



KEN-CARYL RANCH
METROPOLITAN DISTRICT
2024 Budget

The logo for Ken-Caryl Ranch Metropolitan District is centered on an orange background. It features a stylized 'K' and 'C' inside a circle, with a leaf and a bird. Below the logo, the text 'KEN-CARYL RANCH METROPOLITAN DISTRICT' is written in white, and '2024 Budget' is written in a larger white font.

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Budget Message

The purpose of this budget is to provide a complete financial plan of all District activities for the following fiscal year. The budget document serves several purposes:

- As a **policy document** - the budget indicates what services the District will provide during the next year.
- As an **operations guide** - the budget indicates how departments and funds are organized to provide services to the community.
- As a **financial plan** - it summarizes the services to the community and how they will be funded.
- As a **communications tool** - the budget is designed to be user-friendly with summary information for the community, Board, and staff to utilize.

This proposed budget includes all anticipated revenues and estimated expenditures for the year 2024. The State of Colorado budgetary law requires that the budget be balanced with all available revenue sources equal to or exceeding planned expenditures.

Board of Directors

The Ken-Caryl Ranch Metropolitan District is governed by a five-member Board of Directors. Board members are elected to four-year terms by registered voters who reside or own property within the Ken-Caryl Ranch Metropolitan District. The Board of Directors is elected to establish policies. The Board meets on the fourth Tuesday of every month and has a joint study session with the Master Association the first Tuesday of every other month, with some modifications for budget and holidays.

Jim Conzelman, Vice President, jimc@kcranch.org, term expires May 2025

Kayla Kirkpatrick, Director, 303-999-1993, kaylak@kcranch.org, Term Expires, May 2025

Joe Levy, President, 720-256-4480, joel@kcranch.org, Term Expires, May 2027

Mike Miro, Treasurer, 720-407-1037, mikem@kcranch.org, term expires May 2027

John Ostrom, Secretary, 303-717-3662, johno@kcranch.org, term expires May 2027

Budget Development Process and Community Participation

The annual budget process is the culmination of months of forecasting, preparing, evaluating, and compiling. The following is a general timeline of the important components of the process.

- **August:** 10-year capital plan update
- **September:** capital priority discussions; departmental staff, revenue, and expense development; fee schedule development
- **October:** draft budget distributed; continuation of Board discussions
- **December:** open the public hearing and continue until special meeting in January
- **January 2024:** close public hearing; approve budget

Basis of Accounting and Budget Management

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are 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 of the end of the current fiscal period. The major sources of revenue susceptible to accrual are property taxes and program generated revenues. Expenditures, other than interest on long-term obligations, are recorded when the liability is incurred or the long-term obligation paid. All other revenue items are measurable and available only when cash is received by the District. This information can be found in the [2022 Annual Financial Report](#).

District Plans and Policies

2021 Community Survey

The Master Association and District conducted a joint community-wide survey in June 2021 with a 51% response rate. The Community Planning Committee (CPC) was the body responsible for analyzing the results and making recommendations for future budget years. The CPC recommended numerous consensus topics related to the District budget, which have been completed. The 2024 budget will address the following and remaining Community Survey-supported projects that would be addressed by the District: South Hogback Open Space land management plan to address the need for sensitive resource and recreation management plans and the Community Park design completion to address updates to the park. Other updates, such as playground renovations and shade structures in parks, will be addressed by the Master Association.

2023 - 2027 Strategic Plan

The [Ken-Caryl Ranch Metropolitan District Strategic Plan](#) emanated from the 2021 Community Survey and builds upon the goals established by the Board of Directors in 2017. The strategic plan provides goals, strategies, and action steps for the next three to five years. The intent is for this plan to be reviewed and updated annually and to serve as a roadmap for the District. As part of the process, the Board revised its mission statement to the following:

[To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.](#)

In addition, staff revised the core values and created the following to integrate into the daily work of staff as well as ongoing goal development, performance reviews, and strategies:

- Respect
- Engagement
- Accountability
- Integrity
- Continuous improvement
- Building relationships

Investment Policy

District funds shall be invested prudently, with the safety of principal being the Board's foremost objective. Investments shall be selected in a manner that seeks to obtain market rates of return, consistent with constraints imposed by the foregoing safety objective, cash flow considerations, and State laws that restrict the placement of certain public funds. All investments must be in current

compliance with Part 6, Article 75 of Title 24 of the Colorado Revised Statutes (legal investments of public funds) and Article 10.5 of Title 11 of the Colorado Revised Statutes (Public Deposit Protection Act).

Fiscal Policies

The Fiscal Policies were created by the District to establish rules, policies, and procedures for developing the District's financial goals and objectives; making financial decisions; reporting the District's financial status; and managing District funds. The Fiscal Policies have been developed pursuant to the Special District Act, C.R.S. § 32-1-101, *et seq.*; the Local Government Budget Law, C.R.S. § 29-1-101, *et seq.*; the Local Government Audit Law, C.R.S. § 29-1-601, *et seq.*; the Public Deposit Protection Act, C.R.S. § 11-10.5-101, *et seq.*; the Taxpayers' Bill of Rights (TABOR), Section 20 of Article X of the Colorado Constitution; and all other laws, rules, and regulations governing the District's financial management. The Fiscal Policies were updated in February of 2022 to include consideration of periodically changing auditing firms at least every five years to enhance the integrity of the audit process and financial reporting.

Emergency Reserve Requirement

As required by Article X, Section 20 of the State Constitution (TABOR Amendment), the District has established an Emergency Reserve Fund that requires the District to reserve 3% of fiscal year spending. The District shall strive to maintain, at a minimum, this amount equal to three months of general operating expenditures as financial reserves to sustain District operations and to protect the District against unforeseen circumstances and events. Local governments are not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls, or salary or benefit increases. The District created an operating reserve, different from the TABOR reserve, that is equal to 5% of budget expenditures.

State or Federal Level Policies

Following the voter defeat of Proposition HH, a property tax reduction proposal, at the November 7, 2023 election, Governor Polis recalled the Colorado state legislature for a special session that started on November 17 and ended on November 20. The purpose of the special session was to develop legislation that would provide property tax relief in the current year but would not significantly undermine the public services of governmental entities that rely on property taxes for their operation. The state legislature approved Senate Bill 23B-001, called "SB001" in this document. A summary of SB001 follows.

First, SB001 retains in effect all property tax reductions for 2023 that were enacted as part of the last legislative session's Senate Bill 22-238. SB001 also retains in effect the state "backfill" (i.e., reimbursement) provisions that will go to certain local governments under Senate Bill 22-238 in order to compensate them for tax revenue lost as the result of the property tax reductions. However, parks and recreation special districts and metropolitan districts that provide parks and recreation services are not eligible for the state backfill through Senate Bill 22-238.

Second, SB001 adds additional property tax reductions for the 2023 assessment year over and above what Senate Bill 22-238 provides. Specifically, for 2023, SB001 decreases the residential assessment rate from 6.765% to 6.7%, and increases the residential property exempt amount from \$15,000 to \$55,000.

Because the county assessors had significant work to do in preparing the final certifications of assessed valuation using the new residential assessment rate and residential property exempt amount, following the passage of SB001, the deadlines for completing the 2024 budget process were changed. For the 2024 budget year only:

- The deadline for the Assessor to provide final certifications of values was extended from December 10, 2023 to January 3, 2024;
- The deadline for special districts to certify their mill levies was extended from December 15, 2023 to January 10, 2024; and
- The deadline for special districts to adopt their budget was extended from December 31, 2023 to January 10, 2024.

Finally, like Senate Bill 22-238, SB001 also adds an additional backfill formula to compensate some local governments for the additional tax revenue losses caused by SB001. The backfill formula entails:

- Tax revenue losses are calculated based on 2022 general operating mill levy rates;
- For Jefferson County, a county with more than 300,000 in population:
 - There is a 100% backfill for library districts, sanitation districts, water districts, and municipalities if Jefferson County has less than a 10% AV increase;
 - There is a 90% backfill for library districts, sanitation districts, water districts, and municipalities if Jefferson County has a 10-15% AV increase;
 - There is a 65% backfill for all other local governments if Jefferson County has less than a 15% AV increase, except for the already provided-for districts/municipalities above and fire districts, ambulance districts, and health districts; and
 - There is a 100% backfill for all fire districts, ambulance districts, and health districts, as well as all other governmental entities that provide fire protection services.
- The total amount of backfill that the state will pay is capped at \$54 million. Accordingly, if the total amount of backfill claims exceeds \$54 million, then backfills are paid in this order:
 - First, the 100% backfills of fire districts, ambulance districts, health districts, and other fire-providing governmental entities;
 - Second, the backfill amounts of governmental entities in counties that had no AV increase; and
 - Third, proportionately to other eligible governmental entities of any amount of the \$54 million that is remaining.
- It is important to note that the backfill formulas described above do not include special districts that provide parks and recreation services. **Throughout the 2023 regular legislative session and the special legislative session, providers of parks and recreation services were never included in conversations or consideration of backfill opportunities.** As a critical component of all communities, it has become imperative that providers engage with lawmakers and partners to elevate the importance of parks and recreation as a component of healthy communities.

On November 29, 2023, all property tax administrators, including the District, received a letter from the Governor urging property tax administrators to provide a voluntary, temporary mill levy reduction for collection in 2024 to go beyond property tax relief already provided in SB001. SB23-108 revised 39-1-111.5 C.R.S. clarifying that a local government can use a temporary mill levy reduction/temporary

property tax credit to provide temporary property tax relief and later eliminate the credits if needed. This request has been rigorously scrutinized by staff, and staff does not recommend a voluntary mill levy reduction for several reasons. As called out in the letter, the Governor’s focus for reduction was on property owners that experienced more than a 20% increase in property valuation. The average increase in Ken-Caryl Ranch based on preliminary valuation was estimated at 27% before the special legislative session and is now estimated at 17% due to the additional impacts of SB001. The next reason staff does not recommend a reduction is due to the uncertainty that surrounded the 2023 legislative session, the November election, and the special legislative session. That uncertainty continues into 2024 as there are already two ballot initiatives on the November 2024 ballot to reduce and/or limit property taxes, a newly formed Commission on Property Tax will be developing options for long-term property tax changes for the legislature’s consideration, and the Governor may also propose a separate issue. The last reason staff does not recommend a reduction is due to the community’s desire for the District to maintain and improve its infrastructure. In order to accomplish the community’s desire, the District must maintain and sustain funding in the Capital Reserve Fund. A reduction in the District’s mill levy will directly impact that ability.

Budget Highlights

Budget Philosophy

The general philosophy for the 2024 budget is to tie the District’s operations to the Strategic Plan while continuing to improve levels of service via:

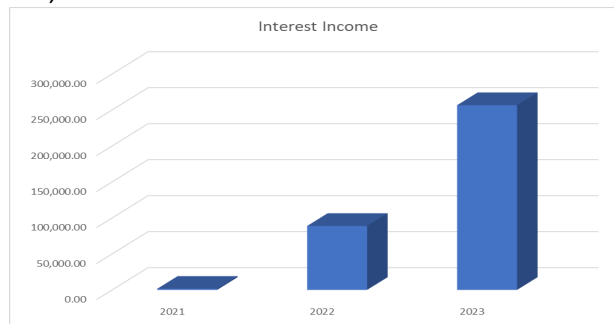
- An aggressive approach to making aesthetic improvements for all public spaces.
 - Continuation of discussions regarding a potential bond mill levy. Board discussions occurred throughout the winter and spring of 2023. The Board determined it would delay further conversations until 2024.
 - A \$100,000 increase to Parks Department contract services to assist with tree removal, tree maintenance, and parks maintenance. The Master Association is providing a \$50,000 contribution for related urban forestry projects.
 - Addition of a full-time Facilities Technician creating capacity for higher level staff to complete ongoing and regularly scheduled inspections, project management, and administrative functions. Position will also assume responsibilities previously filled by two variable part-time employees.
- Creating new recreation programming to fill programming gaps.
 - Expanded programming opportunities in senior programming, early childhood, and all-age contract programs.
 - Continuation of contracted swim lessons to provide higher quality program options during the summer.
 - Expansion of existing and new special events.
 - Expansion of early childhood enrichment programming.
 - The continuation of Sunday hours at the Community Center, which started October 1, 2023. These hours were eliminated during COVID.
 - Continued analysis of existing school-age programming to align with school start/end times as well as current and anticipated participation.
- Completing necessary capital improvement projects.
 - Approximately \$1.4 million in capital improvement projects.

- Creating and sustaining highly competitive total rewards for staff.
 - Salary range adjustment of 3.6% to match Front Range organizations. An increase of the hourly minimum pay grade from \$14.04 to \$16.01. A 4% cost of living adjustment along with a 0-3% merit increase for 2024.
 - Creation of total rewards, which are the tools available to the employer that may be used to attract, retain, and motivate employees.

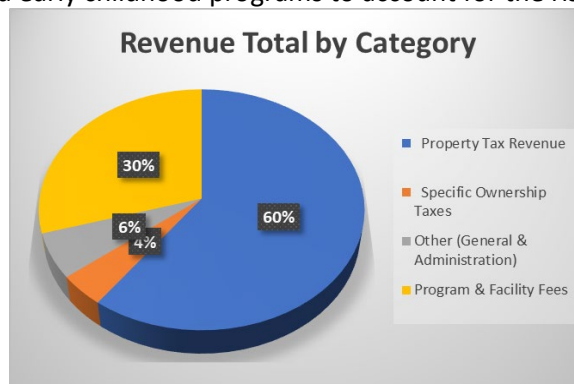
General Fund Revenues

The State of Colorado budgetary law requires that the budget be balanced with all available revenue sources equal to or exceeding planned expenditures. Property tax revenues are higher than 2023 levels and include a 27% increase in assessed value for Jefferson County homeowners based on the preliminary certification of valuation notice received at the end of August. Based on the outcome of the special legislative session, that increase drops to 17%. Currently, the 2024 operating mill levy for the District is 15.209 mills. The final 2024 assessed valuation provided by the Jefferson County Assessor’s Office is due to the District by January 3, 2024. The following depicts notable changes for 2024:

- Interest income continues to increase from the nearly negligible amounts in 2021 due to the rising interest rates. The District is currently investing at an average monthly yield rate of 5.5660% on December 31, 2023.



- Grant revenues are anticipated to increase in the Capital Reserve Fund with potential funds awarded from the Colorado Water Conservation Board, Jeffco Open Space, and Colorado Parks and Wildlife. Other smaller grants may impact the General Fund.
- In order to meet the cost recovery philosophy, program revenue is anticipated to increase for youth programs and early childhood programs to account for the rising cost of staffing.



Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

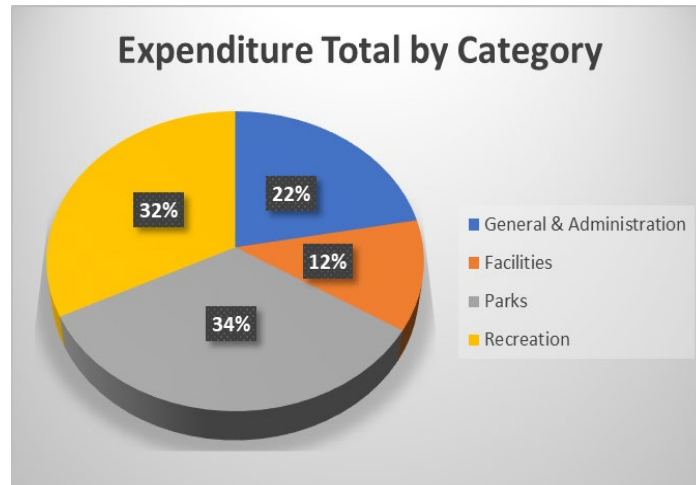
Property Tax Trends

Special Districts in Colorado continue to be impacted by legislative actions that affect property tax collections. The District has experienced varied property tax collections over the last two decades.

KEN-CARYL RANCH METROPOLITAN DISTRICT				
SUMMARY OF ASSESSED VALUATION , MILL LEVY				
AND PROPERTY TAXES COLLECTED				
Year End December 31,	Prior Year Assessed Valuation for Current Year Property Tax Levy	Total Property Taxes Collected - Operating	% Year Over Year Increase in Collections	Dollar Year Over Year Increase in Collections
1994	97,678,070	\$ 1,458,485	-	\$ -
1995	99,959,430	\$ 1,489,631	2.14%	\$ 31,146
1996	105,177,210	\$ 1,562,599	4.90%	\$ 72,968
1997	107,624,860	\$ 1,597,157	2.21%	\$ 34,558
1998	112,701,760	\$ 1,655,886	3.68%	\$ 58,729
1999	111,458,530	\$ 1,663,473	0.46%	\$ 7,587
2000	121,478,580	\$ 1,811,055	8.87%	\$ 147,582
2001	121,881,950	\$ 1,759,045	-2.87%	\$ (52,010)
2002	148,012,010	\$ 2,179,870	23.92%	\$ 420,825
2003	147,078,030	\$ 2,153,742	-1.20%	\$ (26,128)
2004	147,806,287	\$ 1,972,930	-8.40%	\$ (180,812)
2005	146,490,300	\$ 2,105,363	6.71%	\$ 132,433
2006	154,445,800	\$ 2,220,206	5.45%	\$ 114,843
2007	155,245,130	\$ 2,210,448	-0.44%	\$ (9,758)
2008	186,432,440	\$ 2,351,652	6.39%	\$ 141,204
2009	181,810,400	\$ 2,785,023	18.43%	\$ 433,371
2010	182,926,380	\$ 2,784,186	-0.03%	\$ (837)
2011	189,705,940	\$ 2,887,763	3.72%	\$ 103,577
2012	174,144,901	\$ 2,650,780	-8.21%	\$ (236,983)
2013	159,481,779	\$ 2,431,992	-8.25%	\$ (218,788)
2014	157,215,944	\$ 2,394,032	-1.56%	\$ (37,960)
2015	157,047,445	\$ 2,391,136	-0.12%	\$ (2,896)
2016	178,471,735	\$ 2,713,161	13.47%	\$ 322,025
2017	177,947,187	\$ 2,710,843	-0.09%	\$ (2,318)
2018	191,319,473	\$ 2,901,068	7.02%	\$ 190,226
2019	193,370,882	\$ 2,955,173	1.86%	\$ 54,104
2020	213,211,049	\$ 3,241,419	9.69%	\$ 286,247
2021	215,656,617	\$ 3,247,977	0.20%	\$ 6,558
2022	234,190,989	\$ 3,594,942	10.68%	\$ 346,966
2023	230,856,600	\$ 3,509,322	-2.38%	\$ (85,620)
2024	277,532,908	\$ 4,220,998	20.28%	\$ 711,676
Average % Increase Over Life of Mill			3.88%	
Projected at 12/31/2023.				
2024 Budget.				

General Fund Expenditures

As a service provider, it is expected that employee and employee-related expenses make up the largest part of expenditures for the District. Expenditures have incurred steady growth since 2022 as salary adjustments continue to be a critical component given the tight labor market. Other costs, including the general costs of carrying out District business, have increased steadily as well.



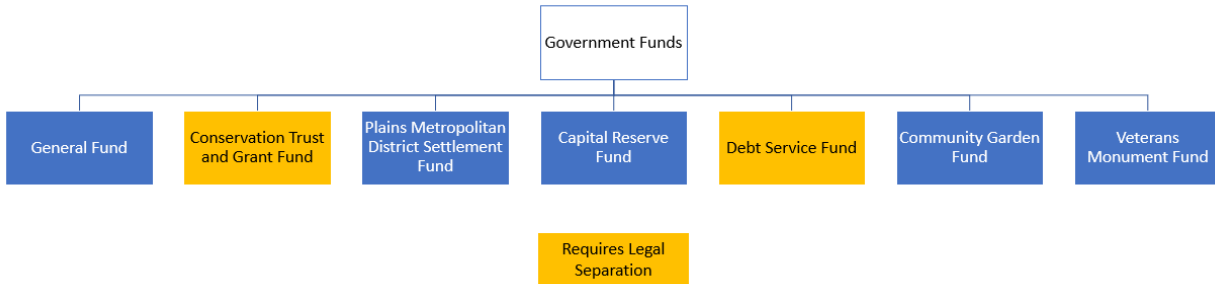
Annual capital expenditures are required to maintain the quality and condition of the District's assets and to promote a safe, enjoyable, and positive experience for all participants and community members. A long-term capital improvement plan was first developed as part of the 2022 budget process and will be updated annually. The plan includes 10 years of capital projects for District owned or leased properties and equipment. Although the plan includes 10 years of projects, the Board only approves the 2024 projects as part of the budget adoption process. Using current forecasting models, the available resources are not sufficient to meet the 10-year capital and infrastructure needs. The District will need to prioritize future projects while working with the community to establish priorities for spending and creative revenue sources.

2024 Capital Project Descriptions

Location 1	Location 2	Project	2024	2024 CRF	2024 CTF	2024 PMD	PROJECT DESCRIPTION AND NOTES
Open Space	South Valley Road	Hard-Surface Trail Replacement	666,412	666,412			Data was collected in a three-week period in the summer of 2022, and average daily use of the path is 60 users per day. Possible 50% cost share with Jefferson County and possible 25% cost share with CPW.
Z Project		Vehicles	248,000	248,000			Two transit vans and two trucks.
Community Park	Park	Design Development and Construction Docs	250,000	260,000			Further iterations of the design process need to occur prior to implementation of improvements from the Community Park Master Plan.
Ranch House	Park	Baseball Field Renovation	50,000			50,000	Complete renovation of the infield with some fencing and spectator improvements.
Open Space	South Hogback	Resource Management Plan - SHOS	43,000	43,000			Based on feedback from the South Hogback Task Force and Board direction, a resource management plan is necessary for South Hogback Open Space.
Ranch House	Pool	Pool Feature	40,000		40,000		Inclusion of a climbing wall. Currently negotiating with possible sponsors.
Z Project		Equipment	36,000	36,000			Trailer, UTV, and truck bed insert.
Community Center	Building	Exterior Paint	20,000	20,000			Repair, scrape, prime, caulk and repaint entire exterior of the building. Building was last painted in 2016. Project will also include trim and underhang of tennis building.
Community Center	Building	HVAC Replacement in Rainbow Room	20,000	20,000			Heat exchanger cracked, motherboard needs to be replaced and 24 volt transformer needs replacement. Unit is 20 years old.
Z Project		AEDs	20,000	20,000			Replacement of all facility AEDs.
Community Center	Rainbow Room	Flooring replacement	14,000	14,000			Replacement of tile with more durable material for program use.
Community Center	Outdoor Tennis Courts	Lighting Replacements	13,500	13,500			Light replacement would be rated for 150,000 hours (about 5,000 a year) and would last approximately 15 years. Project includes fixture replacements of 1, 2, 5 and 6. Estimate includes lift rental.
Community Center	Building	Yoga Room Patio Enclosure Planning	10,000	10,000			Project includes enclosure of the north side patio off of the yoga room. Current area is not used or usable as any type of public or programming space. Enclosure would increase usable space by 400 square feet.
TOTALS		Totals	1,430,912	1,350,912	40,000	50,000	

Special Revenue Funds

The Ken-Caryl Ranch Metropolitan District maintains six Special Revenue Funds that are used to account for its special or non-routine operations. Each of the Special Revenue Funds is designated for specific purposes and each maintains their own separate fund balance.



Conservation Trust and Grant Fund

The Conservation Trust and Grant Fund is used to account for revenues and expenditures related to the State of Colorado Conservation Trust (lottery) funds, local government grant or partnership awards (Great Outdoors Colorado and Jefferson County), and joint venture grants. Lottery funds are dispersed on a per capita, quarterly basis. This fund requires separation from the General Fund.

Plains Metropolitan District Settlement Fund

The Plains Metropolitan District Settlement Capital Projects Fund was created in 2017 to account for proceeds from the Stipulated Supplemental Judgment stemming from the District’s litigation with the Plains Metropolitan District. Pursuant to the Stipulated Supplemental Judgement, the funds are restricted to the “design and construction of one or more new, refurbished, or renovated swimming pools, tennis courts, or ball fields.”

	2024 budget process		Future budget processes	
	12/31/2024	12/31/2025	12/31/2026	
Beginning Fund Balance	\$ 476,484	\$ 738,994	\$ 1,048,376	
Legal Settlement Proceeds	\$ 300,000	\$ 300,000	\$ 52,000	
Interest Income	\$ 12,510	\$ 9,382	\$ 7,037	
Capital Outlay	\$ (50,000)			
Ending Fund Balance	\$ 738,994	\$ 1,048,376	\$ 1,107,413	

Capital Reserve Fund

The Capital Reserve Fund was created to account for capital project activity. The fund had not been utilized for several years due to lack of funding; however, the Board requested utilization for the 2023 Budget process to provide better segregation from the General Fund and transparency for project tracking. The District will transfer \$2.25 million from the General Fund existing fund balance, which includes positive projected end-of-year excess revenue over expenditures. The recommended transfer would include \$1.4 million of projected 2024 capital projects leaving a balance of approximately \$1 million in the Capital Reserve Fund for future capital projects. The fund balance will be positively

impacted by any potential grant revenues received. The Capital Reserve Fund is financed by the General Fund and grant revenues.

Debt Service Fund

The Debt Service Fund was created in 2014 to account for activity associated with the May 6, 2014 voter approved \$7.9 million in tax-free municipal bonds to fund improvements to the facilities and infrastructure of the community. On September 30, 2014, the District completed the sale of \$7.9 million in tax-free municipal bonds with a ten-year repayment schedule. The bonds are exempt from both federal and State of Colorado income tax and have been used for improvements to the Ranch House, the Community Center, Dakota Lodge, entrance signage, park, landscaping, and irrigation improvements. This voter-approved debt authorization is the first long-term debt the District has had since its inception in 1988. This fund accounts for the annual principal and interest payments on the bonds as well as the expenditures for the capital improvements funded from the bond issuance. The 2024 proposed mill levy for debt service is based on final assessed valuation due January 3, 2024. The debt service fund will expire in December, so the District will certify a 3.343 mill levy that will result in a small negative fund balance to be paid off with funds from the general fund.

<u>Bond Payment Schedule</u>				
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Maturity Date</u>
2023*	860,000.00	52,500.00	912,500.00	12/15/2023
2024	890,000.00	26,700.00	916,700.00	12/15/2024
	<u>1,750,000.00</u>	<u>79,200.00</u>	<u>1,829,200.00</u>	

*Semiannual bond payment: Interest (\$26,250) paid May 2023.
 *Semiannual bond payment: Principal (\$860,000) and Interest (\$26,250) paid November 2023.

Community Garden Fund

The Community Garden Fund was created in 2011 to account for activity for the community garden project at the Community Center. This fund continues to account for donations, user fees, and annual operating costs of the Community Garden. Within the Community Garden Fund, there is a \$13,000 reserve balance meant to restore the premises to the original condition if the Community Garden Fund were to cease to exist.

Veterans Monument Fund

The Veterans Monument Fund was created in 2013 and is used to account for monies collected and planned expenditures for a monument on Ken-Caryl Ranch to honor United States military veterans. Construction of the Veterans Monument was completed in 2017. The Veterans Monument Fund is not a legally separate fund; however, it was approved via board resolution. There are currently no bricks available for purchase, so there are no future revenues forecasted. Because of the lack of revenues, staff anticipates expending the fund balance in the next two years and retiring the fund at that point. All maintenance activities will then move into the Parks Department maintenance fund.

Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

Fund Balance Forecasting

The District’s fund balance grew between 2018 - 2022. The District’s positive fund balance was utilized in 2023 for the completion of capital projects. Staff recommends utilizing positive fund balance to further capital project completion in 2024. 2023 General Fund ending fund balance is projected at approximately \$3.7 million. The 2024 General Fund ending fund balance would be \$1.8 million after a transfer to the Capital Reserve Fund, which would provide financial security for 2024 operations.

Following the voter defeat of Proposition HH at the November 7, 2023 election, Governor Polis recalled the state legislature for a special session that started on November 17 and ended on November 20. The state legislature approved Senate Bill 23B-001. Forecasts based on this information follows.

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Estimated Financial Forecast									
Beginning of Year Fund Balance	4,019,665	3,702,956	1,857,718	1,147,993	404,766	(439,981)	(1,241,918)	(2,182,158)	(3,168,231)
General Fund Property Tax Revenue	3,509,322	4,220,998	4,220,998	4,305,418	4,305,418	4,391,526	4,391,526	4,479,357	4,479,357
General Fund Other Revenue (excludes Property Tax)	3,072,139	2,803,157	2,887,252	2,973,869	3,063,085	3,154,978	3,249,627	3,347,116	3,447,530
Land Development Revenue	-	-	288,185	296,831	325,675	416,652	416,652	425,442	425,442
General Fund Other Expenses	(5,744,820)	(6,619,393)	(6,817,975)	(7,022,514)	(7,233,189)	(7,450,185)	(7,673,691)	(7,903,901)	(8,141,018)
Capital Transfers	(1,153,350)	(2,250,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Land Development Expense	-	-	(288,185)	(296,831)	(305,736)	(314,908)	(324,355)	(334,086)	(344,108)
Excess Revenues Over Expenditures	(316,709)	(1,845,238)	(709,725)	(743,227)	(844,747)	(801,937)	(940,240)	(986,073)	(1,132,799)
End of Year Fund Balance (projected)	3,702,956	1,857,718	1,147,993	404,766	(439,981)	(1,241,918)	(2,182,158)	(3,168,231)	(4,301,030)
Other Funding Sources:									
Conservation Trust Fund	approximately \$70K	annual							
Plains Metropolitan District	approximately \$1.1M	by the end of 2026							
Grants	TBD								

Assumptions: General Fund Property Tax Revenue increase 2% assessed year, 0% otherwise
 General Fund Other Revenue (excludes Property Tax) increase 3% annually
 General Fund Other Expenses increase 3% annually
 Capital average \$1M per year

Staffing

Staff engaged Employers Council, an employer’s association focused on human resources, training, and employment law, to complete this process of creating a high-quality, audited, and specialized pay structure in 2022. The objectives of the analysis were to determine competitiveness with the labor market, ensure financial prudence and flexibility, align the District’s reward system with mission and values, and establish a consistent approach to pay decisions. The District achieved a credible, consistent, and data-driven methodology for employee compensation that is sustainable from year to year while aiding in attracting and retaining employees. The District plans to conduct that same analysis in 2024 for financial impacts included in the 2025 Budget. This would be a task completed every other year to ensure the District’s pay plan is still meeting its objectives. The following are tasks completed in 2023 and those tasks to be completed in 2024:

Development and/or Review of Salary Grades and Ranges

Due to the ongoing challenges of hiring entry level positions and to remain competitive in the market, the District made mid-season adjustments to several seasonal positions. This exacerbated the problems with the already compressed lower wage grades, so salary grades 10 – 30 were reviewed for market competitiveness with all the range spreads reducing from 35% to 25% or 20% to create a higher minimum for recruitment advantages. This also resulted in lower maximum; however, typical tenure in these entry positions is less than three years, which does not impact the maximum rates. In addition,

Employers Council surveyed Denver/Boulder organizations and determined the average salary range adjustment was 3.6%, so the District's ranges were adjusted accordingly. Staff recommends increasing the hourly minimum for Grade 10 to \$16.01 from \$14.04 beginning January 1, 2024.

Performance Evaluations and Merit-Based Pay Development

Staff continues to improve the newly implemented merit-based pay structure along with a formal review process. The process was implemented with a new computerized process through the District's payroll provider. Enhancement of the online program and tools for employee development will continue into 2024. Staff has included a 4% cost of living adjustment along with a 0-3% merit increase for 2024.

Total Compensation Versus Total Rewards

As the need for critical skills continues, along with the tight labor market, the District is searching for ways to achieve competitive advantage. Pay structure and other reward programs will help create an environment, culture, and practices that will engage and retain great employees. Total rewards can be thought of as all the tools available to the employer that may be used to attract, retain, and motivate employees. The following examples are ways the District will make additional strides in addressing a total rewards strategy for employee compensation as part of the 2024 Budget:

- Ongoing refinement of the work by the Employee Appreciation Team (EAT) who is committed to creating a workplace culture where core values are recognized, and staff feels empowered to celebrate each other's successes through meaningful and intentional practices. EAT created a Recognition Program that was rolled out in the 4th quarter of 2023. That program will include tiers of recognition including Employee of the Month, Employee of the Quarter, and Employee of the Year.
- A salary range adjustment of 3.6% to match other Front Range organizations. An increase of the hourly minimum pay grade from \$14.04 to \$16.01. A 4% cost of living adjustment along with a 0-3% merit increase for 2024.
- Creation of separate general leader accounts for recognition and teambuilding so that each department and workgroup have the necessary funding to reward behaviors that demonstrate the District's core values and contribute to the District's mission as well as facilitate necessary teambuilding activities that enhance collaboration.
- Annual hosting of the District's Benefits Palooza in coordination with open enrollment. This fall 2023 event was the first in District history. The event will showcase the plethora of benefit programs, educate employees on how to take full advantage of the programs, and improve communication between benefit providers and employees.
- Development of a District-wide wellness program, empowering individuals to make positive lifestyle choices. Program will include optional biometric screening for benefit-eligible employees to provide critical proactive steps to improve employee health. The tests provide personalized health feedback and recommendations based on screening results and provide a baseline for tracking health progress over time.
- Ongoing District-wide training programs through third-party consulting and coaching based on position.
- Continuation of Leadership 101 program for those employees transitioning from individual contributor to leader or those in front-line leadership positions. The program will expand in

2024 to continue efforts to prepare those employees who want to be leaders or improve skills for those that are currently supervising.

- Educational efforts to promote, encourage, and incentivize programs included in the District's current benefits structure that are at no direct cost to the District and the employee (e.g., Surgery Plus, Healthcare BlueBook, Triad EAP, Omada, etc.).
- Seasonal employee scholarship program for three employees that exemplify the values of the District while employed during the summer of 2024. Staff anticipates Board assistance in selection of winners. Scholarship awards are for higher education or technical schooling and are \$500 each.

Classification and Compensation Chart

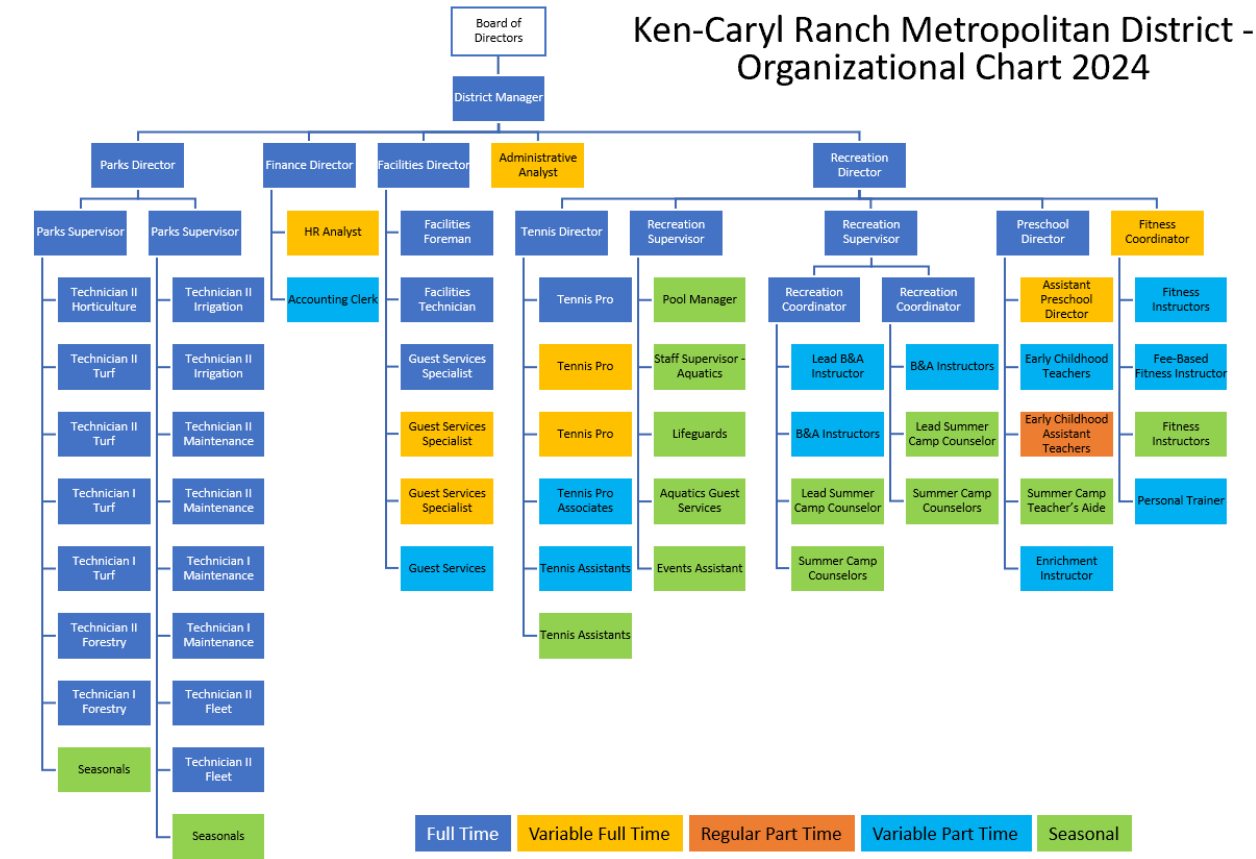
	FSLA		Range Minimum	Range Midpoint	Range Maximum
Salary Grade 10					
		Grade	\$33,300	\$37,489	\$41,600
Base			\$16.01	\$18.02	\$20.00
Rental Facilities Representative	Non-Exempt	10	\$16.01	\$18.02	\$20.00
Seasonal Aquatics Guest Services	Non-Exempt	10	\$16.01	\$18.02	\$20.00
Salary Grade 20					
		Grade	\$35,000	\$39,368	\$43,800
Base			\$16.83	\$18.93	\$21.06
Before and After School Program Aide	Non-Exempt	20	\$16.83	\$18.93	\$21.06
Community Center Representative	Non-Exempt	20	\$16.83	\$18.93	\$21.06
Early Childhood Program Aide	Non-Exempt	20	\$16.83	\$18.93	\$21.06
Seasonal Program Aide	Non-Exempt	20	\$16.83	\$18.93	\$21.06
Seasonal Aquatics Lifeguard	Non-Exempt	20	\$16.83	\$18.93	\$21.06
Seasonal Parks Maintenance	Non-Exempt	20	\$16.83	\$18.93	\$21.06
Tennis Assistant	Non-Exempt	20	\$16.83	\$18.93	\$21.06
Salary Grade 25					
		Grade	\$37,600	\$41,336	\$45,100
Base			\$18.08	\$19.87	\$21.68
Before & After School Instructor	Non-Exempt	25	\$18.08	\$19.87	\$21.68
Early Childhood Assistant Teacher	Non-Exempt	25	\$18.08	\$19.87	\$21.68
Seasonal Aquatics Lead Lifeguard	Non-Exempt	25	\$18.08	\$19.87	\$21.68
Seasonal Summer Camp Counselor	Non-Exempt	25	\$18.08	\$19.87	\$21.68
Salary Grade 30					
			\$39,700	\$46,620	\$53,600
Base			\$19.09	\$22.41	\$25.77
Events Assistant	Non-Exempt	30	\$19.09	\$22.41	\$25.77
Lead Before and After School Instructor	Non-Exempt	30	\$19.09	\$22.41	\$25.77
Seasonal Aquatics Pool Manager	Non-Exempt	30	\$19.09	\$22.41	\$25.77
Seasonal Lead Summer Camp Counselor	Non-Exempt	30	\$19.09	\$22.41	\$25.77
Seasonal Recreation Lead Instructor - Teens	Non-Exempt	30	\$19.09	\$22.41	\$25.77
Salary Grade 35					
			\$42,000	\$50,350	\$58,800
Base			\$20.19	\$24.21	\$28.27
Early Childhood Teacher	Non-Exempt	35	\$20.19	\$24.21	\$28.27
Salary Grade 40					
			\$43,200	\$51,800	\$60,500
Base			\$20.77	\$24.90	\$29.09
Accounting Clerk I	Non-Exempt	40	\$20.77	\$24.90	\$29.09
Assistant Preschool Director	Non-Exempt	40	\$20.77	\$24.90	\$29.09
Fitness Instructor	Non-Exempt	40	\$20.77	\$24.90	\$29.09
Guest Services Specialist	Non-Exempt	40	\$20.77	\$24.90	\$29.09
Seasonal Fitness Instructor - Water	Non-Exempt	40	\$20.77	\$24.90	\$29.09
Staff Supervisor - Aquatics	Non-Exempt	40	\$20.77	\$24.90	\$29.09
Technician - Parks	Non-Exempt	40	\$20.77	\$24.90	\$29.09
Tennis Pro Associate	Non-Exempt	40	\$20.77	\$24.90	\$29.09

Salary Grade 50				\$47,500	\$56,980	\$66,500
Base				\$22.84	\$27.39	\$31.97
Accounting Clerk II	Non-Exempt	50	\$22.84	\$27.39	\$31.97	
Event Coordinator	Non-Exempt	50	\$22.84	\$27.39	\$31.97	
Fitness Coordinator	Non-Exempt	50	\$22.84	\$27.39	\$31.97	
Personal Trainer	Non-Exempt	50	\$22.84	\$27.39	\$31.97	
Recreation Coordinator	Exempt	50	\$22.84	\$27.39	\$31.97	
Technician II - Fleet	Non-Exempt	50	\$22.84	\$27.39	\$31.97	
Technician II - Forestry	Non-Exempt	50	\$22.84	\$27.39	\$31.97	
Salary Grade 60				\$51,200	\$62,678	\$74,200
Base				\$24.62	\$30.13	\$35.67
Administrative Analyst	Non-Exempt	60	\$24.62	\$30.13	\$35.67	
Parks Foreman	Non-Exempt	60	\$24.62	\$30.13	\$35.67	
Facilities Foreman	Non-Exempt	60	\$24.62	\$30.13	\$35.67	
HR Analyst	Non-Exempt	60	\$24.62	\$30.13	\$35.67	
Preschool Director	Exempt	60	\$24.62	\$30.13	\$35.67	
Salary Grade 70				\$59,200	\$72,520	\$85,800
Base				\$28.46	\$34.87	\$41.25
Recreation Supervisor	Exempt	70	\$28.46	\$34.87	\$41.25	
Salary Grade 80				\$67,700	\$82,880	\$98,200
Base				\$32.55	\$39.85	\$47.21
Parks Supervisor	Exempt	80	\$32.55	\$39.85	\$47.21	
Tennis Pro	Exempt	80	\$32.55	\$39.85	\$47.21	
Salary Grade 90				\$78,700	\$98,420	\$118,100
Base				\$37.84	\$47.32	\$56.78
Grade Placeholder		90	\$37.84	\$47.32	\$56.78	
Salary Grade 100				\$95,300	\$119,140	\$143,000
Base				\$45.82	\$57.28	\$68.75
Finance Director	Exempt	100	\$45.82	\$57.28	\$68.75	
Facilities Director	Exempt	100	\$45.82	\$57.28	\$68.75	
Parks Director	Exempt	100	\$45.82	\$57.28	\$68.75	
Recreation Director	Exempt	100	\$45.82	\$57.28	\$68.75	
Salary Grade 200				\$120,200	\$150,220	\$180,300
Base				\$57.79	\$72.22	\$86.68
District Manager	Exempt	200	\$57.79	\$72.22	\$86.68	

***Mission Statement:** To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.*

Organizational Chart

Ken-Caryl Ranch Metropolitan District - Organizational Chart 2024



Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

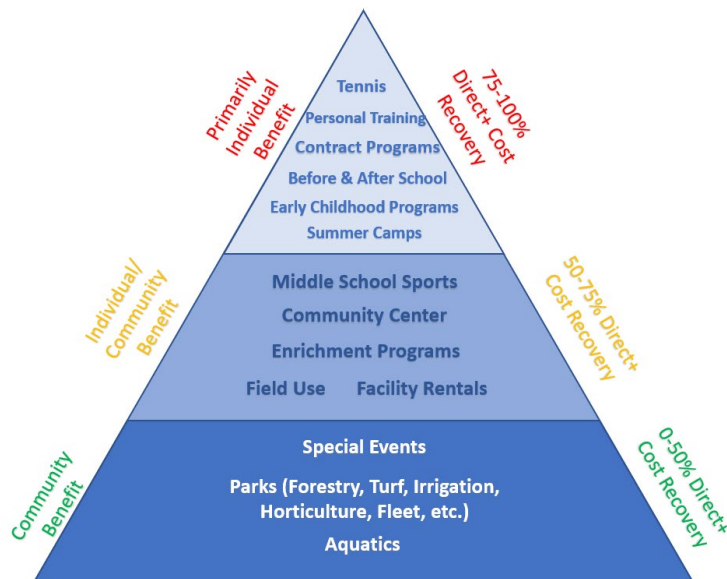
Development of Fees and Fee Schedule

Cost Recovery Philosophy

The Board discussed and supported the use of a cost recovery philosophy to aid in the development of a fee structure for the District's programs and facilities. Cost recovery represents the District's decision to generate revenues by charging fees for some, or all, of its programs and services to offset the expenses of providing those programs or services. A cost recovery philosophy does not equate to an exact figure for all programs because there are significant uncontrollable factors that impact actual program performance. Instead, a cost recovery philosophy is a guiding objective that directs program development and fee structures. Several factors need to be considered and evaluated concurrently to determine cost recovery:

- Number of Participants: Program participation ranges from those that provide greater community benefit or those that provide specialized programming for greater benefit to individuals.
- Direct+ Costs: All direct costs of offering the program should be included in the computation, which includes staff leading the program, supplies/materials that are used only for that program, rentals, contract labor, etc. Indirect costs, such as administration, facility overhead, marketing, etc., should be included in the cost recovery calculation as costing allows. Those indirect costs that can be identified, tracked, and assigned with relative administrative ease should be included.
- Market: Comparison of similar programs and providers is critical to developing the fee structure due to the proximity of the District to neighboring districts. Underpricing and overpricing are considerations.

Several minor changes were made to the philosophy below including reordering programs/areas from highest to lowest within classifications and renaming of several program areas to account for the expansion of programming.



Fee Schedule

As part of the annual budget process, the District adopts a resolution to approve the schedule of fees and charges for some of its services, programs, and facility access, with the purpose of generating sufficient revenue to recover some or all the District's direct costs in providing the services, programs, and facilities. Below is a summary of significant comments and/or changes.

- The 2024 fee structure continues to reflect a priority of resident access to facilities and programs and includes a range of non-resident fee differentials between 20-30%, depending on program, which was Board direction from discussions in 2023.
- The bottom three grades of the District's pay structure continue to be heavily impacted by market competition. In order to recruit employees to work in youth programs, fees will be adjusted accordingly to maintain cost recovery and stay current with market pricing.
- Staff recommends a spring re-evaluation of rates for the before and after school programming and break camps as these programs are heavily dependent upon participation between now and the 2024/2025 school year start in August of 2024. Staff will plan to bring a mid-year recommendation to the Board for discussion.

2024 Fee Schedule

Change from 2023	Re-evaluate in Spring
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Aquatics	2023 District Rate	2023 Non District Rate	Differential	Per	2024 District Rate	2024 Non District Rate	Differential	Per
Summer Pass	0	N/A	NA	person	0	N/A	NA	person
Summer Pass Household	N/A	N/A	N/A	person	N/A	N/A	N/A	person
Additional Family Member	N/A	N/A	N/A	person	N/A	N/A	N/A	person
Daily Fee w/out Summer Pass	5	10	50%	day	10	10	0%	day
Nanny Pass	N/A	25	N/A	person	N/A	25	N/A	person
Grandchild Pass	N/A	25	N/A	person	N/A	25	N/A	person
Swim Lessons	66	79	20%	session	*Varies	*Varies	*Varies	session
Ranch House Deck Rentals	77	100	30%	4 hour	77	100	30%	4 hour
Pool Rental-RH	368	479	30%	2 hour	368	479	30%	2 hour
Pool Rental-CC	342	444	30%	2 hour	342	444	30%	2 hour
Pool Rental-BRD	289	375	30%	2 hour	289	375	30%	2 hour

*Fees range based on contractor; final rate includes a cut of gross revenue

Before & After Care PRE-REGISTERED:	23/24 School Year District Rate	23/24 School Year Non District Rate	Per	Differential	24/25 School Year District Rate	24/25 School Year Non District Rate	Differential	Per
Before School Only (Bradford)	21	27	Day	30%	21	27	30%	Day
After School (Bradford)	21	27	Day	30%	21	27	30%	Day
After School (Shaffer)	24	31	Day	30%	24	31	30%	Day
Both Before & After (Bradford)	34	44	Day	30%	34	44	30%	Day
Full Day/Break Camp	55	72	Day	30%	55	72	30%	Child
Enrollment Fee - single	85	111	Child	30%	85	111	30%	Child
Enrollment Fee - additional children	15	20	Child	30%	15	20	30%	Child

Before & After Care DROP IN:	23/24 School Year District Rate	23/24 School Year Non District Rate	Per	Differential	24/25 School Year District Rate	24/25 School Year Non District Rate	Differential	Per
Before School Only (Bradford)	24	30	Drop In Day	25%	24	30	25%	Drop In Day
After School (Bradford)	24	30	Drop In Day	25%	24	30	25%	Drop In Day
After School (Shaffer)	27	34	Drop In Day	25%	27	34	25%	Drop In Day
Both Before & After (Bradford)	37	46	Drop In Day	25%	37	46	25%	Drop In Day
Full Day/Break Camp	58	73	Drop In Day	25%	65	81	25%	Drop In Day

Preschool Care Options	23/24 School Year District Rate	23/24 School Year Non District Rate	Differential	Per	24/25 School Year District Rate	24/25 School Year Non District Rate	Differential	Per
Enrichment Program	See Note	See Note	See Note	Child	See Note	See Note	See Note	Child
Enrollment Fee - single	125	156	25%	Child	125	156	25%	Child
Enrollment Fee - additional children	55	69	25%	Child	55	69	25%	Child
Rainbow Room M-F	753	941	25%	Month	700	875	25%	Month
Rainbow Room M, W, F	496	620	25%	Month	450	563	25%	Month
Rainbow Room T, TH	331	414	25%	Month	300	375	25%	Month
Ranch House M-F	510	638	25%	Month	546	683	25%	Month
Ranch House M, W, F	328	410	25%	Month	351	439	25%	Month
Ranch House T, TH	218	273	25%	Month	234	293	25%	Month
Before Care or After Care	N/A	N/A	N/A	Day	N/A	N/A	N/A	Day
Before Care or After Care - Drop In	N/A	N/A	N/A	Day	N/A	N/A	N/A	Day
Before Care and After Care	N/A	N/A	N/A	Day	N/A	N/A	N/A	Day
Before Care and After Care - Drop In	N/A	N/A	N/A	Day	N/A	N/A	N/A	Day

Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

Summer Camps	2023 District Rate	2023 Non District Rate	Differential	Per	24/25 School Year District Rate	24/25 School Year Non District Rate	Differential	Per
Teen Camp	Fees range from \$150 - \$500 per camp and are based on content							
School Aged Contracted Camp	Fees range based on contractor; final rate includes 30% cut of gross revenue							
RH, DL: M-F	240	312	30%	week	290	377	30%	week
Preschool: M-F	240	312	30%	week	200	260	30%	week

Enrichment & Contracted Programs	2023 District Rate	2023 Non District Rate	Differential	Per	2024 District Rate	2024 Non District Rate	Differential	Per
Contracted Programs	Fees range based on contractor; final rate includes 20-30% cut of gross revenue							
MS Sports	Fees range from \$115 - \$200 and are based on sport							
Nature Enrichment	Fees range based program duration and whether it is a single program or session based							

Facility and Park Rentals	2023 District Rate	2023 Non District Rate	Differential	Per	2024 District Rate	2024 Non District Rate	Differential	Per
RH Shaffer Room: M-TH	110	143	30%	hour	110	143	30%	hour
RH Shaffer Room: F-Sun	140	182	30%	hour	140	182	30%	hour
RH Bradford Room: M-TH	70	91	30%	hour	70	91	30%	hour
RH Bradford Room: F-Sun	95	124	30%	hour	95	124	30%	hour
Dakota Lodge: M-TH	90	117	30%	hour	95	117	30%	hour
Dakota Lodge: F-Sun	115	150	30%	hour	115	150	30%	hour
RH Colorow Room	40	52	30%	hour	40	52	30%	hour
CC Mastodon Room	40	52	30%	hour	40	52	30%	hour
Dakota Lodge: Conference Room	30	39	30%	hour	30	39	30%	hour
Sunshine Room (Monday - Thursday)	40	52	hour	hour	40	52	hour	hour
Sunshine Room (Friday - Sunday)	60	78	hour	hour	60	78	hour	hour
Sunshine Room Patio	50	65	hour	2 hour block	50	65	hour	2 hour block
Ranch House Picnic Area	55	69	25%	5 hr block	55	69	25%	5 hr block
Bradford Fire Pit	65	N/A	N/A	24 hr block	65	N/A	N/A	24 hr block
Community Park Picnic Area	55	69	25%	5 hr block	55	69	25%	5 hr block
Baseball Field	65	65	N/A	day	65	65	N/A	day
Soccer Field	45	45	N/A	day	45	45	N/A	day
Flag Football	45	45	N/A	day	45	45	N/A	day
Facility Rental Deposit	200	200	N/A	deposit	500	500	N/A	deposit

Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

Tennis	2023 District Rate	2023 Non District Rate	Differential	Per	2024 District Rate	2024 Non District Rate	Differential	Per
Junior Interclub	250	325	30%	season	250	325	30%	season
In-house Leagues	17	22	30%	each play	17	22	30%	each play
USTA Leagues	350 - 450	See Note	N/A	team	350 - 450	Vary by league; exploring changes to non-resident fee approach	N/A	team
Outdoor Court Fees	0	7	N/A	hour	0	8	N/A	hour
Indoor Court Fees	34	44	30%	hour	34	44	30%	hour
Permanent Court Time	30	39	30%	hour	30	39	30%	hour
Class/Group Tennis Lesson-1 hour-6 people	18	23	30%	hour	18	23	30%	hour
Class/Group Tennis Lesson-1 hour-5 people	21	27	30%	hour	21	27	30%	hour
Class/Group Tennis Lesson-1 hour-4 people	27	35	30%	hour	27	35	30%	hour
Class/Group Tennis Lesson-1 hour-3 people	36	47	30%	hour	36	47	30%	hour
Private Tennis Lesson-1 hour-1 person	68	88	30%	hour	68	88	30%	hour
Class/Group Tennis Lesson-75 Min-6 people	22	29	30%	75 min	22	29	30%	75 min
Class/Group Tennis Lesson-75 Min-5 people	26	34	30%	75 min	26	34	30%	75 min
Class/Group Tennis Lesson-75 Min-4 people	32	42	30%	75 min	32	42	30%	75 min
Class/Group Tennis Lesson-90 min-6 people	26	34	30%	90 min	26	34	30%	90 min
Class/Group Tennis Lesson-90 min-5 people	31	40	30%	90 min	31	40	30%	90 min
Class/Group Tennis Lesson-90 min-4 people	38	49	30%	90 min	38	49	30%	90 min
Private Tennis Lesson-45 min-1 person	53	69	30%	45 min	53	69	30%	45 min
Private Tennis Lesson-30 min-1 person	38	49	30%	30 min	38	49	30%	30 min
Private Tennis Lesson-(semi-private) 1 hour	38	49	30%	hour	38	49	30%	hour
Cardio Tennis (public)	14	18	30%	hour	14	18	30%	hour
Cardio Tennis (private)	18	23	30%	90 min	18	23	30%	90 min
High School Court Rental	500	500	N/A	season	500	500	N/A	season
Ball Machine Rental	15	20	30%	usage	15	20	30%	usage

Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

Community Center and Fitness	2023 District Rate	2023 Non District Rate	Differential	Per	2024 District Rate	2024 Non District Rate	Differential	Per
Daily gym usage	7	9	20%	day	7	9	20%	day
Daily class usage	15	18	20%	day	15	18	20%	day
Monthly gym only usage - Adult	44	53	20%	month	44	53	20%	month
Monthly gym only - Junior (17 & under) & Senior	39	47	20%	month	39	47	20%	month
Monthly gym & class usage - Adult	61	73	20%	month	61	73	20%	month
Monthly gym & class-Junior (17 & under) & Senior	55	66	20%	month	55	66	20%	month
Adult Pass - gym only	315	378	20%	year	315	378	20%	year
Junior (17 & under) & Senior Pass - gym only	252	302	20%	year	252	302	20%	year
Adult Pass - premier	441	529	20%	year	441	529	20%	year
Junior (17 & under) & Senior Pass - premier	353	424	20%	year	353	424	20%	year
Weight certification - Junior (16 & under)	21	25	20%	class	21	25	20%	class
Specialty Classes	Fees range based on contractor; final rate includes 20-30% of gross revenues							
Single Session - 1 person	53	64	20%	45 min	53	64	20%	45 min
Single Session - 2 people	70	70	20%	45 min	NA	NA	20%	45 min
Four Sessions - 1 person	190	228	20%	45 min	190	228	20%	45 min
Four Sessions - 2 people	255	306	20%	45 min	NA	NA	20%	45 min
Eight Sessions - 1 person	335	402	20%	45 min	335	402	20%	45 min
Eight Sessions - 2 people	467	560	20%	45 min	NA	NA	20%	45 min
Single Session - 1 person	66	79	20%	60 min	66	79	20%	60 min
Single Session - 2 people	86	103	20%	60 min	NA	NA	20%	60 min
Four Sessions - 1 person	242	290	20%	60 min	242	290	20%	60 min
Four Sessions - 2 people	322	386	20%	60 min	NA	NA	20%	60 min
Eight Sessions - 1 person	440	528	20%	60 min	440	528	20%	60 min
Eight Sessions - 2 people	599	719	20%	60 min	NA	NA	20%	60 min

Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

Reciprocal Employee Benefits with Master Association

The District and Master Association require formalization of the reciprocal benefits each organization offers on behalf of the other organization. Staff proposes this policy be included in the annual budget process so it can be approved for the following calendar year once it has been formally recognized and approved, which will be at the January 8, 2024 meeting.

Community Group Facility Rental Policy

In 2018, the Board approved a community group rental policy to assist in providing spaces for community organizations to be able to use Ken-Caryl Ranch facilities at a free or discounted rate. The Board subsequently approved an update to that policy in September of 2020 with changes to improve implementation. A community group is defined as a social or networking group whose members are majority (51%) Ken-Caryl Residents and whose purpose or mission is to support and benefit the Ken-Caryl Ranch community. Community Groups receive:

- Free use of space during regular business hours at the Ranch House with a three-hour maximum per day and three days maximum per month.
- Discounted rates of \$30 per hour during non-business hours, Monday-Thursday. Use is limited to three hours maximum per room, per day, and three days maximum per month at the Ranch House and Dakota Lodge.

Sub Association and Ken-Caryl Ranch Business Facility Rental Policy

The facility rental policy related to sub associations, Ken-Caryl Ranch Committees, and Ken-Caryl Ranch Businesses was previously included in the Community Group Facility Rental Policy; however, since these organizations do not meet the definition of a community group and receive a different category of discounts, this fee structure should be approved independently. These groups receive:

- Sub associations receive one free meeting per month with a three-hour maximum. A \$30 cancellation fee will apply for any cancellation made without 48 hours' notice.
- Ken-Caryl Ranch businesses receive two free meetings per year during regular business hours at the Ranch House with a three-hour maximum. A \$30 cancellation fee will apply for any cancellation made without 48 hours' notice.

Acknowledgement

The preparation and development of the District budget has become a mode of operation throughout the year. Staff actively reviews revenues, expenditures, and cost recoveries with the Finance Team to stay engaged at all points during the year. This creates an environment where the District is proactive in responding to issues, giving us the ability to react quickly, if necessary. Staff at all levels of the organization continue to be involved in the preparation, analysis, and implementation of the budget. The fiduciary duties that go along with the care of resident tax dollars are taken extremely seriously, down to the dollar. Leading this charge is Finance Director, Lauren Feeney. Her continuous improvement to the processes, the systems, the forecasting, and her empowerment of staff at all levels to engage with the Budget as a guiding document is worthy of significant praise. I am proud to be a part of this process, and I look forward to continuously improving what we do each year to assist the Board in planning for the future.

Respectfully submitted,

Traci Wieland, MPA
District Manager

2024 Budget and Budget by Fund

Mission Statement: To strengthen Ken-Caryl Ranch quality of life and connections by providing exceptional park, recreation, and outdoor educational experiences.

Ken-Caryl Ranch Metropolitan District Annual Budget

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Property Tax Revenue				
Property Tax Revenue	3,594,942	3,515,253	3,509,322	4,220,998
Property Tax Revenue	3,594,942	3,515,253	3,509,322	4,220,998
Specific Ownership Taxes				
Special Owner Tax	310,789	300,000	318,000	300,000
Specific Ownership Taxes	310,789	300,000	318,000	300,000
General & Administration				
Interest Income	85,412	125,000	256,595	200,000
Grants	0	0	0	15,000
Utility Refunds	3,762	3,200	4,000	3,000
Miscellaneous	36,012	36,013	64,410	32,213
KCRMA Overhead & Contributions	146,555	151,397	158,357	151,649
Retiree	30,477	25,785	24,961	22,350
Facility Use Fees	765	0	363	0
Facility Rental - Miscellaneous	400	0	0	0
General & Administration	303,383	341,395	508,686	424,212
Facilities - RH				
Facility Rental - Ranch House	50,799	52,000	48,917	50,000
Facilities - RH	50,799	52,000	48,917	50,000
Facilities - DL				
Facility Rental - Dakota Lodge	34,842	34,000	25,456	20,825
Facilities - DL	34,842	34,000	25,456	20,825
Facilities - CC				
Facility Rental - Community Center	0	0	2,274	2,000
Facilities - CC	0	0	2,274	2,000
Parks				
Miscellaneous	0	0	3,863	0
Snow Removal Reimbursement	3,281	4,710	1,817	0
Field Usage	42,780	53,370	63,840	61,880
Memorial Program	0	0	7,325	0
Facility Rental - Picnic Area	2,670	2,575	2,892	3,000
Parks	48,731	60,655	79,737	64,880
Wellness				
Facility Use Fees	7,366	7,000	7,340	8,000
Contracted Programs	0	0	10	1,500
Facility Use Reimbursement	25,187	23,823	33,000	33,000
Membership Passes	80,918	81,000	85,008	87,000
Fee Based Class Fees	7,164	6,500	8,629	9,000
Personal Training	17,366	20,735	12,990	14,000
Wellness	138,001	139,058	146,977	152,500
General Recreation Programs				
Sponsorships	0	0	0	2,500
Contracted Programs	61,765	49,900	80,897	26,840
Middle School Sports	17,882	16,070	19,015	16,250
Gift Certificates	(50)	0	229	0
Recreation Over/Short	633	4,000	250	500
General Recreation Programs	80,230	69,970	100,391	46,090
Aquatics				
Aquatic Resident Fee Daily	22,505	0	0	0
Aquatic Non-Resident Fee Daily	26,280	15,000	44,240	40,000
Aquatic Resident Swim Passes	122,073	0	3,925	3,500

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Aquatic Swim Lessons	12,774	7,000	23,998	6,000
Aquatic Swim Team Fees	11,310	22,750	25,906	14,400
Aquatic Pool Rental	6,854	5,500	6,520	6,350
Aquatic Concession	392	475	282	300
Aquatics	202,189	50,725	104,871	70,550
Events				
KCRMA Overhead & Contributions	7,061	9,000	9,000	9,000
Special Events	5,391	6,525	5,046	4,700
Sponsorships	21,350	21,050	23,980	27,600
Events	33,802	36,575	38,027	41,300
Tennis				
Sponsorships	850	850	850	850
Tennis Classes - Adult	206,421	70,000	97,433	66,000
Tennis Tournament	15,128	14,100	12,696	11,300
Private Lessons	104,745	103,750	110,860	105,500
Private Groups	111,148	104,000	111,179	116,500
Cardio Tennis	0	0	0	37,500
USTA Leagues	60,214	64,500	67,750	66,000
Tennis Classes - Junior	0	130,000	125,668	120,000
Junior Interclub	32,908	35,000	34,480	35,000
Indoor Court Fees	47,552	46,300	59,870	48,200
Outdoor Court Fees	3,230	2,100	4,326	3,500
Block Time	110,810	104,000	128,930	120,000
Pickleball	2,916	3,000	4,223	3,300
Product Resale	135	420	250	240
Ball Machine	3,221	3,050	4,262	4,000
Tennis	699,277	681,070	762,777	737,890
School Age Youth Programs				
Grants	199,800	0	0	0
Enrichment Programs	5,758	10,050	10,345	12,048
Teen Services	12,910	12,496	20,566	17,028
Before & After School	209,539	318,290	275,779	290,472
Camps	303,501	333,920	351,950	408,210
School Age Youth Programs	731,508	674,756	658,640	727,758
Preschool				
Grants	83,387	0	16,327	0
Enrichment Programs	500	1,350	2,590	3,855
Contracted Programs	0	0	0	2,380
Camps	36,402	40,032	41,272	22,040
Preschool Fees	147,340	163,821	170,737	136,877
Preschool	267,629	205,203	230,926	165,152
Total Revenue	6,496,122	6,160,660	6,535,001	7,024,155
General & Administration				
Salaries - benefited	333,937	452,478	349,584	381,978
Salaries - non benefited	0	0	73,379	70,051
Retirement - 401a	0	0	30,114	26,584
Retirement - 457M	0	0	7,553	11,544
Retirement - 457V	0	0	210	0
Medicare	4,511	6,561	6,133	6,554
Medical	50,074	45,408	44,798	47,002
Dental	2,046	1,866	1,825	1,866
Retirement	32,050	39,673	0	0
Long Term Disability	1,246	1,397	1,353	1,329
Life Insurance	1,094	1,224	1,186	1,296

		2023	2023	2024
	2022 Actual	Annual Budget	Projected	Annual Budget
Vision	232	241	235	239
Workers Compensation	37,770	24,732	41,427	49,806
Unemployment Expense & Administration	681	1,000	441	570
Short Term Disability	1,852	2,076	2,010	0
Retiree	29,880	25,279	24,472	21,912
FAMLI	58	4,073	7,213	4,068
Training, Conferences & Education	15,425	12,500	19,191	22,062
Mileage Reimbursement	87	0	0	0
Cell Phone	2,010	2,040	2,007	2,040
Dues, Subscriptions, Publications	12,384	12,403	15,083	16,463
Employee Recognition, Meetings, Teambuilding	6,057	6,000	10,417	0
Hiring & Onboarding	41	0	0	0
Recognition	0	0	0	725
Meetings	0	0	0	3,300
Teambuilding	0	0	0	4,400
Wellness	0	0	0	3,000
Contract Services	43,429	74,080	55,045	102,769
Director Fees	4,000	5,100	3,400	4,800
Accounting & Audit	13,400	19,000	19,000	21,000
Legal	117,320	118,000	67,000	90,000
Elections	43,072	80,000	50,642	53,500
Computer Hardware	26,536	23,600	28,765	45,667
Computer Support Services	100,670	110,000	101,972	106,707
Computer Software & Licenses	18,357	37,545	21,810	23,898
Outsourced Expense	17,811	30,000	22,757	26,035
Building Compliance	32	0	0	0
Facility Furnishings	0	0	3,594	0
Rolloff Trash Service	9,058	9,330	9,421	9,892
Supplies	6,638	4,000	3,750	4,000
Postage	118	472	200	450
Miscellaneous	16,833	0	1,150	0
Capital Outlay	643,530	0	0	0
Liability/Property Insurance	90,447	98,707	101,138	113,768
Contingency	0	100,000	0	90,000
Insurance Deductible	0	20,000	20,000	25,000
Bank Service Charges	2,577	3,060	966	1,200
Treasurer's Fees	53,924	52,729	52,640	63,315
Chargeback	446	0	0	0
Sales Tax Clearing	(234)	300	300	300
General & Administration	1,739,398	1,424,873	1,202,182	1,459,089
Facilities - RH				
Salaries - benefited	164,530	151,660	149,514	184,098
Salaries - non benefited	0	0	12,238	13,336
Retirement - 401a	0	0	14,951	18,410
Retirement - 457M	0	0	759	827
Medicare	2,222	2,199	2,345	2,863
Medical	12,299	14,650	11,354	18,800
Dental	903	960	744	945
Retirement	16,697	14,926	0	0
Long Term Disability	602	563	579	641
Life Insurance	529	493	507	625
Vision	105	120	93	113
Short Term Disability	894	836	860	0
FAMLI	30	1,365	1,455	1,777

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Training, Conferences & Education	0	0	0	2,000
Mileage Reimbursement	0	100	400	500
Cell Phone	840	0	1,050	1,320
Recognition	0	0	0	500
Teambuilding	0	0	0	500
Telephone Service & Equipment	21,038	18,812	18,534	18,515
Facility Maintenance Contractors	21,931	23,500	23,500	24,000
Facility Operations	18,218	21,000	21,000	24,000
Building Compliance	1,345	2,750	2,750	3,000
Safety	(134)	400	764	800
Janitorial Contractors	22,286	23,982	23,982	28,800
Gas	15,367	16,542	12,467	13,091
Electricity	22,108	22,160	21,820	22,911
Printing/Copying	9,759	7,564	8,323	5,438
Facilities - RH	331,569	324,581	329,989	387,810
Facilities - DL				
Salaries - benefited	6,506	13,344	0	0
Salaries - non benefited	0	0	3,771	0
Retirement - 457M	0	0	234	0
Medicare	95	193	55	0
Retirement	403	828	0	0
FAMLI	1	120	34	0
Telephone Service & Equipment	1,869	1,925	2,201	2,006
Facility Maintenance Contractors	2,803	5,350	5,350	6,000
Facility Operations	4,003	6,000	6,000	8,000
Building Compliance	1,287	1,750	1,467	1,950
Janitorial Contractors	10,582	12,075	12,075	14,520
Gas	2,670	2,279	2,820	2,961
Electricity	2,444	2,857	2,407	2,527
Printing/Copying	444	1,107	1,005	1,056
Facilities - DL	33,107	47,828	37,419	39,020
Facilities - CC				
Salaries - benefited	86,814	100,606	80,696	51,346
Salaries - non benefited	0	0	21,479	76,019
Retirement - 401a	0	0	0	0
Retirement - 457M	0	0	6,335	7,897
Medicare	1,310	1,459	1,482	1,846
Medical	0	7,325	6,592	6,952
Dental	0	442	912	920
Retirement	5,448	6,238	0	0
Long Term Disability	0	295	312	329
Life Insurance	0	260	274	320
Vision	0	180	114	115
Short Term Disability	0	439	464	0
FAMLI	16	906	919	1,146
Cell Phone	404	0	630	720
Telephone Service & Equipment	9,711	10,084	10,065	5,701
Facility Maintenance Contractors	22,866	26,650	26,650	26,700
Facility Operations	15,634	17,000	17,000	23,000
Building Compliance	3,678	5,400	5,400	5,600
Safety	41	0	0	0
Janitorial Contractors	34,177	37,108	37,000	46,224
Gas	42,629	39,000	38,000	39,900
Electricity	59,690	64,996	60,605	63,635

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Printing/Copying	3,293	3,111	2,738	2,875
Facilities - CC	285,711	321,499	317,667	361,245
Parks				
Salaries - benefited	885,376	1,129,841	928,682	1,061,848
Salaries - non benefited	0	0	58,112	85,680
Retirement - 401a	0	0	92,868	106,185
Retirement - 457M	0	0	3,603	5,312
Medicare	11,225	16,383	14,308	16,639
Medical	172,007	180,506	168,779	228,106
Dental	6,520	6,100	5,606	6,242
Retirement	87,472	110,288	0	0
Long Term Disability	3,310	4,097	3,593	3,695
Life Insurance	2,825	3,593	3,151	3,603
Vision	649	717	718	687
Short Term Disability	4,918	6,088	5,340	0
FAMLI	140	10,168	8,880	10,328
Training, Conferences & Education	2,190	7,500	2,050	7,500
Mileage Reimbursement	0	500	150	250
Cell Phone	6,270	6,576	6,796	6,840
Dues, Subscriptions, Publications	667	7,200	8,940	7,800
Employee Recognition, Meetings, Teambuilding	53	100	779	0
Recognition	0	0	0	2,650
Meetings	0	0	0	500
Teambuilding	0	0	0	1,500
Contract Services	8,866	108,500	111,362	208,500
Licensing & Inspections	1,432	1,900	1,700	1,900
Compliance	0	0	0	400
Telephone Service & Equipment	3,524	3,633	3,236	1,946
Staff Uniforms	3,567	4,500	4,809	4,725
Fuel & Lubricants	61,069	61,425	54,000	65,110
Chemicals	20,675	27,817	23,938	29,119
Trees & Shrubs	0	15,000	12,172	15,000
Flowers	3,746	4,000	4,732	4,000
Memorial Program	0	0	6,637	0
Facility Maintenance Contractors	2,802	3,675	3,675	3,860
Facility Operations	776	1,000	641	1,030
Building Compliance	2,178	1,656	1,557	1,368
Safety	9,131	4,000	3,475	4,500
Lighting Supplies	3,170	2,000	1,790	2,000
Facility Furnishings	3,116	1,417	3,213	2,000
Weed Control	27,670	29,550	30,137	30,266
Turf	3,337	3,000	3,663	4,000
Fencing	250	2,800	2,800	5,600
Signage	912	500	520	500
Drainage	4,525	3,200	1,600	3,200
Concrete	4,000	5,000	5,500	5,000
Playground Repair & Maintenance	7,876	12,000	10,500	10,000
Portable Restrooms	5,434	5,380	6,705	7,216
Water	120,398	137,975	117,718	123,604
Gas	4,584	3,710	4,169	4,376
Electricity	16,118	15,327	15,890	16,685
Vehicle Repair	21,781	21,000	17,156	23,000
Vehicle Maintenance	4,475	4,200	7,365	4,400
Equipment Repairs & Maintenance	12,151	8,000	23,118	11,000

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Supplies	31,734	31,090	31,873	33,233
Printing/Copying	1,297	974	756	794
Mowing Supplies	14,269	10,500	10,500	10,815
Trash Supplies	7,422	8,715	8,500	9,150
Snow Supplies	4,629	6,300	6,300	6,615
Small Equipment	13,107	15,000	15,000	15,500
Equipment Rent & Lease	1,775	3,000	2,300	3,000
Parks	1,615,418	2,057,399	1,871,362	2,228,775
Recreation Management				
Salaries - benefited	93,671	105,312	105,428	112,809
Salaries - non benefited	0	0	1,000	0
Retirement - 401a	0	0	10,543	11,280
Retirement - 457M	0	0	0	0
Medicare	1,117	1,527	1,528	1,636
Medical	14,858	0	0	0
Dental	549	453	453	453
Retirement	9,589	10,531	0	0
Long Term Disability	354	407	408	393
Life Insurance	324	358	358	382
Vision	61	59	59	60
Short Term Disability	547	606	606	0
FAMLI	15	948	949	1,015
Training, Conferences & Education	3,276	6,400	150	7,500
Mileage Reimbursement	1,262	1,500	1,050	1,200
Cell Phone	3,685	3,720	3,644	3,720
Dues, Subscriptions, Publications	100	100	0	110
Employee Recognition, Meetings, Teambuilding	1,125	1,500	1,300	0
Hiring & Onboarding	0	150	0	300
Recognition	0	0	0	400
Meetings	0	0	0	450
Teambuilding	0	0	0	200
Staff Uniforms	289	150	100	300
Supplies	2,946	3,600	4,500	2,100
Credit Card Fees	88,236	90,000	97,528	100,000
Recreation Management	222,004	227,320	229,604	244,308
Wellness				
Salaries - benefited	66,533	76,337	52,573	46,857
Salaries - non benefited	0	0	21,633	23,667
Retirement - 457M	0	0	4,601	4,373
Medicare	980	1,106	1,076	1,022
Medical	7,010	7,325	7,325	7,584
Dental	516	480	480	480
Retirement	4,284	4,733	0	0
Long Term Disability	177	206	203	163
Life Insurance	146	181	178	159
Vision	60	60	60	60
Short Term Disability	244	307	302	0
FAMLI	10	687	668	635
Training, Conferences & Education	299	400	400	400
Employee Recognition, Meetings, Teambuilding	25	0	0	0
Recognition	0	0	0	399
Meetings	0	0	0	120
Teambuilding	0	0	0	625
Contract Services	83	0	630	700

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Equipment Repairs & Maintenance	4,084	6,000	4,000	5,500
Supplies	2,333	4,000	4,000	7,000
Wellness	86,784	101,822	98,129	99,744
General Recreation Programs				
Salaries - benefited	4,905	6,290	6,297	6,738
Retirement - 401a	0	0	629	674
Medicare	62	91	92	97
Medical	701	733	732	759
Dental	51	48	48	48
Retirement	487	629	0	0
Long Term Disability	20	24	24	23
Life Insurance	18	21	22	23
Vision	6	6	6	6
Short Term Disability	30	36	36	0
FAMLI	1	57	57	61
Hiring & Onboarding	74	203	203	414
Stipend	0	0	0	2,500
Contract Services	32,870	28,990	43,359	10,638
Supplies	2,343	1,910	3,127	2,850
General Recreation Programs	41,567	39,038	54,631	24,830
Aquatics				
Salaries - benefited	223,081	289,225	74,239	68,638
Salaries - non benefited	0	0	185,909	235,236
Retirement - 401a	0	0	6,922	6,864
Retirement - 457M	0	0	11,838	14,584
Medicare	3,177	4,194	3,771	4,406
Medical	4,206	3,296	7,325	9,779
Dental	310	216	480	497
Retirement	15,084	20,559	0	0
Long Term Disability	122	282	287	239
Life Insurance	108	248	252	233
Vision	36	27	60	60
Short Term Disability	182	419	427	0
FAMLI	9	2,603	2,341	2,734
Training, Conferences & Education	325	900	0	900
Employee Recognition, Meetings, Teambuilding	953	1,600	1,333	0
Hiring & Onboarding	136	150	131	200
Recognition	0	0	0	2,000
Meetings	0	0	0	350
Teambuilding	0	0	0	2,000
Contract Services	9,643	9,573	27,914	7,100
Staff Uniforms	1,721	2,000	1,533	2,000
Aquatic Maintenance & Supplies	33,959	30,000	30,000	36,000
Aquatic Chemicals	26,357	32,000	30,740	37,000
Water	2,893	3,038	0	0
Supplies	2,014	2,675	8,218	1,680
Aquatics	324,315	403,005	393,720	432,500
Events				
Salaries - benefited	14,899	28,304	25,127	30,320
Salaries - non benefited	0	0	4,620	6,250
Retirement - 401a	0	0	2,513	3,031
Retirement - 457M	0	0	286	388
Medicare	188	411	431	530
Medical	2,103	3,296	3,297	3,413

		2023	2023	2024
	2022 Actual	Annual Budget	Projected	Annual Budget
Dental	155	216	216	216
Retirement	1,470	2,830	0	0
Long Term Disability	62	110	97	105
Life Insurance	53	96	85	103
Vision	18	27	27	27
Short Term Disability	91	163	144	0
FAMLI	1	254	268	329
Recognition	0	0	0	75
Teambuilding	0	0	0	75
Contract Services	30,122	17,583	16,680	25,450
Supplies	8,750	8,190	13,700	10,965
Events	57,912	61,480	67,491	81,277
Tennis				
Salaries - benefited	300,098	339,995	301,855	274,549
Salaries - non benefited	0	0	28,076	59,784
Retirement - 401a	0	0	18,000	20,249
Retirement - 457M	0	0	9,295	8,174
Medicare	4,151	4,929	4,784	4,847
Medical	45,128	47,146	47,146	47,889
Dental	2,074	1,866	1,866	1,564
Retirement	25,257	28,238	0	0
Long Term Disability	1,153	1,215	1,168	955
Life Insurance	1,015	1,065	1,025	931
Vision	238	239	239	177
Short Term Disability	1,715	1,805	1,736	0
FAMLI	49	3,060	2,969	3,009
Training, Conferences & Education	1,259	1,500	1,600	1,800
Employee Recognition, Meetings, Teambuilding	278	400	450	0
Recognition	0	0	0	450
Meetings	0	0	0	300
Teambuilding	0	0	0	575
Equipment Repairs & Maintenance	5,483	5,500	4,900	10,000
Supplies	13,949	17,500	18,100	18,700
Tennis	401,846	454,458	443,209	453,953
School Age Youth Programs				
Salaries - benefited	315,191	364,413	172,782	194,702
Salaries - non benefited	0	0	188,769	254,121
Retirement - 401a	0	0	17,278	19,470
Retirement - 457M	0	0	11,704	15,755
Medicare	4,384	5,284	5,242	6,508
Medical	16,227	31,747	31,747	32,870
Dental	1,032	1,403	1,403	1,403
Retirement	20,958	29,190	0	0
Long Term Disability	609	671	669	678
Life Insurance	536	590	586	660
Vision	181	180	181	164
Short Term Disability	904	998	993	0
FAMLI	32	3,280	3,254	4,039
Cell Phone	537	500	522	500
Dues, Subscriptions, Publications	5,339	5,655	6,379	5,905
Employee Recognition, Meetings, Teambuilding	0	0	44	0
Hiring & Onboarding	3,357	7,000	3,659	6,200
Recognition	0	0	0	1,725
Meetings	0	0	0	1,005

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Teambuilding	0	0	0	1,875
Contract Services	20,829	29,065	28,593	36,036
Staff Uniforms	1,644	1,529	1,544	1,573
Supplies	13,039	9,660	10,581	11,536
School Bus Rental Fees	3,251	3,250	3,052	3,500
School Age Youth Programs	408,050	494,414	488,982	600,225
Preschool				
Salaries - benefited	143,670	166,424	98,104	111,041
Salaries - non benefited	0	0	55,362	52,356
Retirement - 401a	0	0	5,686	6,084
Retirement - 457M	0	0	5,989	6,358
Medicare	2,038	2,413	2,225	2,369
Medical	8,935	10,625	10,625	10,884
Dental	817	960	960	960
Retirement	10,976	12,487	0	0
Long Term Disability	283	381	379	386
Life Insurance	251	334	333	377
Vision	95	120	120	120
Short Term Disability	421	566	564	0
FAMLI	19	1,498	1,381	1,470
Training, Conferences & Education	5,052	2,600	120	500
Cell Phone	51	60	0	0
Dues, Subscriptions, Publications	3,121	3,670	3,971	4,126
Employee Recognition, Meetings, Teambuilding	186	0	0	0
Hiring & Onboarding	872	1,095	894	900
Recognition	0	0	0	250
Meetings	0	0	0	220
Teambuilding	0	0	0	275
Contract Services	716	1,800	708	2,866
Staff Uniforms	486	500	368	500
Facility Operations	0	0	0	0
Supplies	18,075	5,450	22,646	4,575
Preschool	196,064	210,983	210,435	206,617
Total Expenditures	5,743,745	6,168,700	5,744,820	6,619,393
Excess of Revenues Over Expenditures	752,377	(8,040)	790,181	404,762
Other Financing Sources (Uses)	7,350	0	(1,106,890)	(2,250,000)
Net Change in Fund Balance	759,727	(8,040)	(316,709)	(1,845,238)
Fund Balance - Beginning of Year	3,259,938	-	4,019,665	3,702,956
Fund Balance - End of Period	4,019,665	-	3,702,956	1,857,718

Conservation Trust & Grant Fund

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
General & Administration				
Conservation Trust Fund Proceeds	72,466	71,000	78,657	70,754
General & Administration	72,466	71,000	78,657	70,754
Total Revenue	72,466	71,000	78,657	70,754
General & Administration				
Capital Outlay	39,806	87,500	89,489	40,000
General & Administration	39,806	87,500	89,489	40,000
Total Expenditures	39,806	87,500	89,489	40,000
Excess of Revenues Over Expenditures	32,660	(16,500)	(10,832)	30,754
Fund Balance - Beginning of Year	144,855	-	177,515	166,683
Fund Balance - End of Period	177,515	-	166,683	197,437

Debt Service Fund

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
Property Tax Revenue				
Property Tax Revenue	928,452	919,733	918,181	927,793
Property Tax Revenue	928,452	919,733	918,181	927,793
Total Revenue	928,452	919,733	918,181	927,793
General & Administration				
Bank Service Charges	363	365	363	365
Treasurer's Fees	13,927	13,796	13,773	13,917
Bond Interest Expense	77,550	52,500	52,500	26,700
Bond Principal Payments	835,000	860,000	860,000	890,000
General & Administration	926,840	926,661	926,636	930,982
Total Expenditures	926,840	926,661	926,636	930,982
Excess of Revenues Over Expenditures	1,612	(6,928)	(8,455)	(3,189)
Fund Balance - Beginning of Year	6,934	-	8,546	91
Use of Fund Balance			(8,455)	(3,189)
Fund Balance - End of Period	8,546	-	91	(3,098)

Plains Metropolitan Dist Settlement Fund

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
General & Administration				
Interest Income	3,399	4,000	16,679	12,510
Legal Settlements	300,000	300,000	300,000	300,000
General & Administration	303,399	304,000	316,679	312,510
Total Revenue	303,399	304,000	316,679	312,510
General & Administration				
Capital Outlay	-	-	-	50,000
Cooperative Agreement Expense	172,956	-	-	-
General & Administration	172,956	-	-	50,000
Total Expenditures	172,956	-	-	50,000
Excess of Revenues Over Expenditures	130,443	304,000	316,679	262,510

Fund Balance - Beginning of Year	29,362	-	159,805	476,484
Fund Balance - End of Period	159,805	-	476,484	738,994

Community Garden Fund

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
General & Administration				
Garden Plot Fees	3,225	3,322	3,305	3,305
General & Administration	3,225	3,322	3,305	3,305
Total Revenue	3,225	3,322	3,305	3,305
General & Administration				
Supplies	248	500	514	650
General & Administration	248	500	514	650
Total Expenditures	248	500	514	650
Excess of Revenues Over Expenditures	2,977	2,822	2,791	2,655
Fund Balance - Beginning of Year	31,092	-	34,069	36,860
Fund Balance - End of Period	34,069	-	36,860	39,515

Veterans Monument Fund

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
General & Administration				
Supplies	2,040	2,225	1,834	1,850
General & Administration	2,040	2,225	1,834	1,850
Total Expenditures	2,040	2,225	1,834	1,850
Excess of Revenues Over Expenditures	(2,040)	(2,225)	(1,834)	(1,850)
Fund Balance - Beginning of Year	9,399	-	7,359	5,525
Use of Fund Balance			(1,834)	(1,850)
Fund Balance - End of Period	7,359	-	5,525	3,675

Capital Reserve Fund

	2022 Actual	2023 Annual Budget	2023 Projected	2024 Annual Budget
General & Administration				
Capital Outlay	-	1,153,350	963,992	1,418,458
General & Administration	-	1,153,350	963,992	1,418,458
Total Expenditures	-	1,153,350	963,992	1,418,458
Excess of Revenues Over Expenditures	-	(1,153,350)	(963,992)	(1,418,458)
Fund Balance - Beginning of Year	-	-	-	189,358
Transfer from General Fund		1,153,350	1,153,350	2,250,000
Fund Balance - End of Period	-	-	189,358	1,020,900

**RESOLUTION
BOARD OF DIRECTORS
KEN CARYL RANCH METROPOLITAN DISTRICT**

A RESOLUTION ADOPTING A SCHEDULE OF FEES AND CHARGES FOR PARK AND RECREATION SERVICES, PROGRAMS, AND FACILITIES FOR CALENDAR YEAR 2024

WHEREAS, the Ken-Caryl Ranch Metropolitan District ("**District**") is a political subdivision of the State of Colorado, organized pursuant to C.R.S. § 32-1-101, *et seq.*, to provide park and recreation services to residents within, and to individuals passing through, its jurisdiction;

WHEREAS, the District's Board of Directors ("**Board**") is authorized to fix and from time to time to increase or decrease fees, rates, and charges for services, programs, and facilities furnished by the District, C.R.S. § 32-1-1001(1)(j)(I);

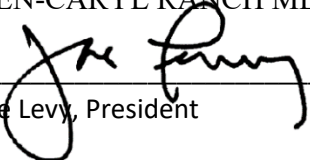
WHEREAS, each year, the Board adopts a schedule of fees and charges for some of its services, programs, and facility access, with the purpose of generating sufficient revenue to recover some or all of the District's direct costs in providing the services, programs, and facilities; and

WHEREAS, the District's executive staff has developed a proposed schedule of fees and charges for calendar year 2024 ("**2024 Fee Schedule**"). A copy of the proposed 2024 Fee Schedule is attached to this Resolution. The Board has reviewed the proposed 2024 Fee Schedule and finds that the fees and charges set forth therein are reasonable and necessary to cover some of the costs the District incurs in providing the services, programs, and facilities.

NOW, THEREFORE, be it resolved by the Board of Directors of the Ken-Caryl Ranch Metropolitan District that the attached 2024 Fee Schedule is hereby adopted as the schedule of fees and charges for District services, programs, and facilities effective for the calendar year 2024, and that, effective January 1, 2024, the 2024 Fee Schedule shall supersede and render null and void all prior schedules of fees and charges adopted by the Board.

ADOPTED this 8th day of January 2024


BOARD OF DIRECTORS OF THE
KEN-CARYL RANCH METROPOLITAN DISTRICT



Joe Levy, President



Jim Conzelman, Vice President



John Ostrom, Secretary



Mike Miro, Treasurer



Kayla Kirkpatrick, Director

CERTIFIED RECORD
OF
PROCEEDINGS RELATING TO
KEN-CARYL RANCH METROPOLITAN DISTRICT
JEFFERSON COUNTY, COLORADO
BUDGET HEARING FOR FISCAL YEAR
2024

STATE OF COLORADO)
) ss.
JEFFERSON COUNTY)

The Board of Directors ("**Board**") of Ken-Caryl Ranch Metropolitan District ("**District**"), Jefferson County, Colorado, held a special meeting and public hearing on January 8, 2024 at the hour of 6:00 p.m. concerning a proposed budget for fiscal year 2024.

The following members of the Board of Directors were present:

John Ostrom

Kayla Kirkpatrick

Joe Levy

Jim Conzelman

Mike Miro

Absent: None

Director Levy reported that, prior to the meeting and public hearing, each Director was notified of the date, time, and place of the meeting and the purpose for which it was called, and that a Notice of the public hearing on the proposed 2024 Budget was published in the Golden Transcript and Jefferson Transcript on November 23, 2023. Notice of the public hearing also was duly posted. Thereupon, Director Levy introduced and moved for the adoption of the following Resolution:

RESOLUTION

A RESOLUTION SUMMARIZING REVENUES AND EXPENDITURES FOR EACH FUND, ADOPTING A BUDGET FOR THE YEAR 2024, LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2024 TO HELP DEFRAY THE COSTS OF GOVERNMENT, AND APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS IN THE AMOUNTS AND FOR THE PURPOSES SET FORTH HEREIN FOR THE KEN-CARYL RANCH METROPOLITAN DISTRICT, JEFFERSON COUNTY, COLORADO, FOR THE 2024 FISCAL YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2024, AND ENDING ON THE LAST DAY OF DECEMBER 2024.

WHEREAS, the District Board authorized its administrative staff and consultants to prepare and submit a proposed budget for fiscal year 2024;

WHEREAS, a proposed budget for fiscal year 2024 ("**2024 Budget**") has been submitted to the District Board for its consideration. A copy of the proposed 2024 Budget is attached to this Record of Proceedings;

WHEREAS, due and proper notice, published and posted in accordance with the law, advised the public that (1) the proposed 2024 Budget was available for inspection by the public at a designated public office; (2) a public hearing would be held on December 12, 2023 at 6:00 pm at 7676 S. Continental Divide Road, Littleton, CO 80127, which public hearing may be continued to a subsequent meeting(s); and (3) interested electors could comment on or file or register objections to the proposed 2024 Budget any time before the public hearing; and

WHEREAS, a public hearing was held on December 12, 2023 and continued until January 8, 2024, and interested electors were given the opportunity to comment on or to file or register any objections to the proposed 2024 Budget.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE KEN-CARYL RANCH METROPOLITAN DISTRICT, JEFFERSON COUNTY, COLORADO:

Section 1. Appropriation of 2024 Budget Revenues. That the estimated revenues for each fund as more specifically identified in the attached 2024 Budget are approved and appropriated.

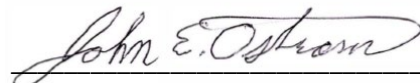
Section 2. Approval of 2024 Budget Expenditures. That the estimated expenditures for each fund as more specifically identified in the attached 2024 Budget are accepted and approved.

Section 3. Adoption of Budget for 2024. That the attached 2024 Budget as submitted is approved and adopted as the District's budget for fiscal year 2024.

Section 4. Adoption of Mill Levy. That the mill levy necessary to generate the revenues set forth in the 2024 Budget, and as previously approved by the voters within the District's jurisdiction, is hereby adopted.

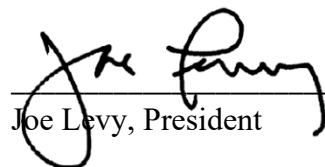
The foregoing Resolution was seconded by Director Kirkpatrick.

ADOPTED AND APPROVED this 8th day of January 2024.



John Ostrom, Secretary

ATTEST:

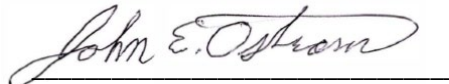


Joe Levy, President

STATE OF COLORADO)
) ss.
JEFFERSON COUNTY)

I, John Ostrom, Secretary of the Ken-Caryl Ranch Metropolitan District, Jefferson County, Colorado, do certify that the foregoing pages numbered 1 through 3, inclusive, constitute a true and correct copy of the record of proceedings of the District Board of Directors, adopted at a special meeting of the Board held on January 8, 2024, at the hour of 6:00 pm at 7676 S. Continental Divide Road, Littleton, CO 80127 as recorded in the official record of proceedings, insofar as said proceedings related to the 2024 Budget; that said proceedings were duly had and taken; that the meeting was duly held; and that the persons were present at the meeting as therein shown.

IN WITNESS WHEREOF, I have hereunto subscribed my name this 8th day of January 2024.



John Ostrom, Secretary