



2024 Castle Pines Budget





7437 Village Square Drive, Ste. 200
303-705-0200 • castlepinesco.gov

Budget Message

December 12, 2023

Dear Mayor Engerman, Members of the City Council, and citizens of the City of Castle Pines,

INTRODUCTION

I am delighted to present the proposed 2024 Annual Budget for the City of Castle Pines. This budget, diligently prepared by our city staff, aligns with the Council's strategic priorities, and marks a significant step forward in our commitment to enhancing the community's experience.

In compliance with our Home Rule Charter, we submitted the initial draft on September 29, mindful of upcoming elections and their potential impact on our financial planning. The City Council conducted a thorough review during the November 14 study session and adopted the 2024 Annual Budget on December 12.

The recent elections brought a positive shift: passing ballot measures 2E and 2F. Specifically, 2E introduces a 1% sales/use tax dedicated to improving and maintaining our road network. This new funding will significantly support our Roads Solution Plan, enabling us to complete essential roadway improvements. This initiative marks the first time in our City's history that we have a dedicated funding source specifically for road infrastructure, enhancing our capacity to manage the City's roadway infrastructure.

Similarly, 2F, a 12-mill park property tax, is a testament to years of effort to unify parks and recreation services under the City's management. This measure provides a sustainable funding source to expand, improve, and maintain our parks, trails, and recreational spaces, securing their longevity and accessibility.

Our budgeting approach remains conservative, with prudent revenue projections shaped by inflation, population growth, and local development. One notable challenge has been the decline in construction materials use tax revenue, a critical source for capital projects. Despite this, we have adjusted our projections and strategies to ensure continued progress, particularly in our Roads Solution Plan.

In August, a study session confirmed the alignment of this budget with the Council's strategic objectives, ensuring that we continue to deliver exceptional city services while addressing our community's evolving needs.

The 2024 budget emphasizes maintaining a balanced budget and robust reserves, reflecting our commitment to the City's long-term financial stability. It was crafted with a 5-year outlook, allowing us to navigate long-term economic trends effectively.

The following sections will detail the budget guidelines, the integral role of the Strategic Plan in our budgetary process, key policy questions, and an overview of the proposed budget’s revenues, expenditures, and financial projections.

Proudly, the City was honored with the GFOA’s Distinguished Budget Presentation Award for our 2023 Annual Budget document. We also plan to submit this year’s budget for this prestigious award. You can find the certificate for the award on [page 11](#).

BUDGET GUIDELINES

The following guidelines served to develop the proposed 2024 Annual Budget.

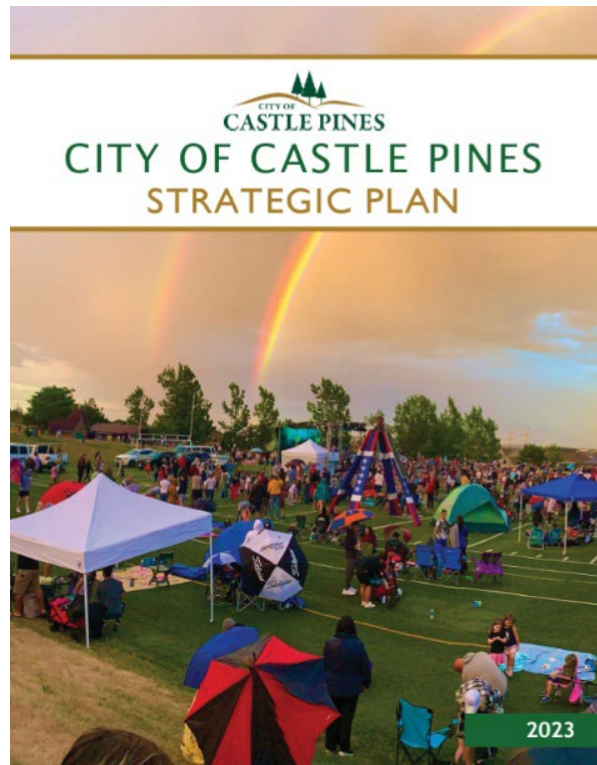
- The 2023 Strategic Plan: Key Focus Areas, Strategic Goals, SMART Objectives, and Actions
- Maintain or enhance the delivery of City services
- Prepare the 2024 budget with a long-term (five-year) financial view
- Ensure the City remains financially healthy with adequate reserves as required by City policy throughout the five years – 2024 through 2028

INTEGRATING STRATEGIC PLANNING WITH BUDGET DEVELOPMENT

As we developed our 2024 Annual Budget, the City’s Strategic Plan, shaped during the City Council’s 2023 retreat, plays a pivotal role. This plan, aligned with our Vision, Mission, and Key Focus Areas, guides our budgetary decisions and day-to-day operations.

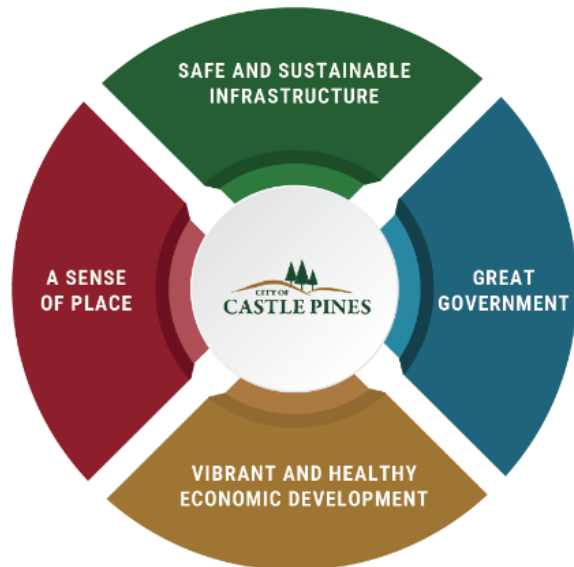
Our Vision Statement focuses on creating an inclusive, unified community in Castle Pines, emphasizing outdoor active lifestyle amenities and conscientious development. The Action Statement commits to providing outstanding municipal services through operational excellence and innovative actions.

The Strategic Plan outlines objectives to ensure long-term financial resilience, attract top-tier businesses, foster responsible development, build safe infrastructure, engage the community, and support efficient city government operations. These objectives are encapsulated within four Key Focus Areas: Safe and Sustainable Infrastructure, A Sense of Place, Great Government, and Vibrant and Healthy



Economic Development. Each area includes strategic goals, specific projects, and action steps that inform our policy decisions and budget allocations.

For 2024, our budget reflects the strategic priorities contained within our Strategic Plan.



Safe and Sustainable Infrastructure: We've allocated \$10.5 million for street improvements and \$650,000 for park and trail designs. The budget also includes securing grants for road projects and partnering for flood control.

A Sense of Place: Our focus is on enhancing community engagement and creating a unique identity for Castle Pines. This includes \$950,000 for gateway monumentation, \$550,000 for parks and trails, and increased funding for community events.

Great Government: We're committed to updating City policies and enhancing public services, which includes staff compensation adjustments, updating the Master Transportation Plan, and digitizing key documents.

Vibrant and Healthy Economic Development: Our goal is to foster economic growth with a budget for transportation planning, economic marketing, and support for the newly created Urban Renewal Authority.

This strategic approach ensures that our budget aligns with our long-term vision and immediate community needs, setting the stage for a thriving and resilient Castle Pines. Please refer to the complete Strategic Plan on the City's website for a detailed overview of our strategic objectives and their alignment with the 2024 budget. For more information on the 2024 budget's tie to the Strategic Plan, see [page 41](#).

2022 AND 2023 FINANCIAL OUTCOMES: INFLUENCING THE 2024 BUDGET

The development of the 2024 budget is informed by the financial outcomes of 2022 and 2023. The events of these years, marked by economic challenges yet financial resilience, provide the foundation for the 2024 budget, ensuring the City's continued financial health and service delivery excellence.

The 2024 budget's foundational structure, particularly its beginning fund balance, is directly influenced by the fiscal outcomes of 2022 and the projected financial performance of 2023. The

robust financial health achieved in 2022, even in the face of reduced revenues, alongside the expected financial trends for 2023, essentially sets the stage for the initial financial positioning of the 2024 budget. These preceding years' bottom lines act as a financial bedrock, enabling the city to determine the starting point for its 2024 budget deliberations.

2022 – Excellent Financial Health Despite Decreased Revenue

In 2022, the City showcased remarkable financial resilience, closing the year with a fund balance of \$2.75 million, or 31% of operating expenditures, surpassing the 25% policy requirement. This achievement was notable given the decline in development-related revenues, particularly construction materials use tax. [See Figure 1.](#)

The revenue decrease was attributed mainly to the federal government's interest rate hikes to control inflation. These fiscal dynamics necessitated a careful adjustment of the year-end projections (YEP), resulting in revenues nearly \$1 million below the budgeted figures. Despite this downturn in revenue, the actual ending fund balance closely aligned with the initial budget and year-end forecasts, underscoring the City's proficient management of finances during economically strenuous periods. The City's robust closing fund balance of \$2.75 million provided a substantial fiscal cushion crucial for maintaining financial stability and ensuring fiscal agility as the City entered 2023.

Figure 1. 2022 General Fund Budget Comparison Summary

	2022 Original Budget	2022 Year-end Projection	2022 Audited Actual
GENERAL FUND			
Beginning Fund Balance	\$ 4,692,307	\$ 6,002,159	\$ 6,002,159
Revenue	17,493,000	17,153,500	16,134,393
Total Funds Available	22,185,307	23,155,659	22,136,552
Expenditures	(10,250,600)	(9,686,900)	(8,798,973)
Transfer to Parks and Recreation Fund	(450,400)	(580,600)	(481,199)
Transfer to Capital Improvements Fund	(8,730,000)	(10,105,000)	(10,105,000)
Ending Fund Balance	\$ 2,754,307	\$ 2,783,159	\$ 2,751,380
Fund Balance Reserve %	26%	28%	31%

2023 – Interest Rates Continue Impacting Development Revenues

2023 continued to see the impact of interest rates on development-related revenues, with the Federal Open Market Committee continuing to increase the Federal Funds Rate. To provide context, the rate increased from 0.25% in early 2022 to 5.5% by September 2023. This monetary policy, intended to curb inflation, significantly

Figure 2. 2023 General Fund Budget Comparison Summary

	2022 Audited Actual	2023 Original Budget	2023 Year-end Projection
GENERAL FUND			
Beginning Fund Balance	\$ 6,002,159	\$ 2,783,158	\$ 3,358,977
Revenue	16,134,393	16,958,700	14,906,200
Total Funds Available	22,136,552	19,741,858	18,265,177
Expenditures	(8,798,973)	(10,055,000)	(8,134,100)
Transfer to Parks and Recreation Fund	(481,199)	(626,900)	(708,500)
Transfer to Capital Improvements Fund	(10,105,000)	(6,400,000)	(6,725,000)
Ending Fund Balance	\$ 2,751,380	\$ 2,659,958	\$ 2,697,577
Fund Balance Reserve %	31%	26%	32%

dampened new home construction. The adverse effects on construction use tax revenue persisted, as reflected in the 2023 year-end projection revenue total.

Despite the revenue challenges, strategic spending adjustments and expenditure savings will mitigate the revenue shortfall. Amidst declining revenues, the expenditure reduction is instrumental in maintaining a projected fund balance of \$2.7 million, providing a solid financial base for the City as it moves into the 2024 fiscal year. [See Figure 2.](#)

PROPOSED 2024 ANNUAL BUDGET

The approval of ballot measures 2E and 2F buoys the 2024 budget proposal. The passing of these measures is instrumental in funding significant infrastructure projects and services, with the 1% sales and use tax under 2E expected to generate substantial revenues for road-related purposes.

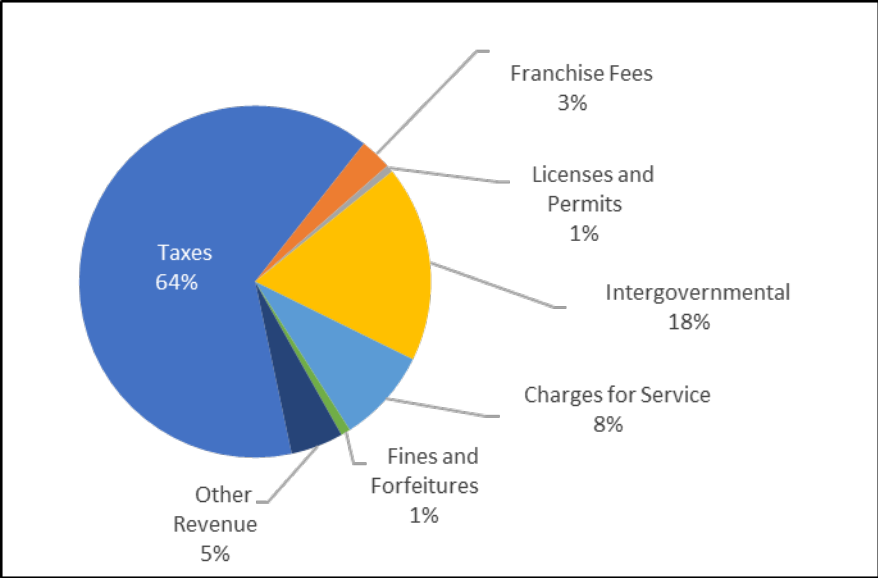
Similarly, the passage of 2F plays a significant role in enriching parks, recreation, trails, and open space services via voter approval of a city 12-mill property tax dedicated to those purposes. The strategic allocation of these funds towards our community’s roads and parks in 2024 (and beyond) underscores the City's commitment to enhancing infrastructure and quality of life.

Revenue Overview

Projected revenues for 2024 amount to \$29.3 million, with a significant portion stemming from City taxes (64%), including the increments from newly approved taxes. Total revenue also includes Intergovernmental revenue (18%) into a revenue mix that ensures the City is well-equipped to finance its expenditure framework, maintaining a focus on infrastructure enhancements and community services. [See](#)

[Figure 3.](#)

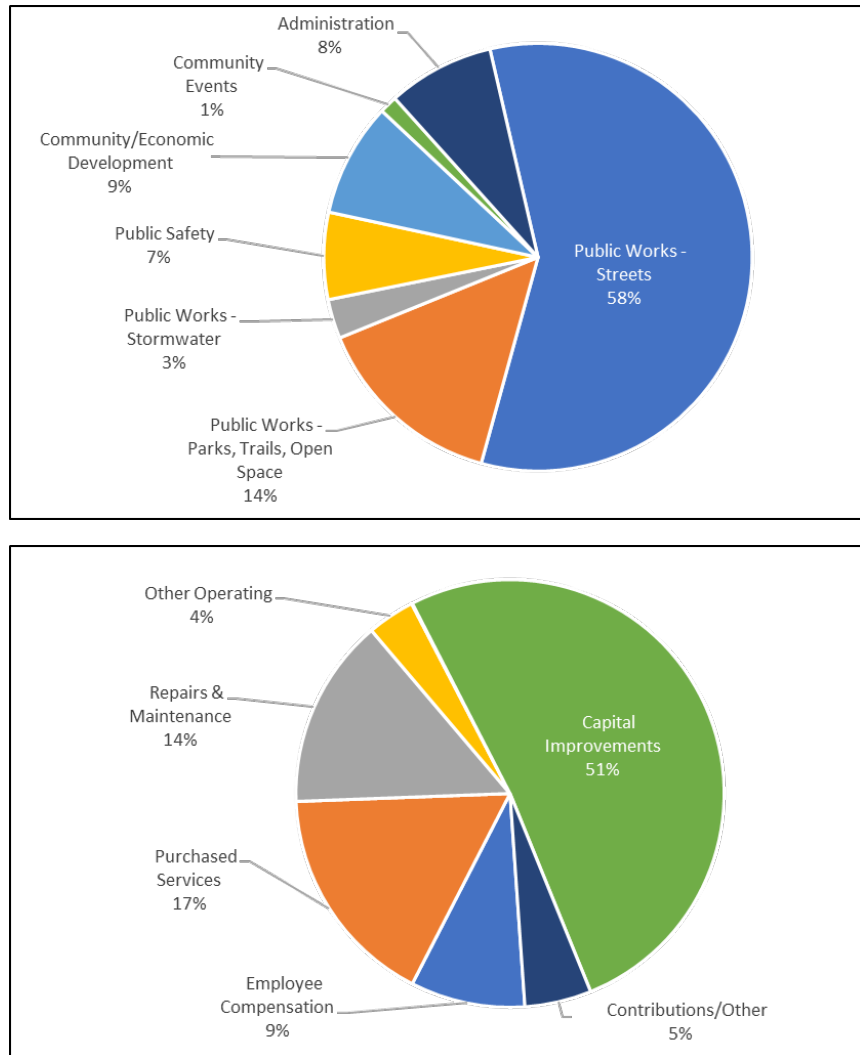
Figure 3. 2024 Revenue by Source Type



Expenditure Overview

The 2024 budget delineates a comprehensive expenditure plan totaling \$28.9 million, with a substantial allocation towards street and park expenditures, totaling 72% of the 2024 budget. This plan is highlighted by the City's emphasis on capital improvements (51%) and repairs and maintenance (14%) to strengthen infrastructure and community amenities. The distribution of expenditures across various city functions and the allocation towards employee compensation (9%) and contracted services (17%) reflects a balanced approach to fiscal management and service delivery. See Figure 4.

Figure 4. 2024 Budget Expenditures by Function and Type



Fund Balances Overview

The 2024 proposed budget has been carefully crafted to align with the financial policy that mandates maintaining a minimum fund balance reserve of 25%. As explained earlier, despite facing a constrained fiscal landscape, the proposed budget ensures that the fund balance reserve percentage stands at 26%, thus adhering to the policy requirement. See Figure 5.

Figure 5. 2024 General Fund Budget Comparison Summary

	2022 Audited Actual	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND			
Beginning Fund Balance	\$ 6,002,159	\$ 3,358,977	\$ 2,697,577
Revenue	16,134,393	14,906,200	14,028,800
Total Funds Available	22,136,552	18,265,177	16,726,377
Expenditures	(8,798,973)	(8,134,100)	(7,113,200)
Transfer to Parks and Recreation Fund	(481,199)	(708,500)	-
Transfer to Capital Improvements Fund	(10,105,000)	(6,725,000)	(7,760,000)
Ending Fund Balance	\$ 2,751,380	\$ 2,697,577	\$ 1,853,177
Fund Balance Reserve %	31%	32%	26%

This demonstrates prudent financial planning, ensuring the General Fund remains robust enough to support the continuity of essential services while preparing for unforeseen expenditures or revenue

shortfalls. The 2024 ending fund balance of \$1.9 million, although lower than the \$2.8 million actual of 2022 and the \$2.7 million projection for 2023, still respects the policy threshold, thereby maintaining fiscal responsibility and stability for the year ahead.

Additionally, the passage of measure 2E led to the creation of a dedicated "Roads Fund," a move to effectively manage the incoming revenue allotted by voters solely for road improvements. This decision to earmark funds specifically for road-related expenditures reflects the City's proactive approach to financial governance and commitment to enhancing and maintaining its infrastructure.

The 2024 budget is designed to maintain ALL fund balances in the black, in line with the City's policies, ensuring financial health and sustainability across all city-managed funds.

CONCLUSION

Beyond the insights shared in this budget introduction, the comprehensive budget document will encompass the Budget Overview, the Long-term Financial Plan, a detailed Capital Improvement Plan, reports on performance measures, and additional essential components. These elements are crafted to meet the standards of the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award, signifying excellence in governmental budgeting. This distinction underscores our commitment to transparency, accountability, and strategic financial management, aligning with the best practices and guidelines advocated by the National Advisory Council on State and Local Budgeting and the GFOA.

To Mayor Engerman and the esteemed members of the City Council, this budget message serves as a concise primer to the thoughtful and strategic financial planning encapsulated in the 2024 proposed budget. Your ongoing engagement and support have been pivotal in shaping this process, and I am grateful for your dedication to our community's fiscal health and prosperity.



Best regards,

Michael Penny, City Manager

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DISTINGUISHED BUDGET PRESENTATION AWARD

THE BUDGET DOCUMENT

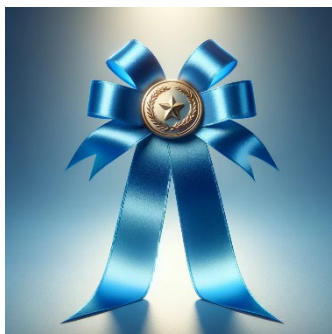
The budget document is more than just a list of numbers. It's a comprehensive guide that communicates the budget amounts and the City's fiscal priorities, strategies, financial policies, budgeting process, goals (or targets), and the outcomes of our efforts in meeting City priorities. This document is crafted following the nationally recognized standards set by the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award program, which includes several key components:

- A *policy document* that defines the key issues that shape the budget and outlines the financial and other policies that guide the City's operating and capital plans.
- A *financial plan* that describes and summarizes relevant information related to revenues, expenditures, debt services, and funds available for all City funds.
- An *operations guide* highlighting useful information on the nature, purpose, and accomplishments of the City's various organizational units.
- A *communication tool* that summarizes and provides key information related to City resources, planning process, and budget outlook.

The 2023 annual budget document was submitted to GFOA, and we are pleased to announce the following:

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Castle Pines, Colorado, for its Annual Budget for the fiscal year beginning January 01, 2023. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, financial plan, operations guide, and communications device.

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Castle Pines
Colorado**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director



City of Castle Pines Overview

CITY OF CASTLE PINES OVERVIEW

THE CITY OF CASTLE PINES

Following a successful election in 2007, the City incorporated in 2008. The newly formed City was 3.78 square miles (2,417 acres) and was entirely on the west side of I-25. At that time, there were 3,681 homes and 272,000 square feet of commercial space, and the population was 10,360. See Figure 6.

In 2008, 340 acres were rezoned shortly after incorporation to add 91 acres for parks, trails, and open space and six acres for a school site. In addition, the rezoning plan for an additional 631 homes and 560,000 square feet of commercial, institutional, and community land uses.

Figure 6. 2008 Incorporation Boundary

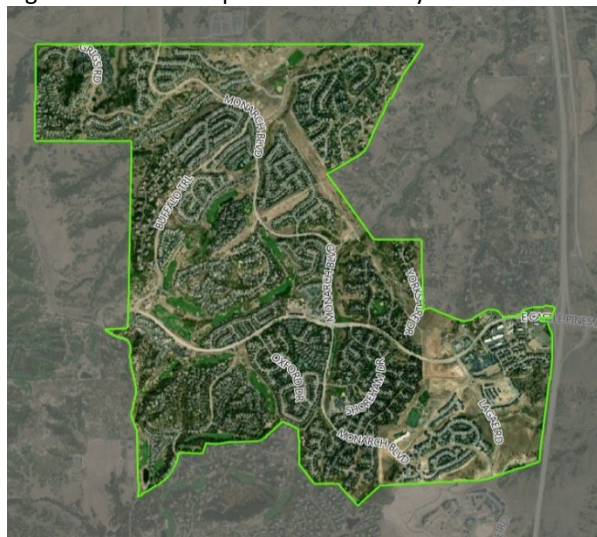
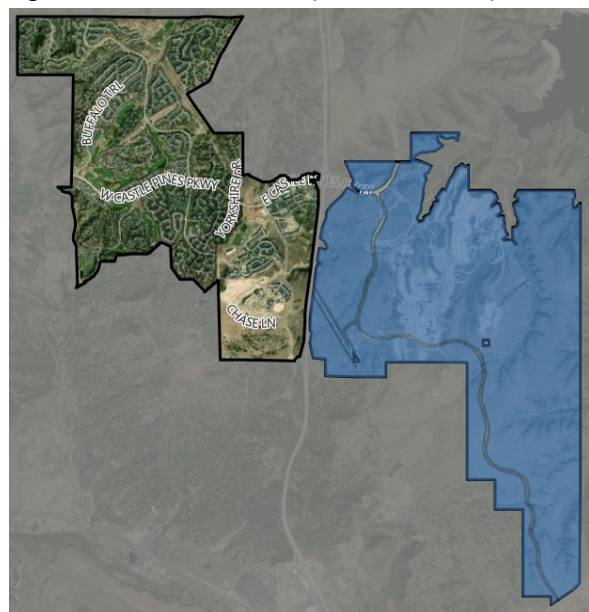


Figure 7. 2009 Annexations (Blue and Yellow)



In 2009, the City annexed 5.22 square miles (3,343 acres) of vacant land east of I-25. This included 1,400 acres of open space, 50 acres for schools, 113 acres for parks, and 20 acres for civic uses. The area was planned for an additional 2,500 homes and 2.1 million square feet of mixed-use commercial space. See Figure 7 (blue).

The City also annexed 345 acres south of the original incorporation area, adding 520 residential units and 700,000 square feet of commercial space. See Figure 7 (yellow).

In 2014, the City purchased land for donation to the Douglas County Library District; in 2016, the public library opened to serve the Castle Pines community. City offices were temporarily located within the library as part of the negotiated arrangement (10-year lease).

The City leased additional space in an office building just east of the library in 2021 to house the Public Works department, and in 2023, all City staff relocated to that building.

Initially, the City was incorporated as a statutory municipality under Colorado law. In May 2019, residents overwhelmingly supported (over 70%) becoming a home rule city and adopting the City's Home Rule Charter, giving Castle Pines residents more control over local government policies.

Castle Pines operates as a council-manager form of government, and the council consists of a mayor and six council members. The mayor is elected at large, and there are three Council districts with two council members elected from each. Every odd-numbered year, three or four council seats, including the mayor, are up for election for a four-year term.

Today, the City, located 20 miles south of Denver in Douglas County, has an estimated population of 14,146 residents with an expected buildout to 35,000 by 2040. Current plans for the City's long-term vision for economic development, housing, transportation, parks and recreation, land use, and growth management can be found in the City's various guiding documents: Comprehensive Plan, Parks and Recreation Comprehensive Plan, Master Transportation Plan, Economic Action Plan, Wayfinding Plan, and Economic Development Action Plan.

City services include public works (street improvements and maintenance, traffic control, snow removal, stormwater management), law enforcement, planning and zoning, building permitting and inspection, code enforcement, and parks and recreation. The City contracts most of its services, including with the Douglas County Sheriff's Office for law enforcement services and animal control.

Castle Pines is home to five beautiful parks and recreational areas, offering residents and visitors a variety of outdoor activities and scenic beauty: *Elk Ridge Park, Daniel's Gate Park, Retreat Park, Coyote Ridge Park, and Pronghorn Park with Disc Golf Course*. The parks enhance the community's quality of life, providing leisure, sports, and community gathering spaces. For detailed information about specific parks, amenities, and activities in the City of Castle Pines, please visit <https://www.parks.castlepinesco.gov/castlepines/parks>.

Near the northeastern area of the City is *Rueter-Hess Reservoir*. The City partners and collaborates with neighboring jurisdictions to provide opportunities for non-motorized boating, fishing, hiking, and camping. Directly abutting the City's northwest corner, *Daniel's Park* is a 1,000-acre historic ranch in Douglas County known for its bison herd, dramatic view of the mountains, historic ranch buildings, distinctive stone shelter, and Tall Bull Memorial Grounds. Most of the park is a Bison preserve and natural area where visitors can view the animals in a high-plain habitat. The park also features a picnic area, tables, and grills and is part of the Denver Mountain Park system.

City (or nearby) Park Amenities



Coyote Ridge Park
7485 Serena Drive, Castle Pines, CO 80108



Daniels Gate Park
8948 Grig's Rd, Castle Pines, CO 80108



Elk Ridge Park
7005 Mira Vista Ln, Castle Pines, CO 80108



Pronghorn Park And Disc Golf Course
7707 Disc Park Street, Castle Pines, CO 80108



Retreat Park
Tangleoak Ln, Castle Pines, CO 80108



Rueter-Hess Reservoir
9343 Double Angle Road, Parker, CO 80134

Directly abutting the City's northwest corner, *Daniel's Park*, a 1,000-acre historic ranch in Douglas County is known for its bison herd, dramatic view of the mountains, historic ranch buildings, distinctive stone shelter, and Tall Bull Memorial Grounds. Most of the park is a Bison preserve and natural area where visitors can view the animals in a high-plain habitat. The park also features a picnic area, tables, and grills and is part of the Denver Mountain Park system.

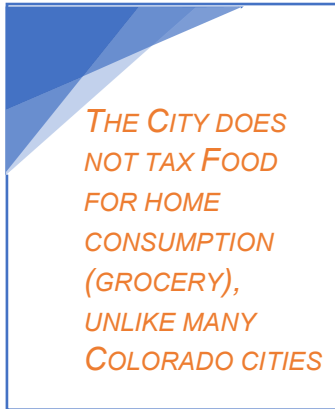
Daniel's Park



PROPERTY TAX RATES

- 4.5 mills - Law Enforcement Services (Douglas County Sheriff)
- 12 mills - Parks, Recreation, Trails, and Open Space Services

Note: The 12 mills property tax for parks, recreation, trails, and open space services was approved by voters in 2023.



SALES AND USE TAX RATES

- City: 3.75%
Note: Includes 1% sales and use tax effective Jan. 1, 2024, approved by voters in 2023 for improving and maintaining city roads.
- County: 1.00%
- State: 2.90%
- SCFD (Scientific and Cultural Facilities District): 0.10%
- Total: 7.75%

DEMOGRAPHIC AND SOCIOECONOMIC OVERVIEW

Population and Household Dynamics

- Population: 14,146, reflecting a community size that balances small-town charm and sufficient amenities.
- Number of Households: Approximately 4,900
- Average Household Size: 2.86, higher than both the Denver-Aurora-Lakewood, CO Metro Area, and the state of Colorado, suggesting a tendency towards larger family units or cohabitation.

Economic Indicators

- Median Household Income: \$186,976, significantly higher than national averages, underscoring the affluence of the Castle Pines community.
- Median Home Value: \$688,100 for the year 2021, reflecting the area's high standard of living and the desirability of its real estate market.
- Unemployment Rate (Douglas County, as of November): 3.0%, which is relatively low and indicates a healthy local economy with robust employment opportunities.

Educational Attainment

- A significant 69.4% of residents have a bachelor's degree or higher, showcasing the community's high educational standards and access to higher education.

Employment by Industry

- Notable median earnings were reported in sectors such as Information, Public Administration, Finance, and Insurance, highlighting the area's economic diversity and opportunities in high-paying industries.

Transportation and Commuting Patterns

- The predominant mode of transportation is driving alone (65.8%), followed by a substantial portion of the workforce (26.8%) working from home, which may reflect flexible employment conditions and the impact of remote work trends.

Poverty Rate

- At 4.54%, the poverty rate in Castle Pines is significantly lower than national figures, illustrating its residents' economic stability and well-being.

Health Insurance Coverage

- With 96.8% of the population covered, the high rate of health insurance indicates a strong emphasis on healthcare accessibility and the community's overall health.

Summary

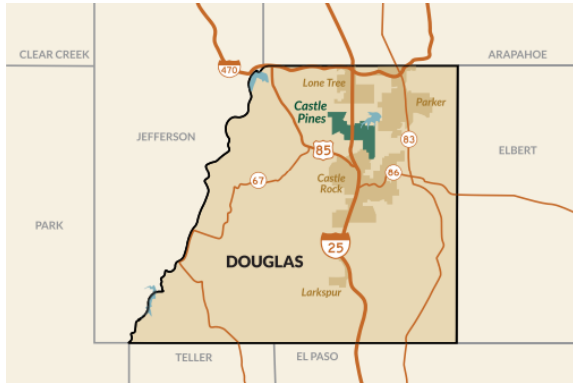
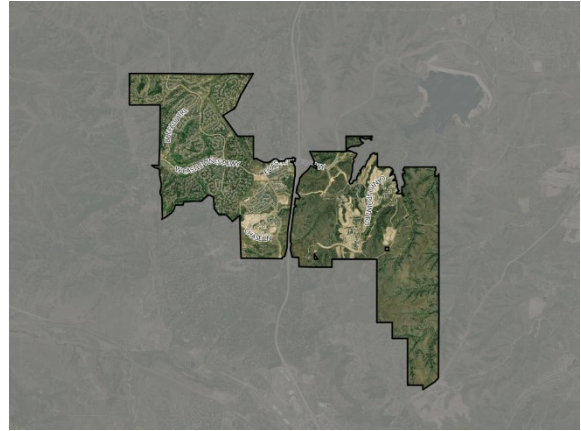
The City emerges as a prosperous, well-educated community with strong economic indicators, including high-income levels, low unemployment, and substantial property values. The data suggests a high quality of life supported by a robust local economy, a well-educated populace, and comprehensive healthcare coverage. This positions Castle Pines as a desirable location for families, professionals, and retirees seeking a blend of suburban tranquility and access to metropolitan amenities.

Source: Data compiled from City staff, American Community Survey (ACS) 2022 5-year estimates provided by Census Reporter, and additional economic statistics from Data USA, with the latest unemployment figures for Douglas County obtained from the U.S. Bureau of Labor Statistics (BLS). These sources offer a comprehensive snapshot of the demographic, economic, and social characteristics of Castle Pines and its broader county context.



CITY LOCATION

CITY OF CASTLE PINES



DOUGLAS COUNTY

COLORADO



2024 CITY COUNCIL



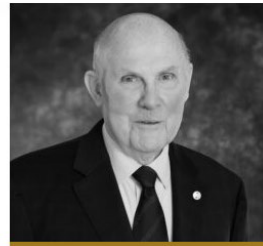
Tracy Engerman
Mayor



Deborah Mulvey
Council Member, District 1



Chris Eubanks
Council Member, District 1



Ron Cole
Council Member, District 2



Ben Price
Mayor Pro Tem, District 2



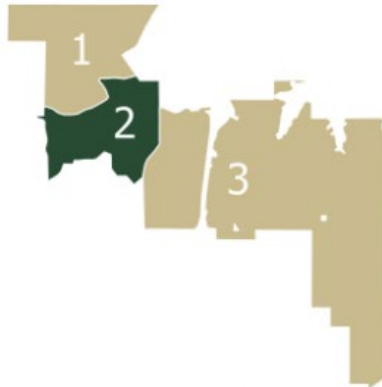
Roger Hudson
Council Member, District 3



Geoff Blue
Council Member, District 3



District 1



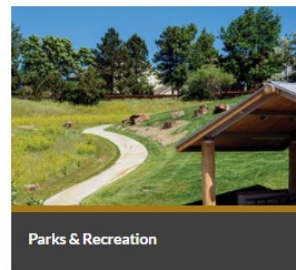
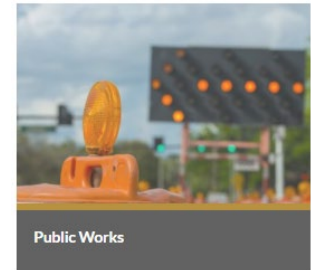
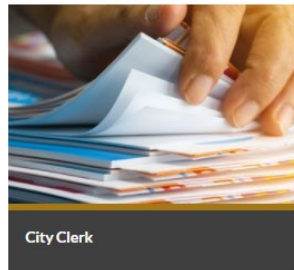
District 2



District 3

CITY ORGANIZATION

CITY DEPARTMENTS



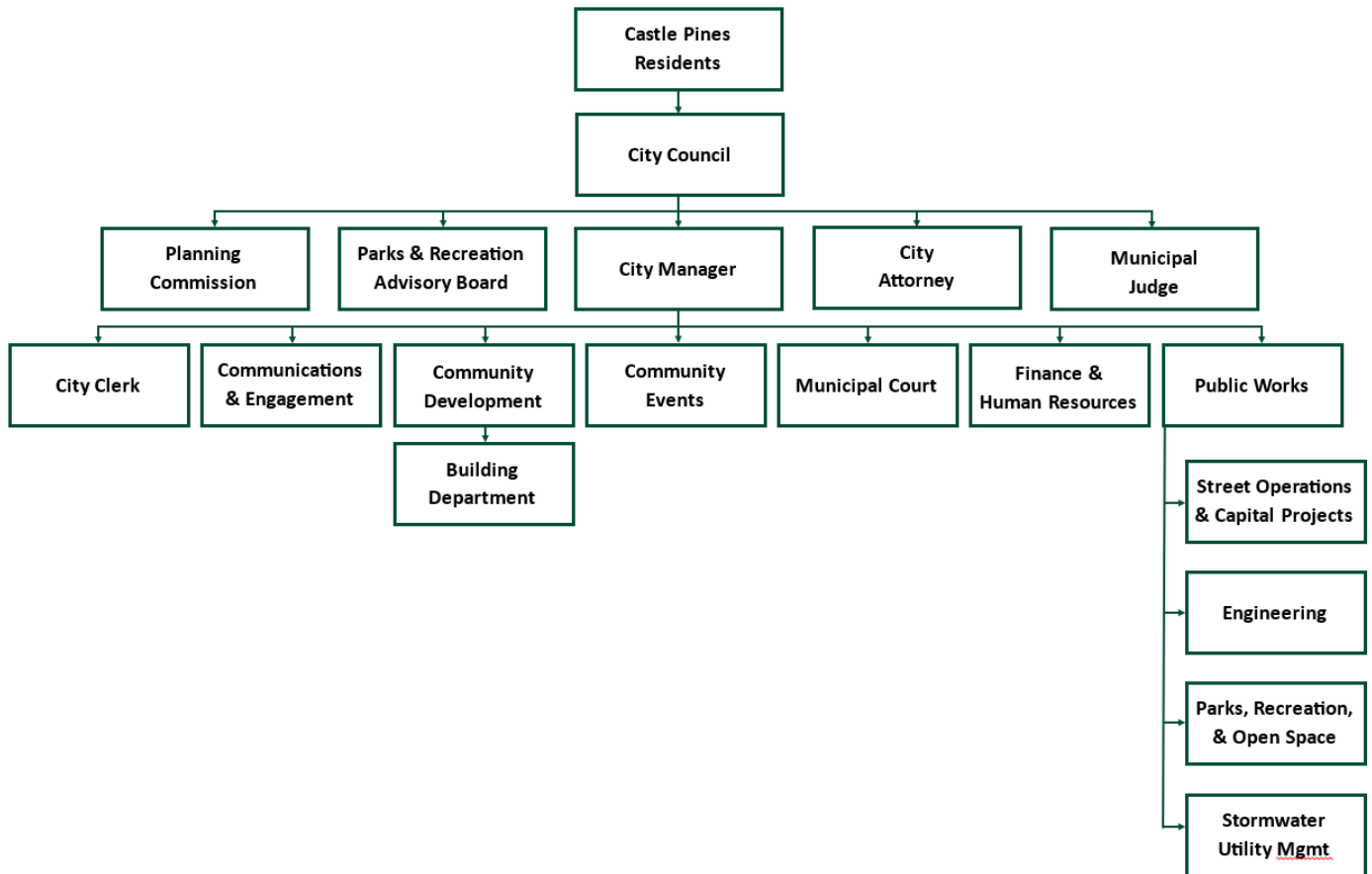
- City Manager Michael Penny, City Manager
- City Clerk Tobi Duffey, City Clerk
- Communications Camden Bender, Director
- Community Development..... Sam Bishop, Director
- Finance/Human Resources Mike Farina, Director
- Public Works Larry Nimmo, Director

Contracted Services

- City Attorney Linda Michow, Michow Guckenberger McAskin LLP
- Court Clerk Karla McCrimmon
- Municipal Judge Louis Gresh
- Law Enforcement Douglas County Sheriff

CITY ORGANIZATIONAL CHART

Figure 8. City Organizational Chart



Unique among cities in Colorado, the City provides its services via contractors and, in keeping with the original intent of the City incorporators, staffing is kept to a minimum. Each department contracts with consultants and contractors to provide their related services. For example, Public Works contracts for engineering, snow removal, street, stormwater, and park maintenance. The Finance Department contracts for sales tax administration and payroll. Other departmental services, including law enforcement, municipal court, and legal, are wholly contracted.

The City will increase from 14.5 to 15.75 full-time equivalents (FTEs). One new position, Parks and Public Works Maintenance Technician, is requested with the 2024 proposed budget. The purpose of adding this position is to allow the City to respond to maintenance issues quickly and efficiently as they arise and oversee general maintenance of its parks, open space, trails, stormwater, and rights-of-way. The City staff positions are listed by department in [Figure 9](#) on the following page.

The budget proposal position of Community Events Coordinator is being enhanced to become the Community Events and Recreation Programming Manager, with an increase in hours from 20

to 30 per week. This change aims to build on the successes in community event planning and introduce recreational programming into our offerings.

CITY POSITIONS

Figure 9. City Positions (FTEs) by Year

City Staff Positions by Department (FTE)	2020	2021	2022	2023	2024
City Manager					
City Manager	1.00	1.00	1.00	1.00	1.00
Asst. to the City Manager (formerly Mgmt Analyst)	1.00	1.00	1.00	1.00	1.00
Community Events and Recreation Programming Mgr	0.50	0.50	0.50	0.50	0.75
Communication					
Communication and Engagement Director	0.00	1.00	1.00	1.00	1.00
City Clerk					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Community Development					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Senior Planner	0.00	0.00	1.00	1.00	1.00
Planner II	1.00	1.00	0.00	0.00	0.00
Finance and Human Resources					
Finance/HR Director	1.00	1.00	1.00	1.00	1.00
Public Works					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Capital Projects and Operations Manager	1.00	1.00	1.00	1.00	1.00
Civil Engineer	0.00	0.00	0.00	1.00	1.00
Parks, Trails, Open Space Manager	0.00	0.00	0.00	1.00	1.00
Parks and Public Works Technician III*	0.00	0.00	0.00	0.00	1.00
Permit Technician	0.00	0.00	0.00	1.00	1.00
Stormwater Manager	0.00	0.00	1.00	1.00	1.00
Total City FTE	9.50	10.50	11.50	14.50	15.75

*requested with proposed budget





Budget Guidelines & Assumptions

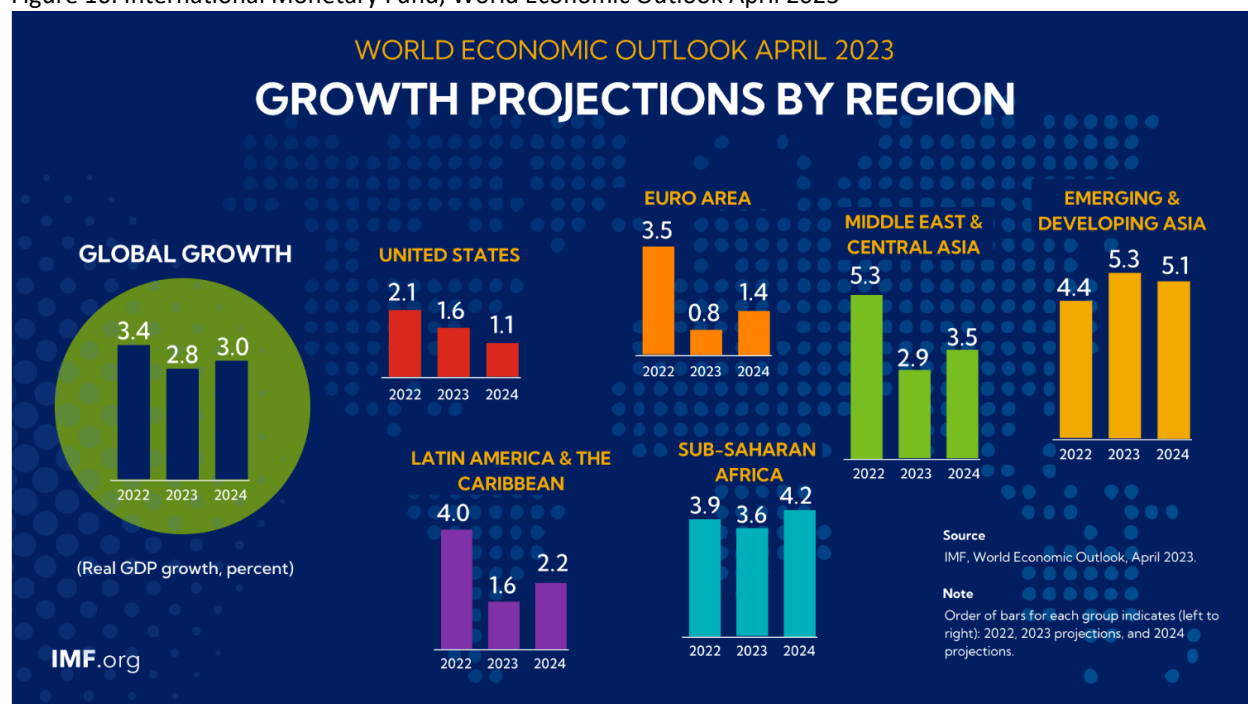
BUDGET GUIDELINES AND ASSUMPTIONS

THE ECONOMY

The 2024 budget has been prepared with a comprehensive and forward-looking approach, adhering to the established fiscal guidelines, and taking into consideration economic factors that influence revenue projections. This process ensures that decisions regarding the financial growth rate and capital expenditure pacing are informed and prudent. In crafting this budget, we have considered local indicators and trends and the broader context provided by global, national, and state economic indicators.

Globally, the International Monetary Fund's "World Economic Outlook April 2023," aptly captioned 'A Rocky Recovery,' presents a sobering view of the global economy's trajectory in the wake of unprecedented challenges. See Figure 10. The report cautions that persistent inflation and recent financial sector unrest have overshadowed early signs of a stable recovery. Although inflation rates have declined due to central banks' efforts and a drop in food and energy prices, the report indicates that underlying price pressures remain due to tight labor markets.

Figure 10. International Monetary Fund, World Economic Outlook April 2023



Assuming that financial sector stresses are managed, the IMF's baseline forecast anticipates global growth to drop from 3.4% in 2022 to 2.8% in 2023, with a slight rebound to 3.0% projected over the next five years. This represents the lowest medium-term forecast in decades, with advanced economies such as the United States expected to experience a significant slowdown, with growth projections falling from 2.7% in 2022 to 1.3% in 2023.

Nationally, the Congressional Budget Office (CBO) report for 2024 to 2034 outlines several key projections regarding inflation, the federal funds rate, and the overall economy (See Figure 11):

- **Inflation:** The CBO expects inflation, as measured by the price index for personal consumption expenditures (PCE), to slow down in 2024 to a rate roughly in line with the Federal Reserve's long-run goal of 2 percent. This marks a significant moderation from prior years, reflecting a stabilization in price levels.
- **Federal Funds Rate:** Interest rates, particularly the federal funds rate (the rate at which financial institutions lend to one another overnight), which reached its highest level since 2001 in 2023, are projected to begin declining in the second quarter of 2024. This adjustment aligns with efforts to manage economic growth and maintain inflation targets.
- **Economy:** Real GDP growth is anticipated to slow to 1.5% in 2024 as inflation declines and the federal funds rate falls. This suggests a cautious approach to economic expansion, balancing growth with inflationary pressures. After 2024, GDP growth is expected to proceed at a moderate pace, indicating a period of stabilization and ongoing adjustment to economic policies.

The national projections highlight a period of economic adjustment, with efforts to manage inflation and interest rates closely while supporting continued, albeit moderate, economic growth.

Figure 11. Congressional Budget Office, The Budget and Economic Outlook: 2024-2034

The Economic Outlook, by Calendar Year

Percent	Actual, 2023	2024	2025	2026	Annual average	
					2027– 2028	2029– 2034
		Change from fourth quarter to fourth quarter				
Real (inflation-adjusted) GDP	3.1	1.5	2.2	2.2	2.1	1.9
Inflation						
PCE price index	2.7	2.1	2.2	2.1	2.0	1.9
Consumer price index	3.2	2.5	2.5	2.2	2.2	2.2
Payroll employment (net monthly change, in thousands)	229	84	178	104	63	51
		Annual average				
Unemployment rate	3.6	4.2	4.4	4.3	4.4	4.5
Interest rates						
Effective federal funds rate	5.0	5.1	4.1	3.3	2.9	2.9
3-month Treasury bills	5.1	4.9	3.8	3.1	2.7	2.8
10-year Treasury notes	4.0	4.6	4.6	3.9	3.8	4.1
Tax bases (percentage of GDP)						
Wages and salaries	43.2	43.5	43.8	43.9	43.8	43.8
Domestic corporate profits	9.9	9.7	9.6	9.4	9.2	9.0

In Colorado, the June 2023 Colorado Legislative Council's forecast indicates a cautious economic outlook with moderate growth expected. Inflation is anticipated to cool down, creating a more stable economic environment. The forecast highlights the risk of recession but suggests that careful monetary policy could navigate these challenges effectively. The report emphasizes the impact of inflation cooling and interest rates on business activity and construction, marking the second half of 2023 as crucial for achieving a soft economic landing.

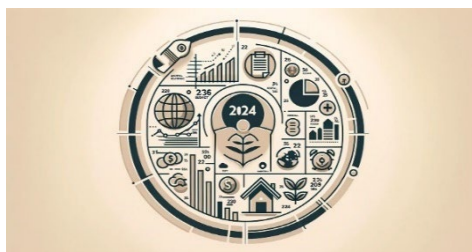
According to the June 2023 Colorado Legislative Council forecast:

- **Inflation:** In the Denver-Aurora-Lakewood area, inflation experienced a significant spike to 8.0% in 2022, indicating a sharp increase in the cost of living and consumer prices within the region. This rate substantially rose from previous years, underscoring heightened economic pressures.
- **Population Growth:** The population of Colorado continued to grow, albeit at a slower pace, with a 0.5% increase noted in 2023. This growth rate reflects ongoing demographic trends, including migration and natural increases, albeit at a moderated pace compared to previous years.
- **Unemployment Rate:** The forecast did not provide a specific unemployment rate for 2023. However, the overall trend in Colorado's labor market has been toward recovery and stability, with previous years showing gradual improvements in employment levels.

Locally, for the 2024 budget, the City's economic outlook integrates local distinctions and the broader economic context of state and national forecasts, including inflation and population growth based on new home construction. Despite a potential slowdown in the housing market, conversations with homebuilders provide valuable insights, shaping our expectations for slower population growth than in years past.

We had to consider the impact of significant increases in home values, which notably would affect property tax revenues. In addition, this budget included two new revenue rates: 12 mills property tax for parks and recreation services and a 1% sales and use tax rate for road maintenance and improvements.

On the expenditure side, the 2024 budget considered City Council policy direction, continuing core services, and achieving a balanced budget.



KEY COMPONENTS GUIDING PROJECTIONS

Population growth: 4.2% City estimate in consultation with the development community

Inflation: 4.6% state economists' June estimate

Year-end projections (YEP): Calculated using actual revenue through July 2023 plus estimates for the remaining months.

Property Tax Revenue: Calculated using Douglas County Assessor's Certification of Valuation.

Sales Tax Revenue: YEP plus population growth and inflation

Construction Materials Use Tax Revenue: Calculated using estimated new home construction activity provided by home builders and historical analysis of other permit types.

Motor Vehicle Use Tax Revenue: YEP plus population growth and inflation

Franchise Fee Revenues: YEP plus population growth and inflation

Highway Users Tax Fund Revenue: Estimates are provided by the Colorado Municipal League.

County Road and Bridge Property Tax Shareback Revenue: Same percentage used for the City's property tax projection.

County Roads Sales Tax Shareback: Same percentage as the City's sales tax projection.

County Roads Motor Vehicle Use Tax Shareback Revenue: Same percentage used for the City's motor vehicle use tax projection.

County Construction Materials Tax Shareback Revenue: Same percentage used for the City's construction materials use tax projections.

Planning and Zoning Revenues: The projection is based on the staff's analysis of expected development.

Building Permit Fees: The projection is based on the estimates of new home construction provided by homebuilders and the staff's historical analysis of other permit types.

Expenditures: Inflation and the expansion of services provided or infrastructure and amenities, like city events, park acres, lane miles, and similar variables.

GUIDING PRINCIPLES

- Strategic Alignment and Long-Term Financial Stability
- The 2023 Strategic Plan: Key Focus Areas, Strategic Goals, SMART Objectives, and Actions
- Maintain or enhance the delivery of City services
- Prepare the 2023 budget with a long-term (five-year) financial perspective
- Ensure the City remains financially healthy with adequate reserves as required by City policy throughout the next five years – 2024 through 2028



FINANCIAL AND BUDGET POLICIES

PURPOSE

The City adopts financial policies to promote a strategic, long-term approach to financial management. The following formal and written financial policies are established to help the City:

- Institutionalize good financial management practices. Formal policies usually outlive their creators and thus promote stability and continuity. They also prevent the need to re-invent responses to recurring issues.
- Clarify and set strategic intent for financial management. Financial policies define a shared understanding of how the City will develop its financial practices and manage its resources to provide the best value to the community.
- Define boundaries. Financial policies define limits on the actions staff may take. The policy framework provides the boundaries within which staff can innovate to realize the organization's strategic intent.
- Support good bond ratings and thereby reduce the cost of borrowing.
- Promote long-term and strategic thinking. The strategic intent articulated by many financial policies necessarily demands a long-term perspective from the City.
- Manage risks to financial condition. A key component of governance accountability is not to incur excessive risk in pursuing public goals. Financial policies identify important risks to financial condition.
- Comply with established public management best practices. The Government Finance Officers Association (GFOA), through its officially adopted Best Practices endorsement of the National Advisory Council on State and Local Budgeting (NACLSB) budget practices and the GFOA Distinguished Budget Presentation Award Program, has recognized financial policies as an essential part of public financial management.

OBJECTIVES

The following policies are developed, designed, presented, adopted, and reviewed to provide written guidance to City officials when making financial decisions that will maintain fiscal health that allow the City to deliver the services our citizens deserve and expect.

1. **General fund reserves.** Policies governing the amount to be held in reserve and conditions under which reserves can be used.

2. **Structurally balanced budget.** Policies that offer a distinction between satisfying the statutory definition and achieving a true structurally balanced budget.
3. **Revenues.** Policy guidance through the designing of efficient and effective revenue systems that guarantee the generation of adequate public resources to meet expenditure obligations.
4. **Capital.** Policies that cover the capital assets' lifecycle include capital improvement planning, capital budgeting, project management, and asset maintenance.
5. **Operating budget.** Policies that describe essential features of the budget development process and form and principles that guide budgetary decision-making.
6. **Long-term financial planning.** A policy that commits the City to a long-term approach to financial health.
7. **Procurement.** Policies that are essential for adoption by the governing board to encourage efficient, effective, and fair public procurement.
8. **Grants.** Policies that deal with the administration and grants process.
9. **Investment.** Policies that guide the investment of public funds, including permissible investment instruments, standards of care for invested funds, and the role of staff and professional advisors in the investment program.
10. **Debt.** Policies that govern the use of government debt, including permissible debt instruments, conditions under which debt may be used, allowable levels of debt, and compliance with continuing disclosure requirements.

FINANCIAL AND BUDGET POLICIES

1. General Fund Reserve Policies

Adequate reserve levels are necessary for the City's overall financial management strategy to mitigate current and future risks, such as revenue shortfalls or unanticipated expenditures. Reserve levels are also a key factor in external agencies' measurement of the City's financial strength, resulting in favorable credit ratings and access to lower financing costs.

- A. **3-month reserve requirement:** The City will strive to maintain the General Fund's budgeted fund balance at no less than three (3) months (25%) of regular General Fund operating expenditures. The City must maintain an adequate fund balance to

mitigate current and future risks, including revenue shortfalls and unanticipated expenditures.

B. Use of required reserves:

- a. The City Council must approve using the required reserves through the annual budget process.
- b. The City Council must approve the use of required reserves during the year during a budget amendment process, which must occur within sixty (60) days of the revenue shortfall or unanticipated expenditure(s).
- c. Reserves may be used at the discretion of City Council to (a) provide temporary resources in the event of an economic downturn while expenditure reductions are implemented or alternative sources of revenue are determined; (b) provide resources to meet emergency expenditures in case of natural disasters or other catastrophic events; and (c) provide resources for one-time capital outlay expenditures, which include capital equipment as part of the capital improvement plan, or other one-time expenditures as determined by City Council.
- d. A replenishment plan shall accompany any requested use of required reserves.

C. Replenishment of required reserves: Should City reserves fall below the 3-month reserve requirement threshold, the City will strive toward regaining the minimum threshold within the next budget cycle; however, recovery should take no longer than within the third budget cycle following such use. The plan for a longer-term replenishment of the reserves should be forecast in an updated City long-term financial plan. Sources typically considered to replenish the required reserves include nonrecurring revenues and budget or year-end surpluses.

D. Surplus funds: Funding that exceeds the 3-month reserve requirement in the General Fund is brought into structural balance. At least 10% of the surplus will be devoted to capital projects, including setting aside funds for future infrastructure and facility maintenance needs.

E. Taxpayer Bill of Rights (TABOR) reserve: Article X, Section 20 of the State Constitution requires a reserve of 3% of fiscal spending for emergencies. The TABOR reserve is included in the City's 3-month reserve requirement.

2. Structurally Balanced Budget Policies

The City is required by the City Charter to adopt a balanced budget (i.e., budgeted expenditures must not exceed available revenues and beginning fund balances). However, a budget that meets the statutory definition of a balanced budget might not

be financially sustainable. For example, a balanced budget that uses fund balance (i.e., expenditures exceed revenues) or relies on nonrecurring resources to fund ongoing expenditures is not structurally balanced. A structurally balanced budget is one that supports financial sustainability for multiple years into the future.

While the City intends to have flexibility in pursuing and achieving a structurally balanced budget, the following should be closely observed when developing the annual budget and long-term financial plan.

- A. Ongoing expenses will be covered by ongoing revenues:** The City will strive to adopt a structurally balanced budget to cover ongoing expenses. Ongoing revenues and ongoing expenses can be expected to continue year after year.
 - i. Ongoing revenues** are the portion of the City's revenues that are reasonably expected to continue year to year, with some degree of predictability.
 - ii. Ongoing expenses** are expenditures expected to be funded annually to maintain desired service levels.

- B. Create a plan to achieve a structurally balanced budget:** When adopting a structurally balanced budget is not feasible, and the use of fund balance or use of non-recurring revenues are used to cover recurring operating expenditures that are necessary to maintain the quality or a defined level of service, the adopted budget shall include an explanation of the circumstances leading to this. In addition, a long-term financial plan shall demonstrate the strategy to achieve a future structurally balanced budget.

3. Revenue Policies

A. User charges:

- i.** The City will focus on imposing user charges to help fund City services when those services especially benefit a particular group.

- ii.** Established fees will be reviewed and updated periodically based on factors such as the impact of inflation, other cost increases, adequacy of cost recovery, use of services, and the competitiveness of current rates. The review should be performed in conjunction with looking at cost-reduction alternatives.

- iii.** The following will be considered when setting user fees.
 - Applicable laws and statutes, including the City's Home Rule Charter Article X, Sec. 10.3.
 - Identify the factors (affordability, pricing history, inflation, service delivery alternatives, and available efficiencies, for example) that may impact the pricing of goods and services.

- Calculate the full cost of providing a service to provide a basis for setting the charge or fee. Full cost incorporates direct and indirect costs (including operations and maintenance), overhead, and charges for using capital facilities.
- Determine whether the user fees intend to recover the full cost of goods and services. If the full cost of a good or service will not be recovered, then an explanation for this deviation should be provided.
- Benchmark individual fees with those charged by comparable or neighboring jurisdictions can guide setting rates.
- Utilize long-term forecasting to ensure that fees anticipate future service costs.
- Provide information on fees to the public. There should be opportunities for citizen feedback, particularly when new rates are introduced or when existing rates are changed. This includes the government's policy regarding full cost recovery, subsidies, and information about the amounts of fees (current and proposed), both before and after adoption, and the anticipated impact of the new fee on providing the service in future years.

B. Non-recurring and volatile revenues: Identification of non-recurring and volatile revenues should be made, and those identified revenues should be directed towards one-time uses and away from ongoing expenditures. Volatile revenues are determined to exceed the normal expected growth rate for a particular revenue.

C. New revenues and changes to revenue: The City should continually seek to maintain a diversified and stable revenue base to prevent disruptive fluctuations in revenue yield. New revenues and changes to revenue (change the rate or base) must consider a) associated laws, stability of the revenue source, b) suitability to the program or purpose, c) fair distribution of burden as measured by ability to pay vs. the benefits received, d) acceptability by the community, e) economic competitiveness relative to other communities, f) costs to administer, and g) having minimal impact on private economic decisions.

D. Revenue estimates: Revenues will be estimated conservatively to avoid revenue shortfalls. However, care should be taken to forecast revenue accurately and to purposefully avoid underestimating revenue.

E. Grants: Grant funding is encouraged. Grants are an attractive form of funding because they offer the possibility to reduce reliance on taxes and fees drawn from the community. However, grants can harm the City's long-term financial position if they lead to implementing an ongoing program that requires support from general tax dollars when the grant expires. SEE SECTION 8, GRANTS POLICIES.

4. Capital Asset Management Policies

A. Capital Improvement Plan: The City will create and annually update a Capital Improvement Plan (CIP) of no less than five (5) years in length to plan for and describe the capital investments the City intends to make over the multi-year period (applicable law: Section 10.14 of the City's Home Rule Charter).

- i. Scope: For purposes of the CIP, capital outlay is distinguished from capital projects. Capital outlay includes only those projects or equipment purchases between \$5,000 and \$99,999, with less than an estimated five years of useful life. The capital improvement planning process will include all capital projects or equipment purchases of at least \$100,000 and having five years of useful life. These projects include capital maintenance items of \$100,000 or more, which increase the life of the existing asset.
- ii. Project identification: Capital projects in the CIP should contain the asset's full lifecycle cost (purchase price, installation, operation, maintenance, upgrades, disposal, etc.), anticipated funding source, proposed timing, and relationship to other City-approved master plans.
- iii. Operating budget impacts: Operating and maintenance costs must be considered for capital projects inclusion in the CIP.

B. Capital asset renewal and replacement: The City's policy is to ensure adequate resources are allocated to preserve existing infrastructure before targeting resources to build new facilities with operating and maintenance obligations. A renewal and replacement reserve will be established for capital assets and included in the CIP. The reserve amount should equal the greater of the asset's average renewal and replacement needs over the coming five years or 2% of the current asset replacement value. Long-term forecasts will be developed to determine the capacity to fund renewal and replacement reserves.

5. Operating Budget Policies

A. Applicable law: Article X of the City's Home Rule Charter and Chapter 4 of the Municipal Code set forth the requirements for the timeline, approval process, scope of the City's annual budget, and subsequent supplemental appropriations.

B. Basis of budgeting: The City's basis of budgeting will be the same as the basis used for governmental fund financial reporting under generally accepted accounting principles (GAAP) for all City funds.

C. Level of control: The budget control level will be at the fund level.

- D. Link to long-term, strategic plans:** The annual budget will be developed by the policies and priorities outlined in the comprehensive plan, long-term financial plan, capital improvement plan, City Council goals, and the community's needs.
- E. Examine past spending patterns:** The City seeks to maximize the value the public receives through its spending. Accordingly, existing spending patterns will be examined to ensure they continue providing value.
- F. Maintaining existing services:** The City will ensure that it maintains the quality of existing core services before a new service is added unless there is an explicit decision to lower the quality of the existing services in favor of providing a new service.
- G. Budget management:** Departments manage their departmental budgets to ensure that actual expenditures will not exceed the appropriated amount. Due to circumstances beyond their control, it may become apparent that expenditures may exceed the approved budget. Departments must notify the finance department as soon as this is apparent. Appropriate steps must be taken, including reducing expenditures in other areas, or requesting a supplemental appropriation.
- H. Budget monitoring:** The finance department will monitor the overall budget-to-actual financial performance and will provide the budget status to the City Council monthly.
- I. Budget amendments:** When actual conditions diverge from the original budget, City staff may request approval of a supplemental appropriation. Normally, supplemental appropriations will be considered mid-year or at the end of the year. The City Council should know the need for a supplemental appropriation as it is known.

6. Long-term Financial Planning Policies

- A. Long-term Financial Plan:** City staff shall develop a long-term financial plan (LTFP) that forecasts operating expenditures and revenue for the next three to five years. The long-term financial plan will be updated before the start of the annual budget process.
- B. Purpose of the long-term financial plan:** The purpose of the LTFP will be to analyze long-term trends and projections of revenue, expenditures, debt, and non-current liabilities to assure the preservation of the City's ongoing financial health (i.e., positive operating position for at least the coming five years) and to uncover potential long-term imbalances. The City Council must be notified of potential long-term positive or adverse trends and an analysis of these trends and possible solutions identified.

7. Procurement Policies

The City Council approved the City's Purchasing Policy via Resolution No. 18-21.

8. Grants Policies

A. Grant applications: All grant applications must have the City Manager and Finance Director's approval before submitting the application. The following must be considered as part of the approval process.

- i. Does the grant's purpose align with the vision, mission, goals, priorities, and strategic objectives of the City Council?
- ii. Is there a specific need the City is contemplating that could benefit from the grant being considered?
- iii. Will there be required or resulting ongoing expenditures after the grant funding ends?
- iv. Does the City's grant application have a reasonable chance of success concerning the grant's application criteria and competitive nature?
- v. Will the grant's financial and program reporting requirements be too administratively burdensome?

B. Grant Administration: Departments are responsible for the timely completion of all program reporting and other non-financial requirements of the grant. The Finance Department is responsible for the timely completion of all financial reporting requirements of the grant and ensuring the grant, associated expenditures, and matching requirements are included in the annual budget or the long-term financial plan, as applicable.

9. Investment Policies

The City Council approved the City's Investment Policy via Resolution No. 18-17.

10. Debt Policies

Reserved.

BUDGET APPROVAL PROCESS AND CALENDAR

BUDGET APPROVAL PROCESS

Early in the year, the City Council and the City Manager discuss and set or reaffirm the City Council's strategic priorities and goals. The City Manager and the Finance Director determine the budget assumptions and guidelines that will go into the revenue projections and setting expenditure baselines. City Council strategic goals and expenditure baselines are communicated to each department and the budget timeline (i.e., budget calendar).

Departments are instructed to justify new budget requests and align new programs or projects with City Council strategic objectives. After departments have submitted their budget requests and current year-end projections to the Finance Department, the Finance Department compiles the departmental requests and aligns them with revenue projections. The City Manager and Finance Director review the draft budget for alignment with City Council strategic priorities and adjust as necessary to ensure a balanced budget and appropriate reserve. As this is done, the Finance Department maintains a five-year long-range financial outlook to ensure the City's financial health is sustained.

Once the draft budget is complete, the City Manager submits and presents the proposed budget to the City Council and highlights new programs and projects as policy questions for City Council consideration. The proposed budget and appropriations are approved by resolution. Supplemental appropriations and budget amendments are presented to the City Council for approval when necessary.

According to the City Charter, supplemental appropriations are approved by resolution. They shall not exceed the amount by which actual and unanticipated revenues of the year exceed those estimated in the budget unless the appropriations are necessary to relieve an emergency endangering the public peace, health, safety, or property.

The public is invited to attend the City Council budget study sessions and comment during the budget Public Hearing.



BUDGET CALENDAR

February 2 – budget priority and goal-setting retreat – City Council/staff

June 1 – begin developing preliminary revenue projections – Finance

July 7 – send baseline budget and budget instructions to departments – Finance

August 1 – review the strategic plan and budget alignment study session – City Council/staff

August 18 – budget requests due to Finance – all departments

September 22 – proposed budget draft completed and reviewed – City Manager/Finance

September 29 – proposed budget submitted to City Council – City Manager

November 7 – Election with two City ballot measures and a state-wide ballot measure that could affect property tax revenue

November 14 – discussion of the proposed budget study session – City Council study session

December 12 – public hearing and adoption of proposed 2024 annual budget – City Council





City Vision & Strategic Objectives

CITY VISION, STRATEGIC PLAN, AND COMMUNITY DASHBOARD



Each year, the City of Castle Pines City Council holds a retreat to conduct a strategic planning process based on the adopted Vision, Mission, and Key Focus Areas of their Strategic Goals, creating the Strategic Plan. Staff is tasked with executing the Council’s direction by creating an Implementation Plan. The 2023 City Council retreat resulted in Strategic Goals, Key Focus Areas, and additional policy direction to guide staff in day-to-day operations. Outcomes and dashboard metrics were created to execute the strategic plan.

The following is a summary of the 2023 Strategic Plan. The entire plan is on the City’s website.

VISION STATEMENT

Castle Pines is an inclusive and unified Colorado community that embraces our unique neighborhood character, creates outdoor lifestyle living amenities, and supports conscientious development where we live, work, and play.

ACTION STATEMENT

To provide outstanding municipal services through operational excellence and a culture of innovation. We will take a proactive approach to implement our vision through thoughtful and intentional actions.

COUNCIL STRATEGIC OBJECTIVES

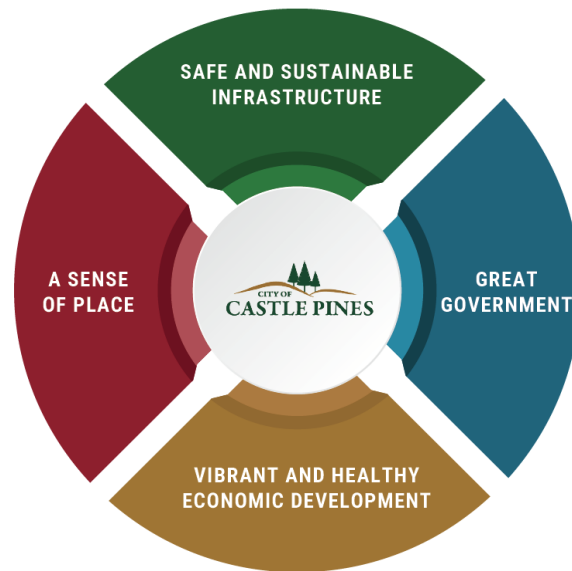
We will honor our past while ensuring a successful future through excellence in:

- Actions to ensure long-term financial resiliency and vitality
- Constructing reliable and safe infrastructure
- Building our community through intentional and responsible development
- Continuous outreach and engagement to foster a united community

- Supporting high-performing operations through our top-notch city government
- Attracting a wide variety of top-tier businesses to maximize our economic strength

KEY FOCUS AREAS

The Council established four Key Focus Areas from their Strategic Objectives: Safe and Sustainable Infrastructure, A Sense of Place, Great Government, and Vibrant and Healthy Economic Development. Further, Strategic Goals, SMART Objectives/Projects, and Action Steps are within each Key Focus Area.



STRATEGIC GOALS AND SMART OBJECTIVES

Strategic Goals are large, broad, and often intangible concepts that will need to be accomplished to address the Key Focus Areas and be successful in the coming years. Strategic Goals are typically longer term (3 – 10 years) and have milestones to measure success.

The following information presents an overview of the City Council's commitments and strategies across the four key focus areas. It details the Council's objectives for improving city infrastructure, enhancing community engagement and identity, ensuring effective government operations, and fostering economic growth. The strategic goals range from including and funding infrastructure projects, such as roads, parks, and municipal facilities, to creating a welcoming community atmosphere, updating city policies for efficient governance, and collaborating with the business sector for economic development. Specific financial commitments towards these goals are highlighted within each focus area, including substantial investments in capital improvements, community events, staff compensation, and economic planning. These initiatives reflect the council's comprehensive approach to developing a sustainable, engaged, prosperous city environment.



KEY FOCUS AREA: SAFE AND SUSTAINABLE INFRASTRUCTURE

The City Council supports Safe and Sustainable Infrastructure, including city facilities, roads, trails, sidewalks, traffic, transportation planning, parks, open space, and stormwater.

Strategic Goals:

- Inclusion and funding for safe and sustainable infrastructure
- Road and transportation projects
- Park and recreation projects
- Governance efficiency: Transition properties and responsibilities to the City.
- Municipal facility

2024 Budget Highlights:

- Street and street-related capital improvements - \$10,510,000 (Policy Question - PQ)
- Awarded and received grants and contributions for road projects - \$3,619,000 (revenue)
- Designs for city parks and implementation of trails master plan - \$650,000 (PQs)
- Spring tributary at Lagae Road multi-year commitment in partnership with Mile High Flood Control District - \$350,000
- Address repair work such as monument caps and lighting within the CPNMD - \$250,000
- Address drainage issues: sidewalk overflows, failing cutoff walls, etc. - \$150,000
- Fire mitigation work and grant awards to citizens - \$153,000
- Update Master Transportation Plan - \$75,000 (PQ)



KEY FOCUS AREA: A SENSE OF PLACE

The City Council supports A Sense of Place, that is Castle Pines, and the work necessary to build a community that is a place where residents – new and existing – can live, work, and play.

Strategic Goals:

- Create a culture of communication with our community
- Construct Phase I of the Gateway Project
- Create a sense of place that is Castle Pines

2024 Budget Highlights:

- Design for city parks and implementation of trails master plan - \$550,000 (PQ)
- Increased the Communications budget primarily in printing, mailing, and promotional supplies - \$10,200
- Increased community event budget to provide for larger events and recreational programming - \$88,000
- Increased Community Events Coordinator from 20 to 30 hours per week - \$20,200



KEY FOCUS AREA: GREAT GOVERNMENT

The City Council supports Great Government, which includes recruiting and retaining quality staff, responsive services, strategic planning for a sustainable future, financial stewardship, and an investment in the future of the City.

Strategic Goals:

- Update City manuals and policies to produce effective and efficient local government services
- Develop comprehensive and competitive compensation and staffing plans
- Long-range fiscal health
- Redistrict to reflect growth
- Enhance public safety
- Adopt a strategic approach to City actions

2024 Budget Highlights:

- Recognizing our high-performing staff with market-based compensation - \$91,600 (PQ)
- Update Master Transportation Plan - \$75,000 (PQ)
- Changed the Communication and Engagement Manager position to Communication and Engagement Director to recognize the job responsibilities, requirements of this position, and expectations of the position - \$17,200
- New full-time maintenance position in the Public Works department - \$75,300 (PQ)
- Scanning large-format and historical documents for greater access and retrieval - \$40,000
- Present Long-term Financial Plan and Capital Improvement Plan to City Council



Key Focus Area: VIBRANT AND HEALTHY ECONOMIC DEVELOPMENT

The City Council supports a Vibrant and Healthy Economy that involves partnerships with our business community to support their growth and expansion, attracting new businesses to the City, and ensuring that our revenue is sustainable long term.

Strategic Goals:

- Review and adopt City documents for economic development
- Engage and collaborate with the business community
- Formation of the Castle Pines Urban Renewal Authority (URA)
- Attract new retail businesses

2024 Budget Highlights:


- Update Master Transportation Plan - \$75,000 (PQ)
- Review economic planning and marketing - \$50,000
- Advance funding to Castle Pines Urban Renewal Authority for legal and other consulting services - \$75,000

DASHBOARD METRICS

The City's Strategic Plan is a working, living document that reflects the policy direction of the Castle Pines City Council and guides City staff's efforts to ensure progress and measurable results. The City of Castle Pines is an organization strongly committed to transparency. In recognition of this commitment, this community dashboard was developed to track the advancement of City Council priorities in five categories: maintaining roads, community safety, financial health, development, and business health.

2024 was the first year the City developed performance indicators to measure the City's progress in meeting the priorities in the Strategic Plan. Historical data and trends were used to develop the indicator targets. As actual data is captured, progress will be measured and communicated via the Community Dashboard and within future budget documents.

The following illustrates the data that will be collected for each Community Dashboard metric and the performance metrics that were captured in 2023. For more information, visit the interactive Community Dashboard on the City's website.



Maintain Roads

Castle Pines provides safe and reliable multi-modal travel to, from, and throughout the city.

2024 Budget = \$8,725,000

Roadway Lane Miles Accepted reflects the miles of roads that developers have constructed and have been accepted for ownership and maintenance by the City following a two-year warranty period. This metric displays the infrastructure growth and development in Castle Pines.



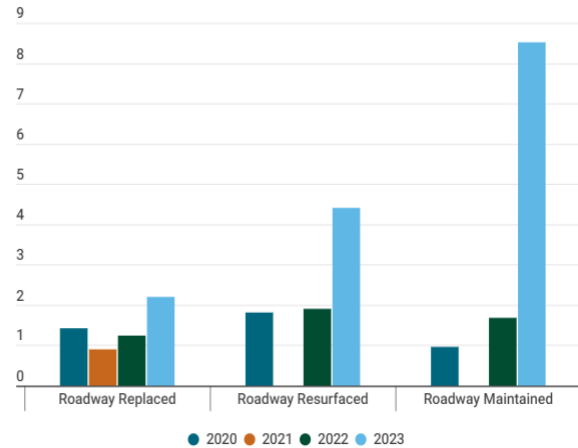
10.1

Roadway Lane Miles
Accepted in 2023

Roadway Lane Miles Improved

reflects the lane miles of roads that have been replaced, resurfaced, or maintained yearly. This metric displays the City's commitment to providing safe, well-maintained roads. Proper upkeep reduces future maintenance costs by extending the life of the pavement and maximizes the City's investments. Annual targets provide information on the City's progress toward meeting its goals.

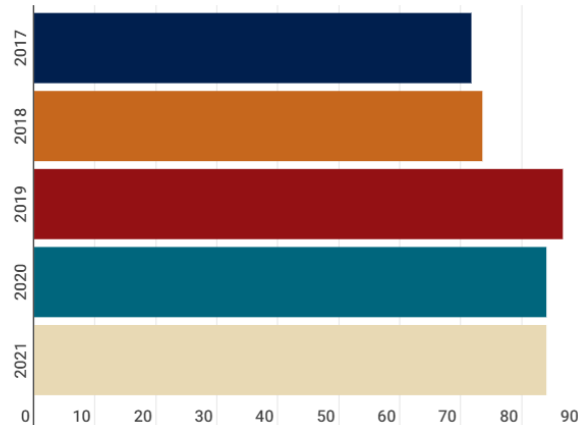
Actual
15.13
Target
16.28 <small>2023 Target</small>
Results
2023




Pavement Condition Index Rating

(PCI) is a numerical value between 0 and 100 and is a standardized index that correlates to the general condition of pavement and is used to measure the performance of the City's road infrastructure. Maintaining a satisfactory (or higher) PCI rating demonstrates the City's commitment to constructing reliable and safe infrastructure. A satisfactory rating is nationally classified as 70-85.

Actual
84
Target
84
Results
2021



With road improvements being identified as a priority in the past few years, the City has already reached its goal of 84 PCI. The target moving forward is to maintain a minimum PCI rating of 84.



Community Safety

Castle Pines provides a safe place to live, work, and play.

2024 Budget = \$1,861,500

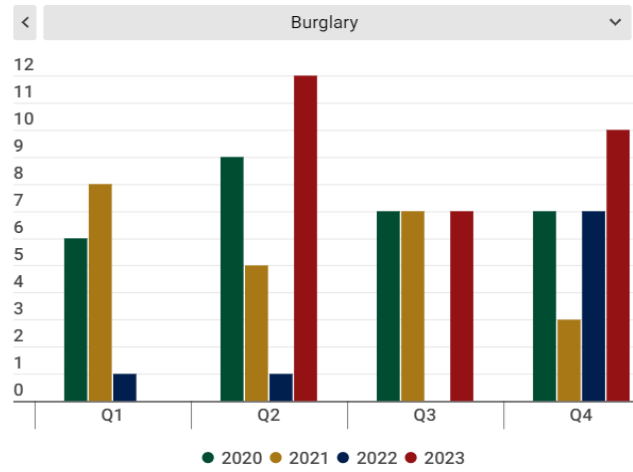
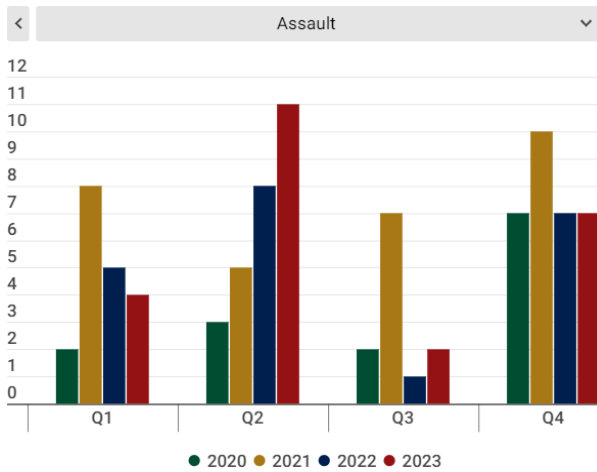
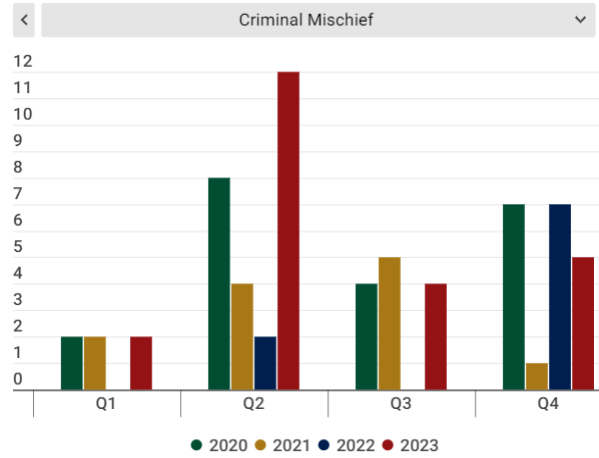
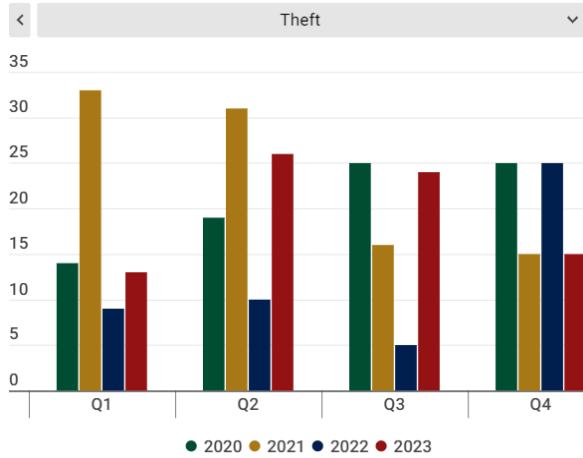
Crime Incident Count by Category reflects the number of crimes, separated by category and quarter. This metric displays the City's commitment to providing a safe community through a proactive law enforcement approach. The target value represents the average number of crimes committed across all categories with a goal of less than the target value.

Actual
47 <small>Total Crimes</small>

Target
51 <small>Total Crimes</small>

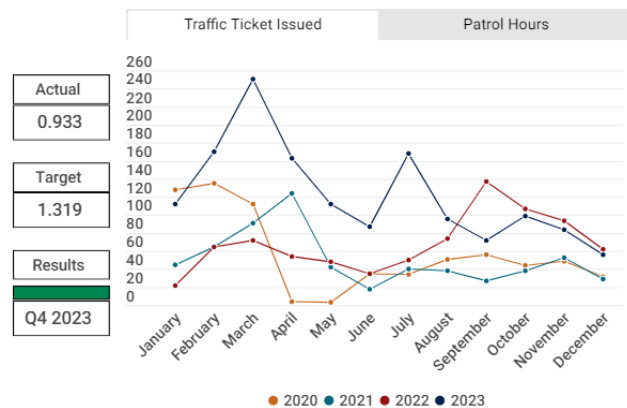
Results

Q4 2023



The following are representative of all crime incidents reported on the dashboard. Visit the City's website to view more incidents, including alcohol/drugs (except DUI), animal, assault, burglary, criminal mischief, DUI, theft, and trespass.

Traffic Tickets Issued by Month displays the number of tickets issued per patrol hour per month. This metric reflects the City's commitment to encouraging a safe community for our residents. Speeding is a concern within the community, and the City funds additional traffic enforcement to monitor and encourage compliance with speed limits. The target value represents the number of tickets written per patrol hour per month with a goal of less than the target value.



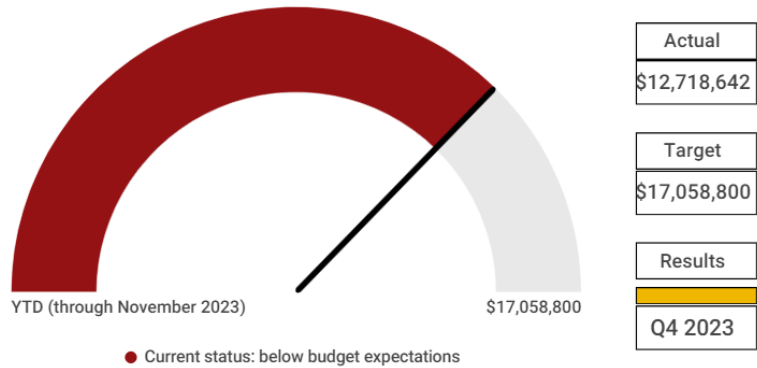


Financial Health

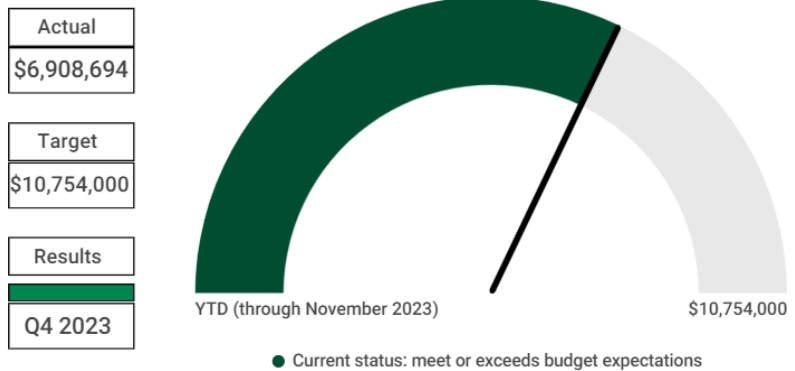
Castle Pines provides a healthy, sustainable economy, reflecting community values.

Operating Revenue-to-Projections displays the monthly year-to-date (YTD) revenue compared to the budget-projected annual total. This metric reflects the City's commitment to ensure long-term financial resiliency and vitality. Revenue includes taxes, fees, fines, interest earnings, and other miscellaneous revenue. The goal is to reach or exceed the target.

Year-to-date revenue in the graphic above is as of November; however, as discussed throughout this budget, actuals will not reach the target (budget) amount in 2023 because of reduced construction use tax revenue due to the decline in new home construction.



Operating Expenditures to Projections displays the year-to-date (YTD) monthly expenditures. This metric reflects the City's commitment to ensure long-term financial resiliency and vitality. Expenditures include operating costs, such as personnel and insurance, and other miscellaneous expenses. The goal is not to exceed the target.

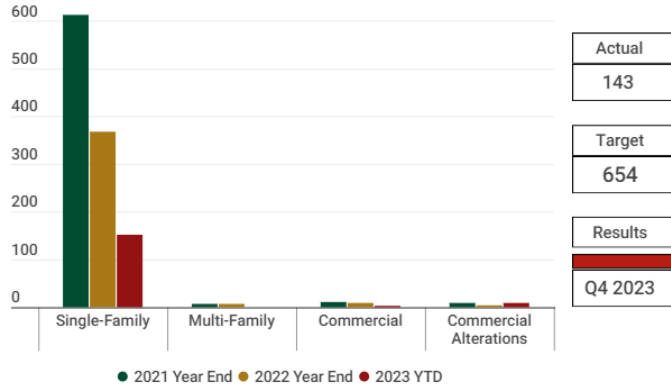




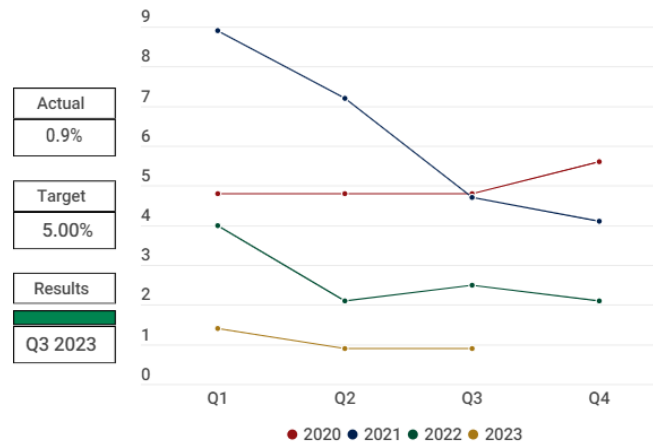
Development

Castle Pines provides sustainable growth opportunities to support a sense of place in the community.

Building Permits Issued reflects the number of single-family, multifamily, new commercial, and commercial alteration permits issued year-to-date, compared to the previous year's end. This metric tracks private sector development activity largely impacted by the national economy. The City is committed to working with the private sector to build a community and create a place where residents can live, work, and play.



Commercial Vacancy is the percentage of vacant, leasable commercial retail space within the city. This metric reflects the overall health of privately held commercial properties in the city. The City's committed to supporting the business community's growth and expansion to ensure long-term, sustainable revenue. The City's target is to maintain a vacancy rate equal to or less than 5.00% but will consider a vacancy rate of less than 10% acceptable to support these goals.

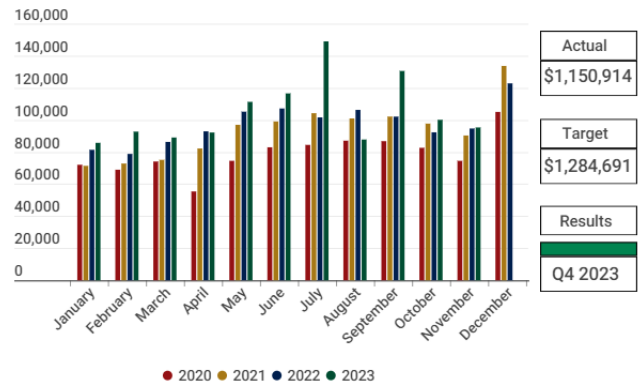




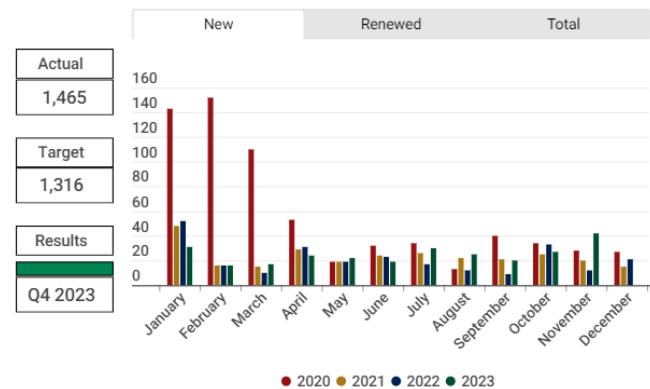
Business Health

Castle Pines provides a healthy economy and supports our business community to support their growth and expansion.

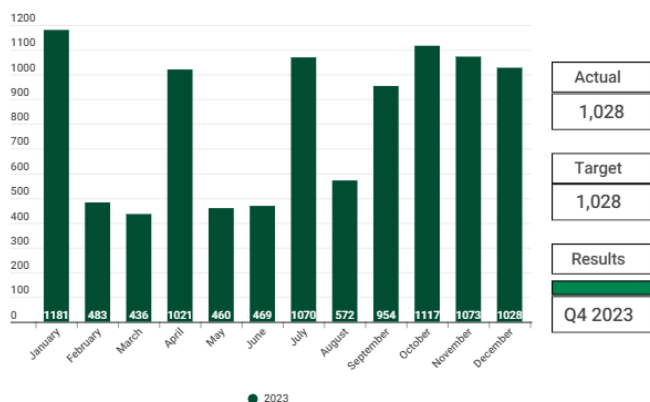
Brick-and-mortar tax Revenue reflects the monthly tax revenue collected from local businesses. This metric displays the City's commitment to ensuring that its revenue is sustainable long term while supporting the business community. The target value represents the quarterly cumulative projection for tax revenue dollars received. The goal is to meet or exceed the target value.



Business Licenses Issued reflects the number of new, renewed, and total active business licenses issued monthly. This metric displays the City's commitment to attracting new businesses and supporting the business community's growth and expansion. More active business licenses demonstrate vibrant and healthy economic development. The target value represents the number of active business licenses expected monthly. The City aims to meet or exceed this target value, supporting a growing business community.



Tax Returns Processed reflects the monthly count of tax returns processed, indicating the City's efficiency and responsiveness in handling taxpayer submissions. It aids in assessing the long-term fiscal health and stability of the City while demonstrating its commitment to supporting a compliant tax-filing environment. Additionally, it provides insight into the level of engagement and compliance among the City's taxpayer community, reflecting the effectiveness of tax policies and outreach programs. The goal is to meet or exceed this target value, supporting a growing business community.





2024 Policy Questions

2024 POLICY QUESTIONS

The following Policy Questions were presented and discussed with the City Council at the November 14 Study Session, where the City Council affirmed their support. Each Policy Question identifies which Strategic Plan Key Focus Area(s) the proposed budget is in support of, as well as Council-Adopted Supporting Policies and Guiding Documents.

1. *Does the City Council support increasing staff's compensation to a level commensurate with the identified labor market, including performance-based pay increases of up to 4.9%?*

\$76,000 salary plus \$15,600 related taxes and retirement - various funds

The results of a comprehensive compensation study and a compensation philosophy were presented to the City Council as part of the 2023 budget process. The City Council supported the proposed compensation philosophy and the recommended results of the salary study, both enhancing the City's ability to recruit and retain high-quality employees in service of the City's Strategic Plan's focus areas and goals. Generally, the compensation philosophy states that the City will "meet the market" and keep our salary ranges and the compensation of our high-performing employees competitive with the market. To do so, market-based salary range adjustments (and resulting employee compensation) will be evaluated annually, with a comprehensive evaluation typically occurring every three to five years. The City's 2023 survey found that entities, on average, throughout Colorado are proposing a 5.3% increase for 2024. The City's identified competitive and comparable market, on average, is a 4.9% increase. For 2024, keeping in line with the Council-approved compensation philosophy, it is recommended that to remain competitive with the market, position salary ranges and employee compensation be adjusted by 4.9%.

Strategic Plan Key Focus Area Supported: Great Government and by extension all other Key Focus Areas

Council-Adopted Supporting Policies: Strategic Plan, Compensation Philosophy

2. *Does the City Council support a new full-time maintenance position in the Public Works department?*

\$75,300 salary and benefits - Parks Funds

This new position is intended to primarily serve as a parks/public works maintenance worker who will work under the Parks, Trails, and Open Space Manager to maintain the City's parks and rights-of-way. This position will allow the City to respond to maintenance issues quickly and efficiently as they arise, as well as oversee general maintenance of its parks, open space, trails, stormwater, and rights-of-way. The position is intended to be an on-the-ground operations individual who can respond immediately to citizen requests as well as assist in increasing our level of overall maintenance. Currently, calls for debris in the roadway, signs down, broken sprinklers, etc. are either added to a contractor's list or an existing staff person

is pulled off their normal duties to assist. Neither of our current solutions are efficient or effective in serving the public, nor do they meet the City Council's strategic objective of high-performing operations through our top-notch city government. Over the last five years, at the direction of the Council, staff has significantly increased our community responsiveness, the breadth of services available to the public, and the overall level of professionalism. The result of these service improvements is continued growth in community expectations. While there has been a temporary reduction in residential construction, our developer, builder, business, and resident expectations from the City only continue to increase. We believe this is a great thing. The addition of this position will continue this trend and, specifically, will help improve our overall curb appeal while allowing existing staff to focus on high customer service performance.

Strategic Plan Key Focus Areas Supported: Safe and Sustainable Infrastructure, Great Government, Sense of Place

Council-Adopted Supporting Policy: Strategic Plan

3. *Does the City Council support a Master Transportation Plan update?*

\$75,000 - General Fund

The City's first Master Transportation Plan was created in 2017 and is now over six years old. The Master Transportation Plan builds upon the Comprehensive Plan. Master transportation plans are essential to provide a clear and effective strategy for improving the transportation system. They help prioritize specific projects or improvement areas and identify funding sources to streamline construction and maintenance needs. Using a data-driven approach, transportation master plans provide actionable steps for achieving multi-modal goals that enhance community livability. Updating the Master Transportation Plan is crucial to ensure that it remains relevant and aligned with the evolving needs of the community: changing demographics, technological advancements, safety enhancements, environmental considerations, economic development, and community engagement. Following completing the Vision Zero Safety Action Plan, staff believes 2024 is the appropriate time to update the Master Transportation Plan. The Safe Streets for All and Transportation Demand Management plans will be incorporated.

Strategic Plan Key Focus Areas Supported: Safe and Sustainable Infrastructure, Great Government, Vibrant and Healthy Economic Development, Sense of Place

Council-Adopted Supporting Policies: Strategic Plan, Roads Solution Plan, Comprehensive Plan, Trails Master Plan, Castle Pines Parkway Landscape Plan, Economic Action Plan

4. *Does the City Council support the following street and street-related capital improvements?*

\$12.55 million - Capital Improvement Fund

To continue progress towards improving the city-wide infrastructure and implementation of the City's Roads Solution Plan, the following street and street-related capital improvements

are proposed. With increased construction costs, and a decline in supporting revenues (specifically construction materials use tax), the timeline for some of the capital improvements has been shifted. Funding from 2E will help keep the Roads Solution Plan on track.

Strategic Plan Key Focus Area Supported: Safe and Sustainable Infrastructure, Sense of Place
Council-Adopted Supporting Policies: Strategic Plan, Comprehensive Plan, Master Transportation Plan, Roads Solution Plan, Multi-modal Enhancement Plan

a) Arterial Street Improvements: (Bucket 3 - \$6.5 million)
Monarch Boulevard from Castle Pines Parkway to Glen Oaks Avenue

This project is a complete reconstruction of this section of Monarch Blvd., including the addition of six-foot bike lanes in both directions. This project was initially planned for and budgeted in 2023 but was moved to 2024 to allow for the design and construction of the Lagae Road roundabout to address ongoing safety and congestion issues as well as to be completed in advance of the upcoming PGA golf event. The

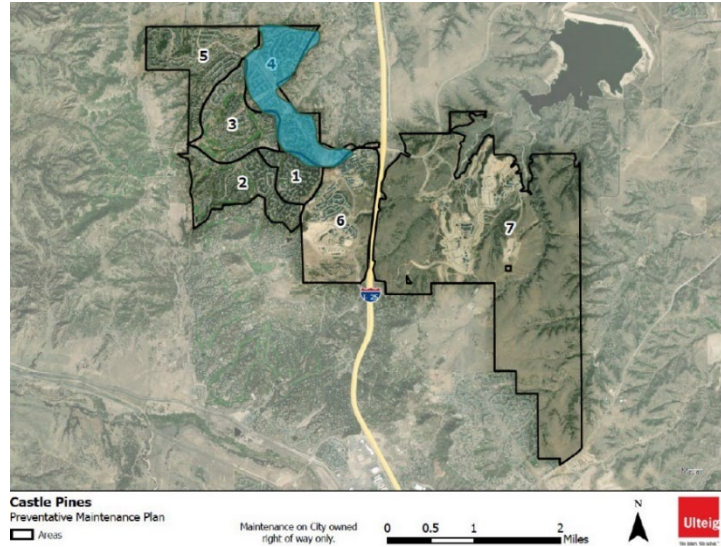
 **Road Solutions Construction Phasing Map**



delay also allowed utility relocation to occur in Monarch to decrease the construction time expected for reconstruction. Conversations with the County in 2021 indicated the County’s support in partnering with the City on our road reconstruction projects. This support was demonstrated in the County’s \$3.0 million partnership on Castle Pines Parkway. Considering those conversations, the City requested \$4.0 million for 2024 but did not receive County support for this request, given their priorities and budget challenges. The entire project will be funded with City funds. There are very limited grant funds available for this type of work.

b) Local/Collector Street Improvements: (Buckets 1 and 2 - \$1.75 million)
Bucket 1 includes improvements for the preservation, treatment, and preventative maintenance of roadways to maintain longevity to minimize future rehabilitation costs. It includes the repair of curbs, gutters, and sidewalks, crack sealing, and minor asphalt patching of distressed sections. Bucket 2 includes corrective rehabilitation, including complete reconstruction, mill and overlays, and seal coats, which also

restores the roadway and increases longevity. Adjacent curb, gutter, and sidewalks that require repair are included in the project. The 2023 budget for Buckets 1 and 2 was \$1.78 million and \$14.4 million worth of improvements were completed in 2018 through 2022. Should the City's ballot measure 4E pass, staff will request that the Council support funding these improvements.



c) Happy Canyon Interchange: (\$2.8 million)

Pre-NEPA construction activities, which started in 2020, are nearing completion, and city/county staff expect final CDOT and FHWA approvals in 2024. The proposed 2024 budget is expected to bring the project to complete approval and a significant program in construction and engineering drawings (final construction and engineering drawings will be in 2025). In 2024, the City will receive \$1.5 million from DRCOG and \$1.0 million from the County. This is reflected as revenue in the proposed budget. The total anticipated cost of this project segment is \$4.8 million spread between 2024 and 2025. Construction is expected to occur in 2026 and 2027, costing approximately \$42 million.

d) Bike/Pedestrian Bridge over I-25: (\$1.5 million)

The Happy Canyon Interchange requires including travel demand management components in the project to help reduce overall vehicle miles traveled. CDOT and FHWA have agreed that the City can utilize a bike/pedestrian bridge across I-25 as a project toward meeting this requirement. This bridge's initial concept design and engineering is expected to cost \$1.5 million. The City received a grant from DRCOG of \$1.1 million with a City match of \$400,000. One of the first evaluations of this work will be to evaluate the location and costs of the bridge. Staff expects several options with various costs, usage variations, and community benefits. The Council will be consulted before moving on to final design and engineering.

5. Does the City Council support the following Parks and Recreation capital improvements?

- a) Trails (\$250,000 - Parks and Recreation North Fund)** - implementation of the Trails Master Plan within the CPNMD area using funds transferred from CPNMD via the IGA. PRAB and

the City Council will be presented with recommended options prior to beginning construction of any improvements.

- b) **Coyote Ridge Park** (\$200,000 - Parks and Recreation North Fund) - funds to implement the design of park improvements following the completion and adoption of concept plans developed in 2023.
- c) **Soaring Hawk Park** (\$100,000 - Parks and Recreation Fund) funds to implement the design of park improvements following the completion and adoption of concept plans developed in 2023.

Strategic Plan Key Focus Area supported: Safe and Sustainable Infrastructure, Sense of Place
Council-Adopted Supporting Policies: Strategic Plan, Comprehensive Plan, Parks and Recreation Comprehensive Plan, Economic Action Plan

6. *Does the City Council support the continued funding of capital improvements at Rueter-Hess Reservoir?*

\$100,000 - Parks and Recreation Fund

The City Council has supported this annual investment since 2017. Lone Tree, Parker, Castle Rock, Douglas County, and Parker Water and Sanitation District all contribute to varying degrees. Douglas County is now managing the facility and the City is starting to utilize the reservoir in our events and recreational activities. The funds from the contributing entities are shifting more toward operational costs as the reservoir opens more throughout the year. Before sending the City's contribution, the City Council and the Parks and Recreation Advisory Board will be given a presentation update on the reservoir.

Strategic Plan Key Focus Area supported: Safe and Sustainable Infrastructure
Council-Adopted Supporting Policies: Strategic Plan, Comprehensive Plan, Parks and Recreation Comprehensive Plan

7. *Does the City Council support the construction of gateway monumentation on Castle Pines Parkway at the eastern City limit?*

\$950,000 – Capital Improvement Fund

The City Council adopted the Gateway and Wayfinding Plan in 2019 and directed staff to add this location as the next phase of the gateway implementation plan.

Strategic Plan Key Focus Area supported: Sense of Place, Economic Action Plan
Council-Adopted Supporting Policies: Gateway and Wayfinding Plan



Budget Overview

BASIS OF BUDGETING AND ACCOUNTING

CITY FUNDS

Annual appropriations are the legal authorizations granted by the City Council that allow the City to incur obligations and make payments for specified purposes. An appropriation is the legal budgetary approval determining how much money can be spent on City services within the fiscal year. The City Council must appropriate spending for the City's nine (9) funds, as described below. The City Council prescribes the lawful budget control level at the fund level.

10 - General Fund

20 - Parks and Recreation Fund

21 - North Pine Vistas Metro District Nos. 1-3 O&M Fund

25 – Parks and Recreation North Fund (Castle Pines North Metro District area)

27 – Roads Fund

30 - Conservation Trust Fund

40 - Capital Improvement Fund

41 - Community Capital Investment Fund

55 - Stormwater Utility Fund

GENERAL FUND

The **General Fund** accounts for all government revenue and expenditures not specific to a particular fund.

SPECIAL REVENUE FUNDS

The **Parks and Recreation Fund** accounts for all government revenue and expenditures restricted to parks and recreation operations, maintenance, and capital purposes. The primary source of revenue is a dedicated property tax of 12 mills. Other funds may come from the Conservation Trust Fund and be used at the Council's direction.

The **North Pine Vistas Metro District Nos. 1-3 O&M Fund** is a temporary fund that accounts for funds received from the North Pine Vistas Metro District to own, operate, and maintain specific public improvements previously the District's responsibility. Under an Intergovernmental Agreement with the District, the City will receive funds from the District to fund those purposes. Upon the City's successful election, which will create its funding for parks and recreation, this fund will be dissolved once all funds from the District are used.

The **Parks and Recreation North Fund** is a temporary fund that accounts for funds received from the Castle Pines North Metro District to own, operate, and maintain specific public improvements previously the District's responsibility. Under an Intergovernmental Agreement with the District, the City will receive funds from the District to fund those purposes. Under an Intergovernmental

Agreement with the District, the City will receive funds from the District to fund those purposes. Upon the City's successful election to create its funding for parks and recreation, this fund will be dissolved once all funds from the District are used.

The **Roads Fund** accounts for the expenditure of revenue restricted to road and road-related operations, maintenance, and capital purposes. Sources of revenue are road-use restricted revenues, including 1% sales and use tax, shared revenue from Douglas County, and highway users tax fund revenue.

The **Conservation Trust Fund** accounts for all government revenue and expenditures associated with state lottery disbursements that may only be used for parks and recreation maintenance or capital purposes.

CAPITAL PROJECT FUNDS

The **Capital Improvements Fund** accounts for capital improvements or acquisitions. Sources of revenues include the Roads Fund and the General Fund.

The **Community Capital Investment Fund** accounts for the setting aside and accumulating funds reserved for future capital asset purposes. Typically, the source of revenue comes via a transfer from the General Fund of funds more than the 25% reserve policy requirement at the City Council's discretion. Other funds may be one-time revenues that the City Council desires to save for specific future capital projects. This is a capital projects fund.

ENTERPRISE FUND

The **Stormwater Utility Fund** accounts for expenditures for the administration, operation, maintenance, and improvements to the City's stormwater system and the revenues collected.

DEBT

The City does not have outstanding debt; therefore, there are no debt service funds nor debt accounted for in any of the City's funds.

BASIS OF BUDGETING

Basis of budgeting refers to the methodology used to include revenues and expenditures in the budget. Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered available when collected within the current year or soon enough thereafter to pay liabilities of the current year. The City's basis of budgeting is the same as the basis of accounting for all funds.

ORGANIZATIONAL CONTEXT

Since its incorporation in 2008, the City of Castle Pines has provided municipal services through a unique model that employs a limited staff who manage and oversee independent contractors.

The City Council appoints a City Manager responsible for providing the following services: public safety (police and building inspection), public works (streets and parks), community development, economic development, public communication, and community events. The City Manager also supervises administrative and support services: city clerk, court clerk, finance, human resources, information technology, and legal services. In addition to the City Manager, the City Council appoints a municipal judge and city attorney.

Going into 2024, City staff consists of 14 full-time and one part-time positions. The following city staff positions provide direct management and oversight of City operations: City Manager, City Clerk, Community Development Director, Finance/Human Resources Director, Public Works Director, and Communications and Engagement Director. In addition to the department heads, the City has the following employee positions: Assistant to the City Manager, Deputy City Clerk Senior Planner, Capital Projects and Operations Manager, Civil Engineer, Parks/Trails/Open Space Manager, Stormwater Manager, Permit Technician, and Community Events and Recreation Programming Manager (PT).

A Parks and Public Works Technician III position will be added in 2024.

Under City staff supervision, services provided by contractors include law enforcement (Douglas County Sheriff), municipal court, building permitting and inspection, code enforcement, design and engineering, project management, street improvements and maintenance, park improvements and maintenance, development review, information technology, sales tax administration and collection, and public information and communication.



Fire Mitigation Efforts

OVERVIEW OF FUNDS

Figure 12, a summary of the 2024 Annual Budget, illustrates a financial overview where City revenues are projected at \$29.3 million against expenditures of \$28.9 million, resulting in a surplus of \$370,000. This projected surplus will raise the City's total fund balance from \$15.5 million to \$15.9 million.

See page 58 for a description of the City's funds.

While there's an overall fund balance increase, there is a strategic deployment of fund balance from several funds counterbalanced by planned increases in other funds. The fluctuation in fund balances, particularly the decreases, underscores an important fiscal policy principle: funds are accumulated over the years to enable the City to finance significant, one-time expenditures, including vital capital projects. This approach ensures that the City can undertake necessary investments in its infrastructure and services without compromising its financial stability, aligning with the principle of structural balance where ongoing revenues are expected to meet or exceed regular expenditures.

Figure 12. 2024 Annual Budget Summary by Fund

2024 Annual Budget	Beginning			Transfers In/(Out)	Ending Fund Balance	Δ Fund Balance
	Fund Balance	Revenue	Expenditures			
General Fund	\$ 2,697,577	\$ 14,028,800	\$ (7,113,200)	\$ (7,760,000)	\$ 1,853,177	▼ -0.84 M
Parks and Recreation Fund	123,552	4,589,800	(1,573,700)	-	3,139,652	▲ 3.02 M
NPVMD Nos. 1-3 O&M Fund	68,000	-	(68,000)	-	-	▼ -0.07 M
Parks and Recreation North Fund	6,596,600	141,500	(2,576,800)	-	4,161,300	▼ -2.44 M
Roads Fund	-	5,613,300	(3,047,900)	(1,800,000)	765,400	▲ 0.77 M
Conservation Trust Fund	631,898	669,700	-	-	1,301,598	▲ 0.67 M
Capital Improvements Fund	945,194	3,619,000	(13,710,000)	9,560,000	414,194	▼ -0.53 M
Community Capital Investment Fun	3,042,000	-	-	-	3,042,000	▲ 0.00 M
Stormwater Utility Fund	1,430,100	655,700	(858,400)	-	1,227,400	▼ -0.20 M
Total All Funds	\$ 15,534,921	\$ 29,317,800	\$ (28,948,000)	\$ -	\$ 15,904,721	▲ 0.37 M

General Fund: The fund balance in the General Fund will decrease by \$0.84 million, going from \$2.7 million to \$1.9 million, as it continues to play a vital role in funding capital improvements, transferring \$7.8 million to the Capital Improvements Fund. This transfer aids the City's efforts in enhancing road infrastructure while contributing to community identity through gateway projects. The continued support from the General Fund remains necessary despite the funding coming from the City's new 1% sales and use tax. However, a new 12-mill property tax has relieved the General Fund of its former responsibility to support the Parks and Recreation Fund, which had been a notable financial burden in previous years.

Parks and Recreation Fund: The fund balance in the Parks and Recreation Fund is set to increase by \$3.0 million, with the new revenue coming from the new 12-mill property tax. The increase is

also due to the planned use of the funds remaining in the Parks and Recreation North Fund, as explained below. This fund will continue to be used for parks outside the Castle Pines North Metro District (CPNMD) boundary until the funds in the Parks and Recreation North fund are depleted. In the meantime, the balance of this fund will grow, keeping future park capital improvements in mind.

Parks and Recreation North Fund: The fund balance of the Parks and Recreation North Fund is expected to decline by \$2.4 million. This follows an Intergovernmental Agreement (IGA) between the City and the Castle Pines North Metro District, under which the City had been receiving property tax and other revenues related to parks from the District. This arrangement continued until City voters approved a City property tax, the revenue from which will begin in 2024. The remaining funds in the Parks and Recreation North Fund will be utilized for park-related expenses within the Metro District's jurisdiction until the balance is fully depleted.

Roads Fund: As a new fund, the fund balance of the Roads Fund is purposefully set to \$765,400 to meet the 25% reserve policy requirement, keeping in line with the same policy set for the General Fund. After revenues, expenditures, and the fund balance reserve, the balance (\$1.8 million) is transferred from this fund to the Capital Improvements Fund for road infrastructure improvements.

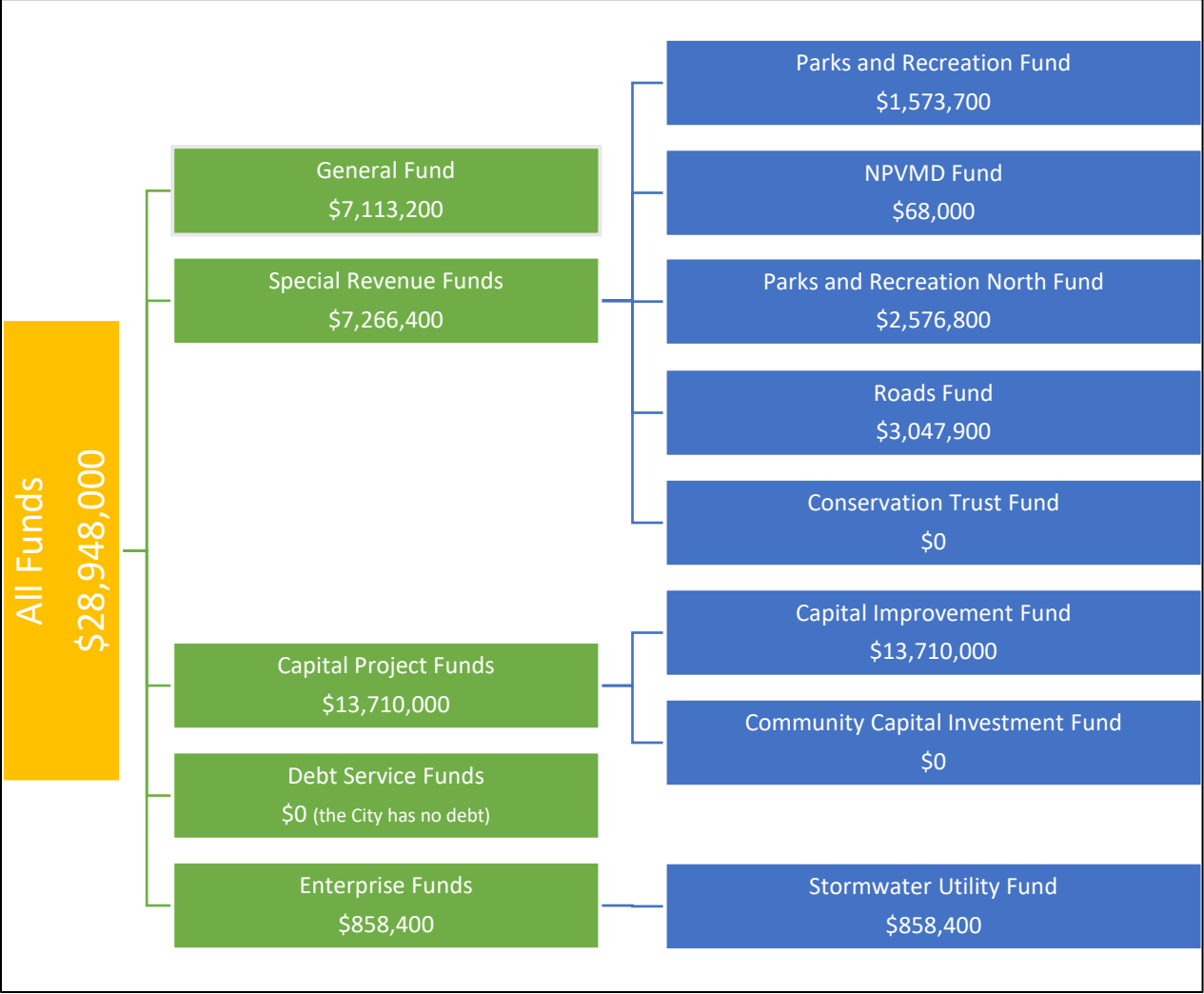
Rounding out the funds, the fund balances in the **Capital Improvements Fund** and the **Stormwater Utility Fund** will decrease as capital improvements occur, and fund balances in the **Conservation Trust Fund** and **Community Capital Investment Fund** will remain steady or increase to fund future improvements of the community.

Figure 13 below illustrates the City's fund structure and total expenditure budget for each fund.



Disc Golf Course Basket @ Pronghorn Park

Figure 13. 2024 Budget - Fund Structure



Pronghorn Park overlooking Rueter-Hess Reservoir

BUDGET HIGHLIGHTS

FINANCIAL FORECASTING: ALIGNING YEAR-END PROJECTIONS WITH NEXT YEAR'S BUDGET

Year-end financial projections are essential in preparing next year's budget because they establish the starting point, or beginning fund balance, for the new year. This gives a clear picture of the available resources, ensuring that budget planning is grounded and starts from an accurate financial baseline. The following discusses the year-end projections of revenues and expenditures and the resulting starting point for the new budget year. The information below also compares the significant differences between the approved budget and the revised projections. The 2023 revenue and expenditure budgets and projections were amended and updated, as shown in [Figure 14](#) and [Figure 15](#) below.

General Fund

Revenue

The original budget was amended from \$17 million to \$17.8 million to recognize School Mitigation Fees collected from developers and to be used for Lennar neighborhood trail improvements and sidewalk improvements from Forest Park Drive to Timber Trail Elementary School. The year-end projection is \$2.9 million lower than the amended budget. The most significant decreases are Construction Materials Use Tax (minus \$1.8 million) and Building Permit Fees (minus \$780 thousand). As discussed earlier, this is due to a sharp decline in new home construction.

Expenditures

The year-end projection is \$1.9 million lower than the amended budget, primarily due to modified estimates for costs related to development review, building permit services, and construction use tax credits also caused by the decline in new home construction.

Parks and Recreation Fund

Revenue

The original budget was amended from \$22 thousand to \$322 thousand to recognize funds contributed by Douglas County for the Pronghorn Park and Disc Golf Course construction. The year-end projection increased by \$84 thousand to account for park rental fees collected from parks transferred to the City from Castle Pines North Metro District.

Expenditures

The original budget was amended from \$749 thousand to \$2.1 million to increase the budget for the following:

- Park land acquired from Douglas County School District (\$487 thousand)
- Pronghorn Park and Disc Golf Course construction (\$550 thousand)
- Trail improvements (\$267 thousand, unspent funds carried from 2022)

Parks and Recreation North Fund

Revenue

The original budget was amended from \$0 to \$6.5 million following the City's agreement with Castle Pines North Metro District (CPNMD) to own and operate the parks previously owned by the District. Another \$2.6 million was added to the year-end projection because the budget considered the original cash transfer from the CPNMD and not property taxes yet to be received from CPNMD.

Expenditures

The original budget was amended from \$0 to \$2 million, and year-end projections were updated to \$2.1 million to reflect the new City expenditures borne by the City's new ownership of the parks previously owned by CPNMD.

Conservation Trust Fund

Revenue

The \$542 thousand increase is due to transfers from the CPNMD of their funding from the Conservation Trust Fund (CTF). The original budget only included the City's funding.

Capital Improvements Fund

Revenue

The original budget was decreased from \$4.1 million to \$2.2 million. The year-end projection decreased revenue by another \$547 thousand. The original budget contemplated a \$3 million contribution from Douglas County to improve Monarch Blvd. However, the revised budget and year-end projections account for \$1.5 million in County participation in constructing a roundabout on Lagae Road. The budget also included a \$400 thousand grant from the Denver Regional Council of Governments (DRCOG) for the Happy Canyon/I-25 interchange, pushed to 2024.

Expenditures

The City Council approved a budget revision, increasing the budget from \$9.7 million to \$14.4 million. This was a combination of unspent funds from 2022 (\$1.3 million), increased project costs, and the shifting of funds from one project to another. Costs for the City gateway projects increased the total project cost by \$2.2 million, and constructing roadway access to Pronghorn Park added another \$575 thousand. Funds were shifted from the Monarch Blvd. improvement project (moving to a future year) to the Lagae Road roundabout project.

Stormwater Utility Fund

The original budgets for revenue and expenditures were revised from \$0 to \$1.9 million and \$653 thousand, respectively, following the City's agreement with Castle Pines North Metro District (CPNMD) to own and operate the stormwater utility system owned by the District.

Figure 14. 2023 Budget Revenue Comparisons

2024 Annual Budget - Revenue	2023	2023	2023	Difference
	Original Budget	Amended Budget	Year-end Projection	Amended vs. YEP
Property Tax	\$ 1,200,300	\$ 1,200,300	\$ 1,200,300	\$ -
Specific Ownership Tax	120,000	120,000	120,000	-
Sales Tax	4,531,200	4,531,200	4,566,000	34,800
Construction Materials Use Tax	3,257,200	3,257,200	1,378,000	(1,879,200)
Motor Vehicle Use Tax	1,959,900	1,959,900	1,940,000	(19,900)
Franchise Fees	779,600	779,600	770,000	(9,600)
Licenses and Permits	237,000	237,000	206,800	(30,200)
Highway Users Tax Fund	323,000	323,000	337,000	14,000
Motor Vehicle Registration Fees	54,400	54,400	50,000	(4,400)
Road and Bridge Prop Tax Shareback	591,300	591,300	591,300	-
Roads Sales Tax Shareback	182,300	182,300	174,000	(8,300)
Roads Motor Vehicle Use Tax Shareback	231,000	231,000	225,000	(6,000)
Construction Materials Use Tax Shareback	430,700	430,700	150,200	(280,500)
Planning and Zoning Fees	70,000	70,000	103,000	33,000
Building Permit Fees	2,117,200	2,117,200	1,336,000	(781,200)
Public Works Fees	200,000	200,000	200,000	-
Court Fines	62,900	62,900	241,000	178,100
Interest Earnings	504,800	504,800	358,300	(146,500)
School Mitigation Revenue	-	800,000	800,000	-
Other Revenue	105,900	105,900	159,300	53,400
General Fund	16,958,700	17,758,700	14,906,200	(2,852,500)
Parks and Recreation Fund	22,100	322,100	406,600	84,500
NPVMD Fund	231,600	231,600	296,000	64,400
Parks and Recreation North Fund	-	6,478,000	9,086,600	2,608,600
Roads Fund	-	-	-	-
Conservation Trust Fund	78,000	78,000	620,100	542,100
Capital Improvements Fund	4,100,000	2,246,700	1,700,000	(546,700)
Stormwater Utility Fund	-	1,926,300	1,971,900	45,600
Total Revenue	\$ 21,390,400	\$ 29,041,400	\$ 28,987,400	\$ (54,000)

Figure 15. 2023 Budget Expenditure Comparisons

2024 Annual Budget - Expenditures	2023	2023	2023	Difference
	Original Budget	Amended Budget	Year-end Projection	Amended vs. YEP
Administration	\$ 2,066,600	\$ 2,066,600	\$ 2,305,400	\$ 238,800
Public Safety	1,287,400	1,287,400	1,389,400	102,000
Public Works	2,639,500	2,639,500	1,987,900	(651,600)
Community Development	2,247,900	2,247,900	1,489,900	(758,000)
Economic Development	1,537,000	1,537,000	687,500	(849,500)
Community Events	276,600	276,600	274,000	(2,600)
General Fund	10,055,000	10,055,000	8,134,100	(1,920,900)
Parks and Recreation Fund	749,000	2,052,800	1,951,700	(101,100)
NPMVD Nos. 1-3 O&M Fund	231,600	231,600	231,600	-
Parks and Recreation North Fund	-	1,991,300	2,127,200	135,900
Roads Fund	-	-	-	-
Capital Improvements Fund	9,662,500	14,395,100	13,805,100	(590,000)
Stormwater Utility Fund	112,800	652,600	541,800	(110,800)
Total Expenditures	\$ 20,810,900	\$ 29,378,400	\$ 26,791,500	\$ (2,586,900)

THE 2024 BUDGET: PRESENTING AND ANALYZING COMPARISONS TO PRIOR YEARS

Part of budget preparation is to compare previous years' actuals and current year projections to the following year's budget. Doing so provides historical context and helps evaluate the performance of budget accuracy, set year-end expectations, create a sense of realistic estimates, aid in setting future financial goals for making informed decisions, mitigate risks, and prepare for unforeseen events. Presentation of at least the most completed year, along with the current and new year budgetary figures, as shown in [Figure 16](#) and [Figure 17](#) highlighted below, communicates valuable information for stakeholders regarding the organization's financial health and management's ability to plan and control budgets effectively.

The City's 2024 revenue budget is projected to increase \$330 thousand from \$29 million to \$29.3 million. The total expenditure budget of \$28.9 million is \$2.2 million more than the \$27 million 2023 year-end projection.

General Fund

Revenue

The 2024 revenue budget is \$14 million, which is \$877 thousand lower than the 2023 year-end projection. This decrease is a combination of projected increases in property, sales, and use taxes (\$1.8 million) offset by revenues restricted to or related to road purposes (\$1.8 million) moved to a new restricted-revenue fund (see Roads Fund). One-time revenue for school mitigation (\$800 thousand) is included in the year-end projection and not part of the 2024 budget.

Expenditures

The 2024 budget is \$7.1 million compared to the \$8.1 million 2023 year-end projection. The decrease is primarily due to the \$2.0 million now budgeted in the new Roads Fund. The budget for Public Safety increased by \$472 thousand (34%). This is solely due to increased property taxes caused by the significant increase in property values. Douglas County provides city law enforcement services through the City's 4.5-mills property tax dedicated to law enforcement. Economic Development is also budgeted to increase significantly. This is primarily because of use tax sharing with a developer with improved new home construction and funds related to the City's newly formed Urban Renewal Authority.

Parks and Recreation Fund

Revenue

The 2024 revenue budget is \$4.6 million, a \$4.2 million increase over the 2023 year-end projection. This increase results from the City's new 12-mill property tax approved by voters in 2023 for parks and recreation purposes.

Expenditures

The 2024 budget of \$1.6 million is \$378 thousand lower than the 2023 year-end projection. The lower budget is primarily due to park construction projects completed in 2023 and fewer park projects budgeted for in this fund in 2024.

North Pine Vistas Metro District Fund

Parks and Recreation North Fund

Revenue

The 2024 revenue budgets for the two funds are \$296 thousand and \$8.9 million, respectively, which are lower than their 2023 year-end projections. With the 12-mill property tax ballot measure passing, funds transferred from the North Pine Vistas Metro District and the Castle Pines North Metro District in 2023 will no longer occur, and the 2024 budget coming from those transfers will be zero. The 2024 budget in the Parks and Recreation North Fund is interest on the fund's remaining cash balance.

Expenditures

The 2024 budget allocations for the two funds are \$68,000 and \$2.6 million, respectively. The remaining funds, sourced from the revenues transferred from the two districts, will be steadily depleted for activities within the two district boundaries.

Roads Fund

Revenue

The Roads Fund is new to 2024. The revenue budget is \$5.6 million and includes \$3.3 million in revenue from the City's voter-approved 1% sales and use tax revenue restricted to roads and \$2.3 million in road-related revenue, much of which was also restricted to roads, previously accounted for in the General Fund.

Expenditures

This fund's \$3 million 2024 budget compares to the \$2 million Public Works year-end projection in the General Fund (now accounted for in the Roads Fund). The \$1 million difference reflects increased costs related to increased lane miles to maintain (approx. \$650 thousand), a transportation master plan study (\$75 thousand), and a developer use tax credit related to the new 1% construction materials use tax (\$338 thousand).

Capital Improvements Fund

Revenue

The 2024 budget is \$1.9 million more than the 2023 year-end projection. Revenue in this fund is all one-time revenue and varies from year to year. The \$3.6 million budget consists of grant revenue from DRCOG for the design and engineering of a bike/pedestrian bridge over I-25 (\$1.1 million) and the Happy Canyon Road/I-25 interchange (\$1.5 million). Also included is a \$1 million contribution from Douglas County for the I-25 interchange.

Stormwater Utility Fund

Revenue

The 2024 budget is \$656 thousand, which is \$1.3 million lower than the 2023 projection, which included funds transferred from the Castle Pines North Metro District.

Expenditures

The 2024 budget is \$316 thousand more than the year-end projection, primarily because of a \$350 thousand budget for a joint multi-year project with Mile High Flood District to improve the Spring Tributary at Lagae Road.



Trail of Lights Community Event

Figure 16. 2024 Budget Revenue Comparisons

2024 Annual Budget - Revenue	2023		2024	
	2022 Actual	Year-end Projection	Proposed Budget	Difference 2024 vs. 2023
Property Tax	\$ 1,146,292	\$ 1,200,300	\$ 1,660,800	\$ 460,500
Specific Ownership Tax	101,377	120,000	133,300	13,300
Sales Tax	4,252,574	4,566,000	4,776,000	210,000
Construction Materials Use Tax	2,917,249	1,378,000	2,257,700	879,700
Motor Vehicle Use Tax	1,669,436	1,940,000	2,154,300	214,300
Franchise Fees	669,185	770,000	855,100	85,100
Licenses and Permits	335,843	206,800	41,700	(165,100)
Highway Users Tax Fund	321,086	337,000	-	(337,000)
Motor Vehicle Registration Fees	45,562	50,000	55,500	5,500
Road and Bridge Prop Tax Shareback	562,444	591,300	-	(591,300)
Roads Sales Tax Shareback	167,756	174,000	-	(174,000)
Roads Motor Vehicle Use Tax Shareback	191,706	225,000	-	(225,000)
Construction Materials Use Tax Shareback	318,400	150,200	-	(150,200)
Planning and Zoning Fees	175,091	103,000	80,500	(22,500)
Building Permit Fees	1,801,709	1,336,000	1,399,800	63,800
Public Works Fees	170,486	200,000	-	(200,000)
Court Fines	99,478	241,000	256,500	15,500
Interest Earnings	253,111	358,300	208,600	(149,700)
Net Decrease in Fair Value of Investments	(607,597)	-	-	-
School Mitigation Revenue	-	800,000	-	(800,000)
Federal Grants	1,352,639	-	-	-
Other Revenue	190,566	159,300	149,000	(10,300)
General Fund	16,134,393	14,906,200	14,028,800	(877,400)
Parks and Recreation Fund	70,885	406,600	4,589,800	4,183,200
NPVMD Fund	282,693	296,000	-	(296,000)
Parks and Recreation North Fund	-	9,086,600	141,500	(8,945,100)
Roads Fund	-	-	5,613,300	5,613,300
Conservation Trust Fund	71,871	620,100	669,700	49,600
Capital Improvements Fund	3,012,939	1,700,000	3,619,000	1,919,000
Stormwater Utility Fund	-	1,971,900	655,700	(1,316,200)
Total Revenue	\$ 19,572,781	\$ 28,987,400	\$ 29,317,800	\$ 330,400

Figure 17. 2024 Budget Expenditure Comparisons

2024 Annual Budget - Expenditures	2023		2024	
	2022 Actual	Year-end Projection	Proposed Budget	Difference 2024 vs. 2023
Administration	\$ 1,906,633	\$ 2,305,400	\$ 2,371,800	\$ 66,400
Public Safety	1,240,832	1,389,400	1,861,500	472,100
Public Works	2,162,297	1,987,900	-	(1,987,900)
Community Development	1,909,902	1,489,900	1,344,700	(145,200)
Economic Development	1,273,260	687,500	1,146,500	459,000
Community Events	306,049	274,000	388,700	114,700
General Fund	8,798,973	8,134,100	7,113,200	(1,020,900)
Parks and Recreation Fund	709,084	1,951,700	1,573,700	(378,000)
NPMVD Nos. 1-3 O&M Fund	279,089	231,600	68,000	(163,600)
Parks and Recreation North Fund	-	2,127,200	2,576,800	449,600
Roads Fund	-	-	3,047,900	3,047,900
Capital Improvements Fund	10,945,867	13,805,100	13,710,000	(95,100)
Stormwater Utility Fund	-	541,800	858,400	316,600
Total Expenditures	\$ 20,733,013	\$ 26,791,500	\$ 28,948,000	\$ 2,156,500

FUND BALANCE ANALYSIS: ASSESSING RESERVE REQUIREMENTS

The City implemented a policy mandating that the General Fund's fund balance must be at least 25% of operating expenditures. With the Parks and Recreation Fund and the newly established Roads Fund now having dedicated revenue streams, applying the reserve requirement to these funds is prudent. Figure 18 confirms adherence to and application of this policy in the General Fund, Parks and Recreation Fund, and the Roads Fund. The Parks and Recreation Fund exceeds the 25% requirement due to planned funds savings for future capital projects.

Figure 18. Fund Balance Analysis

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
Fund Balance Analysis					
Total Expenditures	19,385,172	17,081,900	18,456,900	15,567,600	14,873,200
Less: Pass-through	-	-	-	-	-
Less: Capital Outlay	(10,346,374)	(6,595,000)	(8,873,800)	(7,041,800)	(7,760,000)
Less: Other Non-operating	(94,600)	(66,800)	(66,800)	(71,800)	(85,800)
Total Operating Expenditures	8,944,198	10,420,100	9,516,300	8,454,000	7,027,400
Required Reserve - 25% of operating exp	2,236,050	2,605,025	2,379,075	2,113,500	1,756,850
Ending Fund Balance	2,751,380	2,659,958	2,660,777	2,697,577	1,853,177
25% Required Reserve	2,236,050	2,605,025	2,379,075	2,113,500	1,756,850
Excess/(Short) of Required Reserve	515,331	54,933	281,702	584,077	96,327
Fund Balance Reserve %	31%	26%	28%	32%	26%
PARKS AND RECREATION FUND					
Fund Balance Analysis					
Total Expenditures					1,573,700
Less: Capital Outlay					(200,000)
Less: Other Non-operating					(100,000)
Total Operating Expenditures					1,273,700
Required Reserve - 25% of operating exp					318,425
Unrestricted Fund Balance					3,018,500
25% Required Reserve					318,425
Excess/(Short) of Required Reserve					2,700,075
Fund Balance Reserve %					237%
ROADS FUND					
BEGINNING FUND BALANCE					
Revenue					5,613,300
Total Funds Available					5,613,300
Expenditures/Transfers Out					(4,847,900)
ENDING FUND BALANCE					\$ 765,400
					25%



Budget Detail

GENERAL FUND BUDGET SUMMARY

FUND BALANCE

The General Fund is the City’s primary operating fund. It accounts for services provided to the community: public safety, community development, economic development, community events, and communication. The General Fund also accounts for administrative and support services: city manager, city clerk, finance, human resources, legal, and information technology. The City also provides streets, parks, recreation, and stormwater utility services, which are accounted for in their respective funds. The General Fund may also support streets, parks, and other capital improvements via transfers to the various funds.

The tables below present summaries of the General Fund.

Figure 19. 2024 Budget General Fund Summary

2024 Annual Budget	2022 Audited Actual	2023 Original Budget	2023 Amended Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND					
Beginning Fund Balance	\$ 6,002,159	\$ 2,783,158	\$ 3,358,977	\$ 3,358,977	\$ 2,697,577
Revenue	16,134,393	16,958,700	17,758,700	14,906,200	14,028,800
Total Funds Available	22,136,552	19,741,858	21,117,677	18,265,177	16,726,377
Expenditures	(8,798,973)	(10,055,000)	(10,055,000)	(8,134,100)	(7,113,200)
Transfer to Parks and Recreation Fund	(481,199)	(626,900)	(926,900)	(708,500)	-
Transfer to Capital Improvements Fund	(10,105,000)	(6,400,000)	(7,475,000)	(6,725,000)	(7,760,000)
Ending Fund Balance	<u>\$ 2,751,380</u>	<u>\$ 2,659,958</u>	<u>\$ 2,660,777</u>	<u>\$ 2,697,577</u>	<u>\$ 1,853,177</u>
Fund Balance Reserve %	31%	26%	28%	32%	26%

Figure 19 is a budget summary for the General Fund from 2022 to 2024. This table summarizes revenues, expenditures, transfers, and fund balance, including compliance with the 25% fund balance reserve policy requirement for budget and actual, demonstrating sensible financial management.

The table reflects the General Fund's budget over several fiscal years, with the end-of-year fund balance typically becoming the following year's starting balance. For example, the projected 2023 year-end balance is the same as the proposed 2024 beginning fund balance. Similarly, the 2023 beginning balances in the amended budget and year-end projection should align with the 2022 audited ending balance. However, an adjustment was made to the 2023 beginning fund balance due to an unrealized decrease in the fair value of the City's investment portfolio by \$608 thousand in 2022. Since the City retains its investments until maturity, this paper loss does not impact the available funds. It's also important to note that the beginning fund balance for the 2023 original budget was predicated on projections from the end of 2022, which are not included in this table.

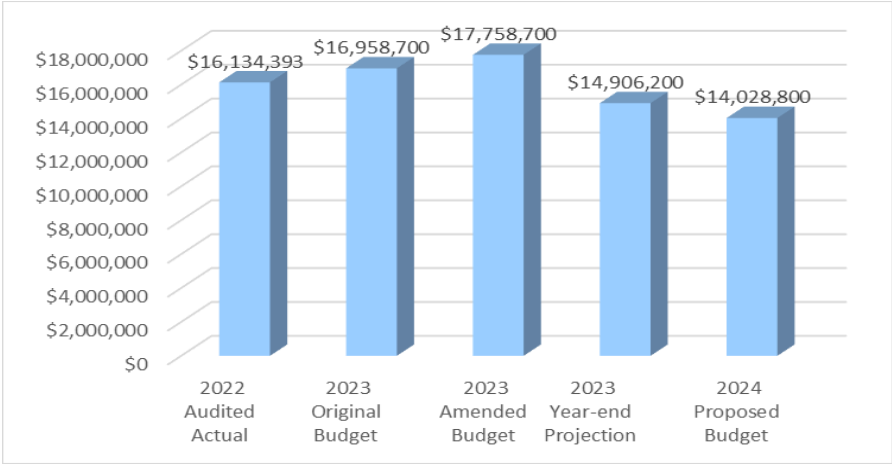
REVENUE

In 2022, the audited actual revenue for the general fund was approximately \$16.1 million. The 2023 original budget was \$17 million, and the amended budget was increased to \$17.8 million. The 2023 year-end projection predicts a decrease to \$14.9 million. The 2024 proposed budget anticipates a further reduction to \$14 million. See Figure 20 below.

Figure 20. 2024 Budget General Fund Revenue Summary Comparisons

2024 Annual Budget	% of 2024 Budget	2022 Audited Actual	2023 Original Budget	2023 Amended Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND						
Taxes	78%	\$ 10,086,928	\$ 11,068,600	\$ 11,068,600	\$ 9,204,300	\$ 10,982,100
Franchise Fees	6%	669,185	779,600	779,600	770,000	855,100
Licenses & Permits	0%	335,843	237,000	237,000	206,800	41,700
Intergovernmental	1%	2,988,162	1,825,800	1,825,800	1,556,200	83,200
Charges for Services	11%	2,252,569	2,480,000	2,480,000	1,758,800	1,601,600
Fines	2%	99,478	62,900	62,900	241,000	256,500
Other	1%	(297,772)	504,800	1,304,800	1,169,100	208,600
Total	100%	16,134,393	16,958,700	17,758,700	14,906,200	14,028,800

Figure 21. 2024 Budget General Fund Revenue Summary Comparisons



Taxes: Taxes represent the primary source of revenue, accounting for 78% of the budget in 2024. The 2022 tax revenue was \$10.1 million, projected to increase to \$11.0 million in 2024. The 2023 year-end projection shows a dip to \$9.2 million, down from the 2023 original budget of \$11.1 million, attributed to reduced tax revenue from slowing new home construction. However, the 2024 budget anticipates a resurgence in tax revenue driven by an uptick in new home construction, incremental revenue growth due to rising population numbers, and adjustments for inflation.

Franchise Fees: Making up 6% of the 2024 Budget, franchise fees are expected to increase from \$669 thousand in 2022 to \$855 thousand in 2024. The year-end projection from the 2023 original

budget is mostly the same. The increase in the 2024 budget is due to rising population and inflation estimates.

Licenses & Permits: This category decreases from \$333,000 in 2022 to \$47,000 in the proposed 2024 budget. The large decrease is due to permit fees for Public Works right-of-way permits being moved to the new Roads Fund. Licenses and permits are not a significant portion of the total 2024 budget.

Intergovernmental: These revenues will decrease from \$2.9 million in 2022 to \$83 thousand in the proposed 2024 budget. The decrease from 2022 to the 2023 year-end projection is due to the same decline in new home construction mentioned for tax revenue. The 2024 budget is further reduced due to road-restricted revenue being moved to the new Roads Fund.

Charges for Services: Second to tax revenue, this is a substantial revenue source, representing 11% of the total. A reduction from \$2.9 million in 2022 to a proposed \$1.6 million in 2024 is the result of decreased building permit fee revenue again due to a decline in new home construction and the move of public works fees to the new Roads Fund.

Fines: Fines comprise a very small portion of the City's revenue. The increase in 2023 and 2024 is due to increased traffic enforcement for safety purposes. The figures are in line with revenue in 2019, before COVID.

Other: The negative revenue in 2022 results from an "on-paper-only" accounting adjustment for an unrealized decrease in the fair value (\$608 thousand) of the City's investment portfolio. The City retains its investments until maturity, and the negative amount does not impact the budget. The primary revenue in the Other category is interest earned. Revenues reported in this category include miscellaneous one-time revenues. The significant increase in 2023 is \$800 thousand made to recognize school mitigation fees collected as part of developer agreements with the City.



Pickle Ball Courts completed in 2023 at Coyote Ridge Park

EXPENDITURES

Figure 22 provides a departmental summary of General Fund expenditures from 2022 to 2024. The total expenditures in 2022 were \$8.8 million, which decreased to \$7.1 million in the proposed 2024 budget. The 2023 budget was raised to \$10.1 million, with planned increases in spending across various departments. The proposed 2024 budget is reduced to \$7.1 million, with Public Works expenditures moving to the new Roads Fund. Apart from this, the 2024 budget includes enhanced expenditure levels for the various departments, primarily to account for inflation; however, in some departments, for new projects.

Figure 22. 2024 Budget - General Fund Expenditure Summary Comparisons

2024 Annual Budget	% of 2024 Budget	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 Year-end Projection	2024 Proposed Budget
Elected Officials	2%	\$ 154,381	\$ 157,900	\$ 157,900	\$ 157,900	\$ 216,200
City Manager	3%	275,964	297,100	297,100	315,800	326,300
Interdepartmental	5%	406,541	415,700	415,700	655,400	504,700
Communications	3%	222,758	235,000	235,000	220,900	271,900
Legal	2%	197,343	230,000	230,000	227,000	249,700
Finance/Human Resources	4%	362,022	394,300	394,300	389,800	418,900
City Clerk	3%	245,904	295,100	295,100	296,100	341,100
Municipal Court	0%	41,720	41,500	41,500	42,500	43,000
Public Safety	14%	1,240,832	1,287,400	1,287,400	1,389,400	1,861,500
Public Works	25%	2,162,297	2,639,500	2,639,500	1,987,900	-
Community Development	22%	1,909,902	2,247,900	2,247,900	1,489,900	1,344,700
Economic Development	14%	1,273,260	1,537,000	1,537,000	687,500	1,146,500
Community Events	3%	306,049	276,600	276,600	274,000	388,700
General Fund	100%	8,798,973	10,055,000	10,055,000	8,134,100	7,113,200

The following information summarizes the changes from the 2023 year-end projection to the 2024 Proposed Budget. Detail for each department is provided in the next section of the budget document beginning on [page 78](#).

Elected Officials: There's a projected increase in expenditures (37%) from \$157,900 to \$216,200. This represents a 3% share of the 2024 budget.

City Manager: The City Manager's office budget is increasing (3%) from \$315,800 to \$326,900, taking up 5% of the total budget.

Interdepartmental: This category decreases (23%) from \$655,400 to \$504,700. It accounts for 7% of the total 2024 budget.

Communications: The budget for Communications projects a modest increase (23%) from \$220,900 to \$271,900, comprising 4% of the total budget.

Legal: Legal expenditures are expected to rise (10%) from \$227,000 to \$247,700, making up 4% of the budget.

Finance/Human Resources: There is an increase (7%) from \$389,800 to \$418,900, which is 6% of the total budget.

City Clerk: The City Clerk's budget is set to rise (15%) from \$296,100 to \$341,100, representing 5% of the budget.

Municipal Court: At 1% of the overall budget, the Municipal Court's budget remains relatively flat, with a slight increase (1%) from \$42,500 to \$43,000.

Public Safety: Increasing (34%) from \$1,389,400 to \$1,861,500, the Public Safety budget is the most significant expenditure component of the General Fund, making up 26% of the total budget.

Public Works: Public Works expenditures were moved to the new Roads Fund in 2024.

Community Development: This category comprises a significant 19% of the budget, with a decrease (10%) from \$1,489,900 to \$1,344,700.

Economic Development: Allocated 16% of the 2024 budget, Economic Development expenditures increased significantly (67%) from the 2023 year-end projection of \$687,500 to \$1,146,500; however, the 2024 budget is still lower than the 2022 actual and 2023 original budget.

Community Events: Representing 5% of the budget, Community Events are budgeted to increase (42%) from \$274,000 to \$388,700.



DESCRIPTION

Council members make policy decisions on various City issues, such as approving the annual City budget. They are given the authority to approve resolutions and enact and provide for the enforcement of ordinances, which are City laws. They also appoint the City Manager, who serves the Council and citizens and is responsible for City staff and day-to-day management. Castle Pines is governed by a mayor and six City Council members.

2024 BUDGET AND HIGHLIGHTS

Figure 23. 2024 Elected Officials Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Elected Officials				
Mayor/Council Compensation	43,395	43,400	43,400	72,400
Purchased Services	6,005	4,500	4,500	4,700
Other Operating	39,931	43,200	43,200	53,300
Contributions	65,050	66,800	66,800	85,800
Total	154,381	157,900	157,900	216,200

- Compensation – In 2021, the City Council approved stipends for incoming elected officials. Three new or reelected elected officials received the stipend beginning in 2022. Starting in 2024, all seven Council Members will be receiving the stipend.
- Other Operating – includes computers for the incoming elected officials.
- Contributions – includes a new \$18,000 contribution to the Douglas County Community Foundation.

2024 GOALS AND OBJECTIVES HIGHLIGHTS

- Update the Strategic Plan
- Complete vision plans for Soaring Hawk Park and Coyote Ridge Park
- Complete property transfer from Castle Pines North Metro District to City
- Focus on becoming a high-performing elected body

2023 ACCOMPLISHMENT HIGHLIGHTS

- Finalized the 2023 Strategic Plan and oversaw its implementation
- Transfer of stormwater utility, park, trails, recreation, and open space operations from the Castle Pines North Metro District to the City
- Obtained voter approval of 12-mill property tax for parks and recreation
- Obtained voter approval of 1% sales and use tax for road maintenance and improvements

DESCRIPTION

The City Manager is responsible for the general day-to-day oversight and management of the City of Castle Pines and for directing the development and implementation of the City’s operating budget and the City Council’s Strategic Plan. The City Manager provides recommendations to the Mayor and City Council, implements policy decisions made by the City Council, participates in City Council meetings, anticipates future needs of the City, and serves as the general representative of the City.

2024 BUDGET AND HIGHLIGHTS

Figure 24. 2024 City Manager Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
City Manager				
Employee Compensation	251,374	281,200	299,900	308,600
Other Operating	24,590	15,900	15,900	17,700
Total	275,964	297,100	315,800	326,300

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Implement the Strategic Plan – SI, SP, ED, GG
- Implementation of AI and associated policies – GG
- Demonstrate stewardship of the City’s 1% sales tax increase – ED, GG
- Complete transition of parks, recreation, open space, and trails from local metropolitan districts to the City – SP, GG
- Develop long-term parks and recreation staff and operations plan – GG
- Review and update the processes for efficiencies and focus on future growth – GG
- Implementation of the Community Wildfire Plan – SI, GG

2023 ACCOMPLISHMENT HIGHLIGHTS

- Updated implementation plan to carry out the Strategic Plan
- Successful relocation of City offices
- Successful transition of Castle Pines North Metro District facility reservations to the City
- Development of Emergency Preparedness plan
- Continued implementation of the Council’s Road Solutions plan
- Implementation of Community Wildfire Mitigation grant program
- Completion of Happy Canyon Interchange process and early action items

**STRATEGIC PLAN
KEY FOCUS
AREAS LEGEND**

SI - Safe and Sustainable Infrastructure

SP - A Sense of Place

ED - Vibrant and Healthy Economic Development

GG - Great

DESCRIPTION

The Interdepartmental cost center accounts for expenditures that support the functions of all City departments and cannot efficiently be classified into a specific department (for example, information technology support, office space, printing, central office supplies, postage).

2024 BUDGET AND HIGHLIGHTS

Figure 25. 2024 Interdepartmental Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Interdepartmental				
Purchased Services	115,326	133,200	193,200	124,400
Other Operating	251,670	282,500	462,200	380,300
Capital Equipment	37,995	-	-	-
Contributions/Emergency Response	1,550	-	-	-
Total	406,541	415,700	655,400	504,700

- Purchased Services – 2023 included added grant consulting and project visualization.
- Other Operating – 2024 reflects the new rate for office space lease for a full twelve months and \$15,000 for grant management and research software; 2023 included costs to move to and prepare the new office space.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Purchase grant management and research software – SI, SP, GG
- Continue applying for grants – SI, SP
- Continue project visualization – SI
- Continue participation in Communities of Excellence - GG

2023 ACCOMPLISHMENT HIGHLIGHTS

- Applied for and received multiple grants for various studies and community and infrastructure improvements
- Created visualizations and cinematics that create a view of a project yet to be constructed
- Created a Wildfire Preparedness plan and held a staff tabletop exercise
- Instituted public engagement, including research and surveying residents regarding two potential tax ballot measures

**STRATEGIC PLAN
KEY FOCUS
AREAS LEGEND**

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DESCRIPTION

The Communications Department is responsible for all aspects of the City communications and community events programs, including but not limited to media and public relations, marketing, internal and external communications, community outreach, and city-wide events.

2024 BUDGET AND HIGHLIGHTS

Figure 26. 2024 Communications Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Communications				
Employee Compensation	102,259	110,200	115,100	136,900
Purchased Services	92,193	80,000	55,000	60,000
Other Operating	28,306	44,800	50,800	75,000
Total	222,758	235,000	220,900	271,900

- Employee Compensation – manager-level position reclassified to director-level.
- Other Operating – increased budget for advertising, printing, and mailing.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Expand communication to reach the broader community - GG
- Improve website access and ensure ADA compliance - GG
- Increase resident engagement opportunities - GG
- Expand media relations and increase coverage - GG

2023 ACCOMPLISHMENT HIGHLIGHTS

- Executed a communications campaign for two City ballot measures
- Launched an improved website and reservation system for parks and recreation facilities
- Partnered with Community Development to launch the Development Activity Map as a resource for residents
- Oversaw a resident engagement campaign for future park planning efforts at Coyote Ridge Park and Soaring Hawk Park
- Expanded resident outreach and engagement using mailers, e-newsletters, resident surveys, telephone town halls, and open houses.
- Increased media coverage of City activities and accomplishments
- Completed training related to the City’s emergency incident plan, specifically regarding emergency communication management

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KEY FOCUS
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GENERAL FUND - LEGAL

DESCRIPTION

A contracted law firm provides legal services to the City. Their office provides legal services to the City Council, boards, commissions, and administrative staff to enforce the law, avoid or mitigate risks associated with City operations, and protect the legal interests of the City of Castle Pines. Legal services include prosecution of criminal defendants, prosecution of Castle Pines code violations, providing civil defense counsel for the City and employees in administrative, county, state, and federal courts, representing the City in administrative hearings, county, state, and federal courts, and preparing contracts and other legal documents.

2024 BUDGET AND HIGHLIGHTS

Figure 27. 2024 Legal Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Legal				
Purchased Services	197,343	230,000	227,000	249,700



DESCRIPTION

The Finance & Human Resources Department is responsible for the City’s financial activities, including administration of sales and use tax, all accounting functions (payroll, accounts payable, accounts receivable, and financial reporting), preparation of the annual budget, and managing cash on hand (investments). Human resources duties include employee hiring and administration of City-provided benefits (health insurance and retirement).

2024 BUDGET AND HIGHLIGHTS

Figure 28. 2024 Finance & Human Resources Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Finance/Human Resources				
Employee Compensation	148,760	181,600	175,100	185,500
Purchased Services	101,350	110,600	107,800	112,300
Other Operating	111,912	102,100	106,900	121,100
Total	362,022	394,300	389,800	418,900

- Other Operating – includes anticipated increase in credit card fees for potential increase in building permits

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Improve purchasing card system – GG
- Improve accounts payable system – GG
- Improve stormwater utility billing system – GG
- Review and improve human resources policies and procedures – GG
- Document all finance and HR processes – GG
- Explore the use of AI to create efficiencies – GG

2023 ACCOMPLISHMENT HIGHLIGHTS

- Developed job descriptions, recruited, and hired three new positions
- Worked with Public Works to develop stormwater utility fees
- Implemented stormwater utility billing system
- Improved budget document
- Improved employee new hire onboarding process

STRATEGIC PLAN
KEY FOCUS
AREAS LEGEND

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DESCRIPTION

The City Clerk department works with the City Council, City Manager, and all other City departments. The City Clerk is responsible for agenda packet preparation, meeting minutes preparation, liquor licensing, parks and recreation reservations, records management, legal notices, public records requests (CORA), election management, coordinating with the municipal court, and municipal code maintenance.

2024 BUDGET AND HIGHLIGHTS

Figure 29. 2024 City Clerk Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
City Clerk				
Employee Compensation	167,783	220,100	219,400	234,500
Purchased Services	11,352	11,600	11,600	52,600
Other Operating	66,769	63,400	65,100	54,000
Total	245,904	295,100	296,100	341,100

- Purchased Services – includes \$40,000 for scanning records, including historical and large-format.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Review and digitize City records - GG
- Improve the City Council packet and meeting software - GG
- Review department processes to create efficiencies - GG

2023 ACCOMPLISHMENT HIGHLIGHTS

- Train new Deputy City Clerk
- Served on the Colorado Municipal Clerks Association Board
- Coordinated municipal election city council seats and ballot measures
- Handled increase in parks and recreation reservations with the transfer of parks and recreation from the Castle Pines North Metro District
- Implemented new parks and recreation reservation processes and software

**STRATEGIC PLAN
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GENERAL FUND - MUNICIPAL COURT AND LAW ENFORCEMENT

DESCRIPTION

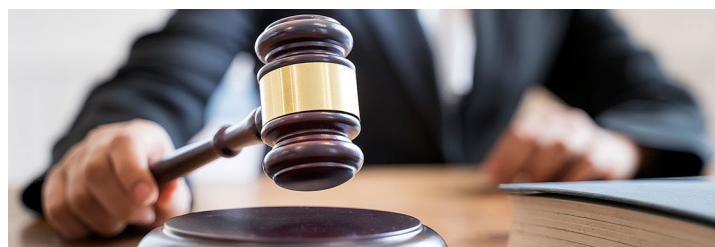
The Court Clerk and Municipal Judge are provided via contracted services. The municipal court is committed to administering justice expeditiously and timely with equality, fairness, and integrity. The court seeks equal access to justice, prompt and courteous service, independence, accountability of court actions, and the exercise of case-management practices designed to facilitate the fair and timely disposition of cases. The court values equality and fairness, service excellence, respect for the individual, responsible use of resources, and strives to nurture public confidence and trust.

Law enforcement services are contracted for with the Douglas County Sheriff. Services include reactive patrol to enforce laws and respond to calls for service, proactive patrol to prevent and deter criminal activity, traffic patrol to enforce City traffic codes, investigation of crimes, and all other services provided to all County residents.

2024 BUDGET AND HIGHLIGHTS

Figure 30. 2024 Municipal Court and Law Enforcement Budgets

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Municipal Court				
Purchased Services	38,270	38,200	39,200	39,700
Other Operating	3,450	3,300	3,300	3,300
Total	41,720	41,500	42,500	43,000
Law Enforcement				
Purchased Services	1,240,832	1,287,400	1,389,400	1,861,500



DESCRIPTION

The Community Development Department comprises building, code enforcement, planning and zoning. The Building Division implements and enforces building codes and standards, examines construction plans, inspects construction of buildings, and enforces International Building Codes. The Code Enforcement Division enforces the zoning ordinance. The Planning and Zoning Division administers and enforces zoning and subdivision ordinances and Comprehensive Plan, reviews development applications, permits signage, and administers GIS mapping services.

2024 BUDGET AND HIGHLIGHTS

Figure 31. 2024 Community Development Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Community Development				
Employee Compensation	222,589	300,100	304,200	319,100
Purchased Services	1,658,183	1,917,500	1,155,400	994,200
Other Operating	29,130	30,300	30,300	31,400
Total	1,909,902	2,247,900	1,489,900	1,344,700

- Purchased Services – the building department contractor’s fee was reduced from 80% to 60% of the building permit fees collected.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Finalize acquisition of Village Square roadways - SP, SI
- Complete Unified Land Development Code - GG, ED
- Evaluate the adoption of the 2021 International Property Maintenance Code - ED, GG
- Pursue DOLA Local Planning Grants for Prop 123 Capacity Planning - GG
- Assist in the relocation of Havana Road - ED, SI
- Initiate GIS data hub - GG

**STRATEGIC PLAN
KEY FOCUS
AREAS LEGEND**

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GG - Great

2023 ACCOMPLISHMENT HIGHLIGHTS

- Played a vital role in acquiring a 40-acre park from a developer
- Played a vital role in acquiring 10 acres for Coyote Ridge Park expansion
- Completed City Council Redistricting
- Launched an interactive Development Activity Map
- Adopted and transitioned to 2021 International Building Codes
- Hosted the first build-a-deck workshop presented to residents and contractors

GENERAL FUND - ECONOMIC DEVELOPMENT

DESCRIPTION

The Community Development Department comprises building, code enforcement, planning and zoning. The Building Division implements and enforces building codes and standards, examines construction plans, inspects construction of buildings, and enforces International Building Codes. The Code Enforcement Division enforces the zoning ordinance. The Planning and Zoning Division administers and enforces zoning and subdivision ordinances and Comprehensive Plan, reviews development applications, permits signage, and administers GIS mapping services.

2024 BUDGET AND HIGHLIGHTS

Figure 32. 2024 Economic Development Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Economic Development				
Employee Compensation	73,125	81,900	82,700	86,700
Purchased Services	63,156	80,000	80,000	125,000
Other Operating	56,105	50,200	44,800	6,500
Sales & Use Tax Credit	1,080,874	1,324,900	480,000	928,300
Total	1,273,260	1,537,000	687,500	1,146,500

- Purchased Services – includes advance funding to the City’s new urban renewal authority and funds to enhance economic development.
- Other Operating – discontinued membership in economic development organizations.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Analyze Douglas County target industries in cooperation with the Douglas County Economic Development Collaborative - ED
- Organize the Castle Pines Urban Renewal Authority - GG
- Finalize West Commercial District Urban Renewal Plan - ED
- Complete the Economic Development Strategic Plan - ED
- Create marketing pitch deck showcasing economic opportunities - ED

2023 ACCOMPLISHMENT HIGHLIGHTS

- Completed formation of the Castle Pines Urban Renewal Authority
- Completed a city-wide 3D modeling effort, which will be incorporated into future economic development marketing material
- Acquired economic development software to better assist in understanding the performance of the City’s Business District

**STRATEGIC PLAN
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DESCRIPTION

Community events are held annually to enhance the sense of our Castle Pines community and promote regional awareness and economic development. Community events are held during the spring, summer, fall, and holidays.

2024 BUDGET AND HIGHLIGHTS

Figure 33. 2024 Community Events Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
GENERAL FUND				
Community Events				
Employee Compensation	19,403	39,600	32,000	63,700
Purchased Services	258,646	237,000	237,000	325,000
Contributions	28,000	-	5,000	-
Total	306,049	276,600	274,000	388,700

- Employee Compensation – includes increasing part-time staff from 20 to 30 hours per week.
- Purchased Services – includes funding to expand community events and recreational programming.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Significantly expand community events and add recreational programming - SP, ED, GG

2023 ACCOMPLISHMENT HIGHLIGHTS

- Successfully held and expanded community events



Picture depicting City Annual Egg Scramble

**STRATEGIC PLAN
KEY FOCUS
AREAS LEGEND**

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PUBLIC WORKS - PARKS AND RECREATION FUNDS

FUND DESCRIPTIONS

The **Parks and Recreation Fund** accounts for the revenues and expenditures to maintain our parks and recreational amenities, as well as park, recreation, trail, and open space improvements and acquisitions. Parks and Recreation are operated and maintained by the Public Works Department.

The **North Pine Vistas Metro District Nos. 1-3 O&M Fund** is a temporary fund that accounts for funds received from the North Pine Vistas Metro District to own, operate, and maintain specific public improvements previously the District's responsibility. Under an Intergovernmental Agreement with the District, the City will receive funds from the District to fund those purposes. Upon the City's successful election, which will create its funding for parks and recreation, this fund will be dissolved once all funds from the District are used.

The **Parks and Recreation North Fund** is a temporary fund that accounts for funds received from the Castle Pines North Metro District to own, operate, and maintain specific public improvements previously the District's responsibility. Under an Intergovernmental Agreement with the District, the City will receive funds from the District to fund those purposes. Under an Intergovernmental Agreement with the District, the City will receive funds from the District to fund those purposes. Upon the City's successful election to create its funding for parks and recreation, this fund will be dissolved once all funds from the District are used.

The **Conservation Trust Fund** accounts for all government revenue and expenditures associated with state lottery disbursements that may only be used for parks and recreation maintenance or capital purposes.



Daniels Gate Park Playground

2024 BUDGETS AND HIGHLIGHTS

Figure 34. 2024 Parks and Recreation Fund Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
PARKS AND RECREATION FUND				
Taxes	-	-	-	4,428,800
Intergovernmental	-	-	-	49,500
Charges for Services	70,885	22,100	106,600	111,500
Other	-	300,000	300,000	-
Total Revenue	70,885	322,100	406,600	4,589,800
Employee Compensation	150,829	174,200	142,800	183,500
Purchased Services	75,058	93,000	57,900	225,800
Repairs & Maintenance	153,047	302,000	287,000	832,000
Other Operating	4,697	29,800	10,600	32,400
Capital Improvements	124,253	1,353,800	1,353,400	200,000
Contributions/Other	201,200	100,000	100,000	100,000
Total Expenditures	709,084	2,052,800	1,951,700	1,573,700

- Taxes - new 12-mill property tax approved by voters in 2023.
- Intergovernmental - State grant for fire mitigation efforts.
- Compensation - new Parks position.
- Purchased Services and R&M - increase due to taking on park maintenance responsibilities from North Pine Vistas Metro District.
- Capital Improvements - conceptual planning for Soaring Hawk Park.

Figure 35. 2024 North Pine Vistas Metro District Fund Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
NPVMD NOS. 1-3 O&M FUND				
Intergovernmental	282,693	231,600	294,700	-
Other	-	-	1,300	-
Total Revenue	282,693	231,600	296,000	-
Purchased Services	-	84,700	84,700	-
Repairs & Maintenance	279,089	146,900	146,900	68,000
Total Expenditures	279,089	231,600	231,600	68,000

- With the 12-mill property tax approved by voters in 2023 for parks purposes, the funds transferred by the NPVMD to the City in previous years will be completely spent down in the district area, and expenditures will be accounted for in the Parks and Recreation Fund. The \$68,000 Repair and Maintenance budget is the projected remaining balance in the fund at the end of 2023.

Figure 36. 2024 Parks and Recreation North Fund Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
PARKS AND RECREATION NORTH FUND				
Intergovernmental		6,478,000	8,967,000	-
Other		-	119,600	141,500
Total Revenue		6,478,000	9,086,600	141,500
Employee Compensation		138,600	116,700	212,900
Purchased Services		337,200	275,200	353,200
Repairs & Maintenance		867,500	996,800	1,444,900
Other Operating		76,600	68,400	78,200
Capital Equipment		-	37,700	20,000
Capital Improvements		571,400	632,400	467,600
Total Expenditures		1,991,300	2,127,200	2,576,800

- With the 12-mill property tax approved by voters in 2023 for parks purposes, the funds transferred by the CPNMD to the City in previous years will be completely spent down in the district area (expected in 2025). At that time, expenditures will be accounted for in the Parks and Recreation Fund.
- Capital Improvements
 - conceptual planning for Coyote Ridge Park (\$200,000)
 - implementation of Trails Master Plan (\$250,000)
 - install locks at the newly constructed pickle ball courts (\$17,600)

Figure 37. 2024 Conservation Trust Fund Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
CONSERVATION TRUST FUND				
Intergovernmental	71,871	78,000	603,300	628,900
Other	-	-	16,800	40,800
Total Revenue	71,871	78,000	620,100	669,700

- Revenue - Increase is due to the parks transfer IGA between the City and Castle Pines North Metro District, the District’s conservation trust funds are also transferred to the City.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Improve efficiency and effectiveness of park maintenance - GG, SI
- Complete transfer of park, trails, and open space property ownership from metro districts to City - SP, GG
- Plan and design improvements at Coyote Ridge and Soaring Hawk - SP, SI, ED, GG
- Implement improvements to playground equipment - SI

2023 ACCOMPLISHMENT HIGHLIGHTS

- Implementation of Wi-Fi upgrade for the irrigation clock and security system
- Bathroom lock upgrades
- IGA with CPNMD to incorporate parks, recreation, and open space properties and facilities into city management
- Landscaping bed upgrades
- Installation of natural staircases to accommodate non-approved accesses
- Tree evaluation in Elk Ridge Park
- Sidewalk/trail repairs
- Continue playground equipment evaluation
- Opened Pronghorn Park Disc Golf Course
- Completed landscaping installation on North Monarch Blvd.

**STRATEGIC PLAN
KEY FOCUS
AREAS LEGEND**

SI - Safe and Sustainable Infrastructure

SP - A Sense of Place

ED - Vibrant and Healthy Economic Development

GG - Great



Fitness Court at Elk Ridge Park

PUBLIC WORKS - ROADS FUND

DESCRIPTION

The **Roads Fund** accounts for the expenditure of revenue restricted to road and road-related operations, maintenance, and capital purposes. Sources of revenue are road-use restricted revenues, including 1% sales and use tax, shared revenue from Douglas County, and highway users tax fund revenue.

2024 BUDGET AND HIGHLIGHTS

Figure 38. 2024 Roads Fund Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
ROADS FUND				
Taxes				3,341,100
Licenses & Permits				156,900
Intergovernmental				1,915,300
Charges for Services				200,000
Total Revenue				5,613,300
Employee Compensation				467,400
Purchased Services				290,000
Repairs & Maintenance				1,793,000
Other Operating				159,900
Capital Equipment				-
Sales/Use Tax Credit				337,600
Total Expenditures				3,047,900

- Taxes - includes the road-restricted 1% sales tax, construction use tax, and motor vehicle tax approved by voters in November 2023.
- Licenses & Permits - includes Right-of-Way permit fee revenue previously accounted for in the General Fund.
- Intergovernmental - includes road-restricted revenue from Douglas County and the State's Highway User Tax Fund shared revenue, previously accounted for in the General Fund.
- Charges for Services - includes Public Works fees previously recorded in the General Fund.
- Expenditures - Public Works road-related expenditures previously accounted for in the General Fund.
- Sales/Use Tax Credit - a 50% credit of construction use tax per an agreement with a developer in the Canyons.

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Implement Citizen Engagement Management application - GG
- Implement Asset Management program including tracking, identification, and work order system - SI
- Upgrade traffic systems - SI
- Complete monument project and landscaping enhancements - ED
- Assessment and repair of the sidewalk, curb, and gutter - SI
- Upgrade the landscaping medians on Castle Pines Parkway - ED
- Provide funding for street capital improvements - SI

2023 ACCOMPLISHMENT HIGHLIGHTS

Engineering Division

- Evaluated and implemented efficient initial and final acceptance procedures
- Created a formal lot and chase drain policy
- Evaluated and implemented efficient ROW permit inspection process
- Improved infrastructure construction practices
- Increased management and inspection of all capital improvement projects
- Incorporated new asphalt technologies to improve roadway lifespan
- Phased out consultant review on various documents, including pavement design, traffic control plans, contracts, CIP submittals, engineering letters, and plans
- Developed sidewalk plans on Castle Pines Parkway west of Monarch

Operations Division

- Hired Permit Technician and Engineer/Project Manager to increase the effectiveness of the Public Work Department and Parks Recreation and Open Space Division
- Addition of newly accepted street mileage and ongoing development of more efficient sweeping and striping operations
- Increased communication in snow removal operations (tracking primary plows)
- Increased enforcement on permitting compliance, right-of-way issues, and hauling

Traffic Division

- Completed Bike Lane painting on CPP west of Monarch Blvd
- Utilization of traffic calming devices to obtain traffic counts and locational data
- Traffic signal installation on Castle Pines Parkway and Canyonside Blvd
- Continuous improvement of sign visibility
- Implemented new signage for safety and improved



STRATEGIC PLAN KEY FOCUS AREAS LEGEND

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CAPITAL IMPROVEMENTS FUND

DESCRIPTION

The **Capital Improvements Fund** accounts for capital improvements or acquisitions. Sources of revenues include the Roads Fund and the General Fund. The process for identifying capital improvement projects is in the Capital Improvement Plan section of the budget document on [page 105](#).

2024 BUDGET AND HIGHLIGHTS

Figure 39. 2024 Capital Improvements Fund Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
CAPITAL IMPROVEMENTS FUND				
Intergovernmental	-	400,000	-	2,619,000
Other	3,012,939	1,846,700	1,700,000	1,000,000
Total Revenue	3,012,939	2,246,700	1,700,000	3,619,000
Road-related Improvements	10,784,305	11,427,900	10,837,900	12,760,000
Gateway and Monument Improvements	161,562	2,967,200	2,967,200	950,000
Other Improvements	-	-	-	-
Contributions/Other	-	-	-	-
Total Expenditures	10,945,867	14,395,100	13,805,100	13,710,000

- Intergovernmental - includes state grants from the Denver Regional Council of Governments for a preliminary study and design of a bike/pedestrian crossing over I-25 and for the Happy Canyon/I-25 interchange project.
- Other - includes a contribution from Douglas County for the Happy Canyon/I-25 interchange project.
- Expenditures - see 2024 Goals below.



Lagae Road round-about under construction

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Road improvements, including crack sealing, patching, seal coat, overlay, and full reconstruction - SI
- Continue progress on City Council’s Road Solution Plan road improvements, including complete reconstruction of Monarch Blvd. from Glen Oaks Ave. to Castle Pines Parkway - SI
- Improve Lagae Road by adding a round-about in advance of eventual connection to I-25 - SI
- Continue progress on the Happy Canyon I-25 Interchange project, bringing the project to final CDOT and FHWA approval and construction/engineering drawings - SI
- Concept design/engineering for a bike/ped bridge over I-25 - SI, SP
- Construct gateway monumentation at the eastern City limit on Castle Pines Parkway - SP, ED

**STRATEGIC PLAN
KEY FOCUS
AREAS LEGEND**

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2023 ACCOMPLISHMENT HIGHLIGHTS

- Constructed Monarch Blvd. from Winterberry to the north city limit line rehabilitation project and bike lanes
- Completed design on Monarch from Castle Glenn Oaks to Winterberry reconstruction
- Upgraded traffic signal cameras
- Completed the 2023 road paving project
- Continued development of Happy Canyon Bridge improvements
- Evaluated potential bike lane improvements
- Completed reconstruction of Castle Pines Parkway from Village Square Dr. to Yorkshire
- Completed construction of Pronghorn Park roadway access
- Completed roadway rehabilitation projects



Castle Pines Parkway Gateway Monument under construction

STORMWATER UTILITY FUND

DESCRIPTION

The **Stormwater Utility Fund** accounts for expenditures for the administration, operation, maintenance, and improvements to the City’s stormwater system and the revenues collected. As an enterprise fund, fees pay expenditures, not taxes.

2024 BUDGET AND HIGHLIGHTS

Figure 40. 2024 Stormwater Utility Fund Budget

2024 Annual Budget	2022 Audited Actual	2023 Adopted Budget	2023 Year-end Projection	2024 Proposed Budget
STORMWATER UTILITY FUND				
Charges for Services		550,400	570,400	627,500
Intergovernmental		1,375,900	1,375,900	-
Other		-	25,600	28,200
Total Revenue		1,926,300	1,971,900	655,700
Employee Compensation		126,800	206,000	234,600
Purchased Services		18,000	28,000	63,000
Repairs & Maintenance		30,000	30,000	30,000
Other Operating		22,300	22,300	25,300
Capital Improvements		450,000	250,000	500,000
Contributions/Other		5,500	5,500	5,500
Total Expenditures		652,600	541,800	858,400

- Intergovernmental - 2023 included cash funds transferred from the Castle Pines North Metro District upon transferring the stormwater utility function and assets to the City.
- Capital Improvements - includes funding for spring tributary on Lagae Road and other stormwater facility enhancements.



Stormwater Extended Detention Basin with Trickle Channel leading to Outlet Structure

2024 GOALS, OBJECTIVES HIGHLIGHTS, AND LINK TO THE STRATEGIC PLAN

- Continue development and implementation of maintenance and operations of the newly formed stormwater enterprise, including identifying capital projects - SI
- Continue mapping of stormwater system in the GIS system - SI
- Increase education and outreach to the community directly related to stormwater - GG
- Evaluate and implement stormwater regulations - GG
- Increase citizen/HOA engagement on stormwater-related issues - GG
- Improve in-house coordination and review of GESC Permits - GG
- Increase enforcement of MS4 and GESC manual regulations - GG, SI
- Update stormwater documents, forms, and website - GG
- Improve stormwater inspection efficiency - GG, SI

STRATEGIC PLAN
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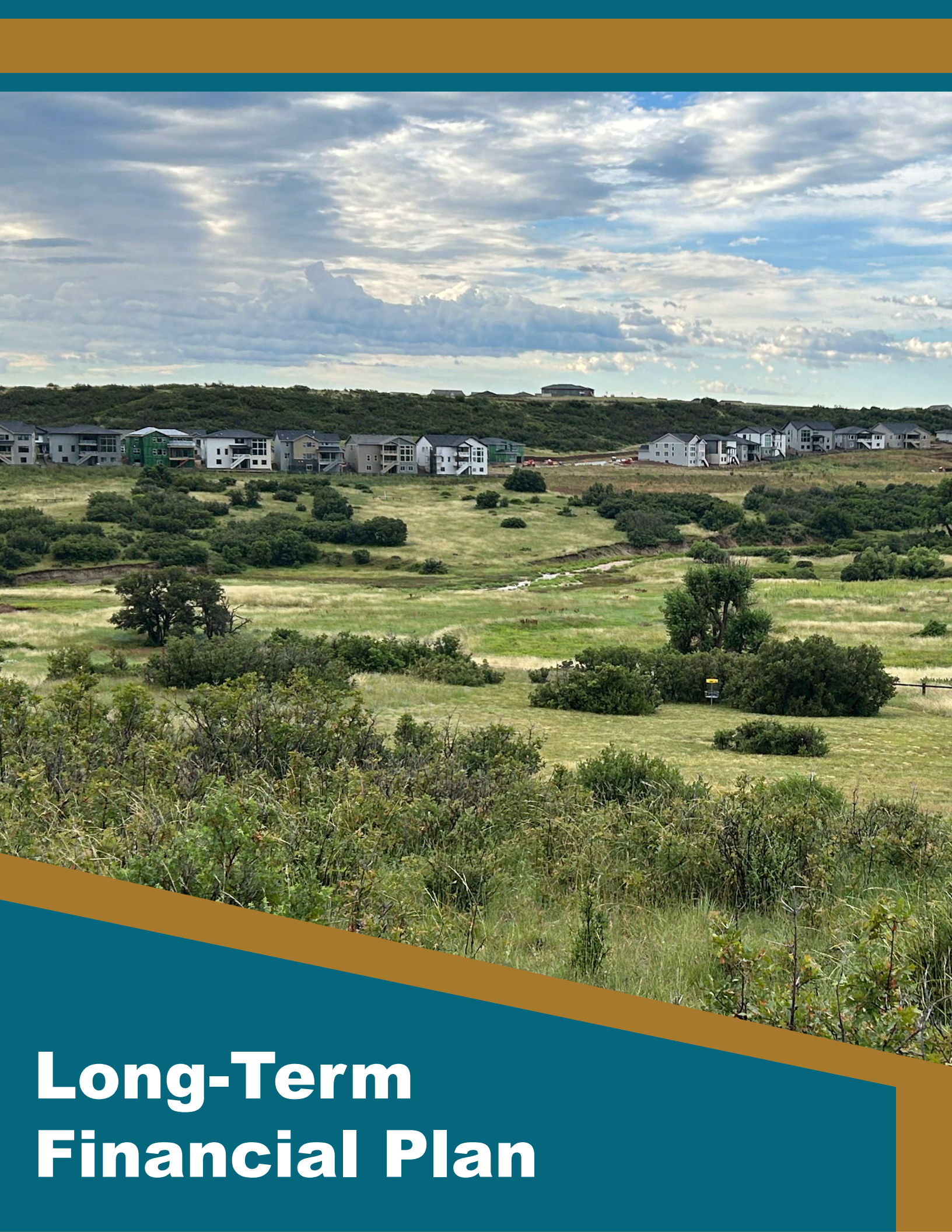
GG - Great

2023 ACCOMPLISHMENT HIGHLIGHTS

- Evaluated and implemented a city-wide Stormwater Utility Fee
- Improved maintenance of storm sewer infrastructure
- Implemented an asset management software platform for the storm sewer system
- Evaluated and implemented updated stormwater regulations
- Expanded annual stormwater pond inspection program
- Conducted storm sewer condition assessment and evaluation
- Updated stormwater documents, forms, and website
- Implemented 811 locate services for city-owned stormwater facilities



Stormwater Drainage Outfall



Long-Term Financial Plan

LONG-TERM FINANCIAL PLAN

The City established a policy calling for developing a long-term financial plan (LTFP) to forecast operating expenditures and revenue for the next three to five years. The purpose of the LTFP will be to analyze long-term trends and projections of revenue, expenditures, debt, and non-current liabilities to ensure the preservation of the City's ongoing financial health (i.e., favorable operating position for at least the coming five years) and to uncover potential long-term imbalances. The City Council must be notified when there are likely long-term positive or adverse trends, along with an analysis and possible solutions identified. A conservative approach is used to forecast revenues and expenditures. Revenue estimates tend to be lower, and expenditure estimates are higher.

FORECASTING REVENUES

Most of the revenue forecast is based on projected population growth and inflation, for example, sales tax, motor vehicle use tax, franchise fees, and highway users' tax revenues. The City's forecast for inflation is based on state economist forecasts found in state government reports like the Economic & Revenue Forecast published by the Colorado Legislative Council Staff. The population growth forecast is based on community development expectations for new residential home construction. The forecast also includes community development expectations for building permits to be issued for new commercial building construction, residential and commercial alterations, and other permit types. The valuation of the building permits is used to forecast construction materials use tax revenue and building permit fees. Property tax revenue is forecast based on the estimated growth in new residential and commercial property assessed valuation (property is reappraised every other year) plus estimates of new construction valuation. Other revenues are based on a percentage of similar revenues. For example, the specific ownership tax forecast equals 10 percent of property tax, and County shareback revenues are based on a percentage of City sales or use tax. Interest earnings revenue is based on forecasted interest rates, and other revenues are based on historical trends or held flat year after year.

FORECASTING OPERATING EXPENDITURES

Most operating expenditure forecasts are based on inflation. Compensation expenditures are estimated based on an average anticipated salary increase. Some benefits like retirement and taxes are based on a percentage of the salary. Health insurance is based on historical trends; forecasts are typically greater than the inflation rate. Other expenditure forecasts are based on known contractual agreement increases.

2024-2028 LONG-TERM FINANCIAL PLAN

Figure 41. 2024-2028 Long-term Financial Forecast Assumptions

Forecast Rate Assumptions	2024	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
	Proposed Budget				
inflation	4.6%	3.2%	2.5%	2.5%	3.0%
population growth	0.0%	4.2%	2.4%	3.0%	4.7%
property value	assessor	3.0%	3.0%	3.0%	3.0%

Figure 42. 2024-2028 Long-term Financial Plan Revenues

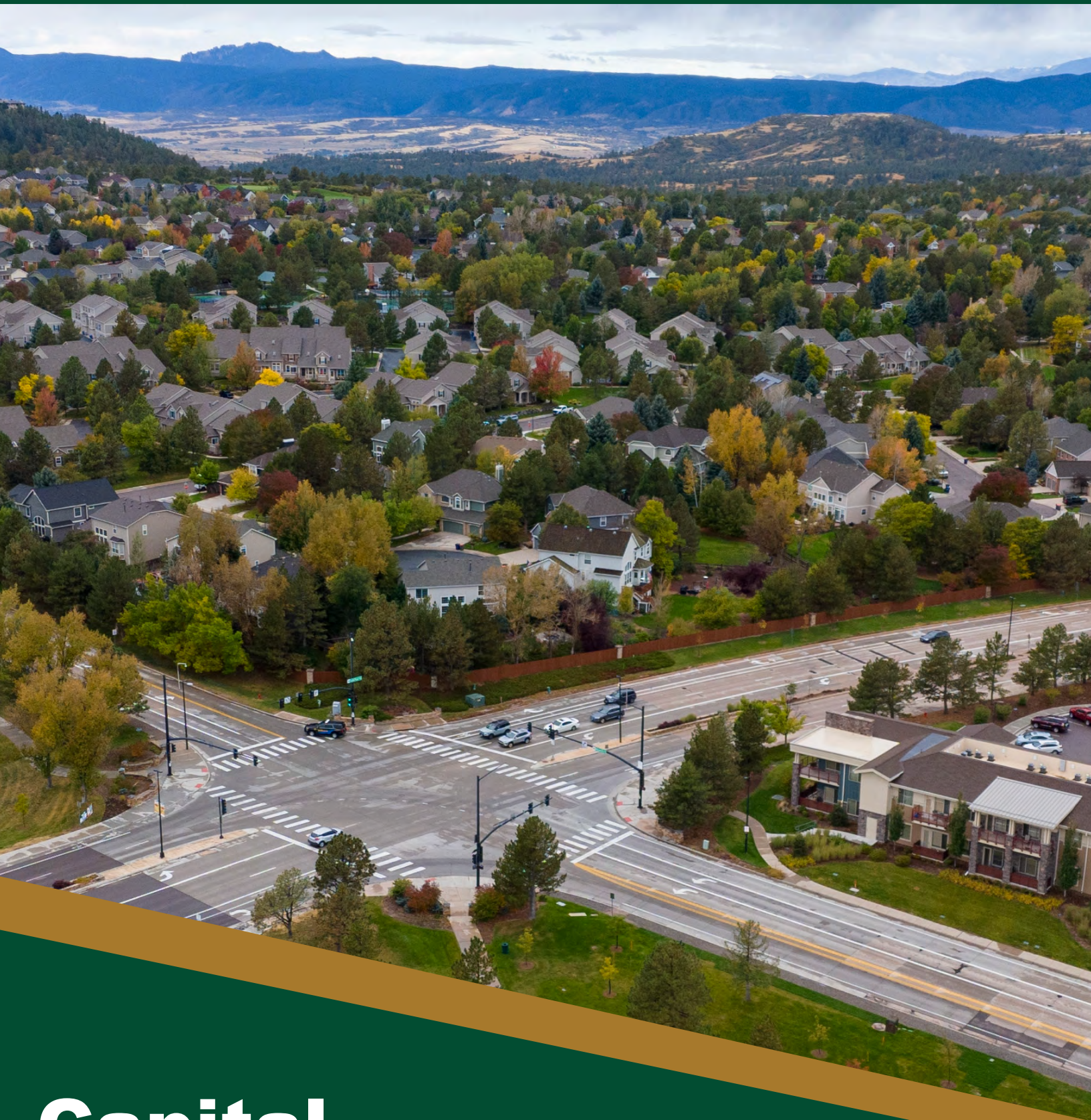
2024-2028 Long-Term Financial Plan	2024	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
	Proposed Budget				
GENERAL FUND					
Taxes	\$ 10,982,100	\$ 12,236,200	\$ 12,976,300	\$ 13,722,000	\$ 14,830,200
Franchise Fees	855,100	954,000	1,020,100	1,101,900	1,228,900
Licenses & Permits	41,700	42,900	43,800	44,800	46,000
Intergovernmental	83,200	89,600	93,900	99,200	107,400
Charges for Services	1,601,600	1,848,300	1,901,600	1,957,100	2,014,800
Fines	256,500	278,000	290,300	306,300	332,400
Other	208,600	281,500	199,300	208,500	215,200
Total	14,028,800	15,730,500	16,525,300	17,439,800	18,774,900
PARKS AND RECREATION FUND					
Taxes	4,428,800	5,107,000	5,732,900	6,130,800	6,794,500
Intergovernmental	49,500	-	-	-	-
Charges for Services	111,500	119,800	125,600	132,500	142,700
Total Revenue	4,589,800	5,226,800	5,858,500	6,263,300	6,937,200
PARKS AND RECREATION NORTH FUND					
Other	141,500	74,500	-	-	-
Total Revenue	141,500	74,500	-	-	-
ROADS FUND					
Taxes	3,341,100	3,699,000	3,879,100	4,091,300	4,396,600
Licenses & Permits	156,900	156,900	156,900	156,900	156,900
Intergovernmental	1,915,300	1,915,300	1,915,300	1,915,300	1,915,300
Charges for Services	200,000	200,000	200,000	200,000	200,000
Total Revenue	5,613,300	5,971,200	6,151,300	6,363,500	6,668,800
CONSERVATION TRUST FUND					
Intergovernmental	628,900	643,900	663,200	694,200	709,200
Other	40,800	51,200	71,100	78,600	96,800
Total Revenue	669,700	695,100	734,300	772,800	806,000
CAPITAL IMPROVEMENTS FUND					
Intergovernmental	2,619,000	1,119,000	-	-	-
Other	1,000,000	1,000,000	19,000,000	19,000,000	-
Total Revenue	3,619,000	2,119,000	19,000,000	19,000,000	-
STORMWATER UTILITY FUND					
Charges for Services	627,500	692,800	736,700	790,800	874,200
Other	28,200	44,500	23,300	32,400	35,200
Total Revenue	655,700	737,300	760,000	823,200	909,400

Figure 43. 2024-2028 Long-term Financial Plan Expenditures

2024-2028 Long-term Financial Plan	2024				
	Proposed Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
GENERAL FUND					
Elected Officials					
Mayor/Council Compensation	72,400	72,400	72,400	72,400	72,400
Purchased Services	4,700	4,800	4,900	5,000	5,200
Other Operating	53,300	54,900	56,500	58,100	59,700
Contributions	85,800	88,400	91,100	93,800	96,600
Total	216,200	220,500	224,900	229,300	233,900
City Manager					
Employee Compensation	308,600	317,900	327,400	337,200	347,300
Purchased Services	-	-	-	-	-
Other Operating	17,700	18,200	18,700	19,200	19,700
Total	326,300	336,100	346,100	356,400	367,000
Interdepartmental					
Employee Compensation	-	-	-	-	-
Purchased Services	124,400	128,200	132,000	135,900	140,000
Other Operating	380,300	391,900	403,700	415,900	428,300
Capital Equipment	-	-	-	-	-
Contributions/Emergency Response	-	-	-	-	-
Total	504,700	520,100	535,700	551,800	568,300
Communications					
Employee Compensation	136,900	141,000	145,200	149,500	153,900
Purchased Services	60,000	81,800	63,700	65,600	89,600
Other Operating	75,000	77,200	79,400	81,600	84,100
Total	271,900	300,000	288,300	296,700	327,600
Legal					
Purchased Services	249,700	257,200	264,900	272,800	280,900
Finance/Human Resources					
Employee Compensation	185,500	191,100	196,900	202,800	209,000
Purchased Services	112,300	115,600	119,000	122,600	126,300
Other Operating	121,100	124,700	128,400	132,200	136,200
Total	418,900	431,400	444,300	457,600	471,500
City Clerk					
Employee Compensation	234,500	241,500	248,800	256,300	264,000
Purchased Services	52,600	13,000	13,400	13,800	14,200
Other Operating	54,000	55,700	57,400	59,100	60,900
Total	341,100	310,200	319,600	329,200	339,100
Municipal Court					
Purchased Services	39,700	40,900	42,100	43,300	44,500
Other Operating	3,300	3,400	3,500	3,600	3,700
Total	43,000	44,300	45,600	46,900	48,200
Law Enforcement					
Purchased Services	1,861,500	2,130,800	2,374,600	2,535,300	2,802,300
Community Development					
Employee Compensation	319,100	328,700	338,500	348,600	359,100
Purchased Services	994,200	1,140,100	1,173,800	1,208,900	1,245,300
Other Operating	31,400	32,300	33,200	34,100	35,100
Total	1,344,700	1,501,100	1,545,500	1,591,600	1,639,500
Economic Development					
Employee Compensation	86,700	89,200	91,800	94,500	97,200
Purchased Services	125,000	51,500	53,000	54,600	56,200
Other Operating	6,500	6,700	6,900	7,100	7,300
Sales & Use Tax Credit	928,300	1,212,900	1,249,200	1,286,650	1,325,250
Total	1,146,500	1,360,300	1,400,900	1,442,850	1,485,950
Community Events					
Employee Compensation	63,700	65,600	67,500	69,500	71,500
Purchased Services	325,000	334,800	344,800	355,100	365,800
Contributions	-	-	-	-	-
Total	388,700	400,400	412,300	424,600	437,300
Total Expenditures	7,113,200	7,812,400	8,202,700	8,535,050	9,001,550

2024-2028 Long-term Financial Plan	2024				
	Proposed Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
PARKS AND RECREATION FUND					
Employee Compensation	183,500	188,900	420,500	433,100	446,100
Purchased Services	225,800	232,500	611,600	630,000	648,900
Repairs & Maintenance	832,000	927,100	2,487,700	2,562,300	2,639,200
Other Operating	32,400	33,400	117,300	120,700	124,200
Capital Equipment	-	-	-	-	-
Capital Improvements	200,000	12,651,700	12,750,000	12,000,000	12,000,000
Contributions/Other	100,000	100,000	100,000	100,000	100,000
Total Expenditures	1,573,700	14,133,600	16,487,100	15,846,100	15,958,400
NPVMD NOS. 1-3 O&M FUND					
Repairs & Maintenance	68,000	-	-	-	-
Total Expenditures	68,000	-	-	-	-
PARKS AND RECREATION NORTH FUND					
Employee Compensation	212,900	219,400	-	-	-
Purchased Services	353,200	363,900	-	-	-
Repairs & Maintenance	1,444,900	1,488,200	-	-	-
Other Operating	78,200	80,500	-	-	-
Capital Equipment	20,000	-	-	-	-
Capital Improvements	467,600	2,098,300	-	-	-
Total Expenditures	2,576,800	4,250,300	-	-	-
ROADS FUND					
Employee Compensation	467,400	481,400	495,900	510,800	526,200
Purchased Services	290,000	221,500	228,200	235,100	242,200
Repairs & Maintenance	1,793,000	1,902,200	2,018,200	2,141,000	2,271,200
Other Operating	159,900	164,700	169,700	174,800	180,000
Sales/Use Tax Credit	337,600	441,100	454,300	467,900	481,900
Total Expenditures	3,047,900	3,210,900	3,366,300	3,529,600	3,701,500
CAPITAL IMPROVEMENTS FUND					
Road-related Improvements	12,760,000	10,865,500	36,754,500	30,959,500	2,664,500
Gateway and Monument Improvements	950,000	750,000	1,300,000	750,000	800,000
Contributions/Other	-	-	-	250,000	500,000
Total Expenditures	13,710,000	11,615,500	38,054,500	31,959,500	3,964,500
STORMWATER UTILITY ENTERPRISE FUND					
Employee Compensation	234,600	241,700	248,900	256,300	264,100
Purchased Services	63,000	28,800	29,600	30,400	31,300
Repairs & Maintenance	30,000	30,900	31,800	32,800	33,800
Other Operating	25,300	25,900	26,500	27,100	27,700
Capital Improvements	500,000	789,500	803,700	494,900	551,400
Contributions/Other	5,500	-	-	-	-
Total Expenditures	858,400	1,116,800	1,140,500	841,500	908,300

Revenue and expenditures throughout the entire five-year period generally follow the forecast assumptions. There are no planned increases in positions or new or special projects. Part of the long-term financial plan analysis that is not shown above is the fund balance. The fund balances of the City's operating funds (General Fund, Parks and Recreation Fund, Roads Fund, Stormwater Utility Fund) comply with the City's fund balance reserve policy, which requires that the fund balance be no less than three (3) months or 25% of the fund's operating expenditures. Fund balances of all other funds are positive.



Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN

The City prepares a five-year Capital Improvement Plan (CIP) to guide discussion and decision-making on current-year and potential future-year capital expenditures in conjunction with available revenue while maintaining the City's excellent financial health. Decision-making includes determining the timeline for necessary capital improvements or purchases. A CIP matches planned expenditures with available funding sources and will identify whether funding sources are sufficient or whether an expenditure-to-revenue gap exists. When the CIP detects a gap, desired capital funding may need to be delayed, or a form of financing may need to be decided upon. The 2024-2028 CIP includes forecasted revenue, and any projected revenue gap is identified. The bulk of the City's CIP comprises roadway and transportation capital improvements. In addition, the CIP may also contain parks, recreation, or other municipal capital projects or acquisitions.

CAPITAL IMPROVEMENT PLAN DEVELOPMENT PROCESS

1. Identify capital needs or desires for the CIP timeframe.
2. Forecast revenue available - including City funds, grant funds, and contributions.
 - A capital improvement plan and a long-term financial plan must be completed concurrently to determine available City funding. The City's 2024-2028 Long-Term Financial Plan begins on [page 100](#).
3. Match capital expenditures with available revenue.
4. Identify revenue gaps - expenditures greater than revenue available.
5. Determine the course of action when revenue gaps exist. Depending on when the gap occurs or the size of the gap, a decision to reduce, postpone, or eliminate may be necessary. Alternatively, additional revenue sources may need to be found, or financing may need to be considered. When financing is considered, repayment must be added to the financial plan.
6. Update the CIP annually or in the interim should revenues or needs change.

PROCESS FOR IDENTIFICATION OF CAPITAL IMPROVEMENTS

The most pressing capital improvement need is to fix the City's two major arterial roadways, Castle Pines Parkway and Monarch Boulevard. These two roads have aged (approximately 30 years) and have outlived their lifespan. In addition, the City embarked on improving local and collector streets citywide based on a desired level of pavement condition index several years ago. Public Works staff and engineering consultants prioritize and recommend to the City Council the order in which segments of the arterial roadways and areas of the local/collector streets get funded. The City Council has approved the recommended road work prioritization, and the budget was approved based on fund availability. This plan is formally known to the city as the Roads Solution Plan, which can be found on the City's website. Other recommended ongoing capital improvements are also presented to the City Council for consideration as part of the budget process.

2023-2027 CAPITAL IMPROVEMENT PLAN

The 2023-2027 Capital Improvement Plan presented below remains unchanged from the CIP presented in the 2023 budget document, except that the 2022 Actual, 2023 Year-end Projection (YEP), and the 2024 Adopted Budget figures have been updated. Staff has prepared a CIP for 2024-2028 and plans to present it to the City Council in mid-2024.

Figure 44. 2020-2024 Capital Improvements

Capital Improvements - Capital Improvements Fund	2020 Actual	2021 Actual	2022 Actual	2023 YEP	2024 Original
Castle Pines Parkway - Monarch to Yorkshire (Bucket 3)	\$ 118,234	\$ 2,205,384	\$ 102,215		
Castle Pines Parkway - Yorkshire to Village Square (Bucket 3)	\$ 127,195		\$ 7,381,626	\$ 475,000	
Lagae Road/CPP Intersection Improvements	\$ 48,785	\$ 15,821			
Monarch Blvd Widening/Bike Lane Winter Berry - North City Limits (Bucket 3)			\$ 105,246	\$ 1,449,500	
Monarch Blvd - CPP to Glen Oaks (Bucket 3)			\$ 345,254	\$ 750,000	\$ 6,500,000
Local and Collector Street Improvements (Bucket 1/2)	\$ 5,192,930	\$ 155,415	\$ 2,421,519	\$ 1,837,500	\$ 1,750,000
Happy Canyon and Lagae Road Reconfiguration/Roundabout and Bridge over I-25	\$ 14,934	\$ 16,158	\$ 235,651	\$ 4,745,700	\$ 2,801,000
Roadway Access to Pronghorn Park				\$ 475,000	
I-25 and Castle Pines Pkwy. Bike/Ped Overpass					\$ 1,500,000
Traffic Signal Improvements	\$ 84,530	\$ 66,946	\$ 82,371	\$ 225,600	\$ 125,000
Pedestrian Safety Improvements	\$ 4,456	\$ 39,565	\$ 20,420	\$ 129,600	\$ 84,000
Sidewalk Improvements - Forest Park to Timbertrail Elementary				\$ 500,000	
Gateway/Wayfinding - North Monarch				\$ 782,800	
Gateway/Wayfinding - CPP/I-25	\$ 33,787	\$ 22,570	\$ 161,562	\$ 2,184,400	
Gateway/Wayfinding - East City limit on CPP					\$ 950,000
Monarch Blvd Landscaping - Yorkshire/Shoreham				\$ 250,000	
Streetsign Conversion			\$ 90,003		
Streetlights from IREA	\$ 109,501				
Conduit Installation under New Roads	\$ 44,386				
Municipal Facility	\$ 379,228	\$ 75,494			
Transfer to Community Capital Investment Fund		\$ 3,042,000			
Total Capital Improvements	\$ 6,030,771	\$ 5,766,548	\$ 10,945,867	\$ 13,805,100	\$ 13,710,000

Figure 45. 2020-2024 Capital Improvements Funding Sources

Capital Improvement Funding Sources	2020 Actual	2021 Actual	2022 Actual	2023 YEP	2024 Original
General Fund Long-term Projection of Funds Available for CIP	\$ 4,000,000	\$ 7,025,000	\$ 10,105,000	\$ 6,725,000	\$ 7,760,000
Roads Fund - 1% Sales/Use Tax					\$ 1,800,000
Parks and Recreation North Fund - Monarch Gateway Landscaping Improvements				\$ 362,800	
Douglas County Contribution - Bucket 3			\$ 3,000,000		
Douglas County Contribution - Happy Canyon/Lagae Reconfigure/Roundabout/Bridge				\$ 1,500,000	\$ 1,000,000
Douglas County Contribution - Bike/Ped Overpass					
Douglas County 2023 Advance					
Douglas County 2026 Advance					
Douglas County 2027 Advance					
School Mitigation Fees - Forest Park to Timbertrail Elementary Sidewalk					
DRCOG Grant - Bike/Ped Overpass					\$ 1,100,000
DRCOG Grant - Happy Canyon/Lagae Reconfigure/Roundabout/Bridge					\$ 1,519,000
Developer Contribution - Lagae/CPP Intersection		\$ 60,989	\$ 12,939		
Grants/Developer Contributions - Happy Canyon/Lagae Reconfigure/Roundabout/Bridge					
LS Partners Contribution - Future Facility	\$ 3,422,223				
Adjacent Property Owner - CPP/I-25 Monument				\$ 75,000	
HOA1 Contribution - Monarch Landscaping				\$ 125,000	
Total Capital Improvements Funding Sources	\$ 7,422,223	\$ 7,085,989	\$ 13,117,939	\$ 8,787,800	\$ 13,179,000

Figure 46. 2020-2024 Capital Improvements Fund Balance

CIP Funding Balance - Capital Improvements Fund	2020 Actual	2021 Actual	2022 Actual	2023 YEP	2024 Original
Beginning Balance	\$ 1,079,529	\$ 2,470,981	\$ 3,790,422	\$ 5,962,494	\$ 945,194
Net Increase	\$ 1,391,452	\$ 1,319,441	\$ 2,172,072	\$ -	\$ -
Net Use	\$ -	\$ -	\$ -	\$ (5,017,300)	\$ (531,000)
CIP NEED - TBD					
CIP Ending Balance	\$ 2,470,981	\$ 3,790,422	\$ 5,962,494	\$ 945,194	\$ 414,194

Figure 47. 2024-2027 CIP

Capital Improvements - Capital Improvements Fund	2024 Original	2025 CIP	2026 CIP	2027 CIP	2023-2027 CIP
Monarch Blvd - CPP to Glen Oaks (Bucket 3)	\$ 6,500,000				\$ 6,500,000
Monarch Blvd - CPP to Shoreham Circle (Bucket 3)		\$ 5,950,000			\$ 5,950,000
Castle Pines Parkway - Monarch to Forest Park Dr (Bucket 3)			\$ 7,000,000		\$ 7,000,000
Arterial Improvements - TBD (Bucket 3)				\$ 8,500,000	\$ 8,500,000
Local and Collector Street Improvements (Bucket 1/2)	\$ 1,750,000				\$ 1,750,000
Local and Collector Street Rehabilitation (Bucket 2)		\$ 1,480,000	\$ 1,580,000	\$ 1,895,000	\$ 4,955,000
Roadway Preventative Maintenance (Bucket 1)		\$ 665,500	\$ 769,500	\$ 769,500	\$ 2,204,500
Castle Pines Parkway Rehabilitation (Bucket 3)		\$ 2,375,000	\$ 2,675,000		\$ 5,050,000
Happy Canyon and Lagae Road Reconfiguration/Roundabout and Bridge over I-25	\$ 2,801,000	\$ 2,000,000	\$ 22,000,000	\$ 22,100,000	\$ 48,901,000
I-25 and Castle Pines Pkwy. Bike/Ped Overpass	\$ 1,500,000				\$ 1,500,000
Traffic Signal Improvements	\$ 125,000	\$ 135,000	\$ 135,000	\$ 150,000	\$ 545,000
Pedestrian Safety Improvements	\$ 84,000	\$ 85,000	\$ 95,000	\$ 95,000	\$ 359,000
Gateway/Wayfinding - East City limit on CPP	\$ 950,000				\$ 950,000
Douglas County 2023 Advance Repayment - 10 years		\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,200,000
Douglas County 2026 Advance Repayment - 10 years				\$ 250,000	\$ 250,000
Total Capital Improvements	\$ 13,710,000	\$ 13,090,500	\$ 34,654,500	\$ 34,159,500	\$ 95,614,500

Figure 48. 2024-2027 CIP Funding Sources

Funding Sources	2024 Original	2025 CIP	2026 CIP	2027 CIP	2023-2027 CIP
General Fund Long-term Projection of Funds Available for CIP	\$ 7,760,000	\$ 7,900,000	\$ 9,600,000	\$ 12,800,000	\$ 38,060,000
Roads Fund - 1% Sales/Use Tax	\$ 1,800,000				\$ 1,800,000
Douglas County Contribution - Happy Canyon/Lagae Reconfigure/Roundabout/Bridge	\$ 1,000,000	\$ 250,000			\$ 1,250,000
Douglas County 2026 Advance			\$ 2,500,000		\$ 2,500,000
Douglas County 2027 Advance				\$ 2,500,000	\$ 2,500,000
DRCOG Grant - Bike/Ped Overpass	\$ 1,100,000				\$ 1,100,000
DRCOG Grant - Happy Canyon/Lagae Reconfigure/Roundabout/Bridge	\$ 1,519,000	\$ 1,500,000			\$ 3,019,000
Grants/Developer Contributions - Happy Canyon/Lagae Reconfigure/Roundabout/Bridge			\$ 16,500,000	\$ 16,500,000	\$ 33,000,000
Total Funding Sources	\$ 13,179,000	\$ 9,650,000	\$ 28,600,000	\$ 31,800,000	\$ 83,229,000

Figure 49. 2024-2027 CIP Fund Balance

Fund Balance	2024 Original	2025 CIP	2026 CIP	2027 CIP	2023-2027 CIP
Beginning Balance	\$ 945,194	\$ 414,194	\$ -	\$ -	\$ 945,194
Net Increase to Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Net Use of Fund Balance	\$ (531,000)	\$ (3,440,500)	\$ (6,054,500)	\$ (2,359,500)	\$ (12,385,500)
CIP NEED - TBD		\$ 3,026,306	\$ 6,054,500	\$ 2,359,500	\$ 11,440,306
Ending Balance	\$ 414,194	\$ -	\$ -	\$ -	\$ -



Appendix

APPENDIX

2024 ANNUAL BUDGET

Figure 50. 2024 Annual Budget

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
REVENUES					
Taxes					
Property Tax	1,146,292	1,200,300	1,200,300	1,200,300	1,660,800
Specific Ownership Tax	101,377	120,000	120,000	120,000	133,300
Sales Tax	4,192,214	4,531,200	4,531,200	4,566,000	4,776,000
Sales Tax - Collections/Enforcement	60,360	-	-	-	-
Construction Materials Use Tax	755,501	607,500	607,500	418,000	401,100
Construction Materials Use Tax - Canyons	2,161,748	2,649,700	2,649,700	960,000	1,856,600
Motor Vehicle Use Tax	1,669,436	1,959,900	1,959,900	1,940,000	2,154,300
Total Taxes	10,086,928	11,068,600	11,068,600	9,204,300	10,982,100
Franchise Fees					
Franchise - Electric	267,532	343,200	343,200	325,000	360,900
Franchise - Gas	213,970	190,000	190,000	220,000	244,300
Franchise - Cable	187,683	246,400	246,400	225,000	249,900
Total Franchise Fees	669,185	779,600	779,600	770,000	855,100
Licenses and Permits					
Business Licenses	21,521	5,000	5,000	13,000	-
Liquor/Tobacco Licenses	3,295	2,000	2,000	2,500	2,500
Contractor Licenses	44,612	30,000	30,000	35,000	36,600
Sign Permits	550	-	-	6,300	2,600
ROW/GESC Permits (ROW only beg. 2023)	265,865	200,000	200,000	150,000	-
Total Licenses and Permits	335,843	237,000	237,000	206,800	41,700
Intergovernmental Revenue					
Federal Grants	1,352,639	-	-	-	-
State Grants	8,000	-	-	1,000	-
Highway Users Tax Fund	321,086	323,000	323,000	337,000	-
Motor Vehicle Registration Fees	45,562	54,400	54,400	50,000	55,500
Cigarette Tax	11,415	4,000	4,000	10,000	10,000
Road and Bridge Prop Tax Shareback	562,444	591,300	591,300	591,300	-
Roads Sales Tax Shareback	167,756	182,300	182,300	174,000	-
Roads Motor Vehicle Use Tax Shareback	191,706	231,000	231,000	225,000	-
Construction Materials Use Tax Shareback	318,400	430,700	430,700	150,200	-
State Energy Distributions	9,154	9,100	9,100	17,700	17,700
Total Intergovernmental Revenue	2,988,162	1,825,800	1,825,800	1,556,200	83,200

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
REVENUES					
Charges for Services					
Planning and Zoning	175,091	70,000	70,000	103,000	80,500
Finance Fees	8,757	7,900	7,900	7,900	7,900
Credit Card Fees	61,521	59,900	59,900	59,900	45,200
Building Permit Fees	1,801,709	2,117,200	2,117,200	1,336,000	1,399,800
Public Works Fees	170,486	200,000	200,000	200,000	-
Office Space Use	35,005	25,000	25,000	25,000	41,200
State Disposable Bag Fee	-	-	-	27,000	27,000
Total Charges for Services	2,252,569	2,480,000	2,480,000	1,758,800	1,601,600
Fines					
Court Fines	99,478	62,900	62,900	241,000	256,500
Interest and Other Income					
Interest	253,111	504,800	504,800	358,300	208,600
Net Inc/(Dec) in FV of Investments	(607,597)	-	-	-	-
Grants/Contributions	-	-	800,000	800,000	-
Miscellaneous	46,164	-	-	10,800	-
Sale of Assets	10,550	-	-	-	-
Total Interest and Other Income	(297,772)	504,800	1,304,800	1,169,100	208,600
Total Revenue	16,134,393	16,958,700	17,758,700	14,906,200	14,028,800
EXPENDITURES					
Elected Officials					
Mayor/Council Stipend	40,200	40,200	40,200	40,200	67,200
Taxes	3,076	3,100	3,100	3,100	5,100
Worker's Compensation	119	100	100	100	100
Professional Services	6,005	4,500	4,500	4,500	4,700
Training	4,931	6,000	6,000	6,000	6,000
Travel	7,188	8,700	8,700	8,700	9,500
Mileage	184	300	300	300	800
Membership Dues	18,222	17,100	17,100	17,100	19,100
Supplies	424	400	400	400	400
Computers/Software	-	-	-	-	6,000
Meetings	8,654	9,700	9,700	9,700	10,500
Supplies/Recognition	328	1,000	1,000	1,000	1,000
Contributions	65,050	66,800	66,800	66,800	85,800
Total Elected Officials	154,381	157,900	157,900	157,900	216,200

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
EXPENDITURES					
City Manager					
Salary	200,308	221,400	221,400	220,700	226,400
Insurance/Other	7,835	8,500	8,500	28,800	30,200
Taxes	3,313	3,700	3,700	3,600	3,700
Retirement	37,607	44,800	44,800	44,000	45,400
Worker's Compensation	2,311	2,800	2,800	2,800	2,900
Professional Services	153	-	-	-	-
Training	3,223	3,300	3,300	3,300	3,500
Travel	11,238	5,700	5,700	5,700	6,000
Mileage	35	-	-	-	400
Membership Dues	3,047	2,700	2,700	2,700	2,900
Supplies	390	200	200	200	400
Computer/Software	2,108	-	-	-	-
Meetings	4,396	4,000	4,000	4,000	4,500
Total City Manager	275,964	297,100	297,100	315,800	326,300
Inter/Nondepartmental					
Professional Services	87,112	100,000	100,000	160,000	92,000
Info Tech Support	28,214	33,200	33,200	33,200	32,400
Office Space	107,777	133,400	133,400	260,700	165,000
Insurance	60,759	72,400	72,400	72,400	74,300
Telephone/Internet	10,358	14,300	14,300	19,000	12,500
Printing/Copying	5,049	5,300	5,300	5,300	12,000
Postage/Mailing	1,007	1,800	1,800	3,000	3,000
Membership Dues	1,899	2,800	2,800	2,800	2,600
Central Supplies	13,831	15,000	15,000	43,000	35,000
Computer/Software	44,977	33,000	33,000	50,000	68,900
Meetings	6,013	4,500	4,500	6,000	7,000
Machinery and Equipment	37,995	-	-	-	-
Contributions	1,550	-	-	-	-
Total Inter/Non-Departmental	406,541	415,700	415,700	655,400	504,700

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
EXPENDITURES					
Communications					
Salary	80,076	82,300	82,300	82,300	99,700
Insurance/Other	8,810	11,500	11,500	15,900	16,800
Taxes	786	1,500	1,500	1,400	1,600
Retirement	12,527	14,800	14,800	15,400	18,700
Worker's Compensation	60	100	100	100	100
Professional Services	92,193	80,000	80,000	55,000	60,000
Advertising	14,195	20,000	20,000	15,000	20,000
Printing/Copying	1,282	7,500	7,500	7,500	20,000
Postage/Mailing	1,249	5,000	5,000	8,200	17,000
Training	-	800	800	800	1,500
Travel	-	500	500	500	1,000
Mileage	64	100	100	100	100
Membership Dues	455	500	500	500	500
Supplies	20	100	100	100	100
Promotional Supplies	-	-	-	7,800	2,500
Computer/Software	10,965	10,000	10,000	10,000	12,000
Meetings	76	300	300	300	300
Total Communications	222,758	235,000	235,000	220,900	271,900
Legal Services					
City Attorney	187,608	220,000	220,000	220,000	242,000
Outside Legal Services	9,735	10,000	10,000	7,000	7,700
Total Legal Services	197,343	230,000	230,000	227,000	249,700
Finance/Human Resources					
Salary	113,111	140,400	140,400	132,600	139,100
Insurance/Other	12,608	12,000	12,000	15,400	17,900
Taxes	2,223	2,300	2,300	2,200	2,300
Retirement	20,706	26,800	26,800	24,800	26,100
Worker's Compensation	112	100	100	100	100
County Treasurer's Fees	11,462	12,000	12,000	12,000	16,600
Professional Services	8,941	8,300	8,300	11,800	11,200
Audit	22,500	23,000	23,000	23,000	20,000
Sales Tax Administration	58,447	67,300	67,300	61,000	64,500
Bank/Credit Card Fees	86,413	75,000	75,000	75,000	91,000
Advertising	2,056	600	600	3,700	3,000
Training	334	1,500	1,500	2,500	1,500
Travel	-	1,000	1,000	1,800	1,900
Membership Dues	637	400	400	400	600
Supplies	46	100	100	1,500	100
Computer/Software	22,373	23,500	23,500	22,000	23,000
Meetings	53	-	-	-	-
Total Finance/Human Resources	362,022	394,300	394,300	389,800	418,900

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
EXPENDITURES					
City Clerk					
Salary	124,803	152,900	152,900	155,700	166,900
Insurance/Other	20,509	36,800	36,800	31,800	33,400
Taxes	1,997	2,600	2,600	2,600	2,800
Retirement	20,350	27,700	27,700	29,200	31,300
Worker's Compensation	124	100	100	100	100
Filing Fees	593	600	600	600	600
Professional Services	391	-	-	-	-
Special Project	-	-	-	-	40,000
Election	10,368	11,000	11,000	11,000	12,000
Public Notice Advertising	1,036	800	800	2,500	1,000
Codification	4,872	4,000	4,000	4,000	5,000
Training	4,316	2,300	2,300	2,300	3,000
Travel	2,297	1,500	1,500	1,500	2,000
Mileage	490	400	400	400	400
Membership Dues	936	800	800	800	800
Computer/Software	52,753	53,600	53,600	53,600	41,800
Meetings	69	-	-	-	-
Total City Clerk	245,904	295,100	295,100	296,100	341,100
Municipal Court					
Workers' Comp	31	100	100	100	100
Court Clerk	24,170	24,000	24,000	25,000	25,500
Judge	6,869	6,900	6,900	6,900	6,900
Prosecutor	7,200	7,200	7,200	7,200	7,200
Supplies	-	500	500	500	500
Computer/Software	3,450	2,800	2,800	2,800	2,800
Total Municipal Court	41,720	41,500	41,500	42,500	43,000
Law Enforcemet Services					
Law Enforcement - 4.5 mills property tax	1,146,405	1,200,300	1,200,300	1,200,300	1,660,800
Traffic Management/Security Services	70,290	54,700	54,700	156,700	166,700
Animal Control	24,137	32,400	32,400	32,400	34,000
Total Public Safety	1,240,832	1,287,400	1,287,400	1,389,400	1,861,500

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
EXPENDITURES					
Public Works - Streets					
Salary	229,730	360,900	360,900	258,200	-
Insurance/Other	39,995	77,600	77,600	44,000	-
Taxes	3,618	6,000	6,000	4,300	-
Retirement	37,125	71,900	71,900	48,400	-
Worker's Compensation	3,306	2,400	2,400	2,400	-
Professional Services	221,673	100,000	100,000	100,000	-
Professional Services (Development)	467,459	287,300	287,300	175,000	-
Utilities	7,736	15,000	15,000	9,000	-
Snow Removal	570,640	570,000	570,000	570,000	-
Weed Mitigation	1,035	7,500	7,500	2,500	-
Gateway/ROW Maintenance	17,366	100,000	100,000	5,000	-
Curb/Gutter/Sidewalk R&M	73,821	165,000	165,000	100,000	-
Striping/Signage	121,881	115,000	115,000	115,000	-
Pedestrian Crossings Maintenance	13,159	30,000	30,000	30,000	-
Streets Repair/Maintenance	89,039	450,000	450,000	225,000	-
Streetlight R&M	2,712	25,000	25,000	20,000	-
Traffic Signals Maintenance	15,222	60,000	60,000	40,000	-
Stormwater Maintenance	72,330	-	-	25,700	-
Street Sweeping	32,375	65,000	65,000	65,000	-
Fleet Repair/Maintenance	2,399	4,200	4,200	7,200	-
Training	733	3,900	3,900	3,900	-
Travel	-	2,500	2,500	2,500	-
Mileage	404	500	500	500	-
Membership Dues	1,706	2,000	2,000	1,500	-
Supplies	591	1,500	1,500	1,500	-
Computers/Software	52,467	65,000	65,000	125,000	-
Fleet Fuel	4,348	5,500	5,500	5,500	-
Meetings	301	800	800	800	-
Vehicles	79,126	45,000	45,000	-	-
Total Public Works	2,162,297	2,639,500	2,639,500	1,987,900	-

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
EXPENDITURES					
Community Development					
Salary	165,720	222,700	222,700	222,700	233,600
Insurance/Other	24,228	28,300	28,300	32,300	33,900
Taxes	2,681	3,700	3,700	3,700	3,900
Retirement	28,245	42,900	42,900	43,000	45,100
Worker's Compensation	1,715	2,500	2,500	2,500	2,600
Professional Services	67,849	20,000	20,000	20,000	20,000
Building Department Services	1,458,342	1,708,800	1,708,800	1,023,400	858,200
Code Enforcement Services	22,055	32,000	32,000	28,000	32,000
Legal Services	29,321	72,300	72,300	30,000	30,000
Professional Services (Development)	80,616	84,400	84,400	54,000	54,000
Training	1,030	2,300	2,300	2,300	2,400
Travel	1,876	1,500	1,500	1,500	1,600
Mileage	743	300	300	300	800
Membership Dues	1,682	1,000	1,000	1,000	1,200
Supplies	94	200	200	200	100
Computer/Software	21,295	22,800	22,800	22,800	23,000
Meetings	2,410	2,200	2,200	2,200	2,300
Total Community Development	1,909,902	2,247,900	2,247,900	1,489,900	1,344,700
Economic Development					
Salary	55,720	62,300	62,300	61,800	64,800
Insurance/Other	3,961	4,700	4,700	6,400	6,700
Taxes	908	1,000	1,000	1,000	1,100
Retirement	11,676	12,900	12,900	12,500	13,100
Worker's Compensation	860	1,000	1,000	1,000	1,000
Professional Services	63,156	80,000	80,000	10,800	50,000
Legal Services - CPURA	-	-	-	19,100	50,000
CP Urban Renewal	-	-	-	50,100	25,000
Training	-	1,000	1,000	1,000	1,000
Travel	25	500	500	500	500
Membership Dues	50,080	42,700	42,700	42,700	5,000
Computer/Software	6,000	6,000	6,000	600	-
Canyons Use Tax Credit	1,080,874	1,324,900	1,324,900	480,000	928,300
Total Economic Development	1,273,260	1,537,000	1,537,000	687,500	1,146,500

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
GENERAL FUND					
EXPENDITURES					
Community Events					
Salary	16,335	32,400	32,400	27,000	52,500
Taxes	266	500	500	500	900
Retirement	2,441	6,200	6,200	4,000	9,800
Worker's Compensation	361	500	500	500	500
Event Activities	258,592	237,000	237,000	237,000	325,000
Mileage	54	-	-	-	-
Contributions	28,000	-	-	5,000	-
Total Community Events	306,049	276,600	276,600	274,000	388,700
Transfers Out					
Parks and Recreation Fund	481,199	626,900	926,900	708,500	-
Capital Improvement Fund	10,105,000	6,400,000	7,475,000	6,725,000	7,760,000
Community Capital Investment Fund	-	-	-	-	-
Total Transfers Out	10,586,199	7,026,900	8,401,900	7,433,500	7,760,000
Total Expenditures/Transfers Out	19,385,172	17,081,900	18,456,900	15,567,600	14,873,200
BEGINNING FUND BALANCE	\$ 6,002,159	\$ 2,783,158	\$ 3,358,977	\$ 3,358,977	\$ 2,697,577
Revenue	16,134,393	16,958,700	17,758,700	14,906,200	14,028,800
Total Funds Available	22,136,552	19,741,858	21,117,677	18,265,177	16,726,377
Expenditures	(8,798,973)	(10,055,000)	(10,055,000)	(8,134,100)	(7,113,200)
Transfers Out	(10,586,199)	(7,026,900)	(8,401,900)	(7,433,500)	(7,760,000)
ENDING FUND BALANCE	\$ 2,751,380	\$ 2,659,958	\$ 2,660,777	\$ 2,697,577	\$ 1,853,177
Fund Balance Analysis					
Total Expenditures	19,385,172	17,081,900	18,456,900	15,567,600	14,873,200
Less: Pass-through	-	-	-	-	-
Less: Capital Outlay	(10,346,374)	(6,595,000)	(8,873,800)	(7,041,800)	(7,760,000)
Less: Other Non-operating	(94,600)	(66,800)	(66,800)	(71,800)	(85,800)
Total Operating Expenditures	8,944,198	10,420,100	9,516,300	8,454,000	7,027,400
Required Reserve - 25% of operating exp	2,236,050	2,605,025	2,379,075	2,113,500	1,756,850
Ending Fund Balance	2,751,380	2,659,958	2,660,777	2,697,577	1,853,177
25% Required Reserve	2,236,050	2,605,025	2,379,075	2,113,500	1,756,850
Excess/(Short) of Required Reserve	515,331	54,933	281,702	584,077	96,327
Fund Balance Reserve %	31%	26%	28%	32%	26%

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
PARKS AND RECREATION FUND					
REVENUE					
Property Tax - 12 Mills	-	-	-	-	4,428,800
Grants - State	-	-	-	-	49,500
Park Fees	26,685	22,100	22,100	106,600	111,500
Parkland Cash-in-Lieu	44,200	-	-	-	-
Contributions	-	-	300,000	300,000	-
Transfer from General Fund	481,199	626,900	926,900	708,500	-
Transfer from Conservation Trust Fund	100,000	100,000	350,000	350,000	-
Total Revenue and Transfers In	652,084	749,000	1,599,000	1,465,100	4,589,800
EXPENDITURES					
Salary	115,422	130,000	130,000	103,200	131,100
Insurance	11,444	15,900	15,900	17,000	24,000
Taxes	1,925	2,000	2,000	1,700	2,200
Retirement	20,838	24,900	24,900	19,500	24,700
Worker's Compensation	1,200	1,400	1,400	1,400	1,500
County Treasurer Fee	-	-	-	-	44,300
Professional Services	32,289	25,000	25,000	5,900	8,000
Utilities	37,368	50,000	50,000	38,000	109,000
Snow Removal	-	-	-	-	46,500
Custodial Services	5,401	18,000	18,000	14,000	18,000
Landscape Maintenance	28,506	160,000	160,000	160,000	552,000
Open Space Maintenance	22,471	40,000	40,000	15,000	40,000
Fire Mitigation	-	-	-	-	113,000
Water Feature O&M	30,791	30,000	30,000	40,000	45,000
Park Facilities Repair/Maintenance	71,279	72,000	72,000	72,000	82,000
Telephone/Internet	3,685	28,600	28,600	8,000	28,600
Computer/Software	-	-	-	2,600	2,600
Meetings	1,012	1,200	1,200	-	1,200
Parks Capital - Disc Golf Course	91,020	-	550,000	550,000	-
Parks Capital - Soaring Hawk Park	-	50,000	50,000	50,000	200,000
Park Land Acquisition	-	-	487,000	486,600	-
Trails Capital - Lennar Trail	33,233	-	266,800	266,800	-
Other	101,200	-	-	-	-
Contributions	100,000	100,000	100,000	100,000	100,000
Total Expenditures	709,084	749,000	2,052,800	1,951,700	1,573,700
BEGINNING FUND BALANCE					
Revenue/Transfers In	\$ 667,152	\$ 178,152	\$ 610,152	\$ 610,152	\$ 123,552
Total Funds Available	1,319,236	927,152	2,209,152	2,075,252	4,713,352
Expenditures	(709,084)	(749,000)	(2,052,800)	(1,951,700)	(1,573,700)
ENDING FUND BALANCE	\$ 610,152	\$ 178,152	\$ 156,352	\$ 123,552	\$ 3,139,652

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
PARKS AND RECREATION FUND					
Fund Balance Detail					
Restricted Fund Balance					
Castle Pines Parks Authority	503,752	53,752	16,752	16,752	16,752
Parkland Mitigation	104,400	122,400	104,400	104,400	104,400
Unrestricted Fund Balance	2,000	2,000	35,200	2,400	3,018,500
Ending Fund Balance	610,152	178,152	156,352	123,552	3,139,652
Fund Balance Analysis					
Total Expenditures					1,573,700
Less: Capital Outlay					(200,000)
Less: Other Non-operating					(100,000)
Total Operating Expenditures					1,273,700
Required Reserve - 25% of operating exp					318,425
Unrestricted Fund Balance					3,018,500
25% Required Reserve					318,425
Excess/(Short) of Required Reserve					2,700,075
Fund Balance Reserve %					237%

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
NPVMD NOS. 1-3 O&M FUND					
REVENUE					
NPVMD City Mill Levy	-	231,600	231,600	231,600	-
NPVMD Other	282,693	-	-	63,100	-
Interest		-	-	1,300	-
Total Revenue	282,693	231,600	231,600	296,000	-
EXPENDITURES					
Engineering/Planning	-	10,000	10,000	10,000	-
Management Fees	-	15,700	15,700	15,700	-
Utilities	-	59,000	59,000	59,000	-
Snow Removal	-	46,500	46,500	46,500	-
Landscape Maintenance	113,910	100,400	100,400	100,400	68,000
Total Expenditures	279,089	231,600	231,600	231,600	68,000
BEGINNING FUND BALANCE	\$ -	\$ -	\$ 3,604	\$ 3,600	\$ 68,000
Revenue	282,693	231,600	231,600	296,000	-
Total Funds Available	282,693	231,600	235,204	299,600	68,000
Expenditures	(279,089)	(231,600)	(231,600)	(231,600)	(68,000)
ENDING FUND BALANCE	\$ 3,604	\$ -	\$ 3,604	\$ 68,000	\$ -

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
PARKS AND RECREATION NORTH FUND					
REVENUE					
CPNMD Mill Levy			-	2,489,000	-
CPNMD Transfer of Funds			6,478,000	6,478,000	-
Interest			-	119,600	141,500
Total Revenue			6,478,000	9,086,600	141,500
EXPENDITURES					
Salary			63,300	81,700	146,200
Insurance			38,000	13,200	31,800
Taxes			2,600	1,300	2,400
Retirement			29,700	15,500	27,300
Worker's Compensation			5,000	5,000	5,200
Professional Services			26,600	26,600	28,300
Info Tech Support			2,500	2,500	2,500
Holiday Lighting			35,000	35,000	55,000
Utilities			238,600	185,000	238,600
Electricity Parks/Open Space			34,500	10,000	12,000
Custodial Services			-	16,100	16,800
Grounds R&M			807,800	946,800	1,444,900
Fire Mitigation			50,000	50,000	-
Storm Drainage Expense			9,700	-	-
Fleet Repair/Maintenance			9,900	5,800	9,900
Insurance			42,000	42,000	43,900
Telephone/Internet/Alarms			10,300	10,300	10,000
Training			4,100	-	4,100
Membership Dues			900	900	900
Computer/Software			-	2,600	-
Fleet Fuel			9,400	6,800	9,400
Machinery/Equipment			-	37,700	20,000
Parks Capital - Pickleball Courts			438,400	438,400	17,600
Parks Capital - Coyote Ridge Park			-	61,000	200,000
Parks Capital - Daniel's Gate Park			-	-	-
Trails Capital			100,000	100,000	250,000
Concrete			33,000	33,000	-
Transfer to Capital Improvements Fund			362,800	362,800	-
Total Expenditures			2,354,100	2,490,000	2,576,800
BEGINNING FUND BALANCE					
Revenue			6,478,000	9,086,600	141,500
Total Funds Available			6,478,000	9,086,600	6,738,100
Expenditures			(2,354,100)	(2,490,000)	(2,576,800)
ENDING FUND BALANCE			\$ 4,123,900	\$ 6,596,600	\$ 4,161,300

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
ROADS FUND					
REVENUE					
1% Sales Tax					1,736,700
1% Construction Materials Use Tax					145,900
1% Construction Materials Use Tax (Canyons)					675,100
1% Motor Vehicle Use Tax					783,400
ROW Permits					156,900
Highway Users Tax Fund					374,200
Road and Bridge Prop Tax Shareback					856,300
Roads Sales Tax Shareback					191,000
Roads Motor Vehicle Use Tax Shareback					247,700
Construction Materials Use Tax Shareback					246,100
Public Works Fees					200,000
Total Revenue					5,613,300
EXPENDITURES					
Salaries					338,000
Insurance/Other					57,900
Taxes					5,600
Retirement					63,400
Worker's Compensation					2,500
Professional Services					100,000
Special Project					75,000
Professional Services (Development)					100,000
Utilities					15,000
Snow Removal					730,000
Weed Mitigation					7,500
Gateway/ROW Maintenance					25,000
Curb/Gutter/Sidewalk R&M					180,000
Striping/Signage					145,000
Pedestrian Crossings Maintenance					35,000
Streets Repair/Maintenance					475,000
Streetlight R&M					35,000
Traffic Signals Maintenance					60,000
Street Sweeping					100,500
Fleet Repair/Maintenance					25,000
Training					4,900
Travel					2,500
Mileage					700
Membership Dues					2,000
Supplies					1,500
Computers/Software					115,000
Fleet Fuel					7,500
Meetings					800
Canyons Use Tax Credit					337,600
Transfer to Capital Improvements Fund					1,800,000
Total Expenditures and Transfers Out					4,847,900
BEGINNING FUND BALANCE					-
Revenue					5,613,300
Total Funds Available					5,613,300
Expenditures/Transfers Out					(4,847,900)
ENDING FUND BALANCE					\$ 765,400
					25%

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
CONSERVATION TRUST FUND					
REVENUE					
State Conservation Trust Fund	71,871	78,000	78,000	78,000	628,900
CPNMD Transfer of Funds	-	-	-	525,300	-
Interest Earnings	-	-	-	16,800	40,800
Transfer from General Fund	-	-	-	33,000	-
Total Revenue and Transfers In	71,871	78,000	78,000	653,100	669,700
EXPENDITURES					
Transfer to Parks and Rec Fund	100,000	100,000	350,000	350,000	-
Total Expenditures and Transfers Out	100,000	100,000	350,000	350,000	-
BEGINNING FUND BALANCE					
Revenue/Transfers In	\$ 356,927	\$ 75,226	\$ 328,798	\$ 328,798	\$ 631,898
Total Funds Available	71,871	78,000	78,000	653,100	669,700
Expenditures/Transfers Out	428,798	153,226	406,798	981,898	1,301,598
ENDING FUND BALANCE	(100,000)	(100,000)	(350,000)	(350,000)	-
	\$ 328,798	\$ 53,226	\$ 56,798	\$ 631,898	\$ 1,301,598

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
COMMUNITY CAPITAL INVESTMENT FUND					
BEGINNING FUND BALANCE					
Revenue/Transfers In	\$ 3,042,000	\$ 3,042,000	\$ 3,042,000	\$ 3,042,000	\$ 3,042,000
Total Funds Available	-	-	-	-	-
Expenditures	3,042,000	3,042,000	3,042,000	3,042,000	3,042,000
ENDING FUND BALANCE	-	-	-	-	-
	\$ 3,042,000	\$ 3,042,000	\$ 3,042,000	\$ 3,042,000	\$ 3,042,000

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
CAPITAL IMPROVEMENT FUND					
REVENUE					
Grants	-	-	-	-	-
DRCOG Bike/Ped I-25 Crossing	-	-	-	-	1,100,000
DRCOG Happy Canyon Interchange	-	400,000	400,000	-	1,519,000
Contributions	-	-	-	-	-
Douglas County Bucket 3	3,000,000	3,000,000	-	-	-
Douglas County Happy Canyon Interchange	-	200,000	400,000	-	1,000,000
Developer School Mitigation Sidewalk	-	500,000	-	-	-
Douglas County Lagae Roundabout	-	-	1,321,700	1,500,000	-
HOA1 Monarch Landscaping	-	-	125,000	125,000	-
Property Owner CPP/I25 Gateway	-	-	-	75,000	-
Miscellaneous	12,939	-	-	-	-
Transfer from General Fund	10,105,000	6,400,000	7,475,000	6,725,000	7,760,000
Transfer from Parks and Rec North Fund	-	-	362,800	362,800	-
Transfer From Roads Fund	-	-	-	-	1,800,000
Total Revenue and Transfers In	13,117,939	10,500,000	10,084,500	8,787,800	13,179,000
EXPENDITURES					
Local/Collector Street Improvements	2,421,519	-	-	60,000	-
Buckets 1 & 2	-	512,500	1,777,500	1,777,500	1,750,000
Roadway Access to Pronghorn Park	-	-	575,000	475,000	-
Arterial Street Improvements	102,215	-	-	-	-
Monarch - Winterberry to city limits (2022)	105,246	1,400,000	1,449,500	1,449,500	-
CPP - Yorkshire to Village Square (2022)	7,381,626	-	475,000	475,000	-
Happy Canyon Bridge	235,651	800,000	1,198,200	798,200	2,801,000
Monarch - Glen Oaks to CPP	345,254	5,500,000	900,000	750,000	6,500,000
Lagae Roundabout	-	-	3,947,500	3,947,500	-
Traffic Signal Improvements	82,371	125,000	225,600	225,600	125,000
Pedestrian Safety Improvements	20,420	75,000	129,600	129,600	84,000
Bike/Pedestrian over I-25	-	-	-	-	1,500,000
Forest Park to Timber Trail Elem Sidewalk	-	500,000	500,000	500,000	-
Monarch Landscaping - Yorkshire/Shoreham	-	-	250,000	250,000	-
Street Sign Conversion	90,003	-	-	-	-
CPP/I-25 Gateway	161,562	-	2,184,400	2,184,400	-
N. Monarch Gateway	-	750,000	782,800	782,800	-
East City Limit CPP Gateway	-	-	-	-	950,000
Total Expenditures	10,945,867	9,662,500	14,395,100	13,805,100	13,710,000
BEGINNING FUND BALANCE					
Revenue/Transfers In	\$ 3,790,422	\$ 1,017,122	\$ 5,962,494	\$ 5,962,494	\$ 945,194
Total Funds Available	16,908,361	11,517,122	16,046,994	14,750,294	14,124,194
Expenditures	(10,945,867)	(9,662,500)	(14,395,100)	(13,805,100)	(13,710,000)
ENDING FUND BALANCE	\$ 5,962,494	\$ 1,854,622	\$ 1,651,894	\$ 945,194	\$ 414,194

	2022 Actual	2023 Original Budget	2023 Amended Budget	2023 YEP	2024 Original Budget
STORMWATER UTILITY ENTERPRISE FUND					
REVENUE					
GESC Permit Fees		-	-	20,000	20,000
Commercial Stormwater Management Fees		-	56,900	56,900	59,500
Residential Stormwater Management Fees		-	493,500	493,500	548,000
Interest		-	-	25,600	28,200
CPNMD - Transfer of District Funds		-	1,375,900	1,375,900	-
Total Revenue		-	1,926,300	1,971,900	655,700
EXPENDITURES					
Salaries		75,300	86,400	148,700	169,800
Insurance		21,900	21,900	25,800	29,000
Taxes		1,200	1,400	2,500	2,800
Retirement		13,600	16,200	28,100	32,100
Worker's Compensation		800	900	900	900
Professional Services		-	10,000	20,000	20,000
Special Project		-	-	-	35,000
Audit		-	1,000	1,000	1,000
Legal Services		-	7,000	7,000	7,000
Stormwater Drainage Maintenance		-	30,000	30,000	30,000
Fleet Repair/Maintenance		-	500	500	800
Insurance		-	5,000	5,000	5,000
Telephone		-	1,800	1,800	1,000
Printing and Copying		-	1,000	1,000	1,000
Training		-	2,500	2,500	2,500
Membership Dues		-	4,000	4,000	4,000
Supplies		-	500	500	1,500
Computer/Software		-	5,000	5,000	7,500
Fleet Fuel		-	1,000	1,000	1,000
Meetings		-	1,000	1,000	1,000
Capital Improvements		-	350,000	100,000	150,000
Stormwater Improvements @ Pronghorn		-	100,000	100,000	-
Spring Tributary at Lagae Rd		-	-	50,000	350,000
Contributions		-	5,500	5,500	5,500
Total Expenditures		112,800	652,600	541,800	858,400
BEGINNING FUND BALANCE					
Revenue		\$ 1,014,000	\$ -	\$ -	\$ 1,430,100
Total Funds Available		1,014,000	1,926,300	1,971,900	2,085,800
Expenditures		(112,800)	(652,600)	(541,800)	(858,400)
ENDING FUND BALANCE		\$ 901,200	\$ 1,273,700	\$ 1,430,100	\$ 1,227,400

2024 ANNUAL BUDGET ADOPTING RESOLUTION

RESOLUTION NO. 23-57

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES, COLORADO, ADOPTING THE 2024 BUDGET AND MAKING APPROPRIATIONS FOR THE SAME

WHEREAS, the Home Rule Charter of the City of Castle Pines (the "City Charter") specifies that a proposed budget be presented to the City Council on or before the thirtieth day of September of each year; and,

WHEREAS, the proposed budget for 2024 was presented by the City Manager on September 29, 2023; and,

WHEREAS, upon due and proper notice published and posted in accordance with the City Charter, said proposed budget was available to the public at least seven days prior to the public hearing, a public hearing was held on December 12, 2023, and interested persons were given the opportunity to file or register any objections to the proposed budget; and,

WHEREAS, the City Council desires to adopt the budget and make appropriations for the 2024 fiscal year by resolution in accordance with Section 10.11 of the City Charter.

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CASTLE PINES, COLORADO, THAT:

Section 1. The 2024 budget for the City of Castle Pines, Colorado, which is attached hereto as **Exhibit A** and incorporated by this reference, is hereby adopted, and the monies are appropriated to the various funds as the same are budgeted.

Section 2. The 2024 budget is available for public inspection at the City office, 7437 Village Square Drive, Suite 200, Castle Pines, CO, 80108 and will be available on the City's website upon adoption.

Section 3. If any portion of this Resolution is held to be invalid for any reason, such decision shall not affect the validity of the remaining portions hereof.

Section 4. This Resolution shall be effective immediately upon adoption.


INTRODUCED, READ, AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES BY A VOTE OF 7 IN FAVOR, 0 AGAINST, AND 0 ABSENT, THIS 12TH DAY OF DECEMBER 2023.




Tracy Engerman, Mayor

ATTEST:

Tobi Duffey, MMC, City Clerk

APPROVED AS TO FORM:

Linda C. Michow, City Attorney

2023 MILL LEVIES ADOPTING RESOLUTION

RESOLUTION NO. 23-58

**A RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF CASTLE PINES, COLORADO,
LEVYING GENERAL PROPERTY TAXES FOR THE YEAR OF 2023
FOR THE PURPOSE OF MEETING LAW ENFORCEMENT EXPENSES AND FOR PARK,
RECREATION, TRAIL AND OPEN SPACE IMPROVEMENTS AND MAINTENANCE FOR
THE 2024 BUDGET YEAR**

WHEREAS, Section 10.8 of the Castle Pines Home Rule Charter (“Home Rule Charter”) authorizes the City Council to fix the amount of tax levy, which shall be assessed upon each dollar of assessed valuation of all taxable property within the corporate limits of the City and requires the same to be certified to the County as required by law; and

WHEREAS, pursuant to Section 10.11 of the Home Rule Charter, the City Council is required to adopt a resolution approving the budget for the next fiscal year and for the annual appropriations on or before December 15; and

WHEREAS, the City is required under state law (C.R.S. §29-1-103(2)) to adopt a balanced budget every fiscal year; and

WHEREAS, the City has prepared the budget for 2024 and presented it to City Council for adoption on December 12, 2023 based on anticipated revenues and expenses; and

WHEREAS, anticipated revenues include property taxes imposed by the City based on total assessed valuation of all property in Castle Pines as certified by the Douglas County Assessor; and

WHEREAS, on or about August 25, 2023, the Douglas County Assessor certified the valuation for assessment of all taxable property located within the City in the total amount of \$388,349,760.00 (“Preliminary AV”); and

WHEREAS, the City Council of the City of Castle Pines has determined the amount of general ad valorem taxes required for the budget year 2024 based on the Preliminary AV certified by the Douglas County Assessor; and

WHEREAS, the mill levy of 4.5 mills for the City of Castle Pines for the sole purpose of meeting law enforcement demands is necessary to cover the law enforcement expenses charged by the Douglas County Sheriff’s office; and

WHEREAS, at the November 7, 2023 regular election, Castle Pines voters approved a mill levy of 12 mills to support the City’s assumption of park, recreation, trail and open space improvements and maintenance; and

WHEREAS, the City Council finds that the revenue generated from a property tax of 12 mills will be necessary to adequately fund all expenses arising from the operations and maintenance of parks, trails and open space properties; and

WHEREAS, pursuant to Senate Bill 23B-001, Concerning a Reduction in 2023 Residential Property Taxes, the deadline for final certification by the Assessors for 2023 property taxes is extended

from December 10, 2023 to January 3, 2024 and the final certification of mill levies by the taxing entities is extended from December 15, 2023 to January 10, 2024; and

WHEREAS, notwithstanding the extended certification deadlines authorized in Senate Bill 23B-001, the City Council is required by the Home Rule Charter to adopt the budget and appropriate funds by December 15, and therefore, is relying on the preliminary AV to adopt a balanced budget and certify its mill levies; and

WHEREAS, the City Council hereby determines this Resolution is necessary to comply with the Home Rule Charter.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Castle Pines, Colorado as follows:

Section 1. For the purpose of meeting the law enforcement expenses of the City of Castle Pines during the 2024 budget year, there is hereby levied a tax of 4.5 mills upon each dollar of the total assessed valuation of all taxable property within the City for the year 2023.

Section 2. For the purpose of meeting park, recreation, trail and open space improvements and maintenance expenses of the City during 2024 budget year and to allow for the accumulation of funds for related future capital needs, there is hereby levied a tax of 12 mills upon each dollar of the total assessed valuation of all taxable property within the City for the year 2023.

Section 3. The Finance Director is hereby authorized and directed to certify to the County Commissioners of Douglas County, Colorado, the mill levies for the City as hereinabove determined and set in the total amounts based upon the Douglas County Assessor's final certification of assessed valuation of all taxable properties in the City.

Section 4. Effective Date. This Resolution shall take effect upon its approval by the City Council.

INTRODUCED, READ, AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES BY A VOTE OF 6 IN FAVOR AND 1 AGAINST THIS 12th DAY OF DECEMBER, 2023.


Tracy Engerman (Dec 27, 2023 2:02 MST)

Tracy Engerman, Mayor

ATTEST:



Tobi Duffey, MMC, City Clerk

APPROVED AS TO FORM:



Linda C. Michow, City Attorney



GLOSSARY AND LIST OF ACRONYMS

Glossary

Appropriation: The legal authorization granted by a city council or other governing body to spend money and incur obligations for specific purposes.

Audit: An official examination and verification of financial accounts and records, typically performed annually to ensure accuracy and compliance with standards and regulations.

Balanced Budget: A budget in which total revenues are equal to or greater than total expenditures.

Budget Amendment: A legal act by the municipal government to revise the budget by increasing or decreasing the budgeted amounts originally adopted.

Capital Improvement Fund: A fund used to account for financial resources to be used for acquiring or constructing major capital facilities.

Capital Outlay: Expenditures for acquiring or improving fixed assets, such as buildings, equipment, and infrastructure, which have a useful life extending beyond a single fiscal year.

Debt Service: The cash required over a specific period to repay the interest and principal on a debt.

Debt Service Fund: Funds used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Enterprise Fund: A government fund that operates in a manner similar to a private business, where the services provided are financed and operated primarily through user charges.

Expenditures: The total funds that the government plans to spend over the fiscal year, including operational costs, capital outlays, and debt service.

Fiscal Policy: Government policies regarding taxation and spending that influence the economic conditions of a community or nation.

Fiscal Year (FY): A one-year period used for accounting and budget purposes, which may or may not align with the calendar year.

Fiscal Year-End: The end of the fiscal year, a key date for financial reporting and determining the financial position of the government entity.

Full-Time Equivalent (FTE): A unit measuring the workload of a position within an organization. For example, one FTE is equivalent to one full-time position (40 hours a week), while 0.5 FTE might represent a part-time position (20 hours a week).

Fund Accounting: An accounting system used by non-profit entities and governments, where resources are divided into funds, each with its own purpose and restrictions.

Fund Balance: The difference between a fund's assets and liabilities, representing the net assets available for future spending.

General Fund: The primary fund used by a municipality, accounting for all financial resources except those required to be accounted for in another fund.

Intergovernmental Revenues: Funds received from federal, state, or other local governments, often designated for specific purposes or projects.

Mill Levy: The assessed property tax rate used by local governments and other jurisdictions to raise revenue to cover annual expenses.

Operating Budget: The portion of the budget that pertains to daily operations, including salaries, utilities, and supplies.

Pavement Condition Index (PCI): A numerical index between 0 and 100 used to indicate the condition of a roadway, helping to inform maintenance and investment decisions.

Performance Metrics: Quantitative measures used to gauge an organization's performance over time, particularly in terms of meeting strategic and operational goals.

Property Tax: A tax on property, both real and personal, often based on the value of the property, used to fund public services and infrastructure.

Revenue Forecasting: The process of estimating the amount of money that will be brought in from various sources during the fiscal year.

Revenues: The total funds that the government anticipates receiving within a fiscal year from various sources, including taxes, fees, and grants.

Sales and Use Tax: Taxes levied on the sale or usage of goods and services within a jurisdiction.

Special Revenue Funds: Funds that account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specified purposes.

Strategic Plan: A document that outlines an organization's strategic direction, including its vision, mission, goals, and the strategies to achieve these goals.

Variance: The difference between budgeted and actual amounts. A positive variance indicates that revenues were higher, or expenditures were lower than expected.

List of Acronyms

ACS - American Community Survey

BLS - Bureau of Labor Statistics

CDOT - Colorado Department of Transportation

CPNMD - Castle Pines North Metropolitan District

CTF - Conservation Trust Fund

DRCOG - Denver Regional Council of Governments

FHWA - Federal Highway Administration

FTE - Full-time Equivalent

GFOA - Government Finance Officers Association

IGA - Intergovernmental Agreement

NEPA - National Environmental Policy Act

NPVMD - North Pine Vistas Metro District

PCI - Pavement Condition Index

PQ - Policy Question

SCFD - Scientific and Cultural Facilities District

SMART - Specific, Measurable, Achievable, Relevant, Time-bound

TABOR - Taxpayer's Bill of Rights

URA - Urban Renewal Authority

YEP - Year-End Projections

YTD - Year-To-Date