures, accruing future years' revenues, or rolling over short-term debt; exceptions to this policy would be planned equipment purchases, operating maintenance and capital projects based on accumulated funding over the years (on a pay-as-you-go basis)
- Increase efficiency in all Town operations – The Town staff will identify programs to increase efficiency in order to provide for "long-term cost savings" to the Town; this may include the use of technology, revised organizational structures or other tools, which may be identified
- Promote investment in our future – The Town staff, wherever possible will take a long-term view of our investments (people and resources) and emphasize "quality" operations, which encourage productivity for today and the future
- Share resources and services throughout the Town and outside the Town – The Town staff will explore ways to share staff, training resources and equipment and supplies in order to more effectively utilize our current resources
- Identify funding for new service levels – Proposals to add new services or increase existing services will be presented with revenue alternatives to fund or subsidize the new service levels; this includes initial costs and ongoing operations
- Facility Replacement Plan – The budget will provide adequate maintenance of capital plant and equipment and for their orderly replacement
- Employee Programs – The Town recognizes that employees are the most valuable asset of the organization and commits to fund this resource appropriately including adequate funding for all retirement systems, benefit packages and employee incentive programs including training
- Management fees – The budget will include transfers for overhead and other expenditures / services in a Fund that benefits other Town funds; where possible, all costs should be charged directly to the cost center incurring the expense

BUDGET PREPARATION

Each year the Staff will prepare the annual budget following these procedures:

- Council direction as goals – During the preparation of the budget, Council is scheduled to meet with Department heads at Council study sessions to approve policy, and to identify goals; it is the responsibility of the Staff to prepare an annual

FINANCIAL POLICIES AND PROCEDURES

budget to implement policy and accomplish the goals identified; staff will identify the impact to the budget, including alternatives when the Council approves new service levels

- Budget schedule – The staff will present Preliminary Budget and CIP in 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 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;

FINANCIAL POLICIES AND PROCEDURES

staff may submit requests to amend the approved budget during the year; departments may be asked to provide information to the Town Council during regular Council meetings; the Finance Department will prepare appropriation Ordinances officially amending the budget; departments may expend funds after Town Council approval and before adoption of the appropriation ordinance

- Transfers of existing budget between departments; the Manager may approve transfer of budget between departments within a fund
 - Council must approve transfers between funds
- Budget savings – During the budget year, some expenditure savings can be realized by departments; Council encourages these efforts and as an incentive may approve policies relating to savings

INTERGOVERNMENTAL BUDGETS

Other governments could influence some service costs of the Town, either because of duplication of services or service mandates imposed by State and Federal governments. Due to Amendment 1 revenue restrictions, the Town encourages other agencies to pay for services directly; shared projects will be funded by each agency paying for the services.

- Grants – All grants will be reviewed for long-term impacts to the Town
- Outside involvement – The Town may oppose County, State or Federal actions that mandate expenditures that the Council considers unnecessary; the Town will pursue intergovernmental funding to support the incremental costs of those mandates
- Intergovernmental agreements – The Town will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services; when the Town cannot transfer responsibility for service delivery, it will consider intergovernmental agreements and contracts for service delivery

COLORADO CONSTITUTION, ARTICLE X, REVENUE SECTION 20, ARTICLE X, SECTION 10-7-TOWN

On November 3, 1992, the Citizens of the State of Colorado approved Amendment X, also known as the Taxpayers Bill of Rights (TABOR). This legislation was intended to change how governments operate. The major impact of this legislation is to restrict revenues collected by the Town. Amendment X specifically and significantly addresses the following issues: 1) imposes revenue limits, 2) requires elections for tax changes and increases or new bonded debt, 3) requires emergency reserves, and 4) prohibits multiple fiscal year financial obligations.

BALLOT ISSUES AND REBATES

The following is a history of Town of Castle Rock TABOR ballot items:

<u>Date</u>	<u>Description</u>	<u>Votes</u>
1994	Exempt Revenues as follows: 1994 - \$2 million 1995 - \$2.3 million 1996 - \$3 million 1997 - \$5.5 million	Y/N 866/495
1994	Exempt .75% sales and use tax to be used for streets, trails, bridges, sidewalks, etc.	607/549
1996	Complete De-brucing	272/453

FINANCIAL POLICIES AND PROCEDURES

2000	TABOR exemption for excess revenue already collected	750/1,028
2003	1. Increase debt & mill levy for new recreation center	840/1,350
	2. Authorization to retain certain revenue	878/1,348
2004	1. Authority to issue \$30 million in bonds for transportation purposes	4,388/1,427
	2. Exempt Building Use Tax and Transportation Impact fees	3,632/2,105
2005	Exempt revenues from TABOR limits 2004-2008	4,649/3,105

TABOR SURPLUS REBATES

<u>Date</u>	<u>Amount</u>	<u>Refund Method</u>
1999	\$ 455,099.04	Utility bill credit
2000	7,467,311.36	\$1,400 to each household, pro-rated
2001	1,264,037.00	Utility bill credit
2002-2014	-	N/A
<u>2015</u>	<u>714,580.00</u>	To be determined in November 2016 election
Total	\$9,901,027.40	

TABOR

The Town will be in compliance with the remaining requirements of Amendment X specifically including election, debt and reserve requirements. Considering the reasons behind the original approval of the TABOR Amendment (lack of trust in government), the Town shall take an active role in citizen participation, communication and relationship building with our citizens in order to maintain and increase our level of trust and accountability. The Town shall participate in regional and statewide organizations because the actions shall influence statewide legislation, which may impact Castle Rock. As directed by Council, Town staff shall try to manage the TABOR issue to the extent possible through alternative methods of doing business, and to conduct continuing public education on TABOR issues.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING PROCEDURES

The Town will maintain a system of financial monitoring, control and reporting for all operations, funds, and agencies in order to provide effective means of ensuring that overall Town goals and objectives will be met and to instill confidence in the Town's partners and investors that the Town is well managed and fiscally sound.

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)

FINANCIAL POLICIES AND PROCEDURES

- Internal auditing – To complete a full range of audit services, the Town’s Finance Department will supervise performance audits that review cash management, revenues, expenditures, purchasing, and other areas that impact the Town budget
- Accounting internal controls – The Town will maintain an internal control structure consisting of three elements:
 - Control environment – Consisting of an “overall attitude and awareness of actions” as they influence the Town; management and staff shall consider all the financial implications of decisions, both current and long-term
 - Accounting system – An effective accounting system will result in the 1) Identification and recording of all valid transactions; 2) Description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes. 3) Recording of the transaction in the correct time period; 4) Proper presentation of all transactions and related disclosures in the financial statements
 - Control procedures – Consists of 1) Proper authorization of transactions and activities, 2) Adequate segregation of duties, 3) Adequate documents and records, 4) Adequate safeguards regarding access and use of assets and records, and 5) Independent checks on performance

ACCOUNTING STRUCTURE

All Town funds and operations must work to achieve the Town’s mission and goals.

- Number of funds – The Town will minimize the number of Funds, Departments, Divisions and account codes. The funds will be categorized by standard GAAP functional classifications. The development of new Funds, Departments, Divisions, and accounts will be approved by the Town Manager and Finance Director.
- Statement of purpose – Each fund in the Town will have a Statement of Purpose which consists of:
 - Intent – Purpose(s) of the fund
 - Revenue restrictions – Source(s) of revenues to the fund and descriptions of restriction
 - Contingency – Size and use of contingency, if any. Contingency levels shall be based on the uncertainties associated with the purposes of the fund or project
 - Reserves – Size and purpose of required reserves. Required reserves will be based on operating, debt, capital replacement needs and prudent management requirements
- Funding Subsidy – Funds that receive a Fund subsidy in addition to fees and charges or dedicated revenues will include a rationale for the subsidy and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.

FINANCIAL REPORTING

Financial reports will provide direction and guidance in several areas:

- Budgetary comparisons – Comparing actual financial results with the legally adopted budget
- Financial condition and results of operations – Assessing the changes in fund balances, available funds and net assets as a result of operations
- Compliance – Assist in determining compliance with finance-related laws, rules and regulations
- Efficiency and effectiveness – Assist in evaluating management and staff in efficiency and effectiveness
- 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:

FINANCIAL POLICIES AND PROCEDURES

- Payment discounts – The Town will take advantage of payment discounts to reduce expenditures when the rate offered is less than the rate of investment income the Town is earning on cash
- Invoice control – Invoices shall be mailed directly to the Finance Department and, when applicable, the vendor will reference an approved purchase order number
- Check preparation – No check will be prepared for approval without an authorized purchase order, if required, compliance with the procurement code and adequate budget unless specifically identified in these procedures
- Check requirements – In most cases, the Staff will be required to complete the following steps to obtain a check:
 - Budget – Adequate budget must exist before staff considers a purchase
 - Requisition – For items over \$25,000 staff will complete a “requisition” which identifies the vendor, amount, description of purchase, use of items as it relates to the budget (account coding), and budget available; Department Directors approve requisitions based on efficiency, appropriateness, and general financial and management practices, with final approval from the Finance Director
 - Purchase orders – Approved requisitions become purchase orders and only at this time can an order be placed with a “vendor”
 - Contracts – Major purchases may require following the procurement code, which may include Council approval
- Check register – The Accounting Manager reviews and approves the check register
- Distribution of checks – Checks will be mailed following approval, unless other direction is received

REVENUE PROCEDURES

The Town should consider its discretionary revenues as a group rather than in isolation. Both individual revenues and the total package should be viewed in the context of broader Town goals. The Town will be sensitive to the balance between the need for services and the Town’s ability to raise fees, charges and taxes to support Town services. As much as is possible and feasible, Town services that provide private benefit should be paid by fees and charges in order to provide maximum flexibility in use of general taxes to meet the cost of broader public services.

Revenues and rates in the annual budget and the long-range plans will be based on the following procedures:

- Specific use of services – charges for services that benefit specific users should recover full costs, including all direct costs, indirect costs, depreciation on capital plant and equipment, and General Fund overhead; departments that impose fees or service charges should prepare and periodically update cost-of-service studies for each such service; competing Town policies may dictate a subsidy of a portion of the costs of such services
- Diversify revenue – The Town should strive to diversify its revenues in order to maintain needed services during periods of declining economic activity
- Additional resources – The Town will observe the following priorities in obtaining additional resources
 - Use existing resources efficiently – The Town will use as efficiently as possible the resources that it already collects
 - Collect existing revenues – The Town will collect as efficiently as possible the resources to which it is already entitled; the Town will minimize receivables and follow an aggressive policy of collecting receivables for services that must be billed
 - 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

FINANCIAL POLICIES AND PROCEDURES

- Review total community in review – The evaluation should be based on prior year circumstances and include all local taxation and fees (including those of overlapping jurisdictions); not merely the specific service fee or tax proposal
- Review every five years – At a minimum, it is recommended an evaluation shall be concluded at least once every five years
- Use proven methods – The Town will estimate its annual revenues by an objective, analytical process
- Enterprise funds recover costs – The Town will set fees, user charges and other revenues for each enterprise fund (Water, Water Resources, Stormwater, Wastewater, Golf, Development Services) at a level that supports the total direct and indirect cost of the activity; indirect costs include the cost of annual replacement needs due to depreciation of capital assets; costs related to growth will be paid for by the growth
- Legal requirements – The Town will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds and other restricted revenues

OPERATING PROCEDURES

When the other financial procedures fail to address a specific issue, general operating procedures will be reviewed for direction. In some cases these procedures repeat what has already been stated to emphasize the importance and value of that issue. The Town must contain its operating expenditures within current revenues, establish and adequately fund reserves; regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review Town services for appropriateness and effectiveness.

The Town should follow these operating procedures:

- Current operating revenues to pay for current expenditures – Current revenues will exceed current expenditures. Each Town fund budget must identify ongoing resources that at least match expected ongoing resources that at least match expected ongoing annual requirements; one-time cash transfers and ending balances in excess of reserves may be applied to reserves or to fund one-time expenditures; they should not be used to fund on-going programs; budget documents and the year-end Comprehensive Annual Financial Report (CAFR) will provide Council with the increase or decrease to available funds
- Do not restrict revenues – The Town should not normally earmark discretionary revenues for specific purposes; this will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements
- Reserve procedure – The purpose of this is to provide general guidance on reserve levels within all funds of the Town
 - Comply with all legal reserve requirements
 - Provide adequate funds to meet obligations related to debt requirements and contract purposes
 - Reserve adequate funds for future major asset/infrastructure repair and replacement and new asset/infrastructure acquisition needs as demonstrated in five year capital planning and beyond for some specific funds
 - Reserve funds with the intent of stabilizing revenues which are highly volatile in the event that regular planned revenues do not materialize to the degree anticipated for regular operational needs
 - Reserve funds for operations as may be needed in the event of an emergency
 - Reserve funds for the potential economic development opportunities which may arise
 - 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

- Financial controls – Staff will maintain a system of financial monitoring and control; major components of this system include:
 - Fiscal Impact Analysis – Staff will perform a fiscal impact analysis of each significant administrative or legislative action of the Town or affiliated agencies; where appropriate, the analysis will include the impact on the current budget
 - Financial Accounting System and Periodic Status Reports - Staff will prepare financial status reports on the revenues and expenditures to date and estimated year-end balance
 - Budget Controls – The Finance Department will maintain a system of budgetary controls; these controls will assist department Directors in identifying actual to budget variances
- Recover cost of providing services – Town operations will be run on a basis devoted to increase efficiency of service delivery or recover the cost of providing the service by a user fee or charge
- Cash reserves – The Town will maintain cash reserves in order to avoid borrowing for general operating purposes
- Inventories – The Town will maintain accurate inventories of capital assets, their condition, life span and cost
- Cash management systems – The Staff will develop, maintain and constantly seek to improve cash management systems, which ensure the accurate and timely accounting, investment, and security of all cash assets; all cash received by the Town departments will be deposited daily
- Competition and the service provided – The Town must review programs periodically in order to reduce needless competition with other public and private providers and to insure the most cost-effective and efficient provision of services; the Town will encourage competition with privatization by comparing the cost to provide services
- Budget Preparation – Department Directors will prepare and/or review all budget proposals for expenses in their departments according to the instructions provided by the Finance Department
- Internal loans – Loans made between funds will be charged interest at the Colotrust Prime Rate at the time of the loan
- Privatization – Whenever possible the Town may solicit bids from private businesses to provide services
- Procurement – No order shall be placed by any Town employee, contractor or representative that in any way encumbers or obligates the Town unless that purchase is within the individual's authorization level and, if applicable, until after that person has received an approved purchase order

The following procedures will provide guidelines for all procurement:

- Local preference – When all other factors are the same the Town encourages staff to purchase locally on items up to \$25,000; factors may include quality of product, quality of service, delivery, maintenance, and other issues that may be relevant
- Recycle – The Town encourages recycling and environmental concerns; when all other factors are the same provided the cost is within 10% of other bids on items up to \$25,000
- Purchase order approvals – Requests for purchase orders will be approved by Staff, Department Directors, the Finance Director, Town Manager, or Town Council, based on the amount
- Bids and contracts – The Town recognizes the need to use outside sources for providing Professional Services (consultants), for constructing Capital Projects (vendors & contractors) and for providing services for day-to-day operations and maintenance; the Town requires staff to solicit bids for any purchase of goods or services over \$25k; selection of vendors, contractors or consultants may be based on past experience with the Town, knowledge of the Town and region, philosophy of the nature of the job, availability of time, quality of product, quality of service and material, maintenance, warranties, price, and such other criteria as deemed appropriate 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

FINANCIAL POLICIES AND PROCEDURES

- Emergencies – In the event of natural disasters, accidents or other emergencies where the health, safety or welfare of the community is at risk the procurement requirements may be waived by the Manager; staff will notify the Council of any emergency immediately identifying the emergency and any purchase that may be required
- Computer purchases – All Townwide computer related purchases must be approved by the Chief Technology Officer with final approval from the Finance Director or Town Manager

CAPITAL PLANNING AND BUDGET PROCEDURES (CAPITAL BUDGET, MUNICIPAL CODE ARTICLE 9, SECTION 9-5)

The Five-Year Capital Improvement Plan has a significant impact on the image of the Town. The following procedures are designed to guarantee that current and future projects are maintained at a quality level and that capital projects do not restrict the Town's ability to provide basic services. The Town must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with these projects. In addition to amenity improvements, the Town must make the capital investment needed to support and enhance the delivery of basic services. Capital expenditures include buildings, land, major equipment and other items that are of significant value and have a life greater than five years.

The planning, funding and maintenance of all capital projects shall be based on the following procedures.

- Bond rating – The Town will make every effort to maintain a strong bond rating that is consistent with other Town goals
- Five-Year Capital Improvement Program – Each department with capital expenditures will develop and maintain a Five-Year Capital Improvement Program; this will include sources of funding and maintenance and operating costs
- Details of plan – The Town will prepare, adopt and update annually a Town Five-Year Capital Improvement Program that identifies department needs for capital replacement and additions; the capital improvement program lists all anticipated capital expenditures, total estimated cost, the year in which it will be started, the amount expected to be expended in each year, and the proposed method of financing these expenditures
- Current Capital budget – As part of the budget process, the Town will adopt a budget that may include the first year of the 5-year Capital Improvement Program
- Include future maintenance – As part of the annual Capital Improvement Program, the Town may identify and include full costs of future maintenance and replacement costs, startup costs and ongoing operating costs including personnel of new capital facilities and equipment prior to funding as part of the annual Capital Improvement Program
- Identify project funding – The Town staff will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval; this will include capital construction as well as ongoing maintenance and other costs
- Asset Management Plan (AMP) – The Town will develop an Asset Management Plan that protects capital investment and minimizes future maintenance and replacement costs; the Town will maintain accurate information on the condition, life span use and replacement cost of their capital assets to assist in long-term planning; the Asset Management Plan will also indicate future major repairs and their costs, utility costs, and other operating costs
- Planned funding – The budget will provide sufficient funding for adequate maintenance and scheduled replacement and enhancement of capital plan and equipment; whenever the Asset Management Plan identifies a significant discrepancy between the need to maintain/modernize Town infrastructure or facilities and the funds available for such improvements, Town staff will prepare and present to Council a strategy for meeting such needs
- 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

FINANCIAL POLICIES AND PROCEDURES

- Capital priority – In general, the following guidelines will be used to identify capital priorities: safety, complete existing projects, maintenance of existing capital facilities, extensions of existing systems and new projects; maintenance should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary; State, Federal and local mandates or new service demands may require acquisition of new facilities or new construction even when maintenance needs are not fully met; unique opportunities may arise which should be considered as a priority particularly if there is community support for acquisition; maintenance of facilities should take priority over operating programs if deferring maintenance will result in greater costs to restore or replace neglected facilities
- Alternative funding – Assessment district financing is appropriate for those areas of the Town that are retroactively installing physical plant features which are normally required by subdivision standards at the time of development or which have been funded by another assessment district.; such physical plan features include curb, gutters, sidewalks, streetlights and sewers; assessment districts are also appropriate in cases where these types of physical plant features are being upgraded for the benefit of property owners in the area; unless otherwise directed by Council, assessment districts will include all costs associated with the project, including overhead and indirect costs, including but not limited to financing, and administrative costs; the Town will take actions to ensure that financial risk to the Town is minimized
- Equipment replacement – Each department will estimate its equipment replacement (items over \$5,000 with a life greater than one year) and maintenance needs for the next five years and will update this projection each year; from this projection, a maintenance and replacement schedule will be developed and followed
- Cash for equipment – Equipment replacement should be financed on a pay-as-you-go basis; equipment should be replaced on a useful life basis considering optimum trade-in value and maintenance costs
- Fixed Assets – Fixed assets accounted for in the Comprehensive Annual Financial Report (CAFR) will use a base line of \$5,000 with a life greater than one year; the classification of Fixed Assets in the CAFR may be different than how the Town tracks capital and equipment internally; for example, the Town may track the location of each computer, but not track the computer as a capital asset

INVESTMENT POLICY (RESOLUTION 2005-02, ADOPTED JANUARY 11, 2005)

The Town of Castle Rock was incorporated as a municipal corporation in 1881 and remained a statutory Town under the constitution and laws of the State of Colorado until September 22, 1987 when a home rule charter (the “Charter”) was adopted. The Town is the County seat of Douglas County and is located along Interstate 25, 15 miles south of the Denver metropolitan area and 40 miles north of Colorado Springs.

The Charter established a Council-Manager form of government. The governing body of the Town is a seven-member Town Council (the “Council”). The Council has all the legislative powers and all other powers of the Town not otherwise conferred by Charter. All departments of the Town are under the supervision and control of the Town Manager, except the Town Attorney. The Town Manager serves as the Chief Administrative Officer of the Town.

The purpose of this Investment Policy is to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the funds of the Town of Castle Rock. The following Investment Policy addresses the methods, procedures and practices, which must be exercised to ensure effective and judicious fiscal and investment management of the Town’s funds.

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.

FINANCIAL POLICIES AND PROCEDURES

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 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.

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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

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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,

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instrumentality, or authority of any state; eligible municipal bonds must be insured and must be rated at least AA by Standard and Poor's, Aa by Moody's or AA by Fitch at the time of purchase by each service that rates the entity; the aggregate amount invested in municipal bonds shall not exceed 5% of the Town's portfolio

It is the intent of the Town of Castle Rock that the foregoing list of authorized securities be strictly interpreted. Any deviation from the list must be pre-approved by the Town Council in writing.

INVESTMENT DIVERSIFICATION

It is the intent of the Town to diversify the investments within the portfolio to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. The asset allocation in the portfolio should, however, be flexible depending upon the outlook of the economy, the securities market, and the Town's anticipated cash flow needs. A minimum of 50% of the investable assets of the Town will be maintained in those securities listed in Eligible Investments and Transactions.

INVESTMENT MATURITY AND LIQUIDITY

To the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities. Investments shall be limited to maturities not exceeding five years from the date of purchase unless approved in writing by the Town Council for special circumstances (e.g. the reinvestment of bond reserves). In addition, the weighted average maturity of the total portfolio shall not exceed two years. The Town shall maintain at least 10% of its total investment portfolio in instruments maturing in 120 days or less.

In the case of callable securities, the first call date shall be used as the maturity date for investment purposes in this section if, in the opinion of the Finance Director, there is little doubt that the security will be called prior to maturity. If, in the opinion of the Finance Director, the callable security will go to maturity, then that date will be used as the final maturity. In all cases for accounting purposes, however, the final maturity date of the callable securities shall be used as the maturity of the security in order to disclose the maximum maturity liability in the Town's financial reports.

COMPETITIVE TRANSACTIONS

Each investment transaction shall be competitively transacted with broker/dealers who have been authorized by the Town. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded. If the Town is offered a security for which there is no other readily available competitive offering, then the Finance Director will document quotations for comparable or alternative securities.

When purchasing original issue instrumentality securities, no competitive offerings will be required as all dealers in the selling group offer those securities at the same original price.

SELECTION OF BROKER/DEALERS AND FINANCIAL INSTITUTIONS

The Finance Director shall maintain a list of authorized broker/dealers and financial institutions that are approved for investment purposes, and it shall be the policy of the Town to purchase securities only from those authorized institutions and firms.

To be eligible, a firm must meet at least one of the following criteria:

- 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

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- Be an FDIC member and meet criteria in Section XII

Broker/dealers and other financial institutions will be selected by the Finance Director on the basis of their expertise in public cash management and their ability to provide service to the Town's account. Each broker/dealer, bank, or savings and loan that has been authorized by the Finance Director shall be required to submit and annually update a Town approved Broker/Dealer Information Request form. The Finance Director shall maintain a file of the most recent Broker/Dealer Information form submitted by each firm approved for investment purposes. Broker/dealers shall also attest in writing that they have received a copy of this Investment Policy. A list of approved broker/dealers is included in Annex III of this policy.

The Town may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in the Section, "Eligible Investments and Transactions" of this Investment Policy.

SELECTION OF BANKS AND SAVINGS AND LOANS AS DEPOSITORIES AND PROVIDERS OF GENERAL BANKING SERVICES

The Finance Director shall maintain a list of authorized banks and savings and loans that are approved to provide depository and other banking services for the Town. To be eligible for authorization, a bank or savings and loan must be a member of the FDIC and qualify as a depository of public funds in Colorado as defined in CRS 24-75-603, and provide the Town with certification of such qualification. Banks or savings and loans that, in the judgment of the Finance Director, no longer offer adequate safety to the Town, will be removed from the list. The list will be updated annually to insure current compliance.

A list of approved banks is included in Annex IV. A credit analysis will be performed at least annually on all approved banks and savings and loans.

SAFEKEEPING AND CUSTODY

The Finance Director shall approve one or more financial institutions to provide safekeeping and custodial services for the Town. A Town approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that institution's safekeeping services. To be eligible for designation as the Town's safekeeping and custodian bank, a financial institution shall qualify as a depository of public funds in Colorado as defined in C.R.S. 24-75-603.

Custodian banks will be selected on the basis of their ability to provide service to the Town's account and the competitive pricing of their safekeeping related services.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities shall be perfected in the name of the Town, and sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities, except Certificates of Deposit, Local Government Investment Pools and Money Market Funds, purchased by the Town will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by a Town approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

All Fed wireable book entry securities owned by the Town shall be evidenced by a safekeeping receipt or a customer confirmation issued to the Town by the custodian stating that the securities are held in the Federal Reserve System either in a Customer Account or in a Trust Account that will name the Town as "customer".

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."

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All non-book entry (physical delivery) securities shall be held by the custodian bank's correspondent bank and the custodian bank shall issue a safekeeping receipt to the Town evidencing that the correspondent bank holds the securities for the Town.

The Town's custodian will be required to furnish the Town with monthly reports of holdings of custodied securities as well as a report of monthly safekeeping activity.

PERFORMANCE BENCHMARKS

The Town's investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The Town of Castle Rock shall use a dynamic benchmark rate of return for the Town's investment portfolio that corresponds to the yield for the U.S. Treasury security that most closely corresponds to the portfolio's weighted average effective maturity. In no case shall the benchmark yield be less than the monthly average yield of the Colorado Local Government Liquid Asset Trust (COLOTRUST) measured on an annualized basis. All fees involved with managing the portfolio should be included in the computation of the portfolio's rate of return.

REPORTING

The Finance Director should prepare a monthly investment report listing the investments held by the Town and the market value of those investments. The report shall include a summary of investment earnings and performance results during the period. A record shall be maintained by the Town of all bids and offerings for security transactions in order to ensure that the Town receives competitive pricing.

Reports prepared by outside advisors shall be sent to the Town's Finance Director on a monthly basis.

INVESTMENT POLICY REVISIONS

This Investment Policy shall be reviewed periodically by the Finance Director and may be amended by the Town Council as conditions warrant. The Finance Director as necessary may update the data contained in the Annexes to this Policy, provided the changes in no way affect the substance or intent of this policy.

DEBT MANAGEMENT

The Town of Castle Rock recognizes the primary purpose of capital facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community is based upon the policy outlined below. This policy is designed as a guideline for the development of new debt issues for the Town. Any issue that exceeds these limits must be noted to Council when the debt program is defined.

AUTHORIZATION FOR MUNICIPAL BORROWING

The Town Charter authorizes the borrowing of money and the issuance of the following securities to evidence indebtedness:

- Short-term securities
- General obligation bonds and other like securities
- Revenue bonds and other like securities
- Local improvement district bonds and other like securities
- Any other lawfully recognized security

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The Charter and State Constitution determine which securities may be issued only after a vote of the electors of the Town and approved by a majority of those voting on the issue.

CONDITIONS FOR USING DEBT

Debt financing of capital improvements and equipment will be done only when the following conditions exist:

- When non-continuous projects (those not requiring continuous annual appropriations) are desired
- When it can be determined that future users will receive a benefit from the improvement
- When it is necessary to provide basic services to residents and taxpayers (for example, purchase of water rights)
- When the rights of bond buyers and subsequent investors are protected through full disclosure
- When the total tax burden on the residents of the community has been taken into consideration
- When the term of the debt is no longer than (80% of) the economic useful life of the project; or
- When, for self-supporting debt, scheduled maturities do not exceed projected revenue streams
- When, for self-supporting and Tax Increment supported debt, the Town obtains secured guarantees or assurance of ability to pay, to the extent possible
- When the Town has obtained all assurances of project viability and guarantees of completion prior to the issuance of debt

Additionally the Town may:

- Actively pursue all programs, which provide alternative sources of funding for capital maintenance and improvement projects
- Strive to use a pay-as-you-go method of financing for all capital projects under \$500,000
- Plan for capital projects and set aside reserves in anticipation of these projects where feasible
- NOT issue debt to finance operating costs
- Minimize interest costs by following debt sales practices which emphasize:
 - Full and complete public disclosure of financial condition and operating results
 - Issuance of debt only at times of favorable market conditions, when possible
- Maintain contact with major bond purchasing and rating groups for the purpose of providing detailed financial information and responses to inquiries as to financial and operational policies of the Town
- Strive to identify the portion of capital projects to be funded by debt that will serve new growth; this portion of the project and/or any related debt should be paid for with funds dedicated for growth purposes, such as impact or development fees and building use taxes

The Towns Finance Director shall be responsible for ensuring that this policy is properly administered. In addition, if revisions are required, the Finance Director shall identify the required revisions and forward them to the Town Manager, who shall submit them to Town Council for consideration.

DEBT INDICATORS AND DEBT LIMITS

While no absolute measure of debt burden exists, the Town recognizes that municipal bond rating agencies and financial analysts have established key debt indicators by which they evaluate the credit strength of issuers, debt per capita for example. Since debt issued by entities sharing the same geographic area, for example, the Douglas County School District, cannot be controlled by the Town, the indicators and limits used will be calculated using only direct debt issued by the Town itself. If new or different revenue sources emerge or old sources cease to exist the limits below should be adjusted to reflect those changes. For example, increased impact fees will increase the amount of funding available for debt service and capital.

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DEBT LIMITS

As applied to the total amount of principal outstanding for all general obligation bonds of the Town of Castle Rock, including that of Enterprise Funds; the total amount of debt should not exceed 3% of the actual value of real property in the Town; (Townwide limit) this is the same as the limitations under State statute.

<u>Debt Limit Calculation:</u>		
Estimated Actual Property Value (as stated in 2015 CAFR)		\$ 6,900,625,147
3% of Property Valuation		\$ 207,018,754
<u>Amount of Debt Applicable to Debt Limit:</u>		
Gross Debt		\$ 127,286,825
Less: Sales Tax Revenue Bonds	(31,464,558)	
Parks Capital COP's	(8,570,000)	
Capital Leases	(940,642)	
Golf Course Revenue Bonds	(5,005,000)	
Water & Wastewater Revenue Bonds	(16,881,625)	
Water Resources COP's	(64,425,000)	
Total		\$(127,286,825)
Total Debt Applicable to Debt Limit		\$ - *
Legal Debt Margin		\$ 207,018,754

*Currently there are no general obligation bonds applicable to the debt limit

As applied to all governmental funds, the combined amount of capital outlay and debt service payments on an annual basis should not exceed 45% of total budgeted governmental fund expenditures (Governmental funds limit), and should not exceed 60% of enterprise fund expenditures (Enterprise funds limit); these are guidelines as the issuance of all debt must be determined on a case-by-case basis and evaluated by management and Town Council.

GENERAL GUIDELINES FOR TYPES OF DEBT TO BE USED

The following are some general guidelines for some types of debt use. The types of debt and the guidelines are not meant to be all-inclusive.

GENERAL OBLIGATION DEBT, TAX SUPPORTED

Utilize general obligation, tax supported borrowing to finance only those capital improvements and long term assets that have been determined to be essential to the maintenance or development of the Town.

On an annual basis, the Town's Five-Year Capital Improvement Program shall be analyzed, prioritized and designated as to essential characteristics through the Town's established Capital Improvement Program process. This process shall distinguish and separately prioritize tax-supported and self-supporting projects.

The Town shall use general obligation, tax supported bonding only after considering alternative funding sources, such as Federal and State grants and project revenues.

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.)

FINANCIAL POLICIES AND PROCEDURES

REVENUE-SUPPORTED DEBT

The Town shall utilize revenue-supported borrowing whether solely revenue backed or issued as general obligations with non-sales tax revenue pledges, to finance public improvements which can be shown to be self-liquidating or fully supported by dedicated revenue sources, and needed for infrastructure and economic development of the Town.

Revenue supported bonds shall be used to limit potential dependence on taxes for those projects with available revenue sources, whether self-generated or dedicated from other sources.

Adequate financial feasibility studies shall be performed for each project to provide assurances as to the self-liquidating nature of the project or adequacy of dedicated revenue sources. Assurances will be obtained that persons primarily benefiting from the project will provide the maximum financial support allowable.

For self-liquidating enterprise-type projects, general obligation bonds may be issued in order to obtain the lowest possible interest rates. Example of Revenue Supported Debt - Revenue Bonds issued for:

The State issued bonds for the construction of the Denver-Boulder Turnpike. The statute created a special bond fund for the payment of the bonds, which contained the tolls derived from the operation of the turnpike. In addition, pursuant to a constitutional amendment, certain amounts from the state highway funds were earmarked for highway purposes. The court held that since all of the proceeds from the excise tax were designated for construction and maintenance of highways, the excise taxes never became general revenue subject to appropriation by the legislature.

If The Town of Castle Rock were to issue bonds for the construction of a new Recreation Center, these would be payable solely from the revenues of the center.

Denver issued bonds for improvements to the baseball stadium, which were payable from the net revenues of the operation of the stadium. No general funds or taxes were pledged. The court held that these obligations were valid revenue bonds.

SPECIAL ASSESSMENT BONDS

The Town shall utilize Special Assessment Bonds to construct improvements in connection with a special improvement district. An example of Special Assessment Bonds is bonds that are issued to construct street lighting in a neighborhood special assessment district.

LEASE/PURCHASE AGREEMENTS

The Town shall use lease/purchase borrowing to purchase or construct capital assets where the costs associated with bonds exceeds the costs of lease/purchase and/or when funds are needed relatively quickly and/or when Council has determined that this is not a debt item that requires a vote of the citizens. This is an option when major equipment purchases cannot be paid for with cash or when equipment or a project requires financing due to unavailability of pay-as-you-go funds.

CERTIFICATES OF PARTICIPATION

The Town shall utilize Certificates of Participation when it has been determined that the project and costs do not fit into other types of financing options. For example, the Town requires a new Town Hall, Police or Fire Station and the Council have determined that the project is essential in nature and does not desire to put an issue on the ballot. The time and costs associated with this option should be closely analyzed and compared to other options.

FINANCIAL POLICIES AND PROCEDURES

TAX INCREMENT SUPPORTED DEBT

The Town shall utilize tax increment supported borrowing only when projects can be shown to be self-liquidating from tax increments arising in sufficient amounts or when secured guarantees are provided for potential shortfalls, and with appropriate timing to avoid the use of general tax revenues and where maximum allowable guarantees are obtained.

Secured guarantees shall be obtained prior to issuance to fully protect the Town from loss incurred between the date of the sale of the debt and the date of completion of the project.

Secured guarantees should be required, to the extent possible; to fully protect the Town from long-term negative cash flows arising from any event or change of circumstances.

Assessment valuation agreements should be required prior to issuance of the debt.

The Town shall closely monitor the absolute amounts and year-to-year trends of key financial ratios, including:

- Total debt per dollar of assessed property value
- Total debt per dollar of market value
- Ratio of Tax Supported debt service to discretionary revenues
- Ratio of dedicated revenues to debt service for Revenue-Supported bonds
- Ratio of Tax supported debt service to total revenues

INTERFUND BORROWING

Borrowing between funds is also an option for capital projects funding. Interfund borrowing will save the costs and staff time of issuing bonds or other debt. Interfund borrowing may be done when the following conditions are met:

- When the loaning fund has the capacity to loan such amounts; and,
- When future anticipated revenues in the borrowing fund are deemed adequate to service all debt of the fund.

An interest rate may be charged to the borrowing fund with the rate based on the latest interest rates for municipal bond issues of like type for the same or approximate number of years, or, based upon the latest C-Safe or Colotrust rates. This will ensure that the fund making the loan receives any interest it may have received.

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.