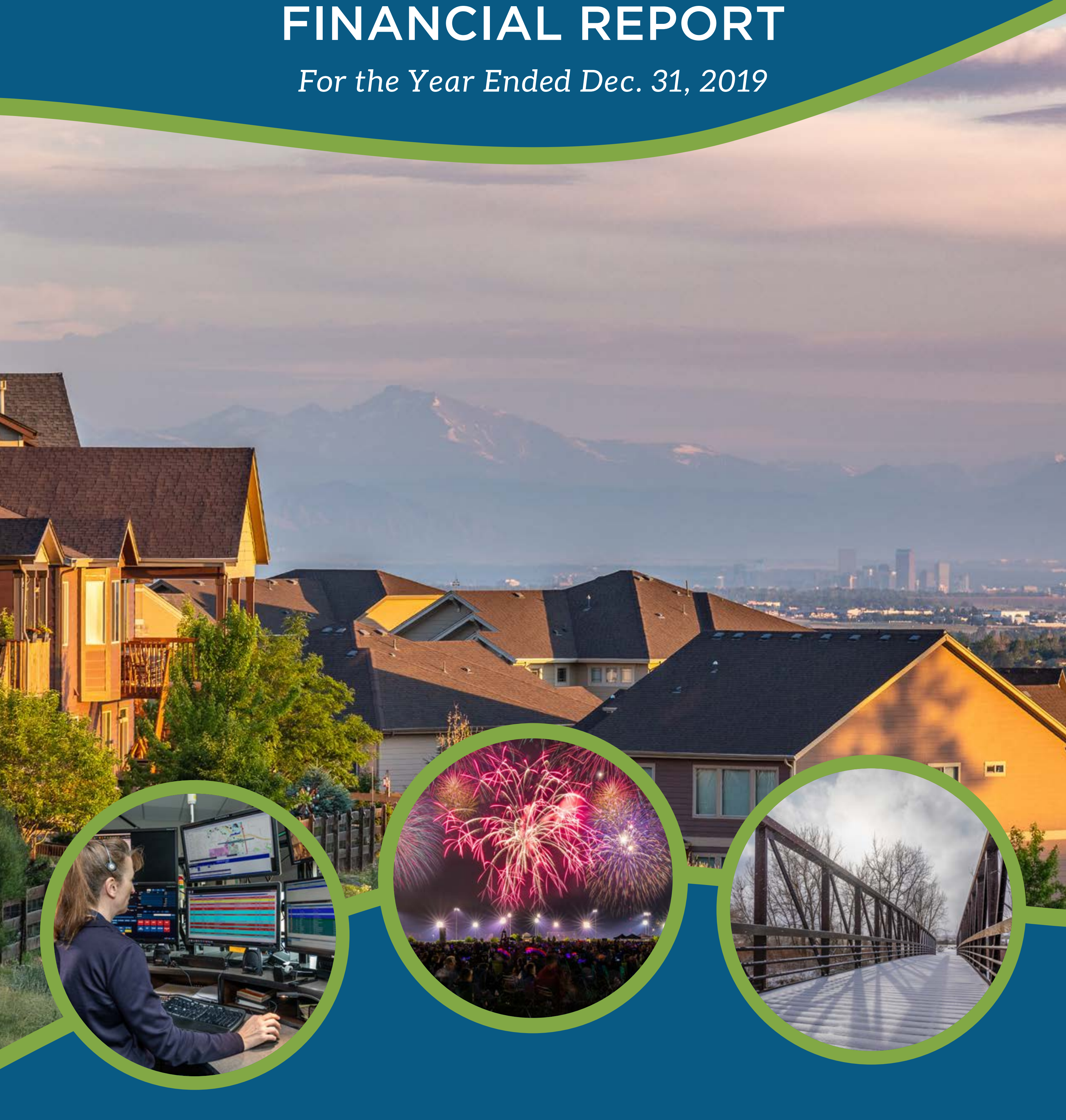
PARKER
COLORADO

2019 COMPREHENSIVE ANNUAL FINANCIAL REPORT

For the Year Ended Dec. 31, 2019



PARKER
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COMPREHENSIVE ANNUAL FINANCIAL REPORT

Town of Parker, Colorado

For the Year Ended December 31, 2019

Prepared by the Finance Department

Mary Lou Brown, Finance Director
Member of the Government Finance Officers Association

Rhonda Willey, Accounting Manager
Member of the Government Finance Officers Association

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INTRODUCTORY SECTION

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July 28, 2020

To the Honorable Mayor, Members of the Town Council and Citizens of the Town of Parker, Colorado

We are pleased to submit for your information and review, the Comprehensive Annual Financial Report (CAFR) of the Town of Parker, Colorado (the Town) for the year ended December 31, 2019. The Town Charter requires that an independent audit of the financial statements be performed annually by certified public accountants within 120 days after the close of the fiscal year. In accordance with this requirement, CliftonLarsonAllen, LLP, a firm of licensed certified public accountants, has audited the Town's financial statements. The independent auditor has issued unmodified ("clean") opinions on the Town's financial statements for the fiscal year ended December 31, 2019. Their report is presented as the first component of the financial section of this CAFR.

This report consists of representations concerning the finances of the Town. Responsibility for both the accuracy of the prepared data and the completeness and fairness of the presentation, including all disclosures, rests with the Town. To provide a reasonable basis for making those representations, the Town has established an internal control framework that is designed to both protect the assets of the Town from loss, theft or misuse and to allow for the compiling of sufficient reliable information for the preparation of the Town's financial statements in conformity with generally accepted accounting principles. Because the cost of internal controls should not outweigh their benefits, the Town's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement. To the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

Management's Discussion and Analysis (MD&A) immediately following the independent auditors' report provides a narrative introduction, overview and analysis of the basic financial statements. This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it.

PROFILE OF THE TOWN

Located 20 miles south of Denver and spanning 22.3 square miles, the Town of Parker offers the perfect balance of a full-service community with a hometown feel. A community that is highly rated for safety, Parker provides more than 55,000 residents with an unmatched quality of life, spectacular parks and recreation amenities, a great business mix, world-class cultural facilities and a wide variety of community events. With a highly-educated population and household income that exceeds most of the Denver Metro area, Parker is well positioned for the future.

Parker operates under a Town Council/Administration form of government. The Mayor and Town Council, who are elected at large, make policy decisions, approve the Town budget and enact and provide for the enforcement of Town ordinances (laws). Town Council hires and directs the Town Administrator, who oversees Town staff and the day-to-day operations of the organization.

The Town employs 343 full-time and approximately 600 part-time employees who are dedicated to providing services to our Parker citizens. The Parks, Recreation and Open Space Department employs the largest number of staff. The Police Department is the second largest in terms of staff.

The Town continues to grow quickly and works diligently to provide and maintain the necessary community infrastructure, including more than 500 lane miles of roadway, 90 traffic signals, over 6,600 stormwater drainage facilities, and 32 Town-owned buildings. Our Police Department is an accredited industry leader.

In addition to the many services offered by the Town, we strive to engage our community through social media, opportunities for involvement and a wide range of activities and events. Even through Parker's growth, we have managed to maintain a palpable feeling of community.

Parker is a well-planned community that offers excellent opportunities for investors, retailers and developers to relocate or expand. Both businesses and residents enjoy the open space and trails, recreational amenities, opportunities for community involvement and great schools. They also enjoy a wide range of shopping venues, access to many modes of transportation and quality services.

History

When the Town incorporated in 1981, it was one square mile and had a population of 285. Since then, Parker has transformed from a rural equestrian community to an exciting town with more than 55,000 residents, beautiful open spaces and well-planned residential and commercial developments. The municipalities of Lone Tree and Aurora are directly adjacent to Parker while Castle Rock is located just to the south.

Governance
The Town is a home-rule municipality governed by a Council-Administrator form of government. Six Councilmembers and the Mayor are elected to staggered four-year terms, such that no more than three Councilmember terms expire every two years. Councilmembers and the Mayor are limited to four, four-year terms in their lifetime.

Town Council is given the power by the Town Charter to enact and provide for the enforcement of ordinances, make policy decisions and approve the Town budget. They also hire, supervise and direct the Town Administrator, Town Attorney and Municipal Court Judge. The Town Administrator carries out the Council's directives and is responsible for all other Town staff and day-to-day activities.

PARKER AMENITIES

Healthcare

Parker Adventist Hospital is located in Parker and offers a wide array of specialists and services, including a branch of The Children's Hospital. New medical offices and practices continue to locate near this facility and the surrounding area, attracting a high-quality workforce to the community. In addition, the Skyridge Medical Center is located in Lone Tree, just 10 miles west of Parker. Both hospitals have recently added new facilities to accommodate the growth that Parker and Douglas County have experienced in recent years.

Parker is also home to the Rocky Vista University College of Osteopathic Medicine. The Rocky Vista University campus includes leading-edge technology, AV capabilities and educational support which are evident throughout the approximately 145,000 square feet of campus and buildings of the University.

Water

Three special districts serve the greater Parker area's water needs: Parker Water and Sanitation District, Cottonwood Water and Sanitation District and Stonegate Village Metropolitan District. These are separate districts and are not included in the Town's financial statements.

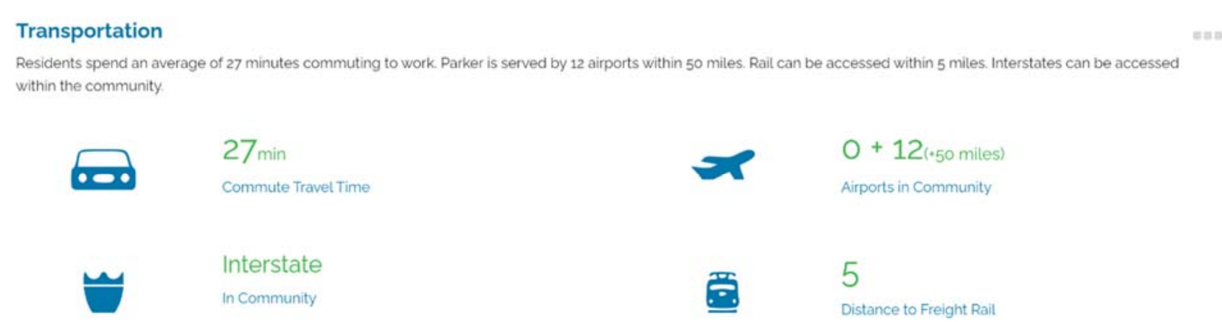
Roadways and Travel

Parker is located in northeast Douglas County approximately five miles east of I-25. The E-470 tollway runs through the northern area of Town and the 15 to 20 minute commute to the Meridian, Inverness and Denver Tech Center business parks is easily made via the expressway.

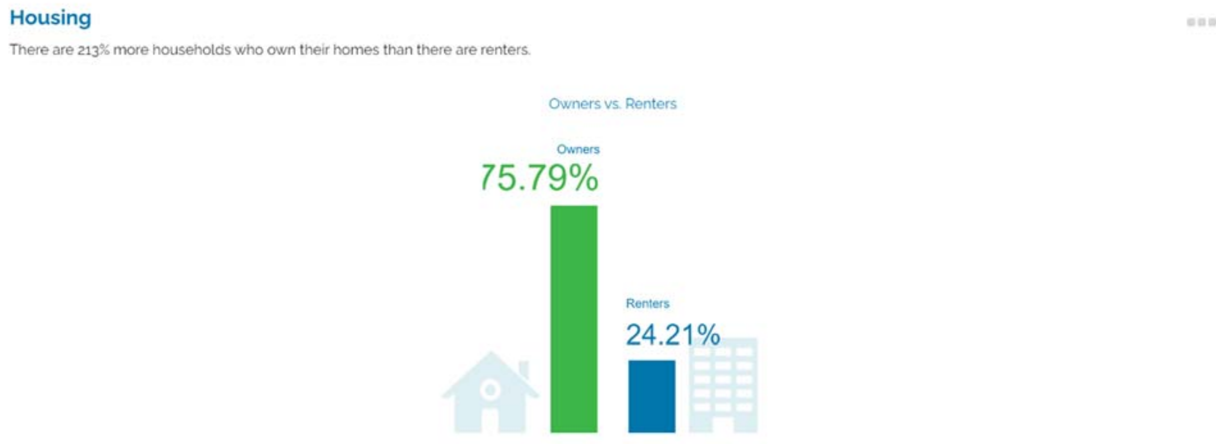
South Parker Road (Highway 83) provides connectivity and convenient access for commuters. The Regional Transportation District (RTD) also serves the Parker community by providing rapid transit services, including the Light Rail on Lincoln Avenue and a Call-N-Ride system to various businesses and residents.

Airports

Centennial Airport, located about 15 minutes from central Parker, is the third busiest general aviation facility in the country, handling corporate and charter air traffic. Denver International Airport is approximately 30 miles northeast of Parker and can easily be reached in 30 minutes via E-470.



Housing
Parker's residential communities include a variety of well-planned housing opportunities, ranging from entry level homes to luxury executive housing to multi-family townhomes, condos and apartments. Mixed-use neighborhoods are being developed in Parker, as well as a variety of homes along golf courses, parks and open space. The median home value is $489,900



Recreation
Parker residents enjoy a wide variety of recreational activities, including a library, a senior center and 17 public parks. The public parks contain a variety of facilities including soccer, baseball and softball fields, basketball courts, tennis courts, a skate park, walking trails, picnic pavilions and playgrounds, as well as a dog park and disc golf course. During the winter months, the Discovery Park Ice Ribbon is a favorite gathering place for residents. The Town's Railbender Skate and Tennis Park is a favorite for many local in-line skaters and skateboarders.

The Parker Fieldhouse is a 100,000-square-foot indoor facility that features basketball courts, a 25-foot climbing wall, inline hockey rink, turf field, fitness center, running track and batting cages. Program participation continues to exceed expectations.

The Recreation Center is home to an Olympic-size indoor swimming pool that is used by the high school swim teams, as well as for swimming lessons, exercise classes and year-round recreational swimming. The facility also includes basketball courts, work-out area with state-of-the-art equipment, cycling area and classrooms for various activities. The Recreation Center underwent a major expansion in 2015. Approximately 24,600 square feet was added to the existing facility, and approximately 8,000 square feet of the current facility was renovated.

H2O'Brien Pool is an outdoor swimming pool that features slides, a zero-depth entry, water cannons and a fort in the pool that allows kids and adults to play and relax.

Of course, Parker recreation is much more than facilities. Our community enjoys a full range of adult and youth programming choices. Offerings include year-round swimming lessons, youth and adult sports and special interest classes, arts and crafts classes and cultural events. Recreational sport leagues are available year-round for nearly all age groups.

Arts, Culture and Events
From festivals and events to public art and performances, Parker is an exceptionally artistic and creative community.

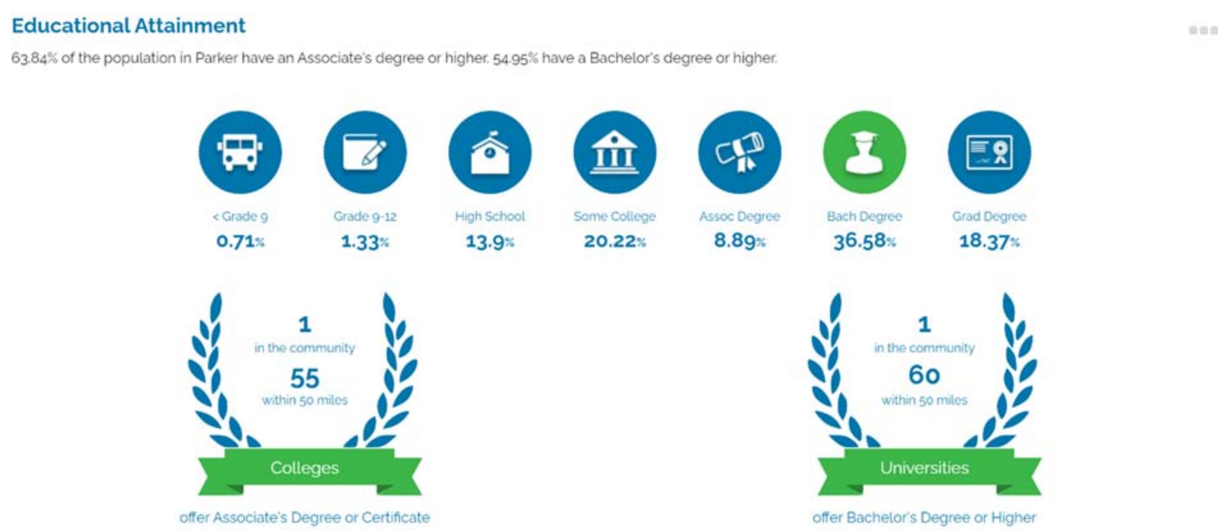
The Parker Arts, Culture and Events (PACE) Center opened in the fall of 2011 and is home to a 500-seat theater, 250-seat amphitheater, art gallery, event room, dance studio, culinary teaching kitchen, visual arts studios, media room and several classrooms. The PACE Center provides a wide variety of family-oriented cultural, arts, scientific and educational programming to the region and serves as a rental venue for community, business and social events.

The Schoolhouse Complex (formerly known as the Mainstreet Center) includes a recently rehabilitated 100-year-old historic school building with an event room, meeting rooms, and a dance studio; and a newly renovated non-historic annex with a 200-seat theater, art gallery and heritage center.

The Schoolhouse complex hosts community arts events and classes including theater, dance, music and visual arts. The theater lobby includes a full concession area, and art gallery curated by the Parker Artist Guild, and a heritage center managed by the parker Area Historical Society

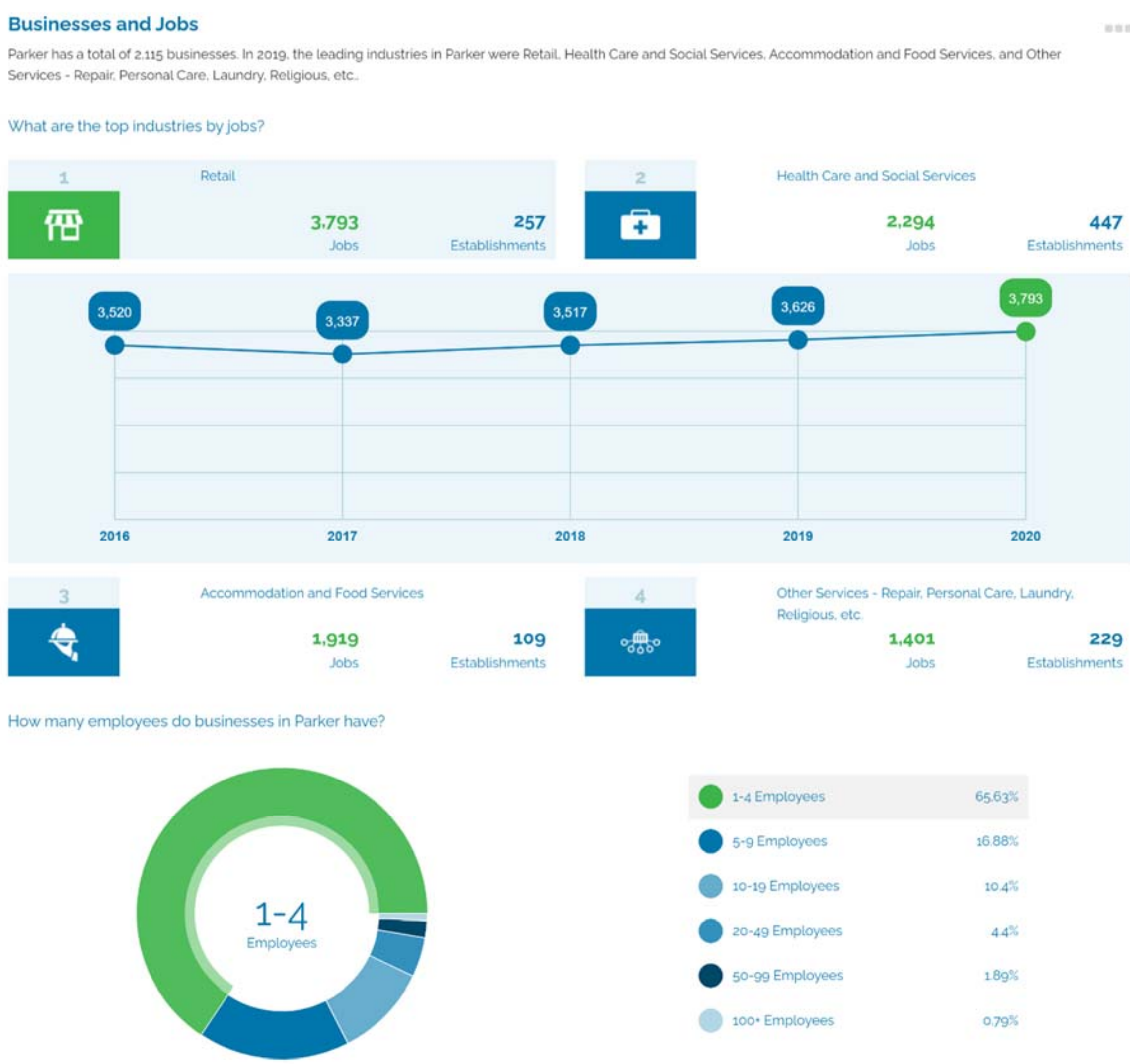
Education
Parker is served by the Douglas County School District Re. 1 (DCSD). The third largest school district in the state, DCSD serves more than 68,000 students and is one of the highest performing districts in Colorado.

In addition to the Rocky Vista University College of Osteopathic Medicine, Parker is also home to the Arapahoe Community College Parker Campus, which provides a convenient location for educational opportunities for higher education to those living or working in and around Douglas County. The University of Colorado (CU) South Denver is also conveniently located just west of Parker.



Parker Tax Rates
The Town's property tax rate is 2.602 mills, which is one of the lowest property tax rates in the state. The Town's sales tax rate is 3 percent and is the largest revenue source for the Town. The total sales tax rate in Parker is 8 percent and includes the state, county, SCFD and RTD. Of the Town's 3 percent sales tax, 2.5 percent is directed to the General Fund to support the majority of the Town's operations including public safety and public works. The other 0.5 percent is dedicated to meeting Parker's parks, recreation and open space needs.

Economy and Demographics
In addition to the excellent recreation, education, health care, transportation access and water amenities currently available, strong demographics in Parker and Douglas County support the Town's economic activity and growth. The following set of data and graphical information illustrates various demographic and economic indicators of the Town and the surrounding area.



Labor Force

Parker has a labor force of 31,950 people, with an unemployment rate of 2.5%.

31,950	2.5%	▼ -0.7%
Labor Force	Unemployment Rate	Unemployment Rate Change (1 year)

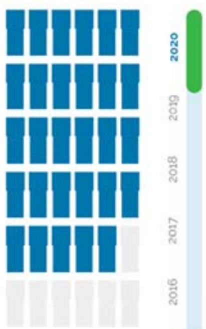
Talent

Where are the top jobs by occupation?

Sales	Office and Administrative support	Executive, Managers, and Administrators	Education, Training/Library	Food Preparation, Serving
14.81%	**13.52%**	**11.75%**	**6.86%**	**5.48%**
2,529	2,309	2,007	1,171	936

Total Employees

17,082



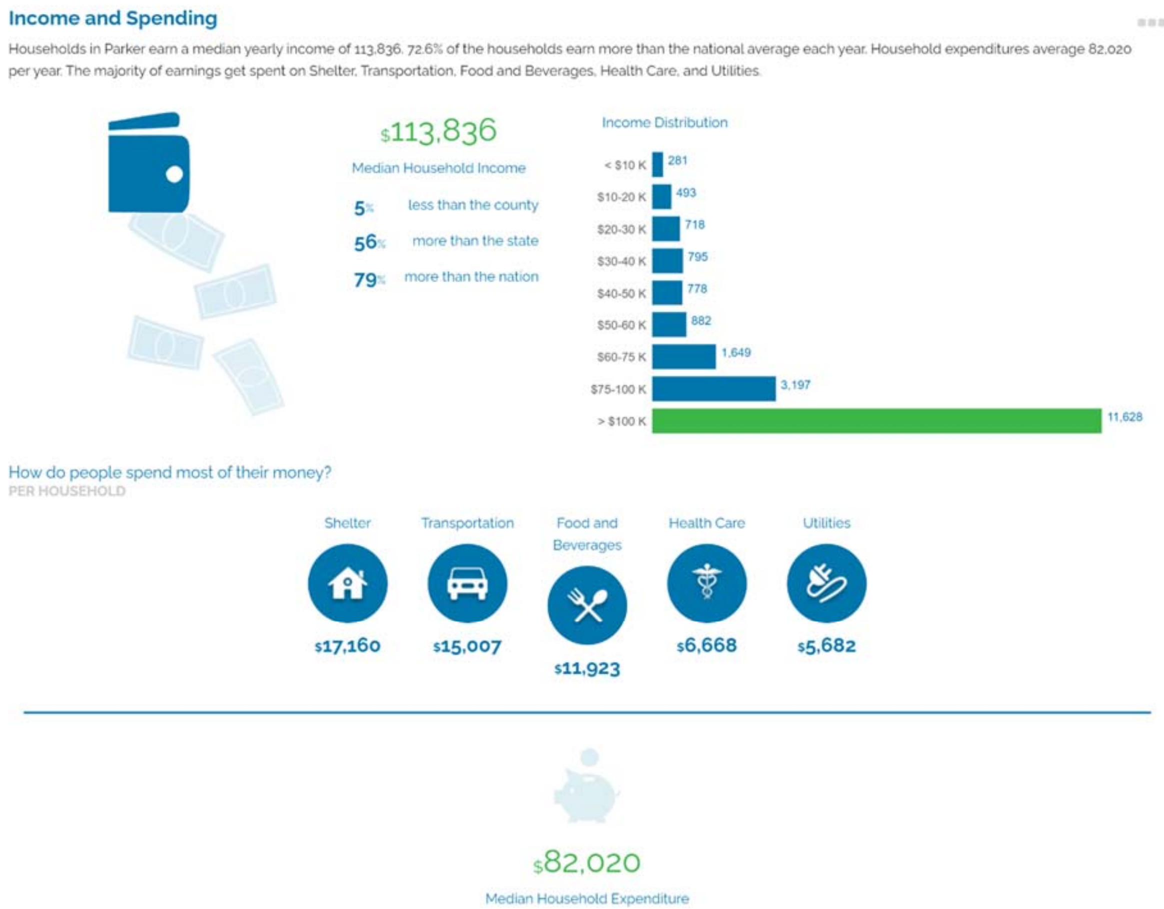
The work distribution of total employees in Parker is:

30% Blue Collar

69% White Collar

Total Establishments

2,115



The financial reporting entity of the primary government (the Town) includes all of its funds and its two blended component units, the Parker Authority for Reinvestment (P3) and the Greater Parker Foundation (GPF). Component units are legally separate entities for which the primary government is financially accountable.

P3, an urban renewal authority, was incorporated in 2006 under the Colorado Revised Statutes C.R.S. § 31-25-101, et seq. for the purpose of eliminating blight and facilitating redevelopment within the Town. The GPF was incorporated in 2008 as a Colorado non-profit corporation exclusively for public, charitable, and educational purposes as described in and contemplated by § 501(c)(3) of the Internal Revenue Code of 1986, and more specifically, exclusively for the benefit of the Town.

These component units are included in the Town's financial statements because the Town appoints the board members for and has financial accountability for them. For more information on these legally separate entities, please refer to Note 1A in the notes to the financial statements.

The Town provides the following services as authorized by its charter: public safety (police and building inspections); public works (streets and parks); culture and recreation; and stormwater utility. General government activities include administration, legal, finance, community development services and municipal court. Fire protection and schools are provided by separate districts and are not included in the Town's financial statements.

The Town has a calendar fiscal year. The Town's charter requires the Town Council to adopt a budget no later than December 15 of the preceding fiscal year. The budget is adopted on an annual basis and maintains a system of budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the Town Council. Activities of the general, special revenue, debt service, capital projects, enterprise and internal service funds are included in the annual appropriated budget ordinance. Appropriations for all funds lapse at year-end. The level of budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is established at the individual fund level. For management control purposes, the Town prepares a line item budget by department. With the approval of the Finance Director and the Town Administrator, department directors may reallocate the distribution of the budgeted amounts within the major categories of the department's operating appropriations (expenditures). Reallocation may not be made to or from the personal services line items. Town Council must approve all new full-time employee positions.

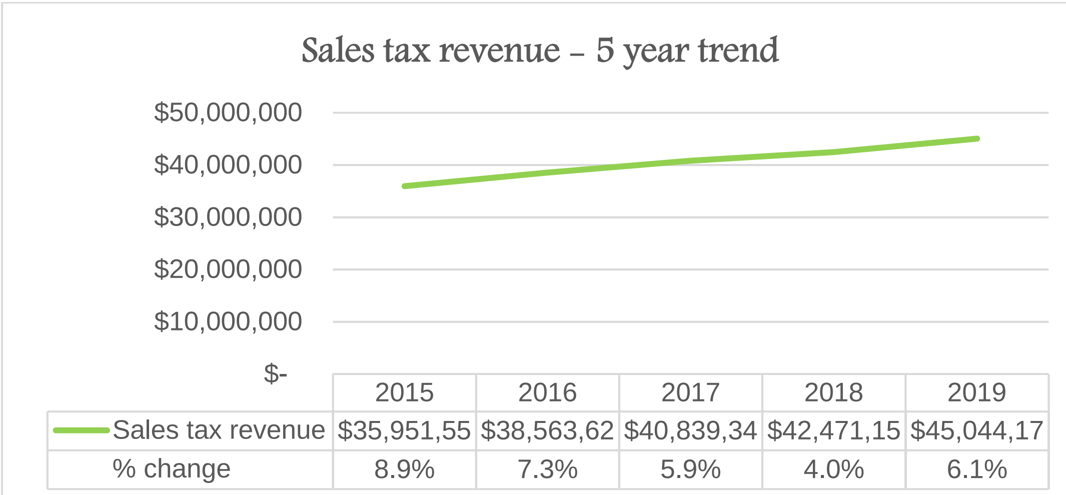
ECONOMIC CONDITIONS

The Town concluded the year in excellent financial condition, as indicated in this December 31, 2019 financial report.

Local retail sales growth, as evidenced by sales tax receipts, has been strong and has reflected a growing level of retail establishments and the growing population. Sales tax, the Town's largest revenue source, increased 6.1 percent in 2019 compared to 2018, which in turn was 4.0 percent greater than 2017. Chart 1 illustrates the sales tax growth from 2015 through 2019 and shows how the growth rate has been declining over the past several years.

Internet sales have an impact on the amount of sales tax collected in the Town; however, over 20 internet-based businesses are voluntarily remitting to the Town and one of those is in the top twenty remitters. Internet sales from companies with a brick and mortar presence in the Town are included in the sales tax receipts. The increasing consumer debt levels for housing and education may also be contributing to the slowing growth rate. In addition, much of the commercial growth in the Town has recently been in the necessary services required to meet the increasing population; these services are not taxed under the Parker sales tax ordinance.

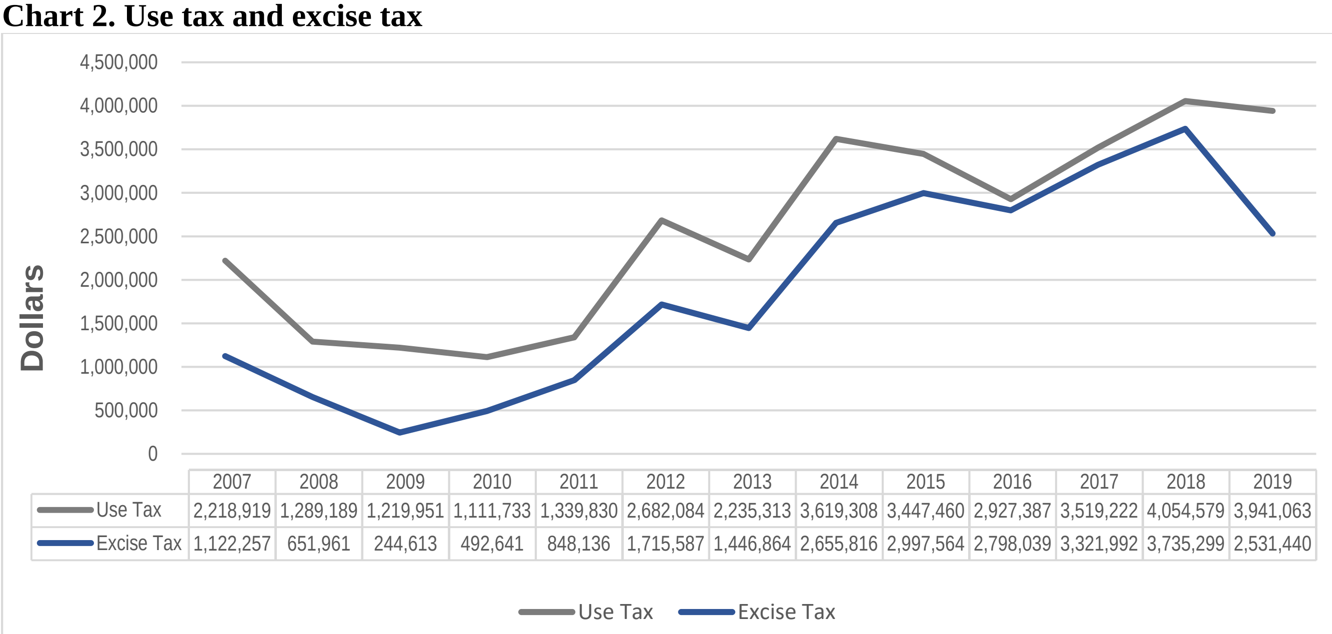
Chart 1. Sales Tax



	2015	2016	2017	2018	2019
Sales tax revenue	$35,951,55	$38,563,62	$40,839,34	$42,471,15	$45,044,17
% change	8.9%	7.3%	5.9%	4.0%	6.1%

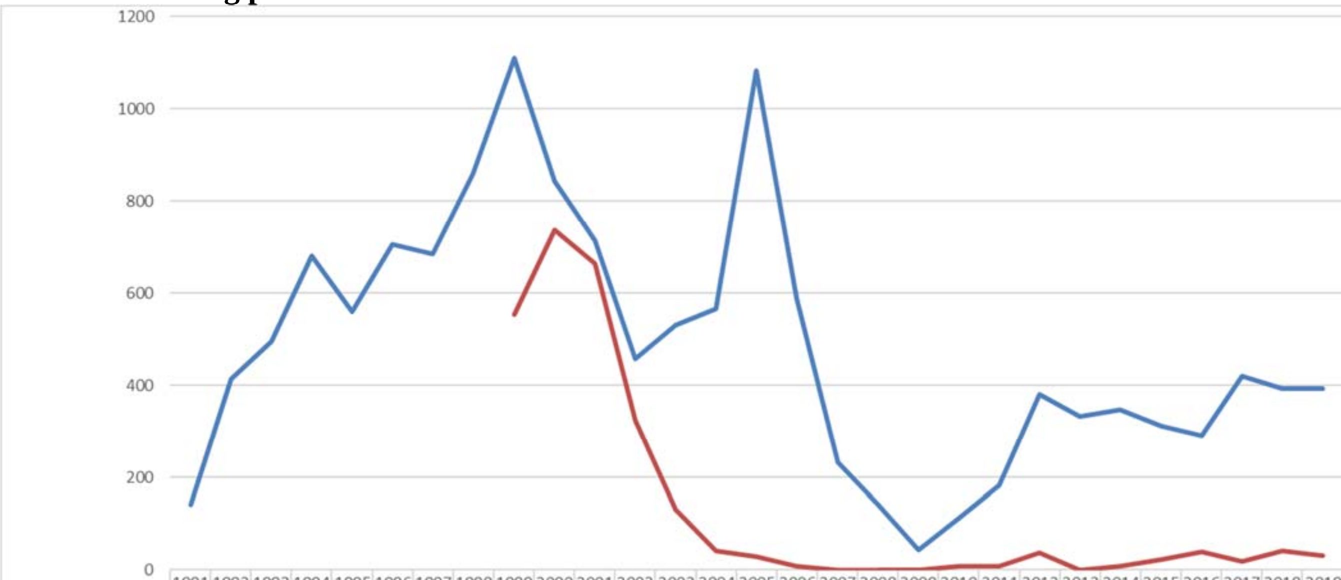
In recent years, the Town has seen significant improvement in construction related revenues. In 2019, use tax revenue was down 2.7 percent and excise tax revenue down 32.2 percent over the prior year, due to related valuation of total building permits. To put the 2018/2019 trend into perspective, the number of single family residential permits issued per year between 1998 and 2007 averaged 699. Although the number of permits issued in 2017 is the largest in the last ten years and 2019 is slightly higher than the previous year, that number is still only a little more than half of the averages experienced prior to 2007. Charts 2 and 3 illustrate the historical trends for use tax, excise tax and number of single family residential permits issued. The Town is approximately 80% built out and in future years will most likely begin to see a decline in the number of permits and construction related revenues.

Chart 2. Use tax and excise tax



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Use Tax	2,218,919	1,289,189	1,219,951	1,111,733	1,339,830	2,682,084	2,235,313	3,619,308	3,447,460	2,927,387	3,519,222	4,054,579	3,941,063
Excise Tax	1,122,257	651,961	244,613	492,641	848,136	1,715,587	1,446,864	2,655,816	2,997,564	2,798,039	3,321,992	3,735,299	2,531,440

Chart 3. Building permits issued



	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
SFR permits	141	414	495	680	559	706	685	860	1109	844	714	457	530	567	1082	590	232	142	43	112	183	381	332	347	312	291	421	394	393
Multi Family									554	736	664	325	130	41	28	9	0	0	0	7	7	38	0	9	23	39	19	41	31

Douglas County's unemployment rate ended 2019 at 2.5 percent which is fairly stable with the prior two years. The County has continued to fare better than the State, which had a 2.8 percent unemployment rate at the end of 2019. For the same period, the national unemployment rate was 3.6 percent.

The Town developed the 2020 Annual Budget using a conservative approach. The growth rate in sales tax revenue combined with the low unemployment rates and strong construction figures, housing sales and consumer confidence, led us to continue with a realistic, yet conservative budgeting approach. Therefore, with our cautious optimism for the outlook on the economy, we projected moderate revenue increases for 2020.

Given our conservative revenue projections, we continue to build the budget on more of a zero-based approach than an incremental approach, with any incremental increases tied to inflation projections. An increased emphasis has been placed on infrastructure maintenance and replacement of aging equipment. The budget also reflects the priority the Town places on its employees with both a strong performance pay plan and competitive benefit plans in place.

LONG-TERM FINANCIAL PLANNING AND MAJOR INITIATIVES

As part of its strategic plan, the Town Council developed the following strategic goals related to the Town's future in the areas of Recreation, Arts and Culture, Economic Development, Public Safety and Growth. While the Town Council realizes that these strategic goals cannot be fully funded with current resources, the Town will undertake strategic and priority driven, long-term financial planning in order to determine the feasibility and funding source for each of these initiatives, which are described below.

Support an Active Community

Parker will demonstrate our commitment to the health of our community, both indoors and out by enhancing our parks and recreational activities. We promote a healthy lifestyle and work to meet the needs of a diverse, multigenerational community.

Parker's parks and recreational opportunities are often ranked among our community's most valuable assets. Parker is home to state-of-the-art recreational facilities and parks. Acting as partners in community wellness, we support lifelong recreation opportunities and amenities both indoors, including our fitness activities, multi-use trails and beautiful open spaces.

We strive to be an area leader not only through our recreational amenities, but through our support of an active and connected community. Through regional partnerships, we maintain and develop multi-use trails and open spaces, which continue to be a priority. We support the development of bike lanes to allow for alternative modes of transportation. Our neighborhoods are walkable and accessible which contributes to our goal of being a connected, active community. Developing aesthetically pleasing and interactive parks is a priority for us. We support ecologically efficient practices for the protection of a healthy, local ecosystem.

Foster Community Creativity and Engagement

Parker will stimulate community creativity and engagement through high quality cultural and educational programs and amenities. These will include family-friendly community events, accessible cultural venues, state-of-the-art public libraries and innovative lifelong learning opportunities, all of which are vital to a creative community.

History, arts and culture are significant contributors to our hometown feel. We embrace community creativity and encourage our residents to be active partners in the cultural arts and enrichment opportunities. Our residents love to create, explore and participate in community activities, and cultural events ranked among the top five most highly-rated Town services in our recent Citizen Survey.

Our Town's history provides a foundation for our community and establishes Parker's unique cultural heritage. World-class cultural amenities feature local groups as well as national and international performers. Our art galleries showcase emerging and professional artists, and our diversity of public art helps create a distinct sense of place. Our community has access to a rich mix of literary and learning opportunities. Our cultural and recreation opportunities continue to keep our residents engaged in creative experiences, but also work to gain interest in the Town from around the state and nation.

Parker Arts frequently offers free concerts and events on the PACE Patio and in O'Brien Park featuring local, popular bands and world music. Our cultural education opportunities also continue to expand, with over 400 classes each year serving youth and adults. Offering a positive environment for creativity and engagement is a priority for the Town as a way to create a strong, connected community.

This goal is also present in our continuing efforts to engage residents in our future planning and design decisions, and supports open communication and positive dialogue with our residents. Listening to our community members through citizen surveys, digital engagement, participation in public meetings and representation on our volunteer boards and commissions allows us to better understand the needs of our community.

Enhance Economic Vitality

Parker will become an area leader for economic growth by supporting the development of thriving businesses and industry. We will play a critical role in shaping quality of life, creating a sense of place, and providing fiscal stability for the community.

Parker is a great place to shop, eat and connect, and our goal is to continue to create and enhance a healthy economic environment. We support our business community and provide them with tools for success, and safeguard necessary commerce infrastructure. Our continued economic health allows us to provide exceptional services and amenities for our residents. The Town works to attract quality businesses and employers to keep our hometown feel intact.

A healthy economy contributes to Parker's high quality of life and provides local employment opportunities. Diverse job creation, talent management and entrepreneurial support are reflected in our community values and are a focus of our economic development efforts. We encourage sustainable business practices and collaborate with area businesses to promote an atmosphere of growth and prosperity. By partnering with area stakeholders including the Chamber of Commerce, the Downtown Business Alliance and others, we work as an advocate for the business community.

We foster community development through positive business relationships and advocacy efforts. Redevelopment and area improvement strategies support our business community and attract critical investment opportunities. Through the Parker Authority for Reinvestment (PAR), the Town is able to provide additional incentives for the redevelopment of older, blighted sections of the community. PAR assistance is a valuable tool in attracting private sector investment and encouraging efficient and attractive redevelopment of existing commercial sites.

Promote a Safe and Healthy Community

Parker will promote the public health and safety of our community by protecting our residents' welfare through prevention services and a safe transportation network. Parker fosters a feeling of personal safety and security through a visible, responsive public safety presence and a proactive focus on prevention, intervention and safety education.

We are a regional leader for safety prevention and education, and have gained national attention for proactive programs focused on the safety and health of our community. We support a stable and connected community by ensuring the safety and well-being of our residents. Having a hometown feel means that our community looks out for one another as neighbors, which is a quality Parker will maintain even as it expands its boundaries.

Risk mitigation and management are top priorities for us, as well as community preparedness and resiliency. We provide proactive educational programs and serve as an active partner in crime prevention. Acting as a regional model for emergency preparedness, Parker provides critical training opportunities that allow our residents to be active partners in their community's safety and health. We protect the integrity of our neighborhoods through active community policing and minimizing the impact of hazards through code enforcement.

We work to ensure the stability of our streets and stormwater engineering to protect the well-being of our roads and neighborhoods. We optimize the efficiency of our traffic signals and signs to help support stable infrastructure. We are committed to providing a reliable day-to-day transportation network for business and residents. The Town protects our residents through responsible infrastructure development and planning, and proactively educates our staff and community.

Innovate with Collaborative Governance

Parker will support transparency, accountability, and fiscal sustainability by using innovative techniques to optimize performance. We engage in regional relationships and governing partnerships, including our education, fire, and water agencies. Parker supports a high quality, dedicated workforce to support these goals.

Innovative techniques allow us to bring forth new ideas to our community and work together to solve regional problems. Parker continually researches new techniques to find the best strategies for effective service delivery. We continue to evaluate our services for efficiency. New performance tools and innovative budgeting techniques are the result of successful collaborations with staff and area partners. These tools give us perspective on our progress and feedback on how we can continually improve.

Our departments innovate together to provide the highest quality services for our community. Working as a team allows for the best sharing of information and lets us jointly guide critical decisions, as well as provide effective and timely responses to our customers. We actively partner with our community to ensure we are meeting their needs efficiently. Positive relationships with our surrounding communities and regional leaders are important building blocks for effective governing.

We promote the research and development of innovative tools with which to serve our residents and stakeholders. We are committed to continual evaluation and improvement of our services. We promote a responsive, transparent governing structure to support these goals and encourage active public engagement, response and feedback.

Develop a Visionary Community through Balanced Growth

Parker will demonstrate our commitment to balanced growth, community development and infrastructure using a visionary plan for a sustainable future. We support a healthy, future-focused community with exceptional services and a hometown feel. Parker supports well-planned development supported by excellent infrastructure.

Under the guidance of community feedback and the master plan, our goal is to keep our community thriving for generations to come. This is achieved through conscientious development, enhanced services and investing wisely in Parker's future.

This goal outlines our focus on the long term well-being of our community. As members of this community, we too have a stake in keeping Parker great for future generations. We take pride in making this the best place to live in Colorado, and work to make the necessary investments in the people and infrastructure needed to reach this goal.

Using a future focus, we preserve the integrity of the Town's historical elements by utilizing smart and sustainable planning that preserves our hometown feel. Designing and implementing sustainable transportation and infrastructure helps address both current and future needs of our community. We regularly assess the effectiveness and efficiency of our services through budget-focused evaluations.

Developing a visionary community also means creating stability in our growth and safeguarding the long-term health of our Town. This requires balancing the Town's growth to protect our close-knit community and hometown atmosphere. Our strategic planning initiatives and business planning efforts allow us to evaluate our organizational goals and match them with the needs of our community.

RELEVANT FINANCIAL POLICIES

Through the 2019 fiscal year, the Town policy was to maintain at least three months of operating expenditures (25.0 percent of the annual budgeted expenditures) in the fund balance of the General Fund. As of December 31, 2019, the unassigned fund balance of $22.0 million was 27.0 percent of the General Fund actual expenditures. The expiration of economic incentive agreements, strong management of expenditures and revenue growth kept the Town in a positive cash position. In the event that expenditures begin to "catch-up" to revenues, the Town will take necessary actions to address the situation.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town for its Comprehensive Annual Financial Report for the Fiscal Year Ended December 31, 2018. This was the 30th consecutive year that the Town has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the requirements of Certificate of Achievement Program and we are submitting it to the GFOA to determine its eligibility for another certificate.

ACKNOWLEDGEMENTS

We wish to extend our sincere appreciation to the Town's entire Finance Department staff. Another year and report are successfully completed due to the hard work and dedication of each member of the department, especially our Controller. We would also like to offer special thanks to our independent auditors, CliftonLarsonAllen, LLP, for the professional manner in which they

completed our audit. Thank you to our department leaders and managers for their continued diligence and attention to Town financial matters. Finally, we thank the Town Council and our Mayor for their interest and support in planning and conducting the financial operations of the Town.

Respectfully submitted,

Michelle Kivela
Town Administrator

Mary Lou Brown
Finance Director

To find out more about our great community, visit www.ParkerOnline.org.
Parker, Colorado. It's your kind of place.

PARKER
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Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting

Presented to

Town of Parker

Colorado

For its Comprehensive Annual Financial Report for the Fiscal Year Ended

December 31, 2018

Christopher P. Morrill

Executive Director/CEO

2019 TOWN OFFICIALS

From left to right: Councilmember Joshua Rivero, Councilmember Debbie Lewis, Councilmember Jeff Toborg, Councilmember Renee Williams, Mayor Mike Waid, Councilmember Cheryl Poage and Councilmember John Diak.

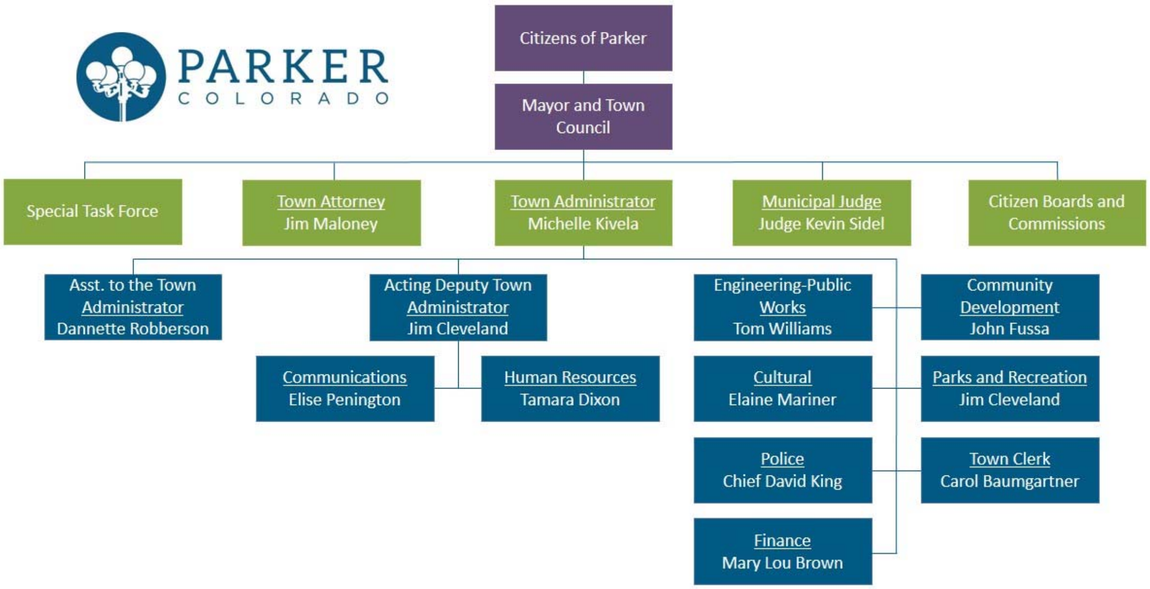
Appointed Officials

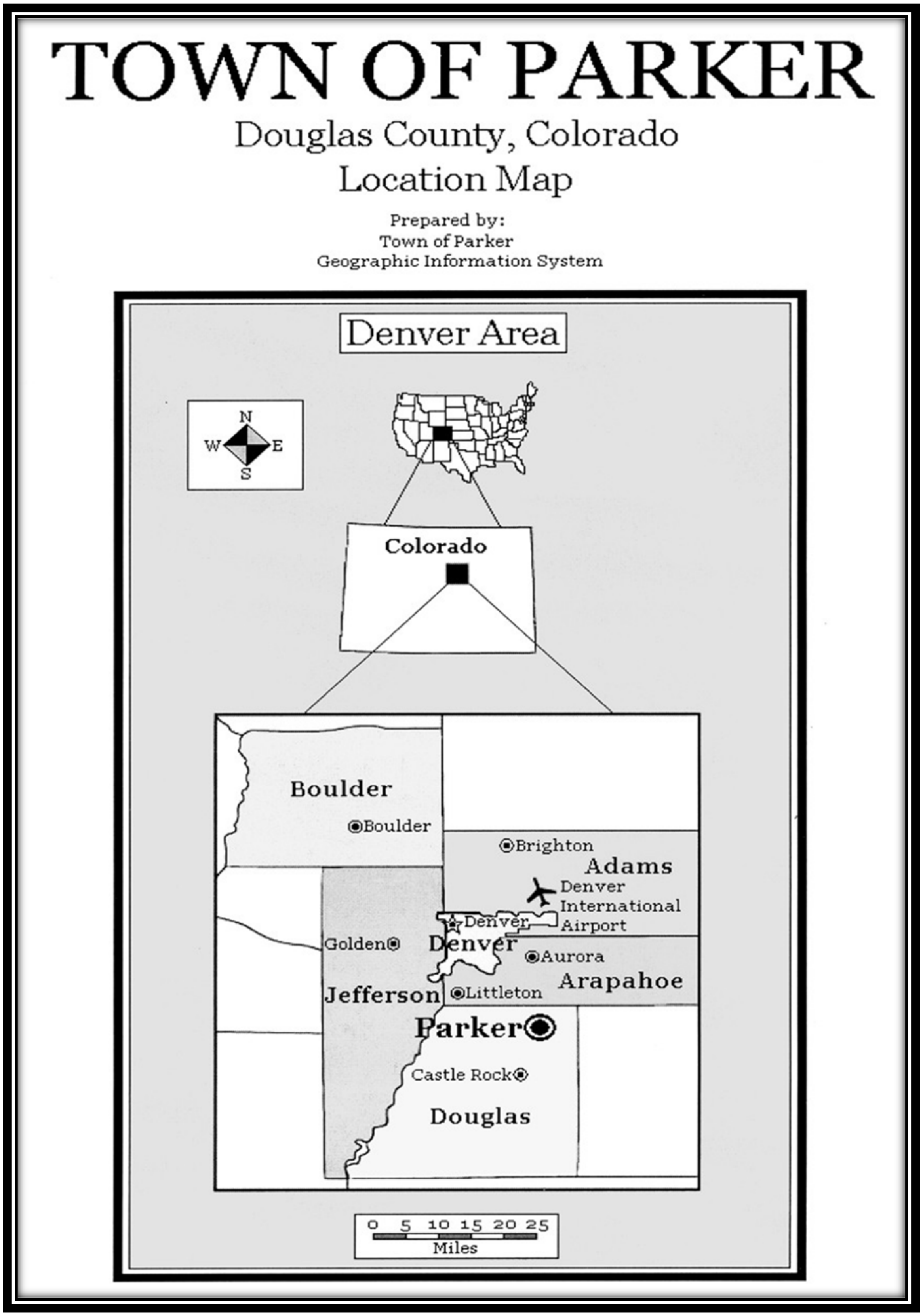
Town Administrator .... Michelle Kivela
Town Attorney................... James S. Maloney
Municipal Judge .... Kevin Sidel

Department Directors

Deputy Town Administrator .... Jim Cleveland
Town Clerk .... Carol Baumgartner
Communications .... Elise Penington
Community Development .... John Fussa
Cultural .... Elaine Mariner
Finance .... Mary Lou Brown
Human Resources .... Tamara Dixon
Parks and Recreation .... Jim Cleveland
Police Chief .... James Tsurapas
Public Works and Engineering .... Thomas Williams

2019 ORGANIZATIONAL CHART




TOWN OF PARKER
Douglas County, Colorado
Location Map
Prepared by:
Town of Parker
Geographic Information System
Denver Area
N
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Colorado
Boulder
Boulder
Brighton
Adams
Denver
International
Airport
Denver
Golden
Denver
Aurora
Arapahoe
Jefferson
Littleton
Parker
Castle Rock
Douglas
0 5 10 15 20 25
Miles

FINANCIAL SECTION

PARKER
COLORADO

CliftonLarsonAllen LLP
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INDEPENDENT AUDITORS' REPORT

Town Council
Town of Parker, Colorado
Parker, Colorado

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Parker, Colorado, as of and for the year ended December 31, 2019, and the related notes to the financial statements, which collectively comprise the entity's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Parker, Colorado as of December 31, 2019, and the respective changes in financial position and, where applicable, cash flows thereof, and the respective budgetary comparisons for the General Fund, the Parks and Recreation Fund, the Cultural Fund, and the Recreation Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, schedule of the proportionate share of the net pension liability, and schedule of employer contributions (collectively the required supplementary information) as noted in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Parker, Colorado's basic financial statements. The introductory section, combining and individual fund financial statements and schedules, budgetary schedules, Local Highway Finance Report, and the statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund financial statements and schedules, budgetary schedules, and Local Highway Finance Report are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund financial statements and schedules, budgetary schedules, and Local Highway Finance Report are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory section and statistical section listed in the table of contents have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Greenwood Village, Colorado
July 28, 2020

PARKER
COLORADO

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COLORADO

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the Town of Parker (Town), we offer the readers of these financial statements this narrative overview and analysis of the financial activities of the Town for the year ended December 31, 2019. We encourage readers to consider the information presented, along with additional information provided in the letter of transmittal (beginning on page 3) when reviewing the financial statements, which begin on page 47.

FINANCIAL HIGHLIGHTS

- At the end of 2019, the value of the Town's total net position was $697 million. Of this net position amount, $48 million is unrestricted and may be used to meet the Town's ongoing obligations to citizens and creditors.

- The Town's total net position increased by $23 million in 2019. This increase came primarily from the increase in sales and use tax, charges for services and excise tax.

- Sales and use tax in the General Fund increased from $35.8 million to $38 million or 6.25 percent. Sales tax is the Town's largest revenue source and is 68.7 percent of the total General Fund revenue.

- The Town reduced its total outstanding debt by $10,725,000 in 2019 leaving a balance of $47,115,000 at year end, down from $57,840,000 outstanding at the end of 2018. Outstanding debt at the end of 2019 consists of $6,180,000 in a refunding note (issued to refund the 2006 sales and use tax revenue bonds), $25,215,00 in a refunding certificates of participation (issued to fully refund the Series 2009 certificates of participation that were issued to construct the Police Station and PACE Center) and $15,720,000 in certificates of participation (issued to construct the Public Works Facility and expansion of the Recreation Center).

- At the end of 2019, the Town's governmental funds reported combined fund balances of $80.9 million, an increase of $13.2 million from the prior year. This combined increase in fund balance is the result of increased revenues related to taxes, contributions, and grants compared to 2018.

- At the end of 2019, the unassigned fund balance of the General Fund was $21.99 million, which is 27 percent of total General Fund expenditures. The Town's fund balance policy for 2019 requires a 25.0 percent ratio between total cash and the total General Fund expenditures. The ratio at the end of 2019 was 30 percent, well within the policy.

- Major capital asset events that occurred in 2019 include $1.3 million for the construction of Kings Point Way, $0.3 million for a new signal at Hess Road and County Meadows Square, and $.01 million for work on the High Plains Trail Construction.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the Town's basic financial statements. The basic financial statements are comprised of three components: 1) the government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements.

Government-wide financial statements

The government-wide financial statements are designed to provide readers with a broad overview of the Town's finances in a manner similar to a private-sector business.

The statement of net position presents information on all of the Town's assets, liabilities, and deferred inflows/outflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.

The statement of activities presents information showing how the Town's net position changed during the most recent year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash flows in a future period (e.g. uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements differentiate functions of the Town that are primarily supported by taxes and intergovernmental revenues (governmental activities) from those functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities.) The governmental activities of the Town include general government; public safety; highways and streets; economic development; and culture and recreation. The business-type activity of the Town is its stormwater utility function.

The government-wide financial statements include the Town itself and blended component units: the Parker Authority for Reinvestment (P3) and the Greater Parker Foundation (GPF). These component units, although legally separate, are included as a part of the financial statements since the Town has financial accountability for these entities and appoints the board members.

The government-wide financial statements can be found on pages 47 and 48 of this report.

Fund financial statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Town can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds. Governmental funds are used to account for essentially the same functions that are reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the year. Such information may be useful in evaluating the Town's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the Town's near-term financing decisions. Both the governmental funds balance sheet and the governmental funds statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Town maintains 19 individual governmental funds. Information is presented separately in the governmental funds balance sheets and in the governmental funds statements of revenues, expenditures and changes in fund balances for the General Fund, Parks and Recreation, Cultural and Recreation special revenue funds and the Public Improvements and Excise Tax capital improvement funds; all of which are considered to be major funds. Data from the 16 other governmental funds are aggregated into a single "other governmental funds" column. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

The basic governmental fund financial statements can be found on pages 49-59 of this report.

The Town adopts an annual appropriated budget for all funds, except agency funds. To demonstrate compliance, a budgetary comparison statement is provided for the governmental funds statements of revenues, expenditures and changes in fund balances for the General Fund, Parks and Recreation, Cultural, and Recreation funds. Similar budgetary compliance schedules are provided for the other funds elsewhere in this report.

Proprietary funds. The Town maintains two types of proprietary funds. Enterprise funds are used to report the same functions as presented in the business-type activities in the government-wide financial statements. The Town uses an enterprise fund to account for the stormwater utility function. Internal service funds are an accounting device used to accumulate and allocate costs internally among the Town's various functions. The Town uses internal service funds to account for fleet services, technology management, facility services and health benefits. Because these services predominantly benefit governmental rather than business-type functions, they have been included within governmental activities in the government-wide financial statements.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide information on the Stormwater Utility enterprise fund. The internal service funds are aggregated into a single column presentation. Individual fund data for the internal service funds is provided in the form of combining statements elsewhere in this report.

The basic proprietary fund financial statements can be found on pages 60-62 of this report.

Agency funds. Agency funds are used to account for resources held for the benefit of parties outside of the Town. Agency funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Town's own programs. The accounting used for agency funds is much like that used for proprietary funds.

The basic agency fund financial statement can be found on page 63 of this report.

Notes to the financial statements
The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 65-93 of this report.

Supplementary Information
In addition to the basic financial statements and accompanying notes, this report also contains required supplemental information concerning budgetary reporting and the net pension liability (asset) and related contributions. These schedules can be found on pages 95-96 of this report.

Other information
The combining statements referred to earlier in connection with non-major governmental funds and internal service funds are presented immediately following the notes to the financial statements. Combining and individual fund statements and schedules can be found on pages 101-127 of this report.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

As noted earlier, net position may serve as a useful indicator of the Town's financial position. The two tables below reflect the Town's net position and the changes in net position. Table 1 - Net Position illustrates the Town's total assets, deferred outflow of resources, liabilities, and deferred inflows of resources and resulting net position (assets and deferred outflows minus liabilities and deferred inflows of resources) at the end of 2019 with a comparison to 2018. As of December 31, 2019, the Town had total assets of $761 million compared to $745 million in 2018 and at the end of 2019, the value of the Town's total net position was $696 million greater than the Town's total liabilities and deferred inflows of resources (net position).

Table 1. Net Position
(in thousands)

	Governmental Activities		Business-type Activities		Total	
	2019	**2018**	**2019**	**2018**	**2019**	**2018**
Current and other assets	$ 98,417	$ 84,592	$ 5,820	$ 5,078	$ 104,237	$ 89,670
Capital assets	643,267	644,392	13,645	11,022	656,912	655,414
Total assets	741,684	728,984	19,464	16,100	761,149	745,084
Total deferred outflows of resource	4,248	1,838	-	-	4,248	1,838
Long-term liabilities outstanding	54,853	60,500	39	61	54,893	60,561
Other liabilities	10,245	9,683	189	175	10,434	9,858
Total liabilities	65,098	70,183	229	236	65,327	70,420
Total deferred inflows of resources	2,410	2,583	-	-	2,410	2,583
Net position:						
Net investment in capital assets	590,548	585,753	13,645	11,022	604,193	596,775
Restricted	41,416	38,681	3,386	712	44,802	39,393
Unrestricted	45,309	33,622	2,205	4,129	47,514	37,752
Total net position	$ 677,273	$ 658,056	$ 19,235	$ 15,864	$ 696,509	$ 673,920

By far, the largest portion of the Town's assets is capital assets, which total $657 million or 86.3 percent of total assets.

Capital assets include items such as infrastructure, buildings, machinery and equipment, land and intangible assets. Infrastructure includes streets, curb, gutter and sidewalks, traffic signals, stormwater structures and trails. Intangible assets include rights-of-way and easements, which are related to Town streets and stormwater infrastructure. The Town uses capital assets to provide services to citizens; consequently, these assets are not available for future spending. Additionally, although the Town's investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities. Additional information on the Town's assets can be found in the Notes to the Financial Statements, which start on page 65.

The Town's outstanding long-term debt, which consists of 2019 refunding certificates of participation issued to refund the 2009 certificates of participation issued to construct the police station and PACE Center, 2014 certificates of participation, originally issued to construct the public works facility and recreation center expansion and 2015 sales and use tax revenue refunding note issued to refund the 2006 sales and use tax revenue bonds, was reduced by $10,725,000. Additionally, of the Town's $696 million in net position, $48.2 million or 6.9 percent represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position, $44.1 million or 6.3 percent, may be used to meet the Town's ongoing obligations to citizens and creditors.

Governmental Activities

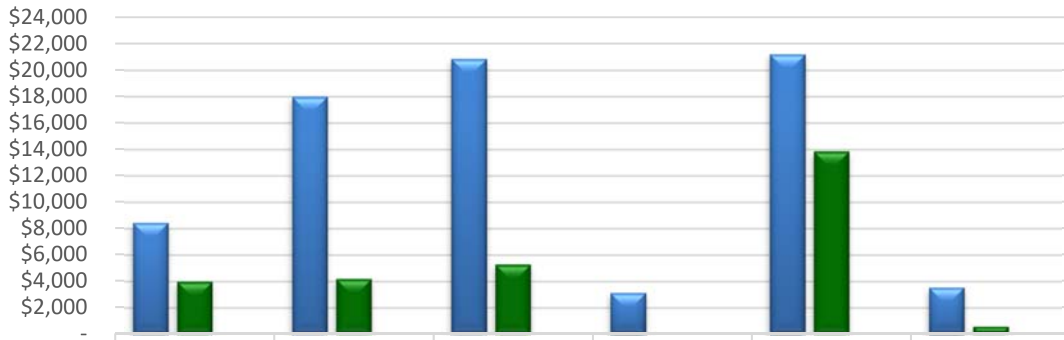
Table 2 - Changes in Net Position (below), illustrates total Town revenues and expenses in 2019 compared to 2018 for Governmental Activities and Business-type Activities. Total governmental activities revenues increased approximately $1.6 million from $91.9 million in 2018 to $93.5 million in 2019. Capital contributions decreased $5.1 million in 2019 compared to 2018. Capital contributions consist primarily of developer-dedicated infrastructure and this can vary substantially from year to year depending on the amount of developer-constructed infrastructure completed in any given year.

Sales and use tax revenue increased $2.4 million and charges for services increased $1.5 million. Total governmental activities expenses increased $1.1 million from $73.9 million in 2018 to $75.0 million in 2019. Most of the increase is related to public safety and general governmental expenses due to the decrease in the net pension liability during 2019 compared to a net pension asset in 2018.

Table 2. Changes in Net Position
in Thousands

	Governmental Activities		Business-type Activities		Total	
	2019	**2018**	**2019**	**2018**	**2019**	**2018**
Revenues						
Program revenues						
Charges for services	$ 16,423	$ 14,927	$ 2,546	$ 2,316	$ 18,970	$ 17,243
Operating grants and contributions	5,013	2,026	-	-	5,013	2,026
Capital grants and contributions	6,362	11,468	2,674	729	9,037	12,197
General revenues						
Taxes						
Sales and use	50,112	47,684	-	-	50,112	47,684
Property	2,208	2,188	-	-	2,208	2,188
Franchise	1,042	1,012	-	-	1,042	1,012
Excise – electric	1,196	1,182	-	-	1,196	1,182
Excise taxes – new development	2,531	3,735	-	-	2,531	3,735
Sales and use - county shareback	3,232	3,182	-	-	3,232	3,182
Road and bridge - county shareback	1,696	1,662	-	-	1,696	1,662
Highway users	1,475	1,517	-	-	1,475	1,517
Other General Revenues	218	228	-	-	218	228
Unrestricted investment earnings	2,083	1,122	144	84	2,227	1,207
Total revenues	93,593	91,935	5,364	3,129	98,957	95,064
Expenses						
General government	8,433	7,926	-	-	8,433	7,926
Public safety	17,976	16,845	-	-	17,976	16,845
Highways and streets	20,844	22,120	-	-	20,844	22,120
Economic development	3,109	3,013	-	-	3,109	3,013
Culture and recreation	21,206	20,923	-	-	21,206	20,923
Interest on long-term debt	3,519	3,125	-	-	3,519	3,125
Stormwater	-	-	1,530	1,355	1,530	1,355
Total expenses	75,087	73,952	1,530	1,355	76,617	75,307
Excess/Deficiency of revenues over expenditures	18,506	17,983	3,834	1,774	22,341	19,758
Contributions and transfers in / (transfers out)						
Transfers in / (transfers out)	463	225	(463)	(225)	-	-
Total contributions and transfers	463	225	(463)	(225)	-	-
Increase in net position	18,969	18,208	3,371	1,549	22,341	19,758
Net position – beginning	658,056	639,848	15,864	14,315	673,921	654,163
Net position – ending	$ 677,025	$ 658,056	$ 19,236	$ 15,864	$ 696,261	$ 673,921

Chart 4. 2019 Expenses and Program Revenues - Governmental Activities (in thousands)



	General government	Public safety	Highways and streets	Economic development	Culture and recreation	Interest on long-term debt
Expenses	$8,433	$17,976	$20,844	$3,109	$21,196	$3,518
Program Revenues	$3,966	$4,171	$5,258	-	$13,839	$565
Rev % of Exp	47%	23%	25%	0%	65%	16%

Chart 4 illustrates the extent to which the governmental activity functions are covered by program revenues: user charges, grants and contributions. As with most governments, the majority of the services provided to citizens are funded through various taxes and not program revenues.

CHART 5. REVENUES BY SOURCE - GOVERNMENTAL ACTIVITIES

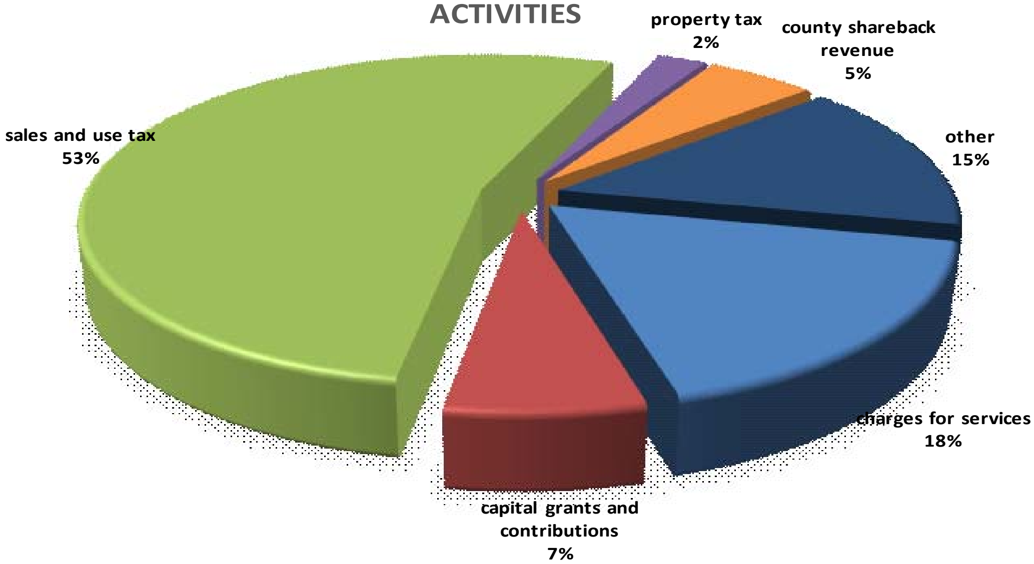


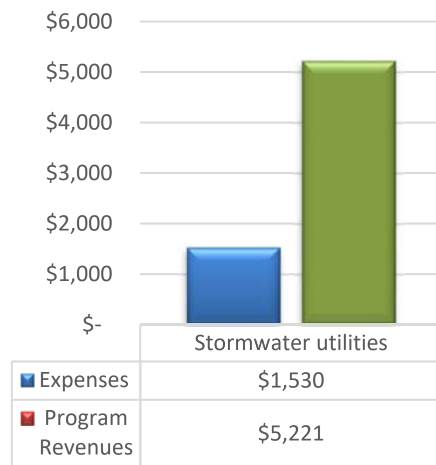
Chart 5 shows the primary sources of revenues that are used to finance governmental activities. As indicated, sales and use taxes are the primary source of revenue for the Town, accounting for 53 percent of the revenues in 2019. Property tax, on the other hand, represented only 2 percent of the Town's funding. Capital grants and contributions represented 7 percent of the revenue in 2019; however, as stated before, this is primarily developer-donated infrastructure that can vary widely from year to year.

Business-type Activities

The Town's only business-type activity is stormwater management. As seen in Table 2 (page 36), Stormwater Utility Fund net position increased $3.4 million. Overall revenues increased 71.4 percent or $2.2 million. The increase is related to an increase in capital contributions. Expenditures increased 12.9 percent or $175,000.

As Chart 6 shows, stormwater revenues exceeded expenses for 2019, adding to the funds available for future infrastructure improvements and increasing repair and maintenance costs. Operating expenses are funded entirely by stormwater utility fees charged to residential and commercial property based on their impervious area.

Chart 6. 2019 Expenses and Program Revenues - Business-type Activities (in thousands)



FINANCIAL ANALYSIS OF THE TOWN'S FUNDS

The following discussion narrows the focus from government-wide activities to the Town's governmental funds. The Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds

Chart 7. General Fund Components of Fund Balance (in thousands)

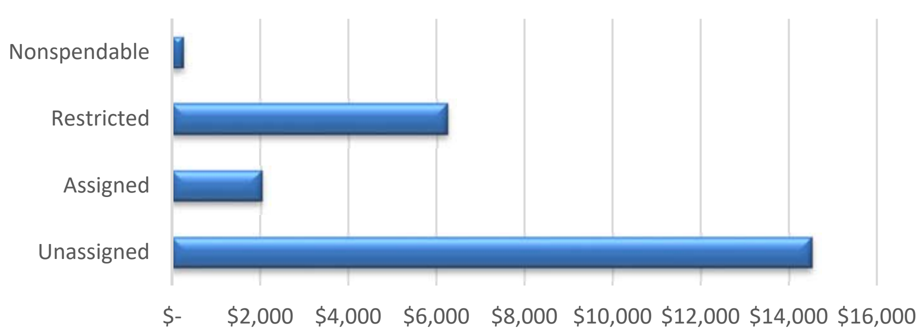
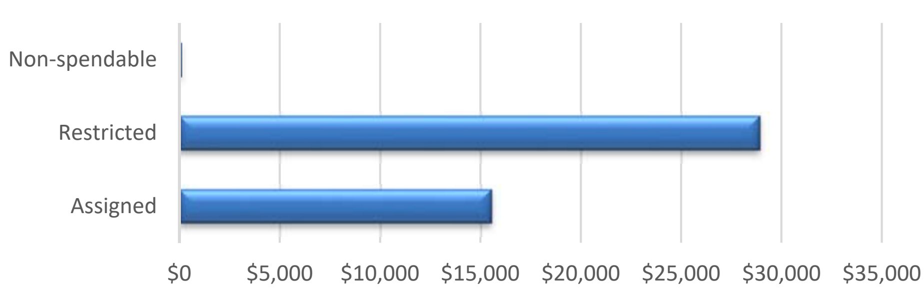


Chart 8. Other Governmental Funds Components of Fund Balance (in thousands)



The focus of the Town's governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing the Town's financing requirements. In particular, unassigned fund balance may serve as a useful measure of the Town's net resources available for discretionary use. As such, it represents the portion of fund balance which has not yet been limited to use for a particular purpose by either an external party, the Town itself, or a group or individual that has been delegated authority to assign resources for use for particular purposes by the Town Council.

At the end of 2019, the Town's governmental funds reported combined fund balances of $80.9 million, an increase of $13.2 million in comparison to the prior year. Approximately 27.19 percent of this amount ($22 million) constitutes unassigned fund balance, which is available for spending at the Town's discretion. The remainder of the fund balance is either nonspendable, restricted or assigned to indicate that it is 1) not in spendable form ($0.05 million), 2) restricted for particular purposes ($35.6 million), or 3) assigned for particular purposes ($16.5 million).

General Fund. The General Fund is the chief operating fund of the Town. At the end of 2019, unassigned fund balance of the general fund was $22 million, while total fund balance was $26.6 million. As a measure of the General Fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Unassigned fund balance represents approximately 27 percent of total General Fund expenditures, while total fund balance represents approximately 33 percent of the same amount.

Chart 9a. 2019 General Fund Revenue

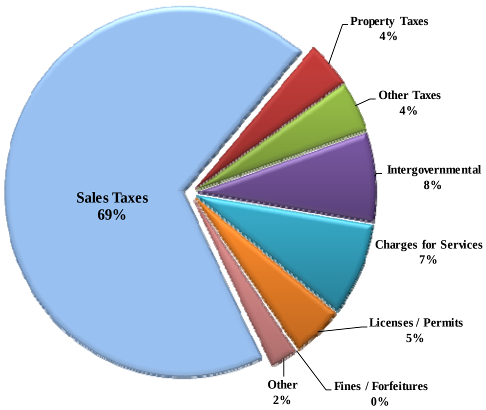
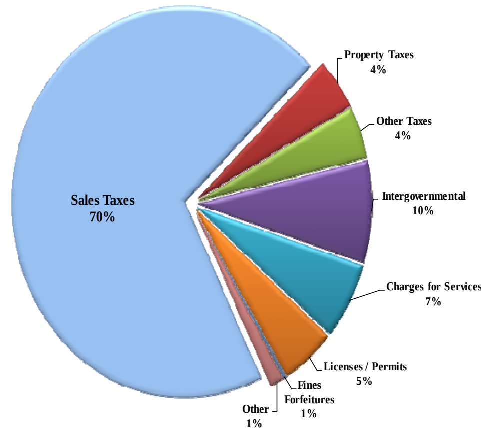


Chart 9b. 2018 General Fund Revenue



The fund balance of the General Fund increased $3.5 million in 2019. Revenues increased in 2019, primarily due to the increase in sales and use tax. Total expenditures increased, specifically due to the $34.2 million of principal paid to refund the 2009 certificates of participation. Unassigned fund balance in the General Fund, which is neither restricted nor non-spendable, is 27 percent of expenditures. The Town's policy is the fund balance must maintain three months of expenditures or a 25.0 percent ratio between total fund balance and total General Fund expenditures, including transfers out. The fund balance is very healthy; however, it will decline due to planned, one-time expenditures resulting in expenditures in excess of revenues in 2020.

Chart 9 illustrates the percentage of each type of revenue the Town receives during the year and also demonstrates the consistency of the General Fund revenue with the previous year. As in 2018, taxes were the largest source of revenue at 69 percent of total General Fund revenues. Sales tax, which increased from $35.8 million to $38 million or 6.25 percent, makes up 89 percent of those taxes, as well as 69 percent of the total General Fund revenue.

Parks and Recreation Fund. The Parks and Recreation Fund, a major fund, ended the current year with a total fund balance of $14.3 million restricted fund balance. The restriction of fund balance is for the 0.50 percent sales tax that was voted on by the Town's citizens in 1990 to be earmarked for parks and recreation improvements. Fund balance increased $5 million when comparing 2018 to 2019 due to increased sales tax collections and increased capital contributions compared to 2018.

Cultural Fund. The Cultural Fund accounts for the operations of the PACE Center and Schoolhouse. It is classified as a major fund for the Scientific Cultural Facilities District (SCFD) Tier II grant requirements. The fund ended the current year with a total fund balance of $.55 million, consisting of $.18 million of nonspendable fund balance for prepaid items such as future year marketing and deposits for major productions, and $.37 million of restricted fund balance. Fund balance decreased $1 million when comparing 2018 to 2019 due to a decrease in transfers in from the general fund and increased capital outlay for construction projects.

Recreation Fund. The Recreation Fund, also a major fund, ended the current year with a total fund balance of $2.1 million, consisting of $.008 million of nonspendable fund balance for prepaid items such as insurance premiums, $2.13 million restricted fund balance from developer contributions and fund balance restricted for parks, recreation and open space. Fund balance decreased by $.12 million due to an increase in operational costs .

Public Improvements Fund. The Public Improvements Fund, also a major fund, ended the current year with a total fund balance of $24.3 million, consisting of $7.8 million restricted fund balance and $16.5 million assigned fund balance. Restricted fund balance consists primarily of funds received from developers for various future streets capital projects. Fund balance, which can increase or decrease significantly in this fund depending on the level of capital projects planned in a given year, increased $2.8 million. It is anticipated the fund balance will increase in the following year due to several upcoming large road projects that will require sizable funding levels.

Excise Tax Fund. The Excise Tax Fund, also a major fund, ended the current year with a total fund balance of $9.5. The entire fund balance for the Excise Tax fund is restricted for streets, parks, recreation and facilities. Fund balance increased $1.1 million when comparing 2018 to 2019. Of the total revenue in the fund of $2.7 million, $1.6 was transferred to other funds for capital related activity.

Proprietary funds

The Town's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail. Factors concerning the finances of the proprietary stormwater fund have already been discussed above in the Town's business-type activities section.

GENERAL FUND BUDGETARY HIGHLIGHTS

In 2019, the General Fund's original budgeted expenditures and other financing uses of $52.5 million increased $34.3 million (65.3 percent) to a final amended budget of $86.8 million. The increase is primarily due to using the proceeds of the 2019 refunding certificates of participation to refund the outstanding principal of the 2009 certificates of participation.

A total of $83.4 million was actually spent compared to a final budget of $86.8 million. Of the $3.4 million budget-to-actual variance, $.8 million will be re-appropriated in 2020 for unfinished projects and purchases; the remaining variance is attributed to unspent budget contingency and other line items coming in under budget. Chart 10 shows a summary of the year's overall increases in the budget and budget-to-actual variances, comparing the 2019 original and final budgets to actual expenditures.

Chart 10. Comparison of actual expenditures to the original and final budget (in thousands)

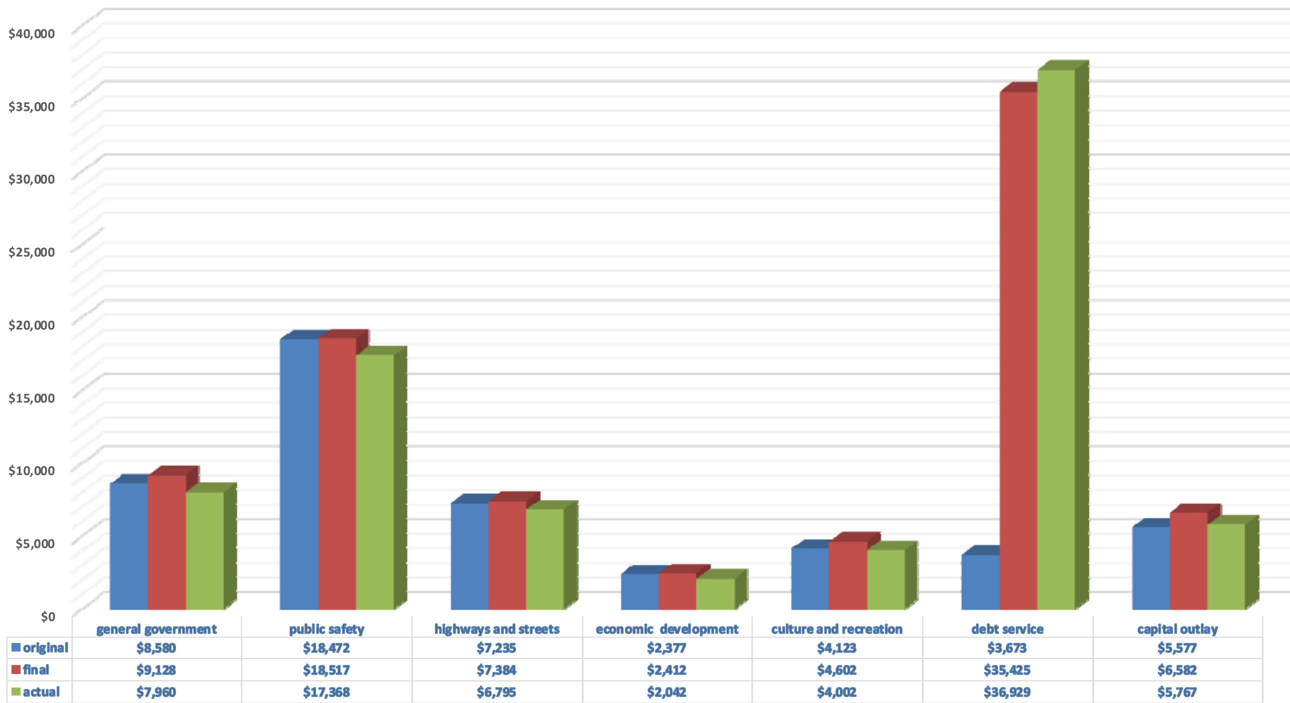


Table 3. Town Capital Assets (net of depreciation)
(in thousands)

	Governmental Activities		Business-type Activities		Total	
	2019	**2018**	**2019**	**2018**	**2019**	**2018**
Land	$ 93,794	$ 92,733	$ -	$ -	$ 93,794	$ 92,733
Intangible assets	257,689	257,668	-	-	257,689	257,668
Construction in progress	11,482	11,890	4,448	1,650	15,931	13,539
Buildings	67,571	70,451	-	-	67,571	70,451
Improvements other than buildings	42,035	42,687	-	-	42,035	42,687
Machinery and equipment	6,653	7,344	7	10	6,660	7,354
Infrastructure	164,042	161,620	9,190	9,362	173,232	170,982
Total	$ 642,267	$ 644,392	$ 13,645	$ 11,022	$ 656,912	$ 655,414

CAPITAL ASSETS AND DEBT ADMINISTRATION

Capital Assets

Table 3 illustrates the Town's capital assets (net of depreciation). At the end of 2019, the Town had $657 million (net of accumulated depreciation) invested in a broad range of capital assets including equipment, buildings, parks and recreation facilities, roads, bridges and stormwater facilities. This amount represents a total net increase of $1.5 million (.23 percent) over last year.

Major capital asset events that occurred during the current year include the following:

- $1.3 million for construction of Kings Point Way.
- $0.3 million for a new signal at Hess Road and Country Meadows Square.
- $0.1 million for work on the High Plains Trail Connection.

Additional information on the Town's capital assets can be found in Note 4B to the financial statements on pages 79-80 of this report.

Long-term Debt

At the end of 2019, the Town had total outstanding debt of $47,115,000 down from $57,840,000 outstanding at the end of 2018. This outstanding debt consists of $6,180,000 in a refunding note with pledged sales and use tax revenue for repayment, $25,215,000 in refunding certificates of participation, in which the new Police Station and PACE Center serve as collateral and $15,720,000 in certificates of participation, in which the new public works facility and Town Hall serve as collateral. All outstanding debt is related to governmental activities; no debt has been issued for business-type activities.

The Town's total debt decreased $10,725,000 during the current fiscal year due to principal refunding payments of $34,190,000 on the 2009 certificates of participation, $795,000 on the 2014 certificates of participation, and $955,000 on the 2015 refunding note of the 2006 sales and use tax bonds.

Town Outstanding Debt

	2019	2018
Sales and Use Tax Revenue Refunding Note Series 2015	$ 6,180,000	$ 7,135,000
Certificates of Participation, Series 2009	-	34,190,000
Certificates of Participation, Series 2014	15,720,000	16,515,000
Certificates of Participation, Series 2019	25,215,000	-
Total	$ 47,115,000	$ 57,840,000

The Town does not have any limitations on the amount of debt that may be issued; however, there is a requirement to have an affirmative vote of the citizens to authorize any debt issuance. Certificates of participation are not considered long-term debt for legal purposes because payments are subject to annual appropriation; therefore, they do not require voter approval for issuance.

The Town received the authorization by voters to issue $12.5 million of general obligation bonds for the purpose of acquisition of open space and parks land. This has not been utilized.

The Town maintains an AA credit rating from Standard & Poor's for the 2014 Certificates of Participation and 2019 Certificates of Participation.

Note 4F to the financial statements on page 82 of this report presents more detailed information about the debt position of the Town.

Economic Factors and the 2019 Budget

The local economy continues to grow as evidenced by the growth in sales tax revenue of 6 percent. Total building permits grew 26 percent; however, the valuation of the buildings declined by 5 percent.

The Town's sales tax growth rate has been strong; however, the growth rate itself declined from 9 percent in 2015 to 4 percent in 2018. Based on the historical growth levels, the 2019 sales tax revenue was budgeted to be flat with 2018. Growth really began to increase in late summer 2019 and remained strong through the remainder of the year.

The exact drivers of the increase are difficult to specifically identify. Several large multi-family projects were completed in late 2018 and early 2019 which brought more residents and/or shoppers to the Town. The number of big box retailers has remained constant and the growth has been fairly consistent across both the various neighborhood centers and types of businesses.

Sales tax remittances from e-commerce businesses without a physical location in the Town, have continued to increase. The Town receives sales tax from approximately 30 e-commerce businesses and one of those businesses actually falls in the top twenty overall tax remitters. The total amount of sales tax from these businesses exceeds $750,000 on an annual basis.

Since sales tax revenue was budgeted to be flat, there were few major changes to the budgeted appropriations for 2019. Appropriations either increased due to projected inflation and population growth or a zero-based budgeting approach was utilized. The Town was able to continue to provide significant funding for maintenance of the Town's roadway infrastructure and for replacement of aging or outdated equipment. The budget also includes funding that maintains levels of service in the areas of streets, public safety, parks and recreation. As with any budget year, expenditures including capital outlay, new programs, new positions and other budget increases were not automatic; they had to be justified.

The 2020 budget is balanced in all funds, maintains appropriate reserves and continues to position the Town for continued long-term financial health. In addition, the budget includes funding to accomplish long-term strategic Town goals.

Impact of COVID-19

The 2020 operations of the Town have been impacted by the COVID-19 pandemic – from many employees working from home to facilities being closed to changes in how services are delivered.

The Emergency Operations Center was activated in mid-March 2020 and continues to be active.

Where possible, employees shifted to working from home during the stay at home stage and still continue to do so. Many Town employees who staff public safety positions have kept their regular work schedules and locations. Personal protective equipment was made available for these employees in order to enable them to safely continue providing Town services.

Programming at our recreational and cultural facilities has been hit the hardest. Employees have identified new approaches, events and processes in order to mitigate the financial impacts. The majority of part-time employees at these facilities were furloughed in order to offset the reduced revenue and lack of work.

It was expected the closure of the majority of Town businesses for the two-month period would translate to reduced sales tax remittance and therefore, a series of budget adjustments was reviewed with Town Council, approved and implemented. The presence of several big box retailers within the Town, along with the federal stimulus assistance, mitigated the financial impacts. The situation will continue to be monitored and a rollback of certain budget adjustments may be recommended to Town Council.

CONTACTING THE TOWN FINANCIAL MANAGEMENT

This financial report is designed to provide our citizens, taxpayers, customers, investors and creditors with an overview of the Town's finances and to show the Town's accountability for the revenue it receives. Questions concerning any of the information provided in this report or requests for additional financial information may be addressed to the Finance Director at 20120 E. Mainstreet, Parker, Colorado 80138, 303.841.0353 or at finance@parkeronline.

BASIC FINANCIAL STATEMENTS

PARKER
COLORADO

PARKER
COLORADO

TOWN OF PARKER, COLORADO
Government-wide
Statement of Net Position
December 31, 2019

	Governmental Activities	Business-type Activities	Total
ASSETS			
Equity in pooled cash and investments	$ 82,271,763	$ 5,686,938	$ 87,958,701
Cash and investments	4,386,111	-	4,386,111
Restricted assets			
Cash and investments held in escrow by trustee	1,226	-	1,226
Receivables (net of allowance for uncollectibles)	10,287,122	132,641	10,419,763
Inventories	52,364	-	52,364
Prepaid items	1,418,506	86	1,418,592
Capital assets (net of accumulated depreciation)			
Land	93,793,901	-	93,793,901
Intangible assets	257,689,157	-	257,689,157
Construction in progress	11,482,465	4,448,228	15,930,693
Buildings	67,571,404	-	67,571,404
Improvements other than buildings	42,034,910	-	42,034,910
Machinery and equipment	6,653,339	6,660	6,659,999
Infrastructure	164,042,228	9,189,715	173,231,943
Total assets	741,684,496	19,464,268	761,148,764
DEFERRED OUTFLOW OF RESOURCES			
Related to pensions	4,247,985	-	4,247,985
LIABILITIES			
Accounts payable and other current liabilities	8,328,102	189,304	8,517,406
Accrued interest payable	329,663	-	329,663
Unearned revenue	1,586,832	-	1,586,832
Non-current liabilities			
Due within one year	4,286,432	19,737	4,306,169
Due in more than one year	50,566,821	19,737	50,586,558
Net pension liability	1,151,209	-	1,151,209
Total liabilities	66,249,059	228,778	66,477,837
DEFERRED INFLOWS OF RESOURCES			
Related to pensions	50,617	-	50,617
Property tax revenues	2,359,784	-	2,359,784
Total deferred inflow of resources	2,410,401	-	2,410,401
NET POSITION			
Net investment in capital assets	590,547,940	13,644,603	604,192,543
Restricted for:			
Emergencies	2,289,000	-	2,289,000
Parks, recreation and open space purposes	17,088,200	-	17,088,200
Law enforcement purposes	165,074	-	165,074
Cultural	453,644	-	453,644
Highways and streets capital projects	7,998,671	-	7,998,671
Streets, parks, recreation and facilities	9,473,384	-	9,473,384
Stormwater capital projects	-	3,386,078	3,386,078
Economic development	2,583,101	-	2,583,101
Future retirement contributions	246,434	-	246,434
Future development	1,118,080	-	1,118,080
Unrestricted	45,309,493	2,204,809	47,514,302
Total net position	$ 677,273,021	$ 19,235,490	$ 696,508,511

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Government-wide
Statement of Activities
Year Ended December 31, 2019

		Program Revenues			Net (Expense) Revenue and Changes in Net Position		
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-type Activities	Total
FUNCTIONS / PROGRAMS							
Governmental activities							
General government	$ 8,432,893	$ 3,768,340	$ 197,339	$ -	$ (4,467,214)	$ -	$ (4,467,214)
Public safety	17,976,017	3,490,506	680,887	-	(13,804,624)	-	(13,804,624)
Highways and streets	20,844,246	-	-	5,258,475	(15,585,771)	-	(15,585,771)
Economic development	3,109,442	-	-	-	(3,109,442)	-	(3,109,442)
Culture and recreation	21,205,803	9,164,455	4,134,847	539,205	(7,367,296)	-	(7,367,296)
Interest on long-term debt	3,517,598	-	-	564,601	(2,952,997)	-	(2,952,997)
Total governmental activities	75,085,999	16,423,301	5,013,073	6,362,281	(47,287,344)	-	(47,287,344)
Business-type activities							
Stormwater utilities	1,529,804	2,546,330	-	2,674,272	-	3,690,798	3,690,798
Total primary government	$ 76,615,803	$ 18,969,631	$ 5,013,073	$ 9,036,553			

	Governmental Activities	Business-type Activities	Total
GENERAL REVENUES			
Taxes			
Sales and use	50,111,702	-	50,111,702
Property	2,208,193	-	2,208,193
Franchise	1,042,282	-	1,042,282
Excise - electric	1,196,227	-	1,196,227
Excise - new development	2,531,440	-	2,531,440
Impact Fees	246,834	-	246,834
Sales and use - county shareback	3,232,350	-	3,232,350
Road and bridge - county shareback	1,695,754	-	1,695,754
Highway users	1,475,292	-	1,475,292
Other	218,155	-	218,155
Unrestricted investment earnings	2,083,243	143,525	2,226,768
Total general revenues	66,041,472	143,525	66,184,997
Transfers in / (transfers out)	462,835	(462,835)	-
Total general revenues, contributions and transfers	66,504,307	(319,310)	66,184,997
Change in net position	19,216,963	3,371,488	22,588,451
Net position - January 1	658,056,058	15,864,002	673,920,060
Net position - December 31	$ 677,273,021	$ 19,235,490	$ 696,508,511

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Governmental Funds
Balance Sheet
December 31, 2019

	General	Parks and Recreation	Cultural
ASSETS			
Equity in pooled cash and investments	$ 24,471,495	$ 14,043,728	$ 1,374,422
Cash and investments	2,450	-	3,200
Investment held in escrow by trustee	226	-	-
Receivables			
Investment earnings	18,032	10,349	960
Taxes - property tax	2,359,784	-	-
Taxes - sales tax	4,094,497	825,801	-
Accounts (net of allowance for uncollectibles)	1,558,190	-	2,500
Intergovernmental	302,513	-	155,916
Deposits	41,257	-	-
Prepaid items	52,183	-	180,304
Total assets	$ 32,900,627	$ 14,879,878	$ 1,717,302
LIABILITIES			
Accounts payable	$ 2,480,117	$ 510,466	$ 376,975
Retainage payable	20,717	45,452	65,139
Intergovernmental payable	156,928	-	4,989
Other current liabilities	608,909	28,058	49
Deposits	634,465	-	20,750
Unearned revenue	23,000	6,670	545,781
Total liabilities	3,924,136	590,646	1,013,683
DEFERRED INFLOWS OF RESOURCES			
Unavailable resources	-	-	155,916
Property tax revenues	2,359,784	-	-
Total deferred inflow of resources	2,359,784	-	155,916
FUND BALANCES			
Nonspendable:			
Prepaid items	52,183	-	180,304
Restricted:			
Emergencies	2,289,000	-	-
Parks, recreation and open space	167,415	14,289,232	-
Law enforcement	20,047	-	-
Culture	-	-	367,399
Highways and streets	-	-	-
Streets, parks, recreation and facilities	-	-	-
Economic development	-	-	-
Debt service	226	-	-
Assigned:			
Subsequent year's budget: appropriation of fund balance	58,648	-	-
Fundraising	-	-	-
Police Station/PACE Center construction	1,630,144	-	-
Highways and streets	407,536	-	-
Unassigned	21,991,508	-	-
Total fund balances	26,616,707	14,289,232	547,703
Total liabilities, deferred inflows of resources, and fund balances	$ 32,900,627	$ 14,879,878	$ 1,717,302

(continued)

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Governmental Funds
Balance Sheet
December 31, 2019

Recreation	Public Improvements	Excise Tax	Other Governmental Funds	Total Governmental Funds
$ 3,474,370	$ 24,363,190	$ 9,489,399	$ 913,100	$ 78,129,704
5,450	-	-	4,128,577	4,139,677
-	1,000	-	-	1,226
2,613	21,333	6,993	674	60,954
-	-	-	-	2,359,784
-	-	-	-	4,920,298
100,499	31,226	-	-	1,692,415
-	742,095	-	-	1,200,524
-	-	-	-	41,257
8,278	-	-	46	240,811
$ 3,591,210	$ 25,158,844	$ 9,496,392	$ 5,042,397	$ 92,786,650
$ 434,728	$ 563,422	$ 17,761	$ 1,178,037	$ 5,561,506
2,035	217,073	-	-	350,416
1,045	-	-	-	162,962
-	132,332	5,247	317,653	1,092,248
-	-	-	-	655,215
1,011,381	-	-	-	1,586,832
1,449,189	912,827	23,008	1,495,690	9,409,179
-	-	-	-	155,916
-	-	-	-	2,359,784
-	-	-	-	2,515,700
8,278	-	-	46	240,811
-	-	-	-	2,289,000
2,133,743	-	-	497,810	17,088,200
-	-	-	145,027	165,074
-	-		86,245	453,644
-	7,770,644	-	228,027	7,998,671
-	-	9,473,384	-	9,473,384
-	-	-	2,583,101	2,583,101
-	1,000	-	-	1,226
-	-		-	58,648
-	-	-	6,451	6,451
-	-	-	-	1,630,144
-	16,474,373	-	-	16,881,909
-	-	-	-	21,991,508
2,142,021	24,246,017	9,473,384	3,546,707	80,861,771
$ 3,591,210	$ 25,158,844	$ 9,496,392	$ 5,042,397	$ 92,786,650

(concluded)

TOWN OF PARKER, COLORADO
Reconciliation of Total Fund Balances on the Governmental Funds Balance Sheet to the Governmental Activities Total Net Position in the Government-wide Statement of Net Position
December 31, 2019

Total governmental fund balances	$ 80,861,771
Amounts reported for governmental activities in the statement of net position are different because:	
Water credits held to be exhanged for future water taps used in governmental activities are not financial resources and are therefore not reported in the governmental fund balance sheet.	1,118,080
Capital assets used in governmental activities are not financial resources and are therefore not reported in the governmental fund balance sheet.	638,588,773
Net pension liability in governmental activites is not a financial resource and is therefore not reported in the governmental fund balance sheet.	(1,151,209)
Retirement forfeiture funds are not financial resources and are therefore not reported in the governmental fund balance sheet.	246,434
Internal service funds are used by management to charge the costs of fleet repairs, computer replacements, and facility services to the individual funds. The assets and liabilities of the internal service funds are included in the governmental activities on the government-wide statement of net position.	8,219,352
Deferred inflows related to revenue that is not received within 60 days after the end of the year are considered unavailable revenue and therefore are not reported in the governmental funds balance sheet.	155,916
Deferred inflows related to pensions are applicable to future periods and, therefore, are not reported in the funds	(50,617)
Deferred outflows related to pensions are applicable to future periods and, therefore, are not reported in the funds	4,247,985
Long-term liabilities, including bonds payable, accrued interest payable, and compensated absences, are not due and payable in the current period and are therefore not reported in the governmental fund balance sheet.	(54,963,464)
Net position of governmental activities (page 46)	$ 677,273,021

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Governmental Funds
Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Year Ended December 31, 2019

	General	Parks and Recreation	Cultural
REVENUES			
Taxes			
Sales and use	$ 37,986,431	$ 8,240,102	$ -
Property	2,208,193	-	-
Franchise	1,042,282	-	-
Electric excise	1,196,227	-	-
Excise tax - new development	-	-	-
Impact Fees	-	-	-
Other	187,354	-	-
Intergovernmental	4,271,779	-	528,290
Charges for services	4,448,714	-	2,867,676
Licenses and permits	2,532,128	-	-
Fines and forfeitures	120,305	-	-
Contributions	515,467	2,834,282	231,152
Net investment earnings	712,849	290,492	40,052
Miscellaneous	100,512	18,203	9,713
Total revenues	55,322,241	11,383,079	3,676,883
EXPENDITURES			
Current			
General government	7,960,466	-	-
Public safety	17,368,069	-	-
Highways and streets	6,795,446	-	-
Culture and recreation	4,001,845	776,441	4,730,670
Economic development	2,041,767	-	-
Debt service			
Principal	34,190,000	-	-
Interest	2,498,179	-	-
Fiscal charges	240,427	-	-
Capital outlay	5,766,930	1,423,089	1,721,489
Total expenditures	80,863,129	2,199,530	6,452,159
Excess (deficiency) of revenues over (under) expenditures	(25,540,888)	9,183,549	(2,775,276)
OTHER FINANCING SOURCES (USES)			
Transfers in	1,460,674	875,000	1,780,000
Transfers out	(2,537,265)	(5,099,711)	-
Issuance of debt	30,083,230	-	-
Proceeds from sale of capital assets	36,898	-	-
Insurance recoveries	30,802	-	-
Total other financing sources (uses)	29,074,339	(4,224,711)	1,780,000
Net change in fund balances	3,533,451	4,958,838	(995,276)
Fund balances - January 1	23,083,256	9,330,394	1,542,979
Fund balances - December 31	$ 26,616,707	$ 14,289,232	$ 547,703

(continued)

TOWN OF PARKER, COLORADO
Governmental Funds
Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Year Ended December 31, 2019

Recreation	Public Improvements	Excise Tax	Other Governmental Funds	Total Governmental Funds
$ -	$ 3,885,169	$ -	$ -	$ 50,111,702
-	-	-	-	2,208,193
-	-	-	-	1,042,282
-	-	-	-	1,196,227
-	-	2,531,440	-	2,531,440
-	-	-	246,834	246,834
-	-	-	-	187,354
21,500	3,713,061	-	3,078,500	11,613,130
6,161,863	-	-	-	13,478,253
-	-	-	-	2,532,128
-	-	-	46,028	166,333
-	1,391,332	-	-	4,972,233
82,507	653,973	203,635	17,999	2,001,507
5,333	-	-	12,459	146,220
6,271,203	9,643,535	2,735,075	3,401,820	92,433,836
-	-	-	-	7,960,466
-	-	-	94,799	17,462,868
-	623,254	-	-	7,418,700
8,126,633	-	-	14,750	17,650,339
-	4,535	-	1,063,140	3,109,442
-	-	-	1,750,000	35,940,000
-	-	-	776,992	3,275,171
-	-	-	2,000	242,427
96,786	7,836,794	-	-	16,845,088
8,223,419	8,464,583	-	3,701,681	109,904,501
(1,952,216)	1,178,952	2,735,075	(299,861)	(17,470,665)
2,330,145	1,606,144	-	2,528,992	10,580,955
(500,000)	-	(1,606,144)	(375,000)	(10,118,120)
-	-		-	30,083,230
-	-	-	-	36,898
-	-	-	-	30,802
1,830,145	1,606,144	(1,606,144)	2,153,992	30,613,765
(122,071)	2,785,096	1,128,931	1,854,131	13,143,100
2,264,092	21,460,921	8,344,453	1,692,576	67,718,671
$ 2,142,021	$ 24,246,017	$ 9,473,384	$ 3,546,707	$ 80,861,771

TOWN OF PARKER, COLORADO
Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities
For the Year Ended December 31, 2019

Amounts reported for governmental activities in the statement of activities are different because:

Net change in fund balances - total governmental funds	$ 13,143,100
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlay exceeds depreciation in the current period.	(1,259,590)
The net effect of various miscellaneous transactions involving capital assets and inventory (i.e. sales, trade-ins, and donations) is to increase net position.	991,894
The issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction, however has any effect on net position. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the statement of activities. The amount is the net effect of these differences in the treatment of long-term debt and related items.	5,856,770
Some expenses and revenue reported in the statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in governmental funds.	100,367
Capital assets transferred from Governmental Funds to the Fleet Internal Service Fund are not considered revenue in the Government-wide statement.	(197,340)
Deferred inflows related to revenue that is not received within 60 days after the end of the year are considered unavailable revenue and therefore are not reported in the governmental funds balance sheet.	4,157
Internal service funds are used by management to charge the costs of fleet repairs, computer renewal and replacement, and facility services to individual funds. The net revenue of certain activities of internal service funds is reported with governmental activities.	257,336
Net pension liability related items reported in the statement of activities do not requre the use of current financial resources, and therfore, are not reported as expenditures in the governmental funds. These activities consist of:	
Pension Income	320,269
Change in net position - governmental activities (page 47)	$ 19,216,963

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Statement of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
General Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Taxes				
Sales	$ 34,962,246	$ 35,762,246	$ 37,986,431	$ 2,224,185
Property	2,224,675	2,224,675	2,208,193	(16,482)
Franchise	996,237	996,237	1,042,282	46,045
Electric excise	1,166,990	1,166,990	1,196,227	29,237
Other	159,650	159,650	187,354	27,704
Licenses and permits				
Building	2,083,000	2,113,000	2,316,791	203,791
Other	108,294	108,294	215,337	107,043
Intergovernmental				
Highway users taxes	1,141,875	1,141,875	1,360,487	218,612
County road and bridge shareback	1,709,800	1,709,800	1,695,754	(14,046)
Other	1,462,684	1,475,584	1,215,538	(260,046)
Charges for services	3,356,796	3,346,146	4,448,714	1,102,568
Fines and forfeitures	189,600	189,600	120,305	(69,295)
Contributions	-	493,151	515,467	22,316
Net investment earnings	320,000	320,000	712,849	392,849
Miscellaneous	86,000	102,295	100,512	(1,783)
Total revenues	49,967,847	51,309,543	55,322,241	4,012,698
EXPENDITURES				
Current				
General government				
Elected officials	177,858	177,858	170,387	7,471
Town clerk and elections	385,139	419,639	476,622	(56,983)
Municipal court	363,147	366,287	368,592	(2,305)
Town administrator	504,802	492,802	468,855	23,947
Finance	1,360,171	1,400,316	1,275,498	124,818
Legal services	931,799	968,594	829,116	139,478
Human resources	746,108	786,849	742,228	44,621
Risk management	409,674	409,674	365,062	44,612
Community development	1,351,422	1,750,820	1,394,565	356,255
Communications	874,738	874,738	821,554	53,184
Buildings and plant	458,845	458,845	466,890	(8,045)
Customer service	155,617	155,617	132,545	23,072
Interdepartmental	860,756	866,140	448,552	417,588
Total general government	8,580,076	9,128,179	7,960,466	1,167,713

(continued)

TOWN OF PARKER, COLORADO
Statement of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
General Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
Public safety				
Police	$ 16,539,436	$ 16,555,987	$ 15,606,935	$ 949,052
Building inspection	1,591,369	1,620,256	1,551,944	68,312
Community services	256,878	256,878	170,152	86,726
Emergency management	84,314	84,314	39,038	45,276
Total public safety	18,471,997	18,517,435	17,368,069	1,149,366
Highways and streets	7,234,664	7,384,038	6,795,446	588,592
Economic development	2,377,454	2,411,680	2,041,767	369,913
Parks, forestry and open space	4,123,407	4,601,704	4,001,845	599,859
Debt service				
Principal	1,435,000	33,187,182	34,190,000	(1,002,818)
Interest	2,235,705	2,235,705	2,498,179	(262,474)
Fiscal charges	2,500	2,500	240,427	(237,927)
Total debt service	3,673,205	35,425,387	36,928,606	(1,503,219)
Capital outlay	5,577,150	6,581,939	5,766,930	815,009
Total expenditures	50,037,953	84,050,362	80,863,129	3,187,233
Deficiency of revenues over (under) expenditures	(70,106)	(32,740,819)	(25,540,888)	7,199,931
OTHER FINANCING SOURCES (USES)				
Transfers in	1,460,674	1,460,674	1,460,674	-
Transfers out	(2,437,265)	(1,519,425)	(2,537,265)	(1,017,840)
Proceeds from issuance of debt	-	30,083,230	30,083,230	-
Proceeds from sale of capital assets	-	-	36,898	36,898
Insurance recoveries	-	-	30,802	30,802
Total other financing sources (uses)	(976,591)	30,024,479	29,074,339	(950,140)
Net change in fund balance	(1,046,697)	(2,716,340)	3,533,451	6,249,791
Fund balance - January 1	16,373,172	23,083,256	23,083,256	-
Fund balance - December 31	$ 15,326,475	$ 20,366,916	$ 26,616,707	$ 6,249,791

(concluded)

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Statement of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Parks and Recreation Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Taxes				
Sales	$ 7,137,960	$ 7,137,960	$ 7,596,254	$ 458,294
Use	635,000	635,000	643,848	8,848
Intergovernmental	400,000	400,000	-	(400,000)
Rent	30,000	30,000	18,170	(11,830)
Contributions	-	2,825,000	2,834,282	9,282
Net investment earnings	110,000	110,000	290,492	180,492
Miscellaneous	1,200	1,200	33	(1,167)
Total revenues	8,314,160	11,139,160	11,383,079	243,919
EXPENDITURES				
Current				
Culture and recreation	457,235	780,000	776,441	3,559
Debt Service	5,100	5,100		5,100
Capital outlay	3,631,400	9,868,140	1,423,089	8,445,051
Total expenditures	4,093,735	10,653,240	2,199,530	8,453,710
Excess of revenues over expenditures	4,220,425	485,920	9,183,549	8,697,629
OTHER FINANCING SOURCES (USES)				
Transfers in	375,000	875,000	875,000	-
Transfers out	(5,099,711)	(5,099,711)	(5,099,711)	-
Total other financing sources (uses)	(4,724,711)	(4,224,711)	(4,224,711)	-
Net change in fund balance	(504,286)	(3,738,791)	4,958,838	8,697,629
Fund balance - January 1	5,676,090	9,330,394	9,330,394	-
Fund balance - December 31	$ 5,171,804	$ 5,591,603	$ 14,289,232	$ 8,697,629

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Statement of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Cultural Fund
For the Year Ended December 31, 2019

	Budgeted Amounts Original	Budgeted Amounts Final	Actual Amounts	Variance with Final Budget
REVENUES				
Intergovernmental	$ 455,000	$ 455,000	$ 528,290	$ 73,290
Charges for services	2,972,369	2,972,369	2,867,676	(104,693)
Contributions	203,730	213,630	231,152	17,522
Net investment earnings	20,000	20,000	40,052	20,052
Miscellaneous	10,000	10,000	9,713	(287)
	3,661,099	3,670,999	3,676,883	5,884
EXPENDITURES				
Current				
Culture	4,855,151	5,228,561	4,730,670	497,891
Capital outlay	823,970	1,594,067	1,721,489	(127,422)
Total expenditures	5,679,121	6,822,628	6,452,159	370,469
Excess (Deficiency) of revenues over (under) expenditures	(2,018,022)	(3,151,629)	(2,775,276)	376,353
OTHER FINANCING SOURCES				
Transfers in	1,680,000	1,780,000	1,780,000	-
Total other financing sources	1,680,000	1,780,000	1,780,000	-
Net change in fund balance	(338,022)	(1,371,629)	(995,276)	376,353
Fund balance - January 1	505,557	1,542,979	1,542,979	-
Fund balance - December 31	$ 167,535	$ 171,350	$ 547,703	$ 376,353

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Statement of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Recreation Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Intergovernmental	$ 15,000	$ 15,000	$ 21,500	$ 6,500
Charges for services	5,909,700	5,909,700	6,161,863	252,163
Net investment earnings	53,000	53,000	82,507	29,507
Miscellaneous	7,000	7,000	5,333	(1,667)
Total revenues	5,984,700	5,984,700	6,271,203	286,503
EXPENDITURES				
Current				
Culture and recreation	8,527,229	8,629,929	8,126,633	503,296
Capital outlay	681,402	281,402	96,786	184,616
Total expenditures	9,208,631	8,911,331	8,223,419	687,912
Excess (deficiency) of revenues over (under) expenditures	(3,223,931)	(2,926,631)	(1,952,216)	974,415
OTHER FINANCING SOURCES				
Transfers out	-	(500,000)	(500,000)	-
Transfers in	2,330,145	2,330,145	2,330,145	-
Net change in fund balance	(893,786)	(1,096,486)	(122,071)	974,415
Fund balance - January 1	1,726,458	2,264,092	2,264,092	-
Fund balance - December 31	$ 832,672	$ 1,167,606	$ 2,142,021	$ 974,415

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Proprietary Funds
Statement of Net Position
December 31, 2019

	Business-type Activities	Governmental Activities
	Stormwater Utility	Internal Service Funds
ASSETS		
Current		
Equity in pooled cash and investments	$ 5,686,938	$ 4,142,059
Receivables		
Investment earnings receivable	4,191	3,051
Accounts receivable	128,450	8,839
Prepaid items	86	59,615
Inventory	-	52,364
Total current assets	5,819,665	4,265,928
Non-current		
Capital assets (net of accumulated depreciation)		
Construction in progress	4,448,228	-
Infrastructure	9,189,715	247,677
Machinery and equipment	6,660	4,341,318
Improvements other than buildings	-	89,636
Net capital assets	13,644,603	4,678,631
Total assets	19,464,268	8,944,559
LIABILITIES		
Current		
Accounts payable and other current liabilities	67,807	505,755
Security deposits payable	121,497	-
Compensated absences	39,474	219,452
Total liabilities	228,778	725,207
NET POSITION		
Investment in capital assets	13,644,603	4,678,631
Restricted for capital projects	3,386,078	-
Unrestricted	2,204,809	3,540,721
Total net position	$ 19,235,490	$ 8,219,352

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Proprietary Funds
Statement of Revenues, Expenses, and Changes in Net Position
For the Year Ended December 31, 2019

	Business-type Activities	Governmental Activities
	Stormwater Utility	**Internal Service Funds**
OPERATING REVENUES		
Charges for sales and services	$ 2,544,519	$ 9,923,382
Miscellaneous	1,811	31,782
Total operating revenues	2,546,330	9,955,164
OPERATING EXPENSES		
Cost of sales and services	1,297,950	8,659,654
Depreciation	231,854	1,364,307
Total operating expenses	1,529,804	10,023,961
Operating income	1,016,526	(68,797)
NON-OPERATING REVENUES		
Net investment earnings	143,525	81,736
Gain on disposal of property	-	47,058
Total non-operating revenues	143,525	128,794
Income before capital contributions and transfers	1,160,051	59,997
Capital contributions	2,674,272	197,339
Transfers out	(462,835)	-
Change in net position	3,371,488	257,336
Total net position - January 1	15,864,002	7,962,016
Total net position - December 31	$ 19,235,490	$ 8,219,352

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Proprietary Funds
Statement of Cash Flows
For the Year Ended December 31, 2019

	Business-type Activities	Governmental Activities
	Stormwater Utility	**Internal Service Funds**
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers and users	$ 2,534,561	$ 9,958,991
Payments to suppliers	(557,502)	(8,472,091)
Payments to employees	(721,941)	(14,941)
Payments others	(14,038)	31,782
Net cash provided by operating activities	1,241,080	1,503,741
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Receipt from sale of capital assets	-	54,245
Net Transfer In/(Out)	(462,835)	-
Purchases of capital assets	(180,077)	(527,488)
Net cash used by capital and related financing activities	(642,912)	(473,243)
CASH FLOWS FROM INVESTING ACTIVITIES		
Net investment earnings received	143,169	80,958
Net cash provided by investing activities	143,169	80,958
Net increase in equity in pooled cash and investments	741,337	1,111,456
Equity in pooled cash and investments - January 1	4,945,600	3,030,603
Equity in pooled cash and investments - December 31	$ 5,686,937	$ 4,142,059
RECONCILATION OF OPERATING INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
Operating income	$ 1,016,526	$ (68,797)
Adjustments to reconcile operating income to net cash provided by operating activities		
Depreciation	231,854	1,364,307
Effects of changes in current assets and liabilities:		
Accounts receivable	(9,958)	35,885
Unearned revenue	-	(276)
Prepaid items	10,332	52,502
Accounts/retainage payable	18,278	135,061
Compensated absences and wages payable	(25,952)	(14,941)
Total adjustments	224,554	1,572,538
Net cash provided by operating activities	$ 1,241,080	$ 1,503,741
NONCASH CAPITAL ACTIVITES:		
Contributions of capital assets	$ 2,674,272	$ 246,626

The notes to the financial statements are an integral part of this statement.

TOWN OF PARKER, COLORADO
Agency Funds
Statement of Fiduciary Net Position
December 31, 2019

	Agency Fund
ASSETS	
Equity in pooled cash and investments	$ 4,586,066
LIABILITIES	
Security escrows	$ 4,586,066

The notes to the financial statements are an integral part of this statement.

PARKER
COLORADO

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Town of Parker, Colorado (Town) conform to United States of America generally accepted accounting principles applicable to governments in accordance with those principles promulgated by the Governmental Accounting Standards Board (GASB). The following is a summary of the significant policies.

A. Reporting entity

The Town was incorporated in 1981 as a home rule city as authorized by Article 20 of the Colorado State Constitution. The Town operates under a council-administrator form of government. The Town provides the following services as authorized by its charter: general government activities (government administration, finance, community development and municipal court); public safety (police and building inspections); highways and streets (public works); economic development (economic development, assistance and incentives); culture and recreation (parks and recreation); and stormwater activities.

The accompanying financial statements present the Town and its blended component units, entities for which the Town is considered to be financially accountable. Blended component units, although legally separate entities, are, in substance, part of the Town's operations.

Blended component units

The Parker Authority for Reinvestment (P3) was incorporated in 2006 under the Colorado Revised Statutes for the purpose of continued economic redevelopment within the Town. In 2010, the redevelopment area was established under the name of Parker Central Area Reinvestment Plan. The purpose of the plan is to eliminate blight in the area through funding new capital projects through tax increment financing, creating public private partnerships with the goal of developing and redeveloping properties, providing relocation assistance and providing other financial incentives within the context of the applicable statutes. The P3 is presented as a blended component unit because the governing board and the Town Council are substantially the same. Additionally, the Town provides financial support to P3. The P3 does not produce separately issued financial statements.

The Greater Parker Foundation (GPF) was incorporated in 2008 as a Colorado non-profit corporation exclusively for public, charitable, and educational purposes as described in and contemplated by § 501(c)(3) of the Internal Revenue Code of 1986, and more specifically, exclusively for the benefit of the Town. The GPF is presented as a blended component unit of the Town because it is engaged in fund raising activities that benefit the Town. The GPF does not produce separately issued financial statements. The Town does not legally adopt a budget for GPF.

B. Government-wide and fund financial statements

The government-wide statement of net position and statement of activities report information on all of the non-fiduciary activities of the primary government and its component units.

As a general rule the effect of interfund activity is eliminated from the government-wide financial statements. Exceptions to this general rule include payments of interfund services provided by the Town's Stormwater utility to the other functions of the Town. Eliminations of these charges would distort the direct costs and program revenues reported for the various functions concerned.
In the statement of activities, governmental activities which are normally supported by taxes and intergovernmental revenues are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which direct expenses of a function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment.

Program revenues include: 1) charges for services (amounts received from customers or applicants who directly benefit from the goods or services or who receive privileges provided by the given function or segment) and 2) grants and contributions that are restricted for the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds. Fiduciary funds are not included in the government-wide financial statements since the funds are not available to support Town programs. Major individual governmental funds are reported individually as separate columns in the fund financial statements.

C. Measurement focus, basis of accounting, and financial statement presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary funds. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. The fiduciary fund has no measurement focus but utilizes the accrual basis of accounting for reporting its assets and liabilities. For the purposes of measuring the net pension liability or asset, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Fire & Police Pension Association of Colorado (FPPA) and additions to/deductions from the FPPA's fiduciary net position have been determined on the same basis as they are reported by FPPA. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

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. "Measurable" means the amount of the transaction can be determined. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days after the end of the year. Expenditures are generally recorded when the liability is incurred, as under accrual accounting. However, debt service, compensated absences and claims and judgments are not recorded until payment is due.

Property taxes, sales and use taxes, intergovernmental taxes, franchise taxes and investment earnings are considered susceptible to accrual and are recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash has been received by the Town.

The Town reports the following major governmental funds:

The *General Fund* is the Town's primary operating fund. It accounts for all financial resources of the Town except those required to be accounted for in another fund.

The *Parks and Recreation Special Revenue Fund* accounts for revenues collected from a 1/2-cent sales tax and user charges accumulated and expenditures made for the acquisition and development of parks, open space, and recreational facilities.

The C*ultural Fund* accounts for the operations of the Parker Arts, Culture and Events (PACE) Center, the Schoolhouse and Ruth Chapel, and is classified as a major fund for Scientific and Cultural Facilities District (SCFD) Tier II grant requirements.

The *Recreation Fund* accounts for the operations of the Parker Recreation Center, Fieldhouse, H2O'Brien outdoor pool and town recreational programs.

The *Public Improvements Capital Project Fund* accounts for the financing and construction of highways and streets improvements.

The *Excise Tax Fund* accounts for the collection of excise tax on new development for the purpose of building streets, Parks and Recreation facilities, and Police and Municipal facilities. For expenditures, the fees are transferred to the appropriate fund.

The Town reports the following major proprietary fund:

The *Stormwater Utility Fund* accounts for the collection of stormwater fees from residential and commercial property owners in the Town. These fees are used to fund the planning and construction of drainage improvements; the maintenance of storm sewers and detention facilities; and for the monitoring and safeguarding of water quality.

Additionally, the Town reports the following fund types:

Internal service funds account for fleet, technology management, facility services and health benefits provided to other departments of the Town on a cost-reimbursement basis.

Agency funds are used to record security escrow deposits received from developers. Security deposits are returned to the developer when the appropriate public improvements are completed.

Impact Fee funds are used to account for impact fees collected to provide funding for the expansion of community facilities such as general government, police, courts, public works, parks and recreation, and transportation. Town Ordinance No. 8.30 2019 was approved on 7/9/2019 and added a new chapter (4.11) "Entitled Impact Fees" to the Parker Municipal Code. The Ordinance created six new Impact Fee Funds that are designated to collect impact fees for a specific use for the Town.

The Town did not begin collecting the impact fee revenue within these funds until September 2019, and no budget was adopted for these funds as there were no appropriated expenditures for the new funds. The funds incurred no expenses in 2019.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The operating revenues of the Stormwater Utility fund and the internal service funds are charges to customers for sales and services. Operating expenses for the enterprise funds and the internal service funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. Any revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

D. Assets, liabilities, and deferred outflows/inflows of resources and net position/fund balance

1. Cash and investments

Equity in pooled cash and investments
To maximize investment earnings, the Town pools cash and investments of the various funds. Unless required by trust or other agreements, cash is deposited to and disbursed from a single bank account. These pooled funds are reported on the financial statements as equity in pooled cash and investments. Investment earnings are allocated to the participating funds based upon each fund's average share of the pool. Investments are reported at fair value determined from quoted market prices. Government pools are reported at net asset value and amortized costs.

For purposes of the statement of cash flows for proprietary funds, the Town considers cash and highly liquid investments (including restricted assets) with a maturity of three months or less when purchased, to be cash equivalents.

2. Receivables

Accounts receivable is shown net of allowance for uncollectible accounts. The allowance is comprised of the balances of the accounts that are deemed uncollectible.

Taxes levied and certified to Douglas County in December of the preceding year, attach as an enforceable lien on the property as of January 1. Douglas County bills and collects property taxes for the Town. At the option of the taxpayer, property taxes may be paid in either one installment on April 30, or two installments on February 28 and June 15. Property taxes are recognized as receivables and a deferred inflows of resources when levied; and as revenue when due for collection in the following year.

3. Inventories

Inventories are stated at cost or market, determined using the first-in, first-out basis. The cost of inventories in the proprietary fund statements and government-wide statements are recorded as an expense when consumed rather than when purchased.

4. Prepaid items

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements. The cost of prepaid items is recorded as expenditures/expenses when consumed rather than when purchased.

5. Restricted net position

Investments held in escrow by trustee are classified as restricted net position on the balance sheet because associated debt covenants require these funds to be held for future debt service.

6. Capital assets

Capital assets, including property, plant, equipment, and infrastructure (roads, bridges, sidewalks and similar immovable items) are reported in the applicable governmental or business-type activities in the government-wide and proprietary fund financial statements. Capital assets are defined by the Town as assets with an initial, individual cost of more than $5,000 and an estimated useful life of more than one year. Purchased and constructed capital assets are recorded at historical cost or estimated historical cost (if actual historical costs could not be determined). Donated capital assets are recorded at estimated acquisition value at the date of donation. Costs of normal maintenance and repairs, which do not either add to the value of the asset or materially extend asset life are not capitalized. Outlays for the construction or improvement of capital assets are capitalized as construction in progress as the work is completed.

Capital assets of the Town are depreciated using the straight line method over the following estimated useful lives:

Asset Type	Years
Buildings	20 – 50
Building improvements	20
Improvements other than buildings	20 – 30
Machinery and equipment	5 – 17
Infrastructure	20 – 50
Intangibles (Software)	5-10

7. Compensated absences

Employees are permitted to accumulate earned but unused vacation and sick pay benefits. The maximum vacation and sick leave hours that an employee may accumulate or receive upon separation of service is limited by Town policy. All vacation pay is accrued when incurred in the government-wide and proprietary fund financial statements. Unpaid accumulated sick pay is reported only for employees who are eligible for payout upon separation from the Town (five years or more in service). A liability for compensated absences is reported in the governmental funds only for employees who have resigned or retired for which the liability is expected to be paid with current available resources.

8. Long-term obligations

Long-term debt and other long-term obligations are reported as non-current liabilities in the governmental activities column of the government-wide statement of net position. Bond premiums and discounts are deferred and amortized over the life of the bonds using the straight-line method, which approximates the effective interest method. In the fund financial statements, governmental funds recognize bond premiums and discounts during the current period.

9. Deferred outflows/inflows of resources

In addition to liabilities, the statement of financial position reports a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time.

The Town has two types of items, which arise under a modified accrual basis of accounting that qualifies for reporting in this category. Accordingly, the items, *unavailable revenue*, are reported on the governmental funds balance sheet. The Town funds report unavailable revenues from property taxes and unavailable resources. This amount is deferred and recognized as an inflow of resources in the period that the amount becomes available.

The Town has deferred outflows and deferred inflows of resources related to participation in the Colorado Fire and Police Pension Association. These are reported on the government-wide statements only because they do not require the use of current financial resources.

10. Net position

Net position represents the difference between assets and deferred outflows of resources less liabilities and deferred inflows of resources. The Town reports three categories of net position, as follows:

- *Net investment in capital assets* – consists of net capital assets, reduced by outstanding balances of any related debt obligations and deferred inflows of resources attributable to the acquisition, construction, or improvement of those assets and increased by balances of deferred outflows or resources related to those assets.

- *Restricted net position* – net position is considered restricted if its use is constrained to a particular purpose. Restrictions are imposed by external organizations such as federal or state laws. Restricted net position is reduced by liabilities and deferred inflows of resources related to the restricted assets.

- *Unrestricted net position* **–** consists of all other net position that does not meet the definition of the above two components and is available for general use by the Town.

When an expense is incurred for purposes for which both restricted and unrestricted net position is available, the Town will use the most restricted net position first.

11. Fund balance

In the Government-wide financial statements and the proprietary funds in the fund financial statements, net position is restricted when constraints placed on the net position are externally imposed. In the fund financial statements, governmental funds report fund balances based on financial reporting standards that establish criteria for classifying fund balances into specifically defined classifications to make the nature and extent of constraints more useful and understandable. The classifications comprise a hierarchy based primarily on the extent to which the Town is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances may be classified as nonspendable, restricted, committed, assigned or unassigned. When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the Town considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the Town considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds, as needed, unless Town Council has provided otherwise in its commitment or assignment actions.

The general fund is the only fund that reports a positive unassigned fund balance amount. In other governmental funds it is not appropriate to report a positive unassigned fund balance amount. However, in governmental funds, other than the general fund, if expenditures incurred for specific purposes exceed the amount that are restricted, committed, or assigned to those purposes, it may be necessary to report a negative unassigned fund balance in that fund.

- Nonspendable – amounts that cannot be spent because they are either not in spendable form or legally or contractually required to be maintained intact. Examples are items that are not expected to be converted to cash including inventories and prepaid expenditures.

- Restricted – amounts that are restricted to specific purposes. The spending constraints placed on the use of fund balance amounts are externally imposed by creditors, grantors, contributors, laws or regulations of other governments, or imposed by law through constitutional provisions, or enabling legislation that are legally enforceable.

- Committed – amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Town Council by ordinance. The committed amounts cannot be used for any other purpose unless the Town Council removes or changes the specified use by taking the same type of formal action it employed to previously commit those amounts. The classification also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

- Assigned – amounts that are constrained by the Town’s intent to be used for specific purposes, but are neither restricted nor committed. Intent may be expressed by Town Council through an informal action or Town Council can delegate the authority through resolution. This authority has been delegated to the Town Administrator.

- Unassigned – the General Fund, as the principal operating fund of the Town, often will have net resources in excess of what can properly be classified in one of the four categories already described. If so, that surplus is presented as unassigned fund balance.

The Town considers all unassigned fund balances to be available for future operations or capital replacement as defined within Article X, Section 20 of the Constitution of the State of Colorado (see Note 5. Section B.2.).

NOTE 2 RECONCILIATION OF GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS

A. Explanation of certain differences between the governmental fund balance sheet and the government-wide statement of net position

The governmental fund balance sheet includes a reconciliation between *fund balance – total governmental funds* and *net position – governmental activities* as reported in the government-wide statement of net position.

Details of the $54,963,464 reconciliation element which states that "long-term liabilities, including bonds payable, accrued interest payable, and compensated absences, are not due and payable in the current period and therefore are not reported in the funds" are as follows:

Bonds payable	$ 6,180,000
Certificates of participation series 2014	15,720,000
Certificates of participation series 2019	25,215,000
Premium	5,254,048
Accrued interest payable	329,663
Compensated absences	2,264,753
Net adjustment to reduce *fund balance – total governmental funds* to arrive at *net position – governmental activities*	$ 54,963,464

B. Explanation of certain differences between the governmental fund statement of revenues, expenditures, and changes in fund balances and the government-wide statement of activities

The governmental fund statement of revenues, expenditures, and changes in fund balances includes reconciliation between *net changes in fund balances – total governmental funds* and *changes in net position of governmental activities* as reported in the government-wide statement of activities.

Details of the $1,259,590 reconciliation element, which states "Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense" are as follows:

Capital outlay	$16,845,088
Depreciation expense	(18,104,678)
Net adjustment to increase *net changes in fund balances – total governmental funds* to arrive at *changes in net position of governmental activities*	$ (1,259,590)

Details of the $991,894 for the net effect of miscellaneous transactions involving capital assets (i.e. sales, trade-ins, and donations) and contributed water credits is to decrease net position are as follows:

Capital donations	$ 979,169
Contributed Water Credits	12,725
Net adjustment to decrease *net changes in fund balances total governmental funds* to arrive at *changes in net position of governmental activities*	$ 991,894

Another reconciliation element states that "The issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction however has any effect on net position. Also, governmental funds report the effect, premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the statement of activities".

The details of this $35,940,000 item are as follows:

Principal repayments:	
Revenue bonds	$ 955,000
Certificates of participation series 2009	34,190,000
Certificates of participation series 2014	795,000
Issuance of Debt	(30,083,230)
Net adjustment to increase *net changes in fund balances total governmental funds* to arrive at *changes in net position of governmental activities*	$ 5,856,770

Details of the $100,367 reconciliation element which states that "Some expenses and revenue reported in statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in governmental funds." are as follows:

Compensated absences	$ (298,656)
Discount	(50,017)
Premium	139,328
Retirement forfeitures used for Town contributions	135,548
Interest	174,164
Net adjustment to decrease *net changes in fund balances total governmental funds* to arrive at *changes in net position of governmental activities*	$ 100,367

NOTE 3 BUDGETARY INFORMATION

In accordance with the Town Charter, a proposed budget is submitted to the Town Council on or before October 15. Council holds public budget hearings each year on or before November 15 and must finalize and adopt the budget and appropriate the funds by ordinance on or before December 15.

All appropriations are adopted at the fund level. Budgets for all funds are adopted using the modified accrual basis. Fund appropriations may be amended by Council through an ordinance with compliance for appropriate publication and hearing procedures. Department directors, with approval of the Town Administrator and Finance Director may reallocate the department budget between line items expenditures and / or approve transfers between departments within the same fund.

For the year ended December 31, 2019, appropriations including transfers were amended as follows:

Fund	Original Budget	Increase/ Decrease	Final Budget
General	$ 52,475,218	$ 33,094,569	$ 85,569,787
Special Revenue			
Parks and Recreation	9,193,446	6,559,505	15,752,951
Cultural	5,679,121	1,143,507	6,822,628
Recreation	9,208,631	(297,300)	8,911,331
Capital Project			
Public Improvements	6,825,000	9,805,135	16,630,135
Internal Service			
Fleet Services	1,750,498	112,364	1,862,862
Technology Management	3,706,185	38,520	3,744,705
Facility Services	1,089,974	-	1,089,974
Enterprise			
Stormwater Utility	2,132,813	4,647,907	6,780,720

NOTE 4 DETAILED NOTES ON ALL FUNDS

A. Cash deposits and investments

Cash deposits and investments are reflected on the December 31, 2019 Statements of Net Position as follows:

	Governmental Activities	Business-type Activities	Agency Funds	Totals
Equity in pooled cash and investments	$ 82,271,763	$ 5,686,938	$ 4,586,066	$ 92,544,767
Cash and investments	4,386,111	-	-	4,386,111
Cash and investments held by trustee	1,226	-	-	1,226
	$ 86,659,100	$ 5,686,938	$ 4,586,066	$ 96,932,104

	Equity in Pool	Cash and Investments	Investments Held in Escrow	Totals
Cash on hand	$ -	$ 11,100	$ -	$ 11,100
Cash deposits	16,949,127	4,375,011	-	21,324,138
Investments	75,595,640	-	1,226	75,596,866
	$ 92,544,767	$ 4,386,111	$ 1,226	$ 96,932,104

1. Cash deposits

The Colorado Public Deposit Protection Act (PDPA) requires that all local governments deposit cash in eligible public depositories. Eligibility is determined by state regulations. Amounts on deposit in excess of federal insurance levels must be collateralized. The eligible collateral is determined by the PDPA. The PDPA allows the financial institution to create a single collateral pool for all public funds. The pool for all the uninsured public deposits as a group is to be maintained by another institution or held in trust. The market value of the collateral must be at least equal to 102% of the aggregate uninsured deposits. The institution's internal records identify the collateral by depositor and are considered to be uninsured but collateralized. The State Regulatory Commission for Banks and Financial Services are required by statute to monitor the naming of eligible depositories and reporting of the uninsured deposits and assets maintained in the collateral pools and as a co-agent over the release of collateral from the pools. As of December 31, 2019, all of the Town's deposits were either insured by the Federal Deposit Insurance Corporation or held in eligible public depositories as required by PDPA.

2. Investments

Colorado statutes specify investment instruments meeting defined rating and risk criteria in which local governments may invest, which include:

- Obligations of the United States and certain U.S. government agency securities
- Certain international agency securities
- General obligation and revenue bonds of U.S. local government entities
- Bankers' acceptances of certain banks
- Commercial paper
- Written repurchase agreements collateralized by certain authorized securities
- Certain money market mutual funds
- Guaranteed investment contracts
- Local government investment pools

At December 31, 2019, the Town’s investment balances were as follows:

			Maturities		
Sector	% of Total	Fair Value	Less than 1 year	1-3 years	3-5 years
Agency	7.46%	$ 5,635,938	$ 1,600,737	$ 4,035,201	$ -
US Treasury	6.61%	5,000,123	1,048,938	3,951,185	-
Foreign Corporate	1.00%	752,886	752,886	-	-
US Corporate	6.70%	5,067,356	501,482	4,565,874	-
Supranational	0.67%	504,359	-	504,359	
CSAFE	27.70%	20,943,165	20,943,165	-	-
COLOTRUST	49.53%	37,446,605	37,446,605	-	-
Great West Fund	0.33%	246,434	246,434	-	-
	100.00%	$ 75,596,866	$ 62,540,247	$ 13,056,619	$ -

Concentration of Credit

Issuer Name	Cost	Fair Value	Ratings Moody/SP	% of Total
Government of the United States	$ 4,942,779	$ 5,000,123	Aaa AA+	6.61%
Federal Home Loan Bank	3,995,878	4,031,509	Aaa AA+	5.33%
Federal National Mortgage Associate	560,676	550,015	Aaa AA+	0.73%
Federal Home Loan Mortgage Corp	299,529	299,981	Aaa AA+	0.40%
Federal Farm Credit Banks	751,633	754,432	Aaa AA+	1.00%
Royal Bank of Canada	246,928	250,092	Aa2 AA-	0.33%
Westpac Banking	247,068	251,357	Aa3 AA-	0.33%
Toronto Dominion Bank	245,938	251,437	Aa1 AA-	0.33%
Intl Bank Recon and Development	489,780	504,359	Aaa AAA	0.67%
Cisco Systems	521,270	501,482	A1 AA-	0.66%
US Bancorp	504,835	502,758	A1 A+	0.67%
IBM Credit Corp	199,584	201,830	A1 A	0.27%
Toyota Mortor Corp	494,770	500,692	Aa3 AA-	0.66%
Bank of NY Mellon Corp	242,220	250,795	A1 A	0.33%
Blackrock Inc	233,861	232,376	Aa3 AA-	0.31%
Wal-Mart Stores	501,390	510,691	Aa2 AA	0.68%
Oracle Corp	198,766	200,419	A1 A+	0.27%
Paccar Financial Corp	354,512	356,528	A1 A+	0.47%
Apple Inc	485,480	506,003	Aa1 AA+	0.67%
Visa Inc.	506,125	514,535	Aa3 AA-	0.68%
Berkshire Hathaway	250,613	256,356	Aa2 AA	0.34%
State Street Bank Note	524,010	532,892	A1 / A	0.70%
Great West Guaranteed Fixed Fund	246,434	246,434	Aa3 AA	0.33%
ColoTrust Investment Pool	37,446,605	37,446,605	NR AAAm	49.53%
CSAFE Investment Pool	20,943,165	20,943,165	NR AAAm	27.70%

Interest rate risk – Interest rate risk is the risk that changes in financial market interest rates will adversely affect the value of an investment. State statute and the Town's investment policy limits interest rate risk by limiting the maximum maturity to five years. Commercial paper is further limited to a maximum maturity of three years. Maturities of the underlying investments in the local government investment pool are limited by the pool's investment policy to less than one year.

Credit Risk – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations to the Town. National ratings agencies assess this risk and assign a credit quality rating for most investments. State statute and the Town's investment policy require that US Treasury and Agency securities have the highest rating category of at least two nationally recognized rating agencies at the time of purchase. Commercial paper must have at least two ratings, which must not be below A1, P1 or F1 from any nationally recognized credit rating agency at the time of purchase.

Concentration of Credit Risk – Concentration of credit risk is the risk of loss attributed to the magnitude of a Town's investment in a single issuer. State statute and the Town's investment policy require that the book value of the Town's investment in commercial paper at no time exceed 50 percent of the Town's total investment portfolio or 5 percent of the book value of the portfolio if the notes are issued by a single issuer.

Local government investment pool represents the amount invested by the Town in the Colorado Local Government Liquid Asset Trust (COLOTRUST, the Trust) and Colorado Surplus Asset Fund Trust (CSAFE) which are investment vehicles established for local governments in Colorado to pool surplus funds. The State Securities Commissioner administers and enforces all state statutes governing the Trust and CSAFE.

COLOTRUST operates similarly to a money market fund in which each share has value of $1.00. The Trust offers shares in two portfolios, COLOTRUST PRIME and COLOTRUST PLUS+. Both portfolios may invest in U.S. Treasury securities and repurchase agreements collateralized by U.S. Treasury securities. COLOTRUST PLUS+ may also invest in certain obligations of U.S. government agencies, highest rated commercial paper and repurchase agreements collateralized by certain obligations of U.S. government agencies. A designated custodial bank serves as custodian for the Trust's portfolios pursuant to a custodian agreement. The custodian acts as safekeeping agent for the Trust's investment portfolios and provides services as the depository in connection with direct investments and withdrawals. The custodian's internal records segregate investments owned by the Trust. As of December 31, 2019, the Town had $23,943 invested in COLOTRUST PRIME and $37,422,662 invested in COLOTRUST PLUS+.

CSAFE operates similarly to money market funds and each share is equal in value to $1.00. Investments are limited to those allowed by State statutes. A designated custodial bank provides safekeeping and depository services in connection with the direct investment and withdrawal functions. The custodian's internal records identify the investments owned by the participating governments.

Wells Fargo Trust funds are held in escrow related to the Certificates of Participation. As of December 31, 2019, $1,226 Certificate of Participation Series 2014 base rental reserve funds are currently being invested in COLOTRUST PLUS+.

Fair value measurements – To the extent available, the Town's investments are recorded at fair value as of December 31, 2019. Fair value is the price that would be received to sell an asset or transfer a liability in an orderly transaction between market participants at the measurement date. Fair value measurements must maximize the use of observable inputs. Inputs are used in applying the various valuation techniques and take into account the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, interest and yield curve data, and other factors specific to the financial instrument. Observable inputs reflect market data obtained from independent sources. In contrast, unobservable inputs reflect the Town's assumptions about how market participants would value the financial instrument. Valuation techniques should maximize the use of observable inputs to the extent available. The Town's Level 2 investments are measured using matrix pricing.

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

Level 1 investments – Values are based on quoted prices (unadjusted) for identical assets (or liabilities) in active markets that a government can access at the measurement date.

Level 2 investments – Other than quoted prices included within Level 1 – that are observable for an asset (or liability), either directly or indirectly.

Level 3 investments – Classified as Level 3 have unobservable inputs for an asset (or liability) and may require a degree of professional judgment.

The following table summarizes the Town's investments within the fair value hierarchy at December 31, 2019:

Asset		Fair Value		Significant Other Observable Inputs (Level 2)
Agency	$	5,635,938	$	5,635,938
Great West Investment Pool		246,434		246,434
Supranational		504,359		504,359
US Corporate		5,067,356		5,067,356
Foreign Corporate		752,886		752,886
US Treasury		5,000,123		5,000,123
Total Investments by Fair Value	**$**	**17,207,096**	**$**	**17,207,096**

The Town's investments in ColoTrust are measured at the net asset value method. There are no unfunded commitments, the redemption frequency is daily and there is no redemption notice period. $37,446,605 was in ColoTrust as of December 31, 2019.

The Town's investments in CSAFE as of December 31, 2019 was $20,943,165 and is measured at amortized cost and therefore not categorized in a level. The trust is similar to a money market fund, with each share valued at $1.00.

B. Capital assets

Capital asset activity for the year ended December 31, 2019 was as follows:

	Beginning Balance	Increases	Decreases	Transfers	Ending Balance
Governmental activities:					
Capital asses not being depreciated:					
Land	$ 92,732,718	$ 1,051,183	$ -	$ 10,000	$ 93,793,901
Intangible assets	257,346,701	57,296	-	79,400	257,483,397
Construction in progress	11,889,865	9,579,641	-	(9,987,041)	11,482,465
Total capital assets not being depreciated	361,969,284	10,688,120	-	(9,897,641)	362,759,763
Capital assets being depreciated:					
Buildings	96,743,838	195,000	-	-	96,938,838
Improvements other than buildings	56,688,367	10,970	-	1,409,736	58,109,073
Infrastructure	346,726,379	6,399,782	-	8,487,905	361,614,066
Intangible asses (Software)	701,690	-	-	-	701,690
Machinery and Equipment	21,368,981	1,057,871	(178,670)	-	22,248,182
Total capital assets being depreciated	522,229,255	7,663,623	(178,670)	9,897,641	539,611,849
Less accumulated depreciation for:					
Buildings	(26,292,831)	(3,074,603)	-	-	(29,367,434)
Improvements other than buildings	(14,001,657)	(2,072,506)	-	-	(16,074,163)
Infrastructure	(185,106,632)	(12,465,206)	-	-	(197,571,838)
Intangible asses (Software)	(380,471)	(115,459)	-	-	(495,930)
Machinery and Equipment	(14,025,116)	(1,741,211)	171,484	-	(15,594,843)
Total accumulated depreciation	(239,806,707)	(19,468,985)	171,484	-	(259,104,208)
Total capital assets being depreciated, net	282,422,548	(11,805,362)	(7,186)	9,897,641	280,507,641
Governmental activities capital assets, net	$ 644,391,832	$ (1,117,242)	$ (7,186)	$ -	$ 643,267,404
Business-type activities:					
Capital asses not being depreciated:					
Construction in progress	$ 1,649,551	$ 2,798,687	$ -	$ -	$ 4,448,238
Capital assets being depreciated:					
Machinery and Equipment	35,152	-	-	-	35,152
Infrastructure	11,112,842	55,662	-	-	11,168,504
Total capital assets being depreciated	11,147,994	55,662	-	-	11,203,656
Less accumulated depreciation for					
Machinery and Equipment	(25,037)	(3,455)	-	-	(28,492)
Infrastructure	(1,750,398)	(228,391)	-	-	(1,978,789)
Total accumulated depreciation	(1,775,435)	(231,846)	-	-	(2,007,281)
Total capital assets being depreciated, net	9,372,559	(176,184)	-	-	9,196,375
Business-type activities capital assets, net	$ 11,022,110	$ 2,622,503	$ -	$ -	$ 13,644,613

Depreciation expense was charged to functions as follows:

Governmental activities:		
General Government	$	206,290
Public safety		833,871
Highways and Streets, including depreciation of general infrastructure assets		13,509,502
Culture and recreation		3,555,465
Capital assets held by the Town's internal service funds are charged to the various functions based on their usage of the assets		1,363,857
Total depreciation expense - governmental activities	$	19,468,985
Business-type activities:		
Stormwater utility	$	231,846

C. Open construction commitments

At December 31, 2019, the Town had the following open construction commitments:

Project	2019 Expenditures	Remaining Commitment	Project Total
H2O'Brien Rennovation	$ 988,605	$ 2,261,395	$ 3,250,000
Rueter Hess Reservoir Opportunity	210,000	1,920,000	2,130,000
BAR CCC Lights and Parking Lot	143,390	966,500	1,050,000
High Plains Trail Connection	108,015	3,099,450	3,872,468
Parker Road Sidewalk Project	170,000	6,000,000	6,896,088
Jordan Road Widening - to Hess Road	140,000	208,090	7,900,000
Motsenbocker Widening - Clark Farms to Todd Dr	2,786,984	677,526	3,500,000
Cottonwood Widening - Jordan Rd to Cherry Creek	187,822	10,846,700	11,067,240
Mainstreet North Side Sidewalk	3,151	34,050	38,000
J Morgan Extension	131,700	2,700,000	2,915,528
Kings Point Way	1,279,194	2,366,880	3,930,880
Improvements at SW Corner Parker Road and Mainstreet	57,535	1,750,000	1,900,000
Cherry Creek at KOA	150,000	680,000	830,000
Lemon Gulch Drainage Improvements	600,000	1,786,000	3,290,577
Total	**$ 6,956,396**	**$ 35,296,591**	**$ 52,570,781**

D. Interfund transfers

This schedule summarizes the Town's interfund transfers for the year ended December 31, 2019:

	Transfers Out: General Fund	Parks and Recreation Fund	Cultural Fund	Recreation Fund	Public Improvements Fund	Recreation Debt Service Fund	Debt Service Fund	Total Transfers Out
Transfers In:								
General Fund	$ -	$ -	$ 1,780,000	$ -	$ -	$ -	$ 757,265	$ 2,537,265
Conservation Trust Fund	-	375,000	-	-	-	-	-	375,000
Parks and Recreation Fund	1,183,619	-	-	2,330,145	-	1,585,947	-	5,099,711
Recreation Fund	-	500,000	-	-				500,000
Excise Tax Fund	-	-	-	-	1,606,144	-	-	1,606,144
Stormwater Utility Fund	277,055	-	-	-	-	-	185,780	462,835
Total transfers In	$ 1,460,674	$ 875,000	$ 1,780,000	$ 2,330,145	$ 1,606,144	$ 1,585,947	$ 943,045	$ 10,580,955

Transfers are used to (1) move revenues from the fund that statute or budget requires to collect them to the fund that statute or budget requires to expend them; (2) move receipts restricted to debt service from the funds collecting the receipts to the debt service fund as debt service payments become due; (3) use unrestricted revenues collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations and (4) account for capital assets to internal service funds.

E. Fund balance

The descriptions of the fund balances below are not a complete list of restricted fund balances, but consist of the significant amounts that are reported on the fund statements.

Article X, Section 20 of the Constitution of the State of Colorado requires the Town to establish emergency reserves (see Note 5 Section B.2.). The amount required to be reserved at December 31, 2019 totaled $2,289,000 and is included in the General Fund's fund balance in the "Restricted" category.

Pursuant to agreements with developers, the Town has collected funds to be used for specific future capital projects. For this purpose, fund balance in the amount of $167,415 is restricted for parks, recreation, and open space and $7,770,644 is restricted for highways and streets.

Revenues generated by the Police Explorers program have a restricted fund balance of $20,047 to be used for the program.

Revenues generated from the vehicle surcharges and late vehicle registration fees are distributed to the Town from the Highway Users Tax Fund. The revenue is restricted for road safety enhancements. The fund balance for December 31, 2019 of $228,027 is restricted for highways and streets.

Certificates of Participation were issued in and 2014. As of December 31, 2019 Wells Fargo Trust held $1,226 in reserve funds for the 2014 series. These funds are restricted for debt service.

In 1990, Town citizens voted on a 0.50 percent sales tax increase that is earmarked for parks and recreation improvements. For this purpose, fund balance in the amount of $14,289,232 is restricted.

The Law Enforcement Assistance Fund accounts for Victim Assistance Law Enforcement grant funds and court surcharges used to fund the victim and witness program. The December 31, 2019 fund balance totaled $145,027 restricted for this purpose.

Excise tax is paid by builders at the time a building permit is issued for a new residence or commercial structure. The fees are used to pay for capital projects, such as street improvements or parks that are needed for the new residents moving into the Town. The fees are only used for capital items and not to fund regular operations. The fund balance at December 31, 2019 totaled $9,473,384 for this purpose.

The Town receives money from the State of Colorado lottery based upon a formula relative to the population of the Town. The funds, plus interest earned thereon, are restricted under the State Conservation Trust Fund. State statutes require these funds to be used for the acquisition, development, and maintenance of parks and recreation facilities. In 2019 the Town began collecting impact fees on building permits filed within the Town. The impact fees collected in the Parks and Rec Impact Fee Fund is also restricted for this purpose. Fund balance is restricted in the amount of $497,810 for parks, recreation, and open space for this purpose.

Property tax revenues generated by P3 are restricted for economic development purposes within the defined areas of P3. The fund balance was $2,583,101 at December 31, 2019.

F. Long-term debt

1. Changes in long-term liabilities

Long-term liability activity for the year ended December 31, 2019 was as follows:

	January 1, 2019	Additions	Reductions	December 31, 2019	Due Within One Year
Governmental Activities					
Revenue bonds					
Sales and use tax, 2015	$ 7,135,000	$ -	$ 955,000	$ 6,180,000	$ 975,000
Certificates of participation					
Series 2009	34,190,000	-	34,190,000	-	-
Series 2014	16,515,000	-	795,000	15,720,000	810,000
Series 2019	-	25,215,000	-	25,215,000	1,120,000
Discount	(50,017)	-	50,017	-	-
Premium	525,147	4,868,230	139,329	5,254,048	139,329
Total certificates of participation	51,180,130	30,083,230	35,174,346	46,189,048	2,069,329
Compensated absences	2,184,903	2,649,260	(2,349,958)	2,484,205	1,242,103
Total governmental activities	$ 60,500,033	$ 32,732,490	$ 33,779,388	$ 54,853,253	$ 4,286,432

Internal service funds predominantly serve the governmental funds. Accordingly, long-term liabilities for them are included as part of the above totals for governmental activities. At year end, $219,452 of internal service funds compensated absences is included in the above amounts. For all other governmental activities, compensated absences are generally liquidated by the General Fund. The Stormwater Utility Fund, the Town's only business type activity, had an decrease in compensated absence liability of $39,714 and a decrease of ($61,414), bringing the fund's total liability to $39,474. At December 31, 2019, the Town believes it was in substantial compliance with all of its bond covenants.

2. Revenue bonds

Revenue bond debt service requirements to maturity are as follows:

Year	Principal	Interest	Total
2020	$ 975,000	$ 122,389	$ 1,097,389
2021	995,000	101,211	1,096,211
2022	1,015,000	79,604	1,094,604
2023	1,040,000	57,513	1,097,513
2024	1,065,000	34,884	1,099,884
2025	1,090,000	11,718	1,101,718
	$ 6,180,000	$ 407,319	$ 6,587,319

Sales and Use Tax Revenue Bonds Refunding Note Dated January 7, 2015.

In 2015, the Town issued a Sales and Use Tax Revenue Refunding Note, the proceeds were used to refund the Town's 2006 Sales and Use Tax Revenue Bonds used for the acquisition and construction of a Fieldhouse and related improvements. This issue consists of a bank loan in the original amount of $9,880,000 due annually on May 1 in various amounts through May 1, 2025. The note may be prepaid, in whole, on any date, at the prepayment price equal to outstanding principal plus accrued interest without any termination fee, premium or penalty. Interest at 2.15% is payable semiannually.

This note is payable from pledged revenue that consists of the 2.5% Town sales and use tax collected in the general fund and public improvements fund, totaling $39.8 million of which 100 percent is pledged to cover the debt service requirements outlined above for the remainder of the bond term. The pledged revenue collected in the current fiscal year adequately covers the remaining $7.69 million of debt service requirements.

Authorized General Obligation Debt

In the November 6, 2001 election, voters authorized the issuance of $12.5 million of general obligation debt for the acquisition and preservation of open space and park land. As of December 31, 2019, this debt had not been issued.

3. Certificates of participation

Certificates of Participation debt service requirements to maturity are as follows:

Year	Principal	Interest	Total
2020	$ 1,930,000	$ 1,845,106	$ 3,775,106
2021	1,965,000	1,804,481	3,769,481
2022	2,045,000	1,726,856	3,771,856
2023	2,135,000	1,633,106	3,768,106
2024	2,225,000	1,543,956	3,768,956
2025-2029	12,635,000	6,087,725	18,722,725
2030-2034	15,810,000	2,833,850	18,643,850
2035	2,190,000	109,500	2,299,500
	$ 40,935,000	$ 17,584,580	$ 58,519,580

Certificates of Participation Series 2009

In 2009, the Town issued $44,250,000 in Certificates of Participation to finance the costs of constructing and equipping a new police station, as well as an arts, cultural and events center. Payments are due semi-annually in varying amounts through October 15, 2035. The lease allows the Town the option to purchase the properties prior to the end of the lease term by paying the amount necessary to discharge the outstanding COPs. The COPs maturing before November 1, 2020 are not subject to redemption prior to maturity. The COPs maturing on and after November 1, 2020, are subject to redemption on or after November 1, 2019 at the option of the Town.

Interest rates on these COPs range from 2.25% to 5.80%. Neither the lease nor the COPs constitute a general obligation or other indebtedness of the Town and the lease will terminate if Town Council does not appropriate funds to make the payments in any fiscal year. Repayment of the COPs is secured only by moneys, if any, held by the trustee, the buildings and equipment therein.

In 2019 the Town issued the Refunding Certificates of Participation Series 2019 to refund the outstanding principal on the 2009 COPS of $34,190,000. See the Certificates of Participation Series 2019 paragraph for further details.

Certificates of Participation Series 2014

In 2014, the Town issued $19,520,000 in Certificates of Participation to finance the costs of constructing and equipping a new public works facility, as well as the recreation center expansion. Payments are due semi-annually in varying amounts through October 15, 2034. The lease allows the Town the option to purchase the properties prior to the end of the lease term by paying the amount necessary to discharge the outstanding COPs. The COPs maturing on or prior to November 1, 2023, are not subject to optional redemption prior to maturity. The COPs maturing on and after November 1, 2024, are subject to redemption prior to their respective maturity dates at the option of the Town, in whole or in part, in integral multiples of $5,000, and if in part in such order of maturities as the Town shall determine and by lot within a maturity, on November 1, 2023, and on any date thereafter, at a redemption price equal to the principal amount of the 2014 Certificates so redeemed plus accrued interest to the redemption date without a premium.

Interest rates on these COPs range from 3.00% to 6.85%. Neither the lease nor the COPs constitute a general obligation or other indebtedness of the Town and the lease will terminate if Town Council does not appropriate funds to make the payments in any fiscal year. Repayment of the COPs is secured only by moneys, if any, held by the trustee, the buildings and equipment therein.

Construction on the buildings and the COPs are reported in the government-wide statements. Annual debt service payments are included in the Recreation Debt Service Fund and the General Debt Service Fund. The assets acquired with the 2014 COPs have a net book value of $27.6 million.

Refunding Certificates of Participation Series 2019

In 2019 the Town issued $25,215,000 in Certificates of Participation to refund all of the Certificates of Participation, Series 2009A and pay the costs of issuing the 2019 Certificates. Payments are due semi-annually in varying amounts through October 15, 2035. The lease allows the Town the option to purchase the properties prior to the end of the lease term by paying the amount necessary to discharge the outstanding COPs. The COPs maturing before November 1, 2026 are not subject to redemption prior to maturity. The COPs maturing on and after November 1, 2027, are subject to redemption on or after November 1, 2027 at the option of the Town.

The cash flow requirements of the refunded Series 2009A totaled $47,696,299 compared to total cash flow requirements of $37,396,927 for the Series 2019, bringing a savings on refunding of $10,299,372 for the Town. The present value of the savings as of August 7, 2019 was $8,865,987, and after backing out the 2009A Reserve Cash funds that were used to pay off the Series 2009A, $3,482,662, the net present value savings on the 2019 Refunding Series for the Town was $5,383,325.

Interest rates on these COPs range from 2.0% to 5.0%. Neither the lease nor the COPs constitute a general obligation or other indebtedness of the Town and the lease will terminate if Town Council does not appropriate funds to make the payments in any fiscal year. Repayment of the COPs is secured only by moneys, if any, held by the trustee, the buildings and equipment therein.

The refunding transaction released the PACE Center from the initial collateral of the 2009 COPs. The Police Station remains collateral for the 2019 COPs.

Construction on the buildings and the COPs are reported in the government-wide statements. Annual debt service payments are included in the General Fund. The asset acquired with the 2009 COPs, refunded by the 2019 COPs has a net book value of $11,328,691.

NOTE 5 OTHER INFORMATION

A. Risk management

The Town is exposed to various risks of loss related to torts; thefts of, damage to, or destruction of assets; errors or omissions; injuries to employees; or natural disasters. The Town maintains commercial insurance coverage for all risks of loss. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years.

B. Commitments and contingencies

1. Sales Tax Sharing Agreements

From time to time the Town enters into incentive agreements to share sales tax revenue with qualified sales tax generating business, employers and shopping centers within the Town to the extent authorized by the Tax and Fee Assistance Program and the Shopping Center Assistance Program (collectively "Programs"). Under the Programs, the Town may share sales tax generated by a qualified business/employer/shopping center according to the terms specified in a separate agreement with the Town (the "Program Agreements"). The Program Agreements are not a debt or obligation of the Town and payments are pursuant to annual one-year terms and annual appropriation of funds by the Town Council.

The Town is currently a party to twelve active Program Agreements. The shareback rates range from 0% to 75% of sales tax in excess of a defined annual base. The active Program Agreements have a maximum amount payable of $10,315,000 and a potential remaining commitment of $5,441,518. The Program Agreements expire between 2020 and 2029 or when the maximum shareback is reached, whichever comes first. Due to the COVID-19 Pandemic, the Town is in current negotiations with some entities to pause the shareback payments in 2020 and extend the expiration date by one year. If these are agreed upon, the commitment amount will not change.

Tax reimbursements in 2019 were $1,191,762. Future commitments under these agreements amount to approximately $5.4 million.

Additionally, some of these agreements commit the Town to reimburse a portion of building fees and building use tax. The reimbursements of building fees and building use tax in 2019 was $4,356.

Parker Authority for Reinvestment (P3) enters into tax increment financing (TIF) agreements to facilitate private investment that will prevent and eliminate blight in the three urban renewal areas within the Town of Parker. P3 utilizes TIF to stimulate quality revitalization, redevelopment and infill development. All TIF agreements P3 enters into have determined that a financial gap exists in the project and TIF is used for improvements that have a public benefit and that support the redevelopment effort, such as site clearance, streets, utilities, parks, the removal of hazardous materials or conditions, or site acquisition. There are four agreements under which P3 has future commitments. The payments are for 50% to 75% of property tax increments in excess of a defined base of the value of the property before it was developed. The agreements have terms of thirteen to seventeen years.

P3 reimbursed $361,141 in 2019. Future commitments under these agreements amount to approximately $2.04 million.

2. Tax, spending and debt limitations

Colorado voters passed an amendment to the State Constitution, Article X, Section 20, which has several limitations applicable to the State of Colorado and all local governments, including revenue growth limitations, spending abilities, creation of multiple-fiscal year debt or other financial obligations, tax rate increases, imposing new taxes and other specific requirements.

The Town's financial activity provides the basis for calculation of limitations adjusted for allowable increases tied to inflation and local growth.

The Amendment requires that emergency reserves be established. These reserves must be at least three percent of fiscal year spending (excluding bonded debt service). Emergency reserves as of December 31, 2019 totaling $2,289,000 have been presented as a restriction of fund balance in the General Fund. The Town is not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls or salary or benefit increases.

In April 1996, voters in the Town approved an amendment to the Home Rule Charter which authorizes the Town to collect, retain and expend all revenue of the Town for 1996 and each subsequent fiscal year, notwithstanding any limitation contained in Article X, Section 20 of the State Constitution.

The Amendment is complex and subject to judicial interpretation. The Town believes it is in compliance with the requirements of the amendment. However, the Town has made certain interpretations in the amendment's language in order to determine its compliance.

3. Litigation

As of December 31, 2019, there were several lawsuits pending in which the Town is involved.

C. Employee benefits

1. Colorado Fire and Police Pension Association (FPPA)

<u>State Fire and Police Pension Plan (FPPA)</u>

Plan Description

The Town contributes to the Statewide Defined Benefit Plan, a cost-sharing multiple-employer defined benefit pension plan administered by the Colorado Fire and Police Pension Association (FPPA). The Statewide Defined Benefit Plan (SWDB) provides retirement benefits for members and beneficiaries. Death and disability coverage is provided for members hired prior to January 1, 1997 through the Statewide Death and Disability Plan, which is also administered by the FPPA. This is a noncontributory plan. All full-time, paid police officers of the Town are members of the Statewide Defined Benefit Plan and the Statewide Death and Disability Plan. Local revenue sources are responsible for funding of the Death and Disability benefits for firefighters hired on or after January 1, 1997

Colorado statutes assign the authority to establish benefit provisions to the state legislature. FPPA issues a publicly available annual financial report that includes financial statements and required supplementary information for both the Statewide Defined Benefit Plan and the Statewide Death and

Disability Plan. FPPA issues a publicly available comprehensive annual financial report that can be obtained on FPPA's website at http://www.fppaco.org.

Description of Benefits

A member is eligible for a normal retirement pension once the member has completed twenty-five years of credited service and has attained the age of 55.

The annual normal retirement benefit is 2 percent of the average of the member's highest three years' base salary for each year of credited service up to ten years, plus 2.5 percent for each year of service thereafter. The benefit earned prior to January 1, 2007 for members of affiliated Social Security employers will be reduced by the amount of Social Security income payable to the member annually. Effective January 1, 2007, members currently covered under Social Security will receive half the benefit when compared to the Statewide Defined Benefit Plan. Benefits paid to retired members are evaluated and may be re-determined every October 1. The amount of any increase is based on the Board's discretion and can range from 0 to the higher of 3 percent or the Consumer Price Index.

A member is eligible for an early retirement at age 50 with at least five years of credited service or after 30 years of service. The early retirement benefit equals the normal retirement benefit reduced on an actuarially equivalent basis. Upon termination, an employee may elect to have member contributions, along with 5 percent as interest, returned as a lump sum distribution. Alternatively, a member with at least five years of accredited service may leave contributions with the Plan and remain eligible for a retirement pension at age 55 equal to 2 percent of the member's average highest three years' base salary for each year of credited service up to ten years, plus 2.5 percent for each year of service thereafter.

Contributions

The Plan sets contribution rates at a level that enables all benefits to be fully funded at the retirement date of all members. Contribution rates for the SWDB plan are set by state statute. Employer contribution rates can only be amended by state statute. Member contribution rates can be amended by state statute or election of the membership. Members of the SWDB plan and their employers are contributing at the rate of 10.5 percent and 8 percent, respectively, of base salary for a total contribution rate of 18.5 percent in 2019. Members of the SWDB plan and their employers are contributing at the rate of 10 percent and 8 percent, respectively, of base salary for a total contribution rate of 18 percent in 2018. In 2014, the members elected to increase the member contribution rate to the SWDB plan beginning in 2015. Member contribution rates will increase 0.5 percent annually through 2022 to a total of 12 percent of base salary. Employer contributions will remain at 8 percent resulting in a combined contribution rate of 20 percent in 2022. Contributions to the SWDB plan from the Town were $490,910 for the year ended December 31, 2019.

Net Pension Liability (Asset)

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At December 31, 2019, the Town reported a liability of $1,151,209 for its proportionate share of the net pension liability. The net pension asset was measured as of December 31, 2018, and the total pension liability used to calculate the net pension asset was determined by an actuarial valuation as of that date. The Town's proportion of the net pension asset was based on the Town's share of contributions to the pension plan relative to the contributions of all participating entities. At December 31, 2018, the Town's proportion was 0.9105689716 percent, which was a decrease of 0.0869442457 percent from its proportion measured as of December 31, 2017.

For the year ended December 31, 2019, the Town recognized pension income of $320,269. At December 31, 2019, the Town reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	$ 1,479,206	$ 12,298
Changes of assumptions or other inputs	1,114,909	-
Net difference between projected and actual earnings on pension plan investments	905,603	-
Changes in proportion and differences between contributions recognized and proportionate share of contributions	257,357	38,319
Contributions subsequent to the measurement date	490,910	-
Total	$ 4,247,985	$ 50,617

$490,910 in total reported as deferred outflows of resources related to pension resulting from Town contributions subsequent to measurement date will be recognized as an increase of the net pension asset in the year ended December 31, 2020. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ended	Totals
2020	$ 687,684
2021	498,634
2022	428,523
2023	691,893
2024	350,283
Thereafter	1,049,441
	$ 3,706,458

Actuarial Assumptions

The total pension liability in the December 31, 2018 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

	Total Pension Liability	Actuarial Determined Contributions
Actuarial Valuation Date	January 1, 2019	January 1, 2018
Actuarial Method	Entry Age Normal	Entry Age Normal
Amortization Method	N/A	Level % of Payroll, Open
Amortization Period	N/A	30 Years
Long-term Investment Rate of Return*	7.0%	7.5%
Projected Salary Increases*	4.25 - 11.25%	4.0 - 14.0%
Cost of Living Adjustments (COLA)	0.0%	0.0%
*Includes Inflation at	2.5%	2.5%

For determining the total pension liability, the post-retirement mortality tables for non-disabled retirees uses the 2006 central rates from the RP-2014 Annuitant Mortality Tables projected to 2018 using the MP-2017 projection scales, and projected prospectively using the ultimate rates of the scale for all years. The pre-retirement off-duty mortality tables are adjusted to 50% of the RP-2014 mortality tables for active employees. The on-duty mortality rate is 0.00015.

For determining the actuarial determined contributions, the post-retirement mortality tables for non-disables retirees is a blend of the Annuitant and Employee RP-2014 generational mortality tables with blue collar adjustment projected with Scale BB. The pre-retirement off-duty mortality tables are adjusted to 55% of the RP-2014 mortality tables for active employees. The on-duty mortality rate is 0.00020.

At least every five years the FPPA's Board of Directors, in accordance with best practices, reviews its economic and demographic actuarial assumptions. At its July 2018 meeting, the Board of Directors reviewed and approved recommended changes to the actuarial assumptions. The recommendations were made by FPPA's actuaries based upon their analysis of past experience and expectations of the future. The assumption changes were effective for actuarial valuations beginning January 1, 2019 and were used in the rollforward calculation of the total pension liability as of December 31, 2018. Actuarial assumptions effective for actuarial valuations prior to January 1, 2019 were used in the determination of the actuarially determined contributions as of December 31, 2018. The actuarial assumptions impact actuarial factors for benefit purposes such as the purchases of service credit and other benefits were actuarial factors are used.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighing the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the Fund's target asset allocation as of December 31, 2018 are summarized in the following table

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Asset Class	Target Allocation	Long-Term Expected Rate of Return
Global Equity	37.0%	8.03%
Equity Long/Short	9.0%	6.45%
Illiquid Alternatives	24.0%	10.00%
Fixed Income	15.0%	2.90%
Absolute Return	9.0%	5.08%
Managed Futures	4.0%	5.35%
Cash	2.0%	2.52%
Total	**100.0%**	

Discount Rate

The discount rate used to measure the total pension liability was 7.00 percent. The projection of cash flows used to determine the discount rate assumed that contributions from participating employers will be made based on the actuarially determined rates based on the FPPA Board's funding policy, which establishes the contractually required rates under Colorado statutes. Based on those assumptions, the SWDB plan fiduciary net position was projected to be available to make all the projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the Town's Proportionate Share of the Net Pension Liability (Asset) to Changes in the Discount Rate

The following presents the Town's proportionate share of the net pension liability (asset) calculated using the discount rate of 7.00 percent, as well as what the Town's proportionate share of the net pension liability (asset) would be if it were calculated using a discount rate that is 1-percentage-point lower (6.00 percent) or 1-percentage-point higher (8.00 percent) than the current rate:

1% Decrease 6.00%	Single Discount Rate Assumption 7.00%	1% Increase 8.00%
$4,464,251	$(1,151,209)	$(1,596,899)

Pension Plan Fiduciary Net Position

Detailed information about the SWDB's fiduciary net position is available in FPPA's comprehensive annual financial report, which can be obtained at http://www.fppaco.org.

2. Parker defined contribution retirement plan

Full-time employees not covered under FPPA are covered by a mandatory defined contribution retirement plan (401a) established by the Town and maintained and administered by Empower Retirement Company. At December 31, 2019, there were 263 active plan members. In a defined contribution plan, benefits depend solely on amounts contributed to the plan plus investment earnings. Employees become plan members immediately upon employment.

Under this plan, plan members contribute 8% of their compensation with a matching 10% from the Town. The Town's contributions plus earnings on those contributions become vested at a rate of 20% per year of employment service. Town contributions for plan members who leave employment before they are fully vested can be used to reduce the Town's current period contribution requirement. There is no liability for benefits under the plan beyond the Town's matching payments. Plan provisions and contribution requirements are established and may be amended by the Town Council. A separate plan exists for department heads. The only differences in this plan are that vesting is on a 2 year schedule, and the Town's matching payment is 12% for directors and 17% for the Town Attorney. A separate plan exists for the Town Administrator. The only differences in this plan are that vesting is immediate and the Town's matching payment is 20.5%. All other provisions in the director and Town Administrator plans are the same as the employees defined contribution plan. The general fund is used to liquidate pension liabilities.

Contributions by plan members and the Town for the past three years were as follows:

Year	Member Contributions	Town Contributions (Pension Expense)	Total
2019	$1,348,531	$1,776,237	$3,214,768
2018	1,285,061	1,676.711	2,961,772
2017	1,243,828	1,599,836	2,843,664

3. Deferred compensation plan

The Town's deferred compensation plan was created in accordance with Internal Revenue Code Section 457. This plan allows employees at their option to defer a portion of their salary until future years. Compensation deferred is not available to the employee until termination, retirement, death, or permanent disability. All amounts deferred are held in trust for the exclusive benefit of participating employees. This plan is administered by Empower Retirement Company.

For all full-time paid police officers, in addition to the contributions to FPPA, the Town contributes 2% of their compensation to their 457 account, bringing the total retirement contribution of the Town for these police officers to 10%.

The Town contributes 4.5% of the Town Administrator's compensation to her 457 account.

NOTE 6 COMPLIANCE AND ACCOUNTABILITY

A. Exceeded budgeted expenditures

The Law Enforcement Assistance Fund exceeded budgeted expenditures in 2019 by $732 due to a personnel policy adopted late in the year to pay the victim advocate for being on call.

The Greater Parker Foundation exceeded budgeted expenditures in 2019 by $1,750 due contribution received late in the year that was payable to the Town's Cultural Department.

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NOTE 7 SUBSEQUENT EVENTS

A. Impact of COVID-19

The 2020 operations of the Town have been impacted by the COVID-19 pandemic – from many employees working from home to facilities being closed to changes in how services are delivered.

The Emergency Operations Center was activated in mid-March 2020 and continues to be active.

Where possible, employees shifted to working from home during the stay at home stage and still continue to do so. Many Town employees who staff public safety positions have kept their regular work schedules and locations. Personal protective equipment was made available for these employees in order to enable them to safely continue providing Town services.

Programming at our recreational and cultural facilities has been hit the hardest. Employees have identified new approaches, events and processes in order to mitigate the financial impacts. The majority of part-time employees at these facilities were furloughed in order to offset the reduced revenue and lack of work.

It was expected the closure of the majority of Town businesses for the two-month period would translate to reduced sales tax remittance and therefore, a series of budget adjustments was reviewed with Town Council, approved and implemented. The presence of several big box retailers within the Town, along with the federal stimulus assistance, mitigated the financial impacts. The situation will continue to be monitored and a rollback of certain budget adjustments may be recommended to Town Council.

PARKER
COLORADO

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REQUIRED SUPPLEMENTARY INFORMATION

Defined Benefit Pension Plan Schedules

Schedule of the Proportionate Share of the Net Pension Liability (Asset)
Schedule of Contributions

TOWN OF PARKER, COLORADO
Schedule of the Proportionate Share of the Net Pension Liability (Asset)
FPPA Pension Plan
Last Ten Years*

	2014	2015	2016	2017	2018	2019
Proportion of the net pension liability (asset)	1.044%	1.078%	1.026%	1.051%	0.998%	0.911%
Proportionate share of the net pension liability (asset)	$ (933,843)	$ (1,216,731)	$ (18,087)	$ 379,662	$ (1,435,080)	$ 1,151,209
Covered payroll	$ 4,535,738	$ 4,860,850	$ 4,984,838	$ 5,377,350	$ 5,834,975	$ 6,099,438
Proportionate share of the net pension liability (asset) as a percentage of its covered payroll	-20.589%	-25.031%	-0.363%	7.060%	-24.594%	18.874%
Plan fiduciary net position as a percentage of the total pension liability	105.831%	106.828%	100.095%	98.213%	106.339%	95.235%
Total pension liability (asset)	$ 16,016,465	$ 17,820,128	$ 18,949,485	$ 21,240,385	$ 22,637,672	$ 24,158,490
Plan fiduciary net position	16,950,308	19,036,859	18,967,572	20,860,723	24,072,752	23,007,281
Net pension liability (asset)	$ (933,843)	$ (1,216,731)	$ (18,087)	$ 379,662	$ (1,435,080)	$ 1,151,209

* Information prior to 2013 year end was not available to report.
Above information is presented as of December 31, of the measurement date

TOWN OF PARKER, COLORADO
Schedule of Employer Pension Contributions
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Statutorily required contribution	$ 326,744	$ 341,789	$ 351,142	$ 362,859	$ 388,868	$ 398,787	$ 430,188	$ 466,978	$ 487,955	$ 490,910
Contributions in relation to the statutorily required contribution	326,744	341,789	351,142	362,859	388,868	398,787	430,188	466,978	487,955	490,910
Contribution deficiency (excess)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Employer's covered payroll	$ 4,084,300	$ 4,272,363	$ 4,389,275	$ 4,535,738	$ 4,860,850	$ 4,984,838	$ 5,377,350	$ 5,834,975	$ 6,099,438	$ 6,136,375
Contributions as a as a percentage of covered payroll	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

COMBINING AND INDIVIDUAL FUND STATEMENTS AND SCHEDULES

OTHER (NON-MAJOR) GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS

Special revenue funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are restricted to expenditures for specific purposes.

Conservation Trust Fund – This fund accounts for lottery proceeds from the State of Colorado and the subsequent transfer of those monies for expenditure.

Law Enforcement Assistance Fund – This fund accounts for Victim Assistance Law Enforcement (VALE) grant funds; court surcharge revenues used to fund the victim/witness program and other police related expenditures.

Parker Authority for Reinvestment Fund – This fund accounts for the activities of the Parker Authority for Reinvestment a component unit engaged in urban renewal activities.

Greater Parker Foundation Fund – This fund accounts for the activities of the Greater Parker Foundation a component unit engaged in fund raising activities that benefit the Town of Parker.

CAPITAL PROJECTS FUNDS

Capital projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds and trust funds.

Parkglenn Construction Fund – Accounts for construction related to the Parkglenn Special Improvement District.

IMPACT FEE FUNDS

Parks and Rec Impact Fee- Accounts for impact fees collected on building permits that are restricted to be used to fund improvement and expansion of parks, recreation, and open space.

Transportation Impact Fee Fund - Accounts for impact fees collected on building permits that are restricted to be used to fund transportation resources within the Town.

Public Works Facility Impact Fee Fund - Accounts for impact fees collected on building permits that are restricted to be used to fund improvements and construction on the public works facility.

General Government Facility Impact Fee Fund - Accounts for impact fees collected on building permits that are restricted to be used to fund improvements and construction on the Town’s general government facility.

Police Facility Impact Fee Fund - Accounts for impact fees collected on building permits that are restricted to be used to fund improvements and construction on the Town’s police facilities.

Court Facility Impact Fee Fund - Accounts for impact fees collected on building permits that are restricted to be used to fund improvements and construction on the Town’s court facility.

DEBT SERVICE FUNDS

Debt service funds are used to account for the accumulation of resources for and the payment of long-term debt principal, interest, and related costs.

General Debt Service Fund – Accounts for payments of principal and interest on the portion of the 2014 Certificates of Participation debt issued to construct the new Public Works facility.

Recreation Debt Fund – Accounts for payments of principal and interest on the 2006 Sales and Use Tax revenue bonds issued to construct the Fieldhouse and the portion of the 2014 Certificates of Participation debt issued to construct the Recreation Center expansion.

TOWN OF PARKER, COLORADO
Other (Non-major) Governmental Funds
Combining Balance Sheet
December 31, 2019

	Special Revenue					Capital Projects
	Conservation Trust	Law Enforcement Assistance	Parker Authority For Reinvestment	Greater Parker Foundation	Total Special Revenue	Parkglenn Construction
ASSETS						
Equity in pooled cash and investments	$ -	$ 453,994	$ -	$ -	$ 453,994	$ 210,572
Cash and investments	354,148	-	3,747,978	26,451	4,128,577	-
Investment earnings receivable	-	335	-	-	335	155
Prepaid items	-	46	-	-	46	-
Total assets	$ 354,148	$ 454,375	$ 3,747,978	$ 26,451	$ 4,582,952	$ 210,727
Liabilities						
Accounts payable	$ -	$ 3,160	$ 1,164,877	$ 10,000	$ 1,178,037	$ -
Other current liabilities	-	317,653	-	-	317,653	-
Total liabilities	-	320,813	1,164,877	10,000	1,495,690	-
Fund balances						
Non-spendable:						
Prepaid items	-	46	-	-	46	-
Restricted:						
Parks, recreation and open space	354,148	-	-	-	354,148	-
Law enforcement	-	133,516	-	-	133,516	-
Culture	-	-	-	10,000	10,000	-
Highways and streets	-	-	-	-	-	210,727
Economic development	-	-	2,583,101	-	2,583,101	-
Assigned:						
Fundraising		-	-	6,451	6,451	-
Total fund balances	354,148	133,562	2,583,101	16,451	3,087,262	210,727
Total liabilities, deferred inflows of resources, and fund balances	$ 354,148	$ 454,375	$ 3,747,978	$ 26,451	$ 4,582,952	$ 210,727

(continued)

TOWN OF PARKER, COLORADO
Other (Non-major) Governmental Funds
Combining Balance Sheet
December 31, 2019

Impact Fee Funds: Transportation Impact Fee	Parks and Rec Impact Fee	Public Works Facility Impact Fee	General Government Facility Impact Fee	Police Facilty Impact Fee	Court Facility Impact Fee	Total Impact Fee	Total Other Governmental Funds
$ 76,189	$ 143,556	$ 6,939	$ 10,348	$ 10,518	$ 984	$ 248,534	$ 913,100
-	-	-	-	-	-	-	4,128,577
56	106	5	8	8	1	184	674
-	-	-	-	-	-	-	46
$ 76,245	$ 143,662	$ 6,944	$ 10,356	$ 10,526	$ 985	$ 248,718	$ 5,042,397
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,178,037
-	-	-	-	-	-	-	317,653
-	-	-	-	-	-	-	1,495,690
-	-	-	-	-	-	-	46
-	143,662	-	-	-	-	143,662	497,810
-	-	-	-	10,526	985	11,511	145,027
76,245	-	-	-	-	-	76,245	86,245
-		6,944	10,356			17,300	228,027
-	-	-	-	-	-	-	2,583,101
-	-	-	-	-	-	-	6,451
76,245	143,662	6,944	10,356	10,526	985	248,718	3,546,707
$ 76,245	$ 143,662	$ 6,944	$ 10,356	$ 10,526	$ 985	$ 248,718	$ 5,042,397

(concluded)

TOWN OF PARKER, COLORADO
Other (Non-major) Governmental Funds
Combining Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Year Ended December 31, 2019

	Special Revenue					Capital Projects
	Conservation Trust	Law Enforcement Assistance	Parker Authority For Reinvestment	Greater Parker Foundation	Total Special Revenue	Parkglenn Construction
REVENUES						
Impact Fees	$ -	$ -	$ -	$ -	$ -	$ -
Intergovernmental	539,205	29,950	2,509,345	-	3,078,500	-
Fines and forfeitures	-	46,028	-	-	46,028	-
Net investment earnings	74	10,327	1,010	-	11,411	4,704
Miscellaneous	-	9	-	12,450	12,459	-
Total revenues	539,279	86,314	2,510,355	12,450	3,148,398	4,704
EXPENDITURES						
Current						
Public safety	-	94,799	-	-	94,799	-
Economic development	-	-	1,063,140	-	1,063,140	-
Culture and recreation	-	-	-	14,750	14,750	-
Debt service						
Principal	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Fiscal charges	-	-	-	-	-	-
Total expenditures	-	94,799	1,063,140	14,750	1,172,689	-
Excess (deficiency) of revenues over (under) expenditures	539,279	(8,485)	1,447,215	(2,300)	1,975,709	4,704
OTHER FINANCING SOURCES (USES)						
Transfers in	-	-	-	-	-	-
Transfers out	(375,000)	-	-	-	(375,000)	-
Total other financing sources (uses)	(375,000)	-	-	-	(375,000)	-
Net change in fund balances	164,279	(8,485)	1,447,215	(2,300)	1,600,709	4,704
Fund balances - January 1	189,869	142,047	1,135,886	18,751	1,486,553	206,023
Fund balances - December 31	$ 354,148	$ 133,562	$ 2,583,101	$ 16,451	$ 3,087,262	$ 210,727

(continued)

TOWN OF PARKER, COLORADO
Other (Non-major) Governmental Funds
Combining Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Year Ended December 31, 2019

Impact Fee Funds						
Transportation Impact Fee	**Parks and Rec Impact Fee**	**Public Works Facility Impact Fee**	**General Government Facility Impact Fee**	**Police Facilty Impact Fee**	**Court Facility Impact Fee**	**Total Impact Fee**
$ 75,668	$ 142,574	$ 6,892	$ 10,277	$ 10,446	$ 977	$ 246,834
-	-	-	-	-	-	-
-	-	-	-	-	-	-
577	1,088	52	79	80	8	1,884
-	-	-	-	-	-	-
76,245	143,662	6,944	10,356	10,526	985	248,718
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
76,245	143,662	6,944	10,356	10,526	985	248,718
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
76,245	143,662	6,944	10,356	10,526	985	248,718
-	-	-	-	-	-	-
$ 76,245	$ 143,662	$ 6,944	$ 10,356	$ 10,526	$ 985	$ 248,718

(continued)

TOWN OF PARKER, COLORADO
Other (Non-major) Governmental Funds
Combining Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Year Ended December 31, 2019

	Debt Service			
	General Debt	**Recreation Debt**	**Total Debt Service**	**Total Other Governmental Funds**
REVENUES				
Impact Fees	$ -	$ -	$ -	$ 246,834
Intergovernmental	-	-	-	3,078,500
Fines and forfeitures	-	-	-	46,028
Net investment earnings	-	-	-	17,999
Miscellaneous	-	-	-	12,459
Total revenues	-	-	-	3,401,820
EXPENDITURES				
Current				
Public safety	-	-	-	94,799
Economic development	-	-	-	1,063,140
Culture and recreation	-	-	-	14,750
Debt service				
Principal	524,700	1,225,300	1,750,000	1,750,000
Interest	418,345	358,647	776,992	776,992
Fiscal charges	-	2,000	2,000	2,000
Total expenditures	943,045	1,585,947	2,528,992	3,701,681
Excess (deficiency) of revenues over (under) expenditures	(943,045)	(1,585,947)	(2,528,992)	(299,861)
OTHER FINANCING SOURCES (USES)				
Transfers in	943,045	1,585,947	2,528,992	2,528,992
Transfers out	-	-	-	(375,000)
Total other financing sources (uses)	943,045	1,585,947	2,528,992	2,153,992
Net change in fund balances	-	-	-	1,854,131
Fund balances - January 1	-	-	-	1,692,576
Fund balances - December 31	$ -	$ -	$ -	$ 3,546,707

(concluded)

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Conservation Trust Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Intergovernmental	$ 400,000	$ 400,000	$ 539,205	$ 139,205
Net investment earnings	100	100	74	(26)
Total revenues	400,100	400,100	539,279	139,179
OTHER FINANCING USES				
Transfers out	(375,000)	(375,000)	(375,000)	-
Net change in fund balance	25,100	25,100	164,279	139,179
Fund balance - January 1	162,087	189,869	189,869	-
Fund balance - December 31	$ 187,187	$ 214,969	$ 354,148	$ 139,179

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Law Enforcement Assistance Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Intergovernmental	$ 32,000	$ 32,000	$ 29,950	$ (2,050)
Fines and forfeitures	80,000	80,000	46,028	(33,972)
Net investment earnings	8,500	8,500	10,327	1,827
Miscellaneous	100	100	9	(91)
	120,600	120,600	86,314	(34,286)
EXPENDITURES				
Current				
Public safety	92,817	93,717	94,799	(1,082)
Utilities/Insurance	350	350	-	350
Total expenditures	93,167	94,067	94,799	(732)
Net change in fund balance	27,433	26,533	(8,485)	(35,018)
Fund balance - January 1	160,118	142,047	142,047	-
Fund balance - December 31	$ 187,551	$ 168,580	$ 133,562	$ (35,018)

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Parker Authority for Reinvestment
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Intergovernmental	$ 2,513,979	$ 2,513,979	$ 2,509,345	$ (4,634)
Investment earnings	-	-	1,010	1,010
Total revenues	2,513,979	2,513,979	2,510,355	(3,624)
EXPENDITURES				
Current #				
Economic development	1,466,918	1,466,918	1,063,140	403,778
Total expenditures	1,466,918	1,466,918	1,063,140	403,778
Excess (deficiency) of revenues over/(under) expenditures	1,047,061	1,047,061	1,447,215	400,154
Net change in fund balance	1,047,061	1,047,061	1,447,215	400,154
Fund balance - January 1	241,530	1,135,886	1,135,886	-
Fund balance - December 31	$ 1,288,591	$ 2,182,947	$ 2,583,101	$ 400,154

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Greater Parker Foundation
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Contributions	$ 10,000	$ 10,000	$ 12,450	$ 2,450
EXPENDITURES				
Culture and recreation	16,710	13,000	14,750	(1,750)
#				
Net change in fund balance	(6,710)	(3,000)	(2,300)	700
Fund balance - January 1	24,707	18,751	18,751	-
Fund balance - December 31	$ 17,997	$ 15,751	$ 16,451	$ 700

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Public Improvements Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Taxes	$ 3,916,000	$ 3,916,000	$ 3,885,169	$ (30,831)
Intergovernmental	4,734,063	4,734,063	3,713,061	(1,021,002)
Contributions	975,000	975,000	1,391,332	416,332
Net investment earnings	220,000	220,000	653,973	433,973
Miscellaneous	200	200	-	(200)
Total revenues	9,845,263	9,845,263	9,643,535	(201,728)
EXPENDITURES				
Current				
Highways and streets	650,000	650,000	623,254	26,746
Economic development	50,000	50,000	4,535	45,465
Capital outlay				
Highways and streets	6,125,000	15,930,135	7,836,794	8,093,341
Total expenditures	6,825,000	16,630,135	8,464,583	8,165,552
Excess (deficiency) of revenues over (under) expenditures	3,020,263	(6,784,872)	1,178,952	7,963,824
OTHER FINANCING SOURCES				
Transfers in	1,750,000	1,750,000	1,606,144	(143,856)
Total other financing sources	1,750,000	1,750,000	1,606,144	(143,856)
Net change in fund balance	4,770,263	(5,034,872)	2,785,096	7,819,968
Fund balance - January 1	9,749,331	21,460,921	21,460,921	-
Fund balance - December 31	$ 14,519,594	$ 16,426,049	$ 24,246,017	$ 7,819,968

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Excise Tax Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Excise tax - new development	$ 3,162,000	$ 3,162,000	$ 2,531,440	$ (630,560)
Net investment earnings	110,000	110,000	203,635	93,635
Total revenues	3,272,000	3,272,000	2,735,075	(536,925)
OTHER FINANCING USES				
Transfers out	(1,750,000)	(1,750,000)	(1,606,144)	143,856
Net change in fund balance	1,522,000	1,522,000	1,128,931	(393,069)
Fund balance - January 1	7,495,401	8,344,453	8,344,453	-
Fund balance - December 31	$ 9,017,401	$ 9,866,453	$ 9,473,384	$ (393,069)

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Parkglenn Construction Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Net investment earnings	$ 3,100	$ 3,100	$ 4,704	$ 1,604
Net change in fund balance	3,100	3,100	4,704	1,604
Fund balance - January 1	205,800	206,023	206,023	-
Fund balance - December 31	$ 208,900	$ 209,123	$ 210,727	$ 1,604

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
General Debt Service Fund
For the Year Ended December 31, 2019

	Budgeted Amounts			Variance with Final Budget Positive
	Original	Final	Actual Amounts	(Negative)
EXPENDITURES				
Debt Service				
Principal	$ 524,700	$ 524,700	$ 524,700	$ -
Interest	418,345	418,345	418,345	-
Total expenditures	943,045	943,045	943,045	-
Deficiency of revenues under expenditures	(943,045)	(943,045)	(943,045)	-
OTHER FINANCING SOURCES				
Transfers in	943,045	943,045	943,045	-
Net change in fund balance	-	-	-	-
Fund balance - January 1	-	-	-	-
Fund balance - December 31	$ -	$ -	$ -	$ -

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual
Recreation Debt Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
EXPENDITURES				
Debt service				
Principal	$ 1,225,300	$ 1,225,300	$ 1,225,300	$ -
Interest	358,647	358,647	358,647	-
Fiscal charges	2,000	2,000	2,000	-
Total expenditures	1,585,947	1,585,947	1,585,947	-
Deficiency of revenues under expenditures	(1,585,947)	(1,585,947)	(1,585,947)	-
OTHER FINANCING SOURCES				
Transfers in	1,585,947	1,585,947	1,585,947	-
Net change in fund balance	-	-	-	-
Fund balance - January 1	-	-	-	-
Fund balance - December 31	$ -	$ -	$ -	$ -

INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis.

Fleet Services Fund – This fund accounts for the repairs and preventative maintenance of all Town vehicles and equipment. Revenue is derived from participating departments based upon services rendered.

Technology Management Fund – This fund accounts for the purchasing of computer equipment, software, and computer repair and maintenance for all departments of the Town. Revenue is derived from all departments based on their estimated share of these costs.

Facility Services Fund – This fund accounts for the maintenance of Town facilities. Funding is established through base rates charged to applicable departments and funds based on the square footage and amount of usage of each building.

Health Benefits Fund – This fund accounts for the healthcare costs for the Town's healthcare. Funding is established through rates charged to applicable departments and employee's payroll deductions.

TOWN OF PARKER, COLORADO
Internal Service Funds
Combining Statement of Net Position
December 31, 2019

	Fleet Services	Technology Management	Facility Services	Medical Benefits	Total
ASSETS					
Current assets					
Equity in pooled cash and investments	$ 1,829,869	$ 1,517,671	$ 222,979	$ 571,540	$ 4,142,059
Investment earnings receivable	1,348	1,118	164	421	3,051
Accounts receivable	8,839	-	-	-	8,839
Prepaid items	-	59,615	-	-	59,615
Inventory	52,364	-	-	-	52,364
Total current assets	1,892,420	1,578,404	223,143	571,961	4,265,928
#					
Capital assets					
Intangible assets	-	638,586	-	-	638,586
Machinery and equipment	12,535,818	3,322,512	-	-	15,858,330
Improvements other than buildings	-	140,351	-	-	140,351
Accumulated depreciation	(8,516,363)	(3,442,273)	-	-	(11,958,636)
Capital assets net of accumulated depreciation	4,019,455	659,176	-	-	4,678,631
Total assets	5,911,875	2,237,580	223,143	571,961	8,944,559
LIABILITIES					
Current liabilities					
Accounts payable and other current liabilities	201,910	152,647	87,956	63,242	505,755
Compensated absences	39,605	149,682	30,165	-	219,452
Total liabilities	241,515	302,329	118,121	63,242	725,207
NET POSITION					
Investment in capital assets	4,019,455	659,176	-	-	4,678,631
Unrestricted	1,650,905	1,276,075	105,022	508,719	3,540,721
Total net position	$ 5,670,360	$ 1,935,251	$ 105,022	$ 508,719	$ 8,219,352

TOWN OF PARKER, COLORADO
Internal Service Funds
Combining Statement of Revenues, Expenses, and Changes in Fund Net Position
For the Year Ended December 31, 2019

	Fleet Services	Technology Management	Facility Services	Medical Benefits	Total
OPERATING REVENUES					
Charges for sales and services	$ 2,474,749	2,935,840	$ 1,107,863	$ 3,404,930	$ 9,923,382
Miscellaneous	702	21,699	1,575	7,806	31,782
Total operating revenues	2,475,451	2,957,539	1,109,438	3,412,736	9,955,164
OPERATING EXPENSES					
Cost of sales and services	871,450	3,129,181	1,064,341	3,594,682	8,659,654
Depreciation	1,172,612	191,695	-	-	1,364,307
Total operating expenses	2,044,062	3,320,876	1,064,341	3,594,682	10,023,961
Operating income (loss)	431,389	(363,337)	45,097	(181,946)	(68,797)
NON-OPERATING REVENUES					
Net investment earnings	27,098	37,085	4,388	13,165	81,736
Gain on disposal of asset	47,058	-	-	-	47,058
Total non-operating revenue	74,156	37,085	4,388	13,165	128,794
Income before contributions and transfers	505,545	(326,252)	49,485	(168,781)	59,997
Capital contributions	145,741	51,598	-	-	197,339
Changes in net position	651,286	(274,654)	49,485	(168,781)	257,336
Total net position - January 1	5,019,074	2,209,905	55,537	677,500	7,962,016
Total net position - December 31	$ 5,670,360	$ 1,935,251	$ 105,022	$ 508,719	$ 8,219,352

TOWN OF PARKER, COLORADO
Internal Service Funds
Combining Statement of Cash Flows
For the Year Ended December 31, 2019

	Fleet Services	Technology Management	Facility Services	Medical Benefits	Total
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from customers and users	$ 2,491,112	$ 2,952,650	$ 1,109,998	$ 3,405,231	$ 9,958,991
Receipts from others	702	21,699	1,575	7,806	31,782
Payments to suppliers	(700,896)	(3,050,274)	(1,027,395)	(3,693,526)	(8,472,091)
Payments to employees	(420)	(3,616)	(10,905)	-	(14,941)
Net cash provided (used) by operating activities	1,790,498	(79,541)	73,273	(280,489)	1,503,741
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES					
Receipts from the sale of assets	54,245	-	-	-	54,245
Purchases of capital assets	(527,488)	-	-	-	(527,488)
Net cash provided (used) by capital and related financing activities	(473,243)	-	-	-	(473,243)
CASH FLOWS FROM INVESTING ACTIVITIES					
Net investment earnings received	26,112	37,130	4,319	13,397	80,958
Net cash provided (used) by investing activities	26,112	37,130	4,319	13,397	80,958
Net increase (decrease) in cash and cash equivalents	1,343,367	(42,411)	77,592	(267,092)	1,111,456
Equity in pooled cash and cash equivalents - January 1	486,502	1,560,082	145,387	838,632	3,030,603
Equity in pooled cash and cash equivalents - December 31	$ 1,829,869	$ 1,517,671	$ 222,979	$ 571,540	$ 4,142,059
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES					
Operating income (loss)	$ 431,389	$ (363,337)	$ 45,097	$ (181,946)	$ (68,797)
Adjustments to reconcile operating income to net cash provided by operating activities					
Depreciation expense	1,172,612	191,695	-	-	1,364,307
Changes in current assets and liabilities:					
Prepaid items	2,680	41,158	8,664	-	52,502
Accounts receivable	16,363	16,810	2,135	577	35,885
Accounts payable	167,874	37,749	28,282	(98,844)	135,061
Unearned revenue	-	-	-	(276)	(276)
Compensated absences and wages payable	(420)	(3,616)	(10,905)	-	(14,941)
Total adjustments	1,359,109	283,796	28,176	(98,543)	1,572,538
Net cash provided (used) by operating activities	$ 1,790,498	$ (79,541)	$ 73,273	$ (280,489)	$ 1,503,741
NONCASH CAPITAL ACTIVITIES:					
Contributions of capital assets	$ 195,028	$ 51,598	$ -	$ -	$ 246,626

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Funds Available – Budgetary Basis
Fleet Services Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Charges for services	$ 2,577,603	$ 2,577,603	$ 2,474,749	$ (102,854)
Net investment earnings	6,100	6,100	27,098	20,998
Gain on sale of disposal of asset	-	-	54,245	54,245
Miscellaneous	4,000	4,000	702	(3,298)
Total revenues	2,587,703	2,587,703	2,556,794	(30,909)
EXPENDITURES				
Current				
Fleet services	980,498	980,498	871,451	109,047
Capital outlay	770,000	882,364	527,488	354,876
Total expenditures	1,750,498	1,862,862	1,398,939	463,923
Excess (deficiency) of revenues over (under) expenditures	837,205	724,841	1,157,855	433,014
Funds available for appropriation - January 1	429,213	493,050	493,050	-
Funds available for appropriation - December 31	$ 1,266,418	$ 1,217,891	1,650,905	$ 433,014
Reconciliation of funds available to net position				
Add				
Capital assets			4,019,455	
Net position - December 31			$ 5,670,360	
Funds available at December 31 is computed as follows:				
Current assets			$ 1,892,420	
Current liabilities			(241,515)	
Funds available - December 31			$ 1,650,905	

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Funds Available – Budgetary Basis
Technology Management Fund
For the Year Ended December 31, 2019

	Budgeted Amounts Original	Budgeted Amounts Final	Actual Amounts	Variance with Final Budget
REVENUES				
Charges for services	$ 3,434,634	$ 3,434,634	$ 2,935,840	$ (498,794)
Net investment earnings	24,000	24,000	37,085	13,085
Miscellaneous	-	-	21,699	21,699
Total revenues	3,458,634	3,458,634	2,994,624	(464,010)
EXPENDITURES				
Current				
Technology management services	3,552,985	3,565,285	3,129,181	436,104
Capital outlay	153,200	179,420	-	179,420
Total expenditures	3,706,185	3,744,705	3,129,181	615,524
Excess (deficiency) of revenues over (under) expenditures	(247,551)	(286,071)	(134,557)	151,514
Funds available for appropriation - January 1	1,745,600	1,410,632	1,410,632	-
Funds available for appropriation - December 31	$ 1,498,049	$ 1,124,561	1,276,075	$ 151,514
Reconciliation of funds available to net position				
Add				
Capital assets			659,176	
Net position - December 31			$ 1,935,251	
Funds available at December 31 is computed as follows:				
Current assets			$ 1,578,404	
Current liabilities			(302,329)	
Funds available - December 31			$ 1,276,075	

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Funds Available – Budgetary Basis
Facility Services Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Charges for services	$ 1,091,019	########	$ 1,107,863	$ 16,844
Net investment earnings	2,000	2,000	4,388	2,388
Miscellaneous	-	-	1,575	1,575
Total revenues	1,093,019	1,093,019	1,113,826	20,807
EXPENDITURES				
Current				
Facility Services	1,089,974	1,089,974	1,064,341	25,633
Total expenditures	1,089,974	1,089,974	1,064,341	25,633
Excess (deficiency) of revenues over (under) expenditures	3,045	3,045	49,485	46,440
Funds available for appropriation - January 1	55,099	55,537	55,537	-
Funds available for appropriation - December 31	$ 58,144	$ 58,582	105,022	$ 46,440
Reconciliation of funds available to net position				
Add				
Capital assets			-	
Net position - December 31			$ 105,022	
Funds available at December 31, is computed as follows:				
Current assets			$ 223,143	
Current liabilities			(118,121)	
Funds available - December 31			$ 105,022	

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Funds Available – Budgetary Basis
Health Benefits Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Charges for services	$ 3,807,501	$ 3,809,301	$ 3,404,930	$ (404,371)
Net investment earnings	7,500	7,500	13,165	5,665
Miscellaneous	2,500	2,500	7,806	5,306
Total revenues	3,817,501	3,819,301	3,425,901	(393,400)
EXPENDITURES				
Current				
Health benefits	3,641,000	3,642,800	3,594,682	48,118
Excess (deficiency) of revenues over (under) expenditures	176,501	176,501	(168,781)	(345,282)
Funds available for appropriation - January 1	577,472	677,500	677,500	-
Funds available for appropriation - December 31	$ 753,973	$ 854,001	508,719	$ (345,282)

Reconciliation of funds available to net position	
Funds available at December 31, is computed as follows:	
Current assets	$ 571,961
Current liabilities	(63,242)
Funds available - December 31	$ 508,719

ENTERPRISE FUND

Enterprise funds account for activities that are operated in a manner similar to private business, where costs are predominantly supported by user charges or where management has decided periodic determination of revenues, expenses and / or changes in net position are appropriate.

Stormwater Utility Fund - Accounts for the systems and operations used in providing storm drain activities.

TOWN OF PARKER, COLORADO
Schedule of Revenues, Expenditures, and Changes in Funds Available – Budgetary Basis
Stormwater Utility Fund
For the Year Ended December 31, 2019

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts	Final Budget
REVENUES				
Charges for services	$ 2,357,300	$ 2,357,300	$ 2,544,519	$ 187,219
Net investment earnings	84,000	84,000	143,525	59,525
Contributions	-	3,056,000	2,674,272	(381,728)
Miscellaneous	-	-	1,811	1,811
Total revenues	2,441,300	5,497,300	5,364,127	(133,173)
EXPENDITURES				
Current				
Storm drainage	1,409,978	1,459,978	1,297,950	162,028
Capital outlay	260,000	4,857,907	2,854,347	2,003,560
Total expenditures	1,669,978	6,317,885	4,152,297	2,165,588
OTHER FINANCING USES				
Transfers out	(462,835)	(462,835)	(462,835)	-
Excess (deficiency) of revenues over (under) expenditures	308,487	(1,283,420)	748,995	(2,032,415)
Funds available for appropriation - January 1	7,617,082	4,841,892	4,841,892	-
Funds available for appropriation - December 31	$ 7,925,569	$ 3,558,472	5,590,887	$ (2,032,415)
Reconciliation of funds available to net position				
Add				
Capital assets			13,644,603	
Net position - December 31			$ 19,235,490	
Funds available at December 31 is computed as follows:				
Current assets			$ 5,819,665	
Current liabilities			(228,778)	
Funds available - December 31			$ 5,590,887	

AGENCY FUND

Agency funds are fiduciary funds that are used to account for assets held by the Town in a purely custodial capacity (assets equal liabilities).

Security Escrow Fund – Accounts for cash deposits made by developers to secure public improvements to be constructed pursuant to Subdivision Improvement Agreements.

TOWN OF PARKER, COLORADO
Agency Fund
Statement of Fiduciary Net Position
December 31, 2019

	Security Escrow
SECURITY ESCROW FUND	
ASSETS	
Equity in pooled cash and investments	$ 4,586,066
LIABILITIES	
Security escrows	$ 4,586,066

TOWN OF PARKER, COLORADO
Agency Fund
Statement of Changes in Fiduciary Assets and Liabilities
For the Year Ended December 31, 2019

	Balance January 1	Additions	Deductions	Balance December 31
SECURITY ESCROW FUND				
ASSETS				
Equity in pooled cash and investments	$ 6,844,850	$ 1,882,653	$ (4,141,437)	$ 4,586,066
LIABILITIES				
Security escrows	$ 6,844,850	$ 3,085,740	$ (5,344,524)	$ 4,586,066
Total liabilities	$ 6,844,850	$ 3,085,740	$ (5,344,524)	$ 4,586,066

OTHER SCHEDULES

Local Highway Finance Report – This report is required for all local governments that received highway user tax monies from the State of Colorado.

PARKER
COLORADO

Financial Planning 02/01
Form # 350-050-36

The public report burden for this information collection is estimated to average 380 hours annually.

LOCAL HIGHWAY FINANCE REPORT	City or County:	Town of Parker Co
	YEAR ENDING : December 2019	
This Information From The Records Of Town of Parker	Prepared By: Rhonda Willey	Phone: 303-805-3227

I. DISPOSITION OF HIGHWAY-USER REVENUES AVAILABLE FOR LOCAL GOVERNMENT EXPENDITURE

ITEM	A. Local Motor-Fuel Taxes	B. Local Motor-Vehicle Taxes	C. Receipts from State Highway-User Taxes	D. Receipts from Federal Highway Administration
1. Total receipts available				
2. Minus amount used for collection expenses				
3. Minus amount used for nonhighway purposes				
4. Minus amount used for mass transit				
5. Remainder used for highway purposes				

II. RECEIPTS FOR ROAD AND STREET PURPOSES

ITEM	AMOUNT
A. Receipts from local sources:	
1. Local highway-user taxes	
a. Motor Fuel (from Item I.A.5.)	
b. Motor Vehicle (from Item I.B.5.)	
c. Total (a.+b.)	
2. General fund appropriations	
3. Other local imposts (from page 2)	18,434,263
4. Miscellaneous local receipts (from page 2)	940,390
5. Transfers from toll facilities	
6. Proceeds of sale of bonds and notes:	
a. Bonds - Original Issues	
b. Bonds - Refunding Issues	
c. Notes	
d. Total (a. + b. + c.)	-
7. Total (1 through 6)	19,374,653
B. Private Contributions	1,391,332
C. Receipts from State government (from page 2)	2,020,139
D. Receipts from Federal Government (from page 2)	-
E. Total receipts (A.7 + B + C + D)	22,786,124

III. DISBURSEMENTS FOR ROAD AND STREET PURPOSES

ITEM	AMOUNT
A. Local highway disbursements:	
1. Capital outlay (from page 2)	14,524,494
2. Maintenance:	2,780,148
3. Road and street services:	
a. Traffic control operations	1,824,988
b. Snow and ice removal	298,931
c. Other	316,251
d. Total (a. through c.)	2,440,170
4. General administration & miscellaneous	251,513
5. Highway law enforcement and safety	
6. Total (1 through 5)	19,996,325
B. Debt service on local obligations:	
1. Bonds:	
a. Interest	
b. Redemption	
c. Total (a. + b.)	0
2. Notes:	
a. Interest	
b. Redemption	
c. Total (a. + b.)	0
3. Total (1.c + 2.c)	0
C. Payments to State for highways	
D. Payments to toll facilities	
E. Total disbursements (A.6 + B.3 + C + D)	19,996,325

IV. LOCAL HIGHWAY DEBT STATUS

(Show all entries at par)

	Opening Debt	Amount Issued	Redemptions	Closing Debt
A. Bonds (Total)				0
1. Bonds (Refunding Portion)				
B. Notes (Total)				0

V. LOCAL ROAD AND STREET FUND BALANCE

A. Beginning Balance	B. Total Receipts	C. Total Disbursements	D. Ending Balance	E. Reconciliation
21,666,944	22,786,124	19,996,325	24,456,743	0

Notes and Comments:

LOCAL HIGHWAY FINANCE REPORT	STATE: Colorado
	YEAR ENDING (mm/yy): 0

II. RECEIPTS FOR ROAD AND STREET PURPOSES - DETAIL

ITEM	AMOUNT	ITEM	AMOUNT
A.3. Other local imposts:		**A.4. Miscellaneous local receipts:**	
a. Property Taxes and Assessments	1,695,755	a. Interest on investments	658,678
b. Other local imposts:		b. Traffic Fines & Penalities	
1. Sales Taxes	10,839,392	c. Parking Garage Fees	
2. Infrastructure & Impact Fees	1,606,144	d. Parking Meter Fees	
3. Liens		e. Sale of Surplus Property	
4. Licenses		f. Charges for Services	281,712
5. Specific Ownership &/or Other	4,292,972	g. Other Misc. Receipts	
6. Total (1. through 5.)	16,738,508	h. Other	
c. Total (a. + b.)	18,434,263	i. Total (a. through h.)	940,390
	(Carry forward to page 1)		(Carry forward to page 1)

ITEM	AMOUNT	ITEM	AMOUNT
C. Receipts from State Government		**D. Receipts from Federal Government**	
1. Highway-user taxes	1,841,197	1. FHWA (from Item I.D.5.)	
2. State general funds		2. Other Federal agencies:	
3. Other State funds:		a. Forest Service	
a. State bond proceeds		b. FEMA	
b. Project Match		c. HUD	
c. Motor Vehicle Registrations	178,942	d. Federal Transit Admin	
d. Other (Specify) - DOLA Grant		e. U.S. Corps of Engineers	
e. Other (Specify)		f. Other Federal	
f. Total (a. through e.)	178,942	g. Total (a. through f.)	0
4. Total (1. + 2. + 3.f)	2,020,139	3. Total (1. + 2.g)	
			(Carry forward to page 1)

III. DISBURSEMENTS FOR ROAD AND STREET PURPOSES - DETAIL

	ON NATIONAL HIGHWAY SYSTEM (a)	OFF NATIONAL HIGHWAY SYSTEM (b)	TOTAL (c)
A.1. Capital outlay:			
a. Right-Of-Way Costs			0
b. Engineering Costs		2,313,797	2,313,797
c. Construction:			
(1). New Facilities		1,142,186	1,142,186
(2). Capacity Improvements		2,625,267	2,625,267
(3). System Preservation		7,576,627	7,576,627
(4). System Enhancement & Operation		866,617	866,617
(5). Total Construction (1) + (2) + (3) + (4)	0	12,210,697	12,210,697
d. Total Capital Outlay (Lines 1.a. + 1.b. + 1.c.5)	0	14,524,494	14,524,494
			(Carry forward to page 1)

Notes and Comments:

STATISTICAL SECTION

PARKER
COLORADO

STATISTICAL SECTION

This part of the Town of Parker's Comprehensive Annual Financial Report gives detailed information to help readers better understand what the information in the financial statements, note disclosures, and required supplemental information says about the government's overall financial health.

Contents **Page**

PARKER
COLORADO

TOWN OF PARKER, COLORADO
Table 1
Government-wide
Net Position
(Accrual Basis of Accounting)
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
GOVERNMENTAL ACTIVITIES										
Net investment in captial assets	$ 509,013,226	$ 504,104,093	$ 503,835,736	$ 500,377,927	$ 520,379,154	$ 541,402,220	$ 579,626,708	$ 584,843,863	$ 585,752,845	$ 590,547,940
Restricted	10,397,629	13,814,074	16,244,608	23,027,041	29,318,899	30,504,441	27,076,307	28745901	38,681,045	41,415,588
Unrestricted	20,731,912	27,702,282	28,342,704	26,597,577	27,942,722	29,945,160	24,139,524	26257137	33,622,168	45,309,493
Total governmental activities net position	540,142,767	545,620,449	548,423,048	550,002,545	577,640,775	601,851,821	630,842,539	639,846,901	658,056,058	677,273,021
BUSINESS-TYPE ACTIVITIES										
Net investment in captial assets	4,801,767	5,896,615	7,720,729	8,102,532	8,554,595	9,179,752	9,287,251	9,775,870	11,022,110	13,644,603
Restricted	306,492	306,492	306,492	328,492	306,492	447,417	532,851	725,396	712,396	3,386,078
Unrestricted	918,175	1,134,774	1,270,848	1,569,667	2,088,124	2,443,772	3,176,980	3,813,303	4,129,496	2,204,809
Total business-type activities net position	6,026,434	7,337,881	9,298,069	10,000,691	10,949,211	12,070,941	12,997,082	14,314,569	15,864,002	19,235,490
PRIMARY GOVERNMENT										
Net investment in captial assets	513,814,993	510,000,708	511,556,465	508,480,459	528,933,749	550,581,972	588,913,959	594,619,733	596,774,955	604,192,543
Restricted	10,704,121	14,120,566	16,551,100	23,355,533	29,625,391	30,951,858	27,609,158	29,471,297	39,393,441	44,801,666
Unrestricted	21,650,087	28,837,056	29,613,552	28,167,244	30,030,846	32,388,932	27,316,504	30,070,440	37,751,664	47,514,302
Total primary government net position	$ 546,169,201	$ 552,958,330	$ 557,721,117	$ 560,003,236	$ 588,589,986	$ 613,922,762	$ 643,839,621	$ 654,161,470	$ 673,920,060	$ 696,508,511

TOWN OF PARKER, COLORADO
Table 2
Government-wide
Changes in Net Position
(Accrual Basis of Accounting)
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
EXPENSES										
Governmental activities										
General government	$ 6,902,160	$ 6,944,126	$ 7,482,851	$ 7,360,189	$ 6,809,852	$ 7,808,349	$ 7,883,833	$ 8,048,173	$ 7,926,193	$ 8,432,893
Public Safety	10,061,401	11,471,942	12,256,800	12,627,487	14,711,684	14,828,040	17,299,104	18,288,040	16,844,948	17,976,017
Highways and streets	18,761,577	19,189,813	16,985,576	18,086,167	21,698,854	23,468,870	24,484,988	22,718,957	22,119,916	20,844,246
Economic development	3,016,342	3,313,564	3,593,093	2,793,641	1,397,949	1,759,381	2,710,275	2,736,806	3,012,606	3,109,442
Culture and recreation	8,941,387	10,775,711	12,098,279	13,372,138	14,162,538	15,671,430	18,146,809	20,304,997	20,922,780	21,205,803
Interest on long-term debt	3,332,577	3,085,295	3,121,137	3,064,035	3,507,958	3,561,896	3,280,077	3,170,295	3,124,394	3,517,598
Total governmental activities	51,015,444	54,780,450	55,537,736	57,303,657	62,288,835	67,097,966	73,805,086	75,267,268	73,950,837	75,085,999
Business-type activities										
Stormwater	1,054,138	1,161,176	1,168,038	1,229,667	1,251,752	1,506,469	1,272,332	1,343,807	1,354,836	1,529,804
Total business-type activities	1,054,138	1,161,176	1,168,038	1,229,667	1,251,752	1,506,469	1,272,332	1,343,807	1,354,836	1,529,804
Total primary government expenses	52,069,582	55,941,626	56,705,774	58,533,324	63,540,587	68,604,435	75,077,418	76,611,075	75,305,673	76,615,803
PROGRAM REVENUES										
Governmental activities										
Charges for services										
General government	1,160,093	1,265,096	1,785,865	1,662,328	1,896,754	1,739,854	2,035,526	2,460,930	2,677,116	3,768,340
Public Safety	933,082	1,644,582	2,744,541	2,258,982	2,370,645	2,382,837	2,585,946	3,163,844	3,449,530	3,490,506
Highways and streets	267,836	181,631	238,825	258,392	255,575	267,423	371,664	349,746	-	-
Culture and recreation	3,949,712	4,242,299	5,229,698	5,617,513	6,131,830	6,468,303	7,752,464	8,487,493	8,800,811	9,164,455
Operating grants and contributions	424,223	447,045	623,401	681,578	1,286,208	1,316,066	1,346,955	1,635,599	2,026,371	5,013,073
Capital grants and contributions	18,569,656	15,435,210	5,937,163	3,967,083	28,329,345	25,001,874	32,430,951	7,515,745	11,467,640	6,362,281
Total governmental activities	25,304,602	23,215,863	16,559,493	14,445,876	40,270,357	37,176,357	46,523,506	23,613,357	28,421,468	27,798,655
Business-type activities										
Charges for services										
Stormwater utilities	1,581,760	1,799,975	1,623,624	1,853,095	1,865,036	1,987,122	2,051,464	2,153,532	2,315,726	2,546,330
Operating grants	-	-	-	-	-	-	-	25,000	-	-
Capital grants and contributions	-	665,466	1,499,369	117,076	375,000	816,861	308,151	635,992	729,118	2,674,272
Total business-type activities net position	1,581,760	2,465,441	3,122,993	1,970,171	2,240,036	2,803,983	2,359,615	2,814,524	3,044,844	5,220,602
Total primary government program revenues	26,886,362	25,681,304	19,682,486	16,416,047	42,510,393	39,980,340	48,883,121	26,427,881	31,466,312	33,019,257

(continued)

TOWN OF PARKER, COLORADO
Table 2
Government-wide
Changes in Net Position
(Accrual Basis of Accounting)
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
NET REVENUE (EXPENSE)										
Governmental activities	$ (25,710,842)	$ (32,457,406)	$ (39,871,061)	$ (42,857,781)	$ (22,018,478)	$ (29,921,609)	$ (27,281,580)	$ (51,653,911)	$ (45,529,369)	$ (47,287,344)
Business-type activities	527,622	1,304,265	1,954,955	740,504	988,284	875,653	1,087,283	1,470,717	1,690,008	3,690,798
Total primary government	(25,183,220)	(31,153,141)	(37,916,106)	(42,117,277)	(21,030,194)	(29,045,956)	(26,194,297)	(50,183,194)	(43,839,361)	(43,596,546)
GENERAL REVENUES										
Governmental activities										
Taxes										
Sales and use	26,258,358	27,682,440	31,544,854	33,564,104	37,202,194	39,469,983	42,280,470	45,358,682	47,684,424	50,111,702
Sales and use shareback	2,414,311	1,956,670	2,264,021	2,363,634	2,571,241	2,766,212	2,826,421	3,009,442	3,182,342	3,232,350
Property	1,646,471	1,644,026	1,538,460	1,552,808	1,584,849	1,590,673	1,873,217	1,933,397	2,187,893	2,208,193
Road and bridge property shareback	1,327,822	1,315,059	1,205,315	1,223,658	1,231,030	1,238,675	1,416,787	1,483,059	1,661,505	1,695,754
Excise - new development	492,641	848,135	1,715,587	1,446,864	2,655,816	2,064,824	2,798,039	3,321,992	3,735,299	2,531,440
Impact Fees	-	-	-	-	-	-	-	-	-	246,834
Franchise	810,749	792,431	768,219	841,671	905,961	921,013	958,966	1,005,952	1,012,200	1,042,282
Excise - electric	837,415	881,280	948,387	1,032,692	1,033,396	1,075,865	1,109,342	1,127,580	1,182,279	1,196,227
Highway users	1,198,340	1,240,219	1,271,073	1,291,998	1,330,821	1,384,719	1,410,917	1,437,765	1,517,429	1,475,292
Other	481,488	474,561	605,115	724,293	873,905	837,139	900,536	1,290,884	227,877	218,155
Unrestricted investment earnings	238,428	207,450	128,753	57,196	165,731	186,084	390,806	427,883	1,122,493	2,083,243
Gain on disposal of property	-	-	-	210,196	50,343	85,506	121,277	76,403	-	-
Transfers	-	-	-	68,164	51,421	185,455	185,520	185,234	224,785	462,835
Total governmental activities	35,706,023	37,042,271	41,989,784	44,377,278	49,656,708	51,806,148	56,272,298	60,658,273	63,738,526	66,504,307
Business-type activities										
Unrestricted investment earnings	5,314	7,182	5,233	3,004	11,657	9,671	24,378	32,004	84,210	143,525
Contributions	-	-	-	22,000	-	-	-	-	-	-
Gain on disposal of property	-	-	-	5,278	-	-	-	-	-	-
Transfers	-	-	-	(68,164)	(51,421)	(185,455)	(185,520)	(185,234)	(224,785)	(462,835)
Total business-type activities	5,314	7,182	5,233	(37,882)	(39,764)	(175,784)	(161,142)	(153,230)	(140,575)	(319,310)
CHANGES IN NET POSITION										
Governmental activities	9,995,181	5,477,684	2,118,723	1,519,497	27,638,230	21,884,539	28,990,718	9,004,362	18,209,157	19,216,963
Business-type activities	532,936	1,311,447	1,960,188	702,622	948,520	1,121,730	926,141	1,317,487	1,549,433	3,371,488
Total primary government	$ 10,528,117	$ 6,789,131	$ 4,078,911	$ 2,222,119	$ 28,586,750	$ 23,006,269	$ 29,916,859	$ 10,321,849	$ 19,758,590	$ 22,588,451

TOWN OF PARKER, COLORADO
Table 3
Government-wide
Fund Balances
(Accrual Basis of Accounting)
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
GENERAL FUND										
Nonspendable	$ -	$ 119,063	$ 151,265	$ 261,426	$ 318,111	$ 44,718	$ 76,740	$ 297,866	$ 254,507	$ 52,183
Restricted	-	5,194,016	5,354,756	5,389,861	5,552,094	5,541,125	5,817,069	5,974,487	6,253,523	2,476,688
Assigned	-	3,805,900	3,916,400	3,558,911	8,786,164	9,507,005	7,565,660	1,991,401	2,037,680	2,096,328
Unassigned	-	13,677,803	14,554,422	12,496,031	10,685,656	8,009,300	7,452,185	11,239,476	14,537,546	21,991,508
Reserved	5,448,620	-	-	-	-	-	-	-	-	-
Unreserved	16,927,772	-	-	-	-	-	-	-	-	-
Total general fund	22,376,392	22,796,782	23,976,843	21,706,229	25,342,025	23,102,148	20,911,654	19,503,230	23,083,256	26,616,707
ALL OTHER GOVERNMENTAL FUNDS										
Nonspendable	-	1,787	20,844	61,087	185,781	81,162	147,447	218,433	103,647	188,628
Restricted	-	9,056,847	10,889,852	18,145,409	27,808,739	23,754,974	19,896,460	20,224,014	28,966,757	37,575,612
Assigned	-	11,698,480	11,412,243	11,394,563	9,229,681	12,404,934	9,362,147	11,592,378	15,565,011	16,480,824
Unassigned	-	-	(124)	-	(280,669)	(64,666)	-	-	-	-
Reserved	5,193,239	-	-	-	-	-	-	-	-	-
Unreserved	23,465,168	-	-	-	-	-	-	-	-	-
Total all other governmental funds	28,658,407	20,757,114	22,322,815	29,601,059	36,943,532	36,176,404	29,406,054	32,034,825	44,635,415	54,245,064
Total governmental funds	$ 51,034,799	$ 43,553,896	$ 46,299,658	$ 51,307,288	$ 62,285,557	$ 59,278,552	$ 50,317,708	$ 51,538,055	$ 67,718,671	$ 80,861,771

Notes:
- The Town of Parker implemented GASB 54 for the year ended December 31, 2011. GASB 54 required a new way of reporting the components of fund balance that will focus on the extent to which the Town is bound to honor constraints on the specific purposes for which the amounts in fund balance can be spent. Prior to 2011, fund balance was reported with a focus on the extent to which financial resources are available for appropriation.

TOWN OF PARKER, COLORADO
Table 4
Governmental Funds
Changes in Fund Balances
(Modified Accrual Basis of Accounting)
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
REVENUES										
Taxes										
Sales and use	$ 26,258,358	$ 27,682,440	$ 31,544,854	$ 33,564,104	$ 37,202,194	$ 39,469,983	$ 42,280,470	$ 45,358,682	$ 47,684,424	$ 50,111,702
Excise - new development	492,641	848,135	1,715,587	1,446,864	2,655,816	2,064,824	2,798,039	3,321,992	3,735,299	2,531,440
Impact Fees	-	-	-	-	-	-	-	-	-	246,834
Other	3,394,318	3,419,485	3,354,214	3,532,832	3,670,706	3,747,204	4,107,324	4,233,943	4,553,702	4,634,056
License and permits	799,627	925,714	2,141,881	1,537,271	1,833,383	1,650,645	1,828,083	2,287,377	2,541,078	2,532,128
Intergovernmental	6,063,146	5,500,864	6,722,266	7,546,399	8,257,226	11,199,682	9,117,780	9,953,987	11,434,061	11,613,130
Charges for services	5,040,283	5,989,259	7,348,930	7,893,156	8,432,728	8,752,358	10,199,073	11,557,772	11,952,230	13,478,253
Fines and forfeitures	267,467	324,724	264,020	255,476	265,028	280,844	309,359	286,070	222,781	166,333
Contributions	1,024,365	1,398,752	708,839	222,933	3,763,471	3,225,342	4,678,150	2,613,170	4,860,566	4,972,233
Net investment earnings	238,044	206,913	127,886	56,315	165,227	183,151	380,684	409,681	1,075,836	2,001,507
Miscellaneous	203,346	265,388	341,041	165,790	148,563	176,243	362,843	268,203	212,123	146,220
Total revenues	43,781,595	46,561,674	54,269,518	56,221,140	66,394,342	70,750,276	76,061,805	80,290,877	88,272,100	92,433,836
EXPENDITURES										
Current										
General government	6,468,708	6,572,669	7,811,959	7,516,436	6,959,820	7,059,394	8,160,682	8,363,119	7,616,810	7,960,466
Public safety	9,193,875	9,882,527	11,232,977	11,715,663	13,275,289	14,008,600	16,329,288	17,330,466	17,041,533	17,462,868
Highways and streets	7,436,524	7,371,099	5,233,772	6,605,289	10,022,553	10,961,773	12,030,625	7,961,835	8,611,158	7,418,700
Economic development	3,016,342	3,313,564	3,593,093	2,793,641	1,397,949	1,759,381	2,710,275	2,736,806	3,012,606	3,109,442
Culture and recreation	7,323,106	8,719,564	9,775,301	11,076,229	11,863,793	13,268,624	15,433,724	17,169,626	17,493,698	17,650,339
Building	-	-	-	-	137,972	354,684	21,679	18,378	112,202	-
Debt Service										
Principal	2,680,000	2,050,000	1,880,000	1,930,000	1,975,000	2,765,000	2,935,000	3,020,000	3,105,000	35,940,000
Interest	3,324,136	3,216,048	3,148,723	3,091,892	3,428,097	3,650,044	3,331,938	3,221,901	3,121,894	3,275,171
Fiscal charges	2,157	1,150	1,150	1,150	650	72,362	2,500	2,500	2,500	242,427
Capital outlay	28,616,852	13,808,775	9,739,601	6,958,392	26,612,624	20,067,312	24,321,608	19,454,724	12,929,014	16,845,088
Total expenditures	68,061,700	54,935,395	52,416,576	51,688,692	75,673,747	73,967,174	85,277,319	79,279,355	73,046,415	109,904,501

TOWN OF PARKER, COLORADO
Table 4
Governmental Funds
Changes in Fund Balances
(Modified Accrual Basis of Accounting)
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Excess of revenues over										
(under) expenditures	$ (24,280,105)	$ (8,373,721)	$ 1,852,942	$ 4,532,448	$ (9,279,405)	$ (3,216,898)	$ (9,215,514)	$ 1,011,522	$ 15,225,685	$ (17,470,665)
OTHER FINANCING SOURCES (USES)										
Transfers in	4,523,184	5,297,975	6,470,751	5,409,859	5,639,137	18,413,380	9,432,793	14,319,311	10,698,637	10,580,955
Transfers out	(4,523,184)	(5,297,975)	(6,470,751)	(5,409,859)	(5,587,716)	(18,212,925)	(9,247,273)	(14,134,077)	(9,812,347)	(10,118,120)
Proceeds from sale of capital assets	-	-	-	410,664	-	-	4,960	-	12,094	36,898
Insurance recoveries	-	-	-	4,518	1,278	9,438	64,190	23,591	56,547	30,802
Payment to excrow agent	-	-	-	-	-	(9,880,000)	-	-	-	-
Bond issuance	-	-	-	-	20,204,976	9,880,000	-		-	30,083,230
Total other financing sources (uses)	-	-	-	415,182	20,257,675	209,893	254,670	208,825	954,931	30,613,765
NET CHANGE IN FUND BALANC	$ (24,280,105)	$ (8,373,721)	$ 1,852,942	$ 4,947,630	$ 10,978,270	$ (3,007,005)	$ (8,960,844)	$ 1,220,347	$ 16,180,616	$ 13,143,100
Debt service as a percentage of noncapital expenditures	15.2%	12.8%	11.8%	11.2%	11.0%	12.0%	10.3%	10.4%	10.4%	42.4%

TOWN OF PARKER, COLORADO
Table 5
Governmental Revenues by Source
Last Ten Years

Revenue Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Taxes										
Sales and use	$ 26,258,358	$ 27,682,440	$ 31,544,854	$ 33,564,104	$ 37,202,194	$ 39,469,983	$ 42,280,470	$ 45,358,682	$ 47,684,424	$ 50,111,702
Excise - new development	492,641	848,135	1,715,587	1,446,864	2,655,816	2,064,824	2,798,039	3,321,992	3,735,299	2,531,440
Impact Fee	-	-	-	-	-	-	-	-	-	246,834
Property	1,646,471	1,644,026	1,538,460	1,552,808	1,584,849	1,590,673	1,873,217	2,187,893	-	-
Other	1,747,847	1,775,459	1,815,754	1,980,024	2,085,857	2,156,531	2,234,107	2,046,050	4,553,702	4,634,056
Licenses and permits	799,627	925,714	2,141,881	1,537,271	1,833,383	1,650,645	1,828,083	2,287,377	2,541,078	2,532,128
Intergovenmental	6,063,146	5,500,864	6,722,266	7,546,399	8,257,226	11,199,682	9,117,780	9,953,987	11,434,061	11,613,130
Charges for services	5,040,283	5,989,259	7,348,930	7,893,156	8,432,728	8,752,358	10,199,073	11,557,772	11,952,230	13,478,253
Fines and forfeitures	267,467	324,724	264,020	255,476	265,028	280,844	309,359	286,070	222,781	166,333
Contributions	1,024,365	1,398,752	708,839	222,933	3,763,471	3,225,342	4,678,150	2,613,170	4,860,566	4,972,233
Investment earnings	238,044	206,913	127,886	56,315	165,227	183,151	380,684	409,681	1,075,836	2,001,507
Miscellaneous	203,346	265,388	341,041	165,790	148,563	176,243	362,843	268,203	212,123	146,220
Total revenues	$ 43,781,595	$ 46,561,674	$ 54,269,518	$ 56,221,140	$ 66,394,342	$ 70,750,276	$ 76,061,805	$ 80,290,877	$ 88,272,100	$ 92,433,836

TOWN OF PARKER, COLORADO
Table 6
Direct and Overlapping Sales Tax Rates
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
DIRECT RATE										
Town of Parker	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
OVERLAPPING RATES										
Douglas County	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
State of Colorado	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Regional Transportation District (RTD)	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Scientific and Cultural Facilities District (SCFD)	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Football Stadium District	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total sales tax rate	8.1%	8.1%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%

TOWN OF PARKER, COLORADO
Table 7
Sales and Use Tax Revenue by Type of Industry
Last Ten Years

TYPE OF INDUSTRY	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Food and general merchandise	$11,231,486	$11,932,701	$12,512,102	$13,326,487	$14,079,531	$14,828,671	$15,887,495	$16,425,183	$17,109,249	$17,647,652
Autos/automotive	2,741,913	3,253,937	3,381,076	3,767,623	4,251,946	4,703,968	4,895,696	5,127,387	5,486,647	5,831,863
Restaurants	2,779,452	2,817,692	3,203,384	3,400,109	3,706,758	4,036,686	4,113,937	4,526,234	4,841,181	5,097,287
Home and garden	1,733,165	1,997,852	2,279,132	2,565,017	2,742,637	3,105,588	3,377,818	3,582,751	3,816,678	3,872,851
Specialty retail	-	2,879,283	3,788,793	4,085,299	4,311,707	4,819,323	5,270,252	4,540,182	4,766,210	5,069,760
Apparel and accessories	233,498	-	-	-	-	-	-	-	-	-
Furniture and décor	564,651	-	-	-	-	-	-	-	-	-
Miscellaneous retail	2,648,418	-	-	-	-	-	-	-	-	-
Utilities/telecommunications	1,992,578	2,002,397	2,084,132	2,192,448	2,343,891	2,352,573	2,479,723	2,611,082	2,504,972	2,500,040
Other	1,050,710	1,458,016	1,614,152	1,644,931	1,717,371	2,454,736	2,747,499	4,395,413	7,057,748	5,563,232
Total sales taxes	$24,975,871	$26,341,878	$28,862,771	$30,981,914	$33,153,841	$36,301,545	$38,772,420	$41,208,232	$45,582,685	$45,582,685
Building use taxes	1,282,487	1,340,562	2,682,083	2,582,190	4,048,353	3,168,438	3,508,050	4,150,450	4,780,148	4,145,954
Total sales and use taxes	$26,258,358	$27,682,440	$31,544,854	$33,564,104	$37,202,194	$39,469,983	$42,280,470	$45,358,682	$50,362,833	$49,728,639

Notes:

- Specialty retail includes for example, electronics, office supply, pet store, apparel and accessories, furniture and décor, and sporting goods. Prior to 2011, types of this nature were categorized separately as apparel and accessories and furniture and décor. Additionally, part of what was classified as miscellaneous retail in the prior years is now categorized in the specialty retail and other categories.

TOWN OF PARKER, COLORADO
Table 8
Principal Sales and Use Tax Payers
Last Ten Years

TYPE OF INDUSTRY	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Aggregate top ten filers	$12,366,466	$13,355,597	$15,225,597	$16,299,120	$17,332,923	$18,185,261	$18,913,823	$19,710,475	$20,842,083	$21,791,261
Aggregate all other filers	12,609,405	12,986,281	13,637,174	14,682,794	15,820,918	18,116,284	19,858,597	21,497,757	22,062,193	23,791,424
Total sales taxes	24,975,871	26,341,878	28,862,771	30,981,914	33,153,841	36,301,545	38,772,420	41,208,232	42,904,276	45,582,685
Top ten filers as a percentage of total sales tax	49.51%	50.70%	52.75%	52.75%	52.61%	50.10%	48.78%	48.78%	48.58%	47.81%

2019 Top ten filers in alphabetical order: Costco Wholesale #1022, Dillon Companies Inc 75, Dillon Companies Inc 88, Dillon Companies Inc 126, Douglas County, Intermountain Rural Electric Association, Lowe's Home Centers LLC, Target Corporation, The Home Depot USA Inc, Walmart Stores Inc

Source: Town of Parker Finance department

TOWN OF PARKER, COLORADO
Table 9
Ratios of Outstanding Debt by Type
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
GOVERNMENTAL ACTIVITIES										
Sales and use tax revenue bonds	$ 13,730,000	$ 12,825,000	$ 12,125,000	$ 11,400,000	$ 10,655,000	$ 9,880,000	$ 8,985,000	$ 8,070,000	$ 7,135,000	$ 6,180,000
Certificates of participation	44,250,000	43,105,000	41,925,000	40,720,000	59,010,000	57,020,000	54,980,000	52,875,000	50,705,000	40,935,000
Discount	-	-	-	-	(63,065)	(59,803)	(56,541)	(53,279)	(50,017)	-
Premium	-	-	-	-	662,143	627,894	593,645	559,396	525,147	5,254,048
Total governmental activities	57,980,000	55,930,000	54,050,000	52,120,000	70,264,078	67,468,091	64,502,104	61,451,117	58,315,130	52,369,048
Total primary government	$ 57,980,000	$ 55,930,000	$ 54,050,000	$ 52,120,000	$ 70,264,078	$ 67,468,091	$ 64,502,104	$ 61,451,117	$ 58,315,130	$ 52,369,048
Debt per capita	$ 1,280	$ 1,222	$ 1,152	$ 1,090	$ 1,428	$ 1,320	$ 1,320	$ 1,188	$ 1,091	$ 933.76
Debt as percentage of personal income	2.67%	2.35%	1.53%	1.38%	1.72%	1.52%	1.52%	1.08%	0.98%	0.82%

See Table 15 Demographic and Economic Information for population and total personal income.

TOWN OF PARKER, COLORADO
Table 10
Pledged Revenues Debt Service Coverage
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Pledged revenues										
Sales taxes (1)	$ 20,955,040	$ 21,950,246	$ 24,052,309	$ 25,818,525	$ 27,628,021	$ 30,251,287	$ 32,309,990	$ 34,340,193	$ 35,753,563	$ 37,986,431
Use taxes (2)	926,956	1,117,877	2,234,997	2,209,197	3,459,942	2,686,658	2,983,632	3,525,829	4,044,683	3,885,169
Total available revenues	21,881,996	23,068,123	26,287,306	28,027,722	31,087,963	32,937,945	35,293,622	37,866,022	39,798,246	41,871,600
Annual debt service										
Principal										
1998 Sales and use tax bonds	-	-	-	-	-	-	-	-	-	-
2006 Sales and use tax bonds (3)	870,000	905,000	700,000	725,000	745,000	775,000	-	-	-	-
2015 Sales and use tax bonds	-	-	-	-	-	-	895,000	915,000	935,000	955,000
Interest										
1998 Sales and use tax bonds	-	-	-	-	-	-	-	-	-	-
2006 Sales and use tax bonds	612,625	577,125	544,150	513,869	481,700	449,438	-	-	-	-
2015 Sales and use tax bonds	-	-	-	-	-	-	203,389	178,601	163,454	143,136
Total debt service	1,482,625	1,482,125	1,244,150	1,238,869	1,226,700	1,224,438	1,098,389	1,093,601	1,098,454	1,098,136
Excess revenue coverage	$ 20,399,371	$ 21,585,998	$ 25,043,156	$ 26,788,853	$ 29,861,263	$ 31,713,507	$ 34,195,233	$ 36,772,421	$ 38,699,792	$ 40,773,464
Annual debt service coverage	14.76	15.56	21.13	22.62	25.34	26.90	32.13	34.63	36.23	38.13
Maximum annual debt service										
1998 Sales and use tax bonds	-	-	-	-	-	-	-	-	-	-
2006 Sales and use tax bonds	1,482,125	1,244,150	1,238,869	1,226,700	1,224,438	1,222,838	-	-	-	-
2015 Sales and use tax bonds	-	-	-	-	-	-	1,098,341	1,098,454	1,098,136	1,098,136
Combined maximum annual debt service	$ 1,482,125	$ 1,244,150	$ 1,238,869	$ 1,226,700	$ 1,224,438	$ 1,222,838	$ 1,098,341	$ 1,098,454	$ 1,098,136	$ 1,098,136
Maximum debt service coverage	14.76	18.54	21.22	22.85	25.39	26.94	32.13	34.47	36.24	38.13

(1) Sales taxes pledged included only 2.5% of the Town's 3.0% sales tax rate. Pledged sales tax revenues are reported in the General Fund.
(2) Use taxes pledged are reported in the Public Improvement Fund.
(3) 2006 Sales and use tax bonds were defeased with proceeds from the 2015 refunding issue.

TOWN OF PARKER, COLORADO
Table 11
Computation of Direct and Overlapping Bonded Debt – General Obligation Bonds

GOVERNMENTAL ENTITY	Total Gross Bonded Debt Outsanding	Percentage Applicable to Town (a)	Amount Applicable to Town
Direct debt:			
Town of Parker	$ 52,369,048	100.00%	$ 52,369,048
Total direct debt	52,369,048		52,369,048
Overlapping debt:			
Douglas County School District	455,050,000	3.00%	13,651,500
Antelope Heights Metro District #2	9,715,000	100.00%	9,715,000
Anthology West Metro Districts	13,347,000	100.00%	13,347,000
Canterberry Crossing Metro District	7,280,000	100.00%	7,280,000
Canterberry Crossing II Metro District	8,765,000	100.00%	8,765,000
Cherry Creek South #4-11 Metro District	500,000	100.00%	500,000
Horsecreek Metro District	4,090,000	100.00%	4,090,000
Horseshoe Ridge Metro Districts	3,850,000	100.00%	3,850,000
Jordan Crossing Metro District	1,395,000	100.00%	1,395,000
Lincoln Meadows Metro District	7,387,000	100.00%	7,387,000
Lincoln Park Metro District	30,830,000	16.00%	4,932,800
Neutowne Metro District	11,000,000	100.00%	11,000,000
Olde Town Metro District	970,000	100.00%	970,000
Overlook Metropolitan District	7,130,000	100.00%	7,130,000
Parker Automotive Metro District	15,411,000	100.00%	15,411,000
Parker Homestead Metro District	8,140,000	100.00%	8,140,000
Pine Bluffs Metro District	3,900,000	100.00%	3,900,000
Reata North Metro Districts	10,225,000	100.00%	10,225,000
Reata Ridge Metro Districts	5,739,000	100.00%	5,739,000
Regency Metro District	3,720,000	100.00%	3,720,000
Robinson Ranch Metro District	750,000	100.00%	750,000
Salisbury Heights Metro District	2,854,000	100.00%	2,854,000
Trails at Crowfoot Metro Districts	35,105,000	100.00%	35,105,000
Village on the Green Metro District	1,365,000	100.00%	1,365,000
Westcreek Metro Districts	7,800,000	100.00%	7,800,000
Cottonwood Water and Sanitation District	11,548,412	92.00%	10,624,539
Parker Water and Sanitation District	80,830,000	40.00%	32,332,000
Stonegate Village Metro District	17,510,000	15.00%	2,626,500
Total overlapping debt	835,540,412		288,885,639
Grand total direct and overlapping debt	$ 887,909,460		$ 341,254,687

(a) percentage is the assessed valuation of the governmental entity in relation to the Town's assessed valuation

TOWN OF PARKER, COLORADO
Table 12
Governmental Employees by Function (Full-time Equivalents)
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Government										
Town Clerk	3.0	2.5	2.5	2.5	3.0	3.0	3.0	3.0	3.0	3.0
Municipal Court	2.8	2.8	2.8	2.8	2.6	2.6	2.6	3.4	2.8	2.8
Town Administration	5.0	4.0	3.0	3.0	3.0	4.0	4.0	4.0	3.8	3.8
Finance	14.0	11.0	11.0	11.0	11.0	12.0	12.3	12.3	11.8	11.8
Legal Services	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	4.0	4.0
Human Resources	4.0	4.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0
Risk Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Community Development	25.8	21.0	21.0	22.0	22.5	22.0	23.8	24.8	24.3	24.3
P3 Support Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.8	2.8
Information Technology	9.0	9.0	9.0	9.0	10.0	11.0	11.0	12.0	12.0	12.0
Communications	3.5	3.5	3.5	3.5	3.5	3.5	3.0	4.0	4.0	4.0
Customer Service	5.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Economic Development	1.0	1.0	1.0	3.0	4.0	4.0	4.0	4.0	3.0	3.0
Public Safety	92.2	92.5	93.3	96.3	100.3	109.5	118.1	121.5	121.0	121.0
Public Works	53.3	49.5	49.5	50.3	50.5	55.2	57.6	57.9	58.6	61.3
Parks, Recreation and Culture	46.2	48.2	48.4	54.4	55.5	136.1	156.6	172.6	177.3	184.3
	268.4	254.6	255.6	268.4	277.5	374.5	407.6	432.1	438.0	447.7

Source: Town of Parker Finance department - Prior to 2015, employee count only includes Full Time employees

TOWN OF PARKER, COLORADO
Table 13
Capital Assets by Function and Program
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General government										
Town hall	1	1	1	1	1	1	1	1	1	1
Other office buildings	1	1	1	1	1	2	2	2	2	2
Public safety										
Police station	1	1	1	1	1	1	1	1	1	1
Public works										
Facilities	1	1	1	1	1	2	2	2	2	2
Miles of roadway	171	177	178	180	182	184	187	189	194	196
Parks, culture and recreation										
Ruth Chapel	1	1	1	1	1	1	1	1	1	1
Schoolhouse (formerly Mainstreet Center)	1	1	1	1	1	1	1	1	1	1
PACE Center	-	1	1	1	1	1	1	1	1	1
Recreation Center with indoor pool	1	1	1	1	1	1	1	1	1	1
Fieldhouse	1	1	1	1	1	1	1	1	1	1
Outdoor pool	1	1	1	1	1	1	1	1	1	1
Parks										
Regional	2	1	1	1	1	2	2	2	2	2
Local	11	11	11	12	13	14	14	14	14	15

Source: Town of Parker

TOWN OF PARKER, COLORADO
Table 14
Operating Indicators by Function
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Government										
Building Permits:										
Single-family residential units	112	183	381	332	347	312	291	421	381	393
Valuation	$32,509,630	$ 55,076,498	$ 119,581,591	$117,231,450	$119,630,934	$106,788,354	$ 104,587,047	$ 154,363,845	$ 142,150,155	$142,711,679
Multi-family residential units	7	7	38	-	9	23	39	19	44	31
Valuation	$ 1,295,564	$ 1,338,620	$ 7,420,142	$ -	$ 34,373,298	$ 49,091,908	$ 46,291,379	$ 48,540,272	$ 61,744,162	$17,487,795
Total commercial new, remodel and other	466	416	515	628	637	489	779	1,024	952	906
Valuation	$ 36,123,583	$ 25,251,892	$ 19,139,318	$27,232,684	$ 88,644,852	$ 56,552,496	$ 74,862,413	$ 56,268,320	$ 86,277,189	$106,229,817
Tax and Licensing:										
Business licenses issued	458	333	749	631	487	492	482	519	552	926
Public Safety										
Police:										
Calls for service *	63,995	58,009	60,084	65,122	65,987	68,577	73,133	85,894	89,417	69,370
Total charges *	4,379	4,431	5,325	5,218	5,696	5,813	5,183	6,097	6,061	2,348
Building Inspection:										
Total building inspections	14,490	16,061	34,622	27,238	25,170	29,015	27,707	33,972	40,658	37,456
Highways and Streets										
Streets:										
New roadway additions (miles)	12	6	1	2	2	5	0	2	5	2
Parks and Recreation										
Recreation:										
Adult sports leagues	7	8	8	8	8	7	28	28	28	30
Youth sports leagues	15	17	17	23	24	26	30	34	34	31
Adult league attendance	5,874	5,556	6,584	6,036	5,183	5,306	5,997	6,116	6,500	6,402
Youth league attendance	8,813	8,438	9,360	10,576	11,083	10,047	10,442	10,474	10,500	7,473

***** Parker Police Department removes extaneous call types such as test, administrative, and report completion calls. Incidents are based on the National Incident Based Reporting System. The totals shown are based total crime incidents; crime statistics are by nature dynamic, which allows for additions, deletions and modifications at any time.

**Youth league attendance does not include participation in activities, camps or clinics starting in 2019.

Source: Various Town of Parker departments.

TOWN OF PARKER, COLORADO
Table 15
Demographic and Economic Information
Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Area in square miles	20.50	20.80	21.20	21.20	21.28	21.54	21.78	21.82	22.20	22.30
Housing units	16,620	16,731	17,133	17,451	17,798	18,752	19,011	19,810	19,949	21,654
Population	45,297	45,758	46,919	47,823	48,789	50,677	51,023	51,715	53,428	56,084
Average persons per household	2.85	2.84	2.84	2.84	2.84	2.80	2.68	2.61	2.68	2.59
Median age	36.60	36.10	35.80	34.40	34.70	34.90	34.60	34.62	35.00	34.94
High school graduates - persons age 25+	97.0%	97.1%	97.2%	97.5%	97.4%	97.7%	97.7%	97.8%	97.4%	98.0%
Bachelor's degree or higher - persons age 25+	45.3%	46.9%	47.5%	48.5%	50.2%	53.5%	52.6%	53.7%	54.0%	55.0%
Unemployment rate	5.2%	6.3%	5.9%	5.0%	3.6%	2.7%	2.1%	2.4%	2.3%	2.5%
Median household income	$88,644	$92,917	$95,618	$96,772	$98,170	$100,469	$101,969	$110,534	$111,749	$113,836

Source: Town of Parker, Douglas County, Nielsen Claritas Site Reports, Bureau of Economic Analysis.